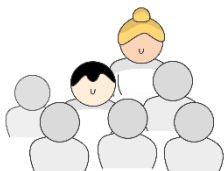


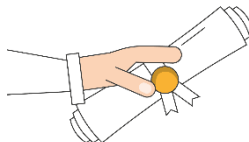
# APPLICATION PACK

People Operations Manager  
(Fixed Term – up to 12 months)

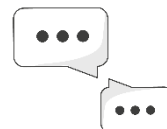
Recruiting



Training



Supporting



Improving outcomes for children and young people

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# INTRODUCTION FROM THE NATIONAL CONVENER



Dear applicant,

Thank you for expressing an interest in working with Children's Hearings Scotland.

As an organisation that works within the Children's Hearings System, we are passionate about making a positive contribution to improving the outcomes of Scotland's children and young people.

Our vision is of a hearings system where everyone works together. This makes sure that all children and young people are loved, cared for and protected and that their views are heard, respected and valued. We are currently rolling out a range of projects that will see us transform the way we work, helping us to achieve our vision. It is a truly exciting time to join Children's Hearings Scotland.

It is an enormous privilege to lead this organisation and we are committed to shaping a modern Children's Hearings System that meets the needs of Scotland's children and young people.

Good luck with your application.

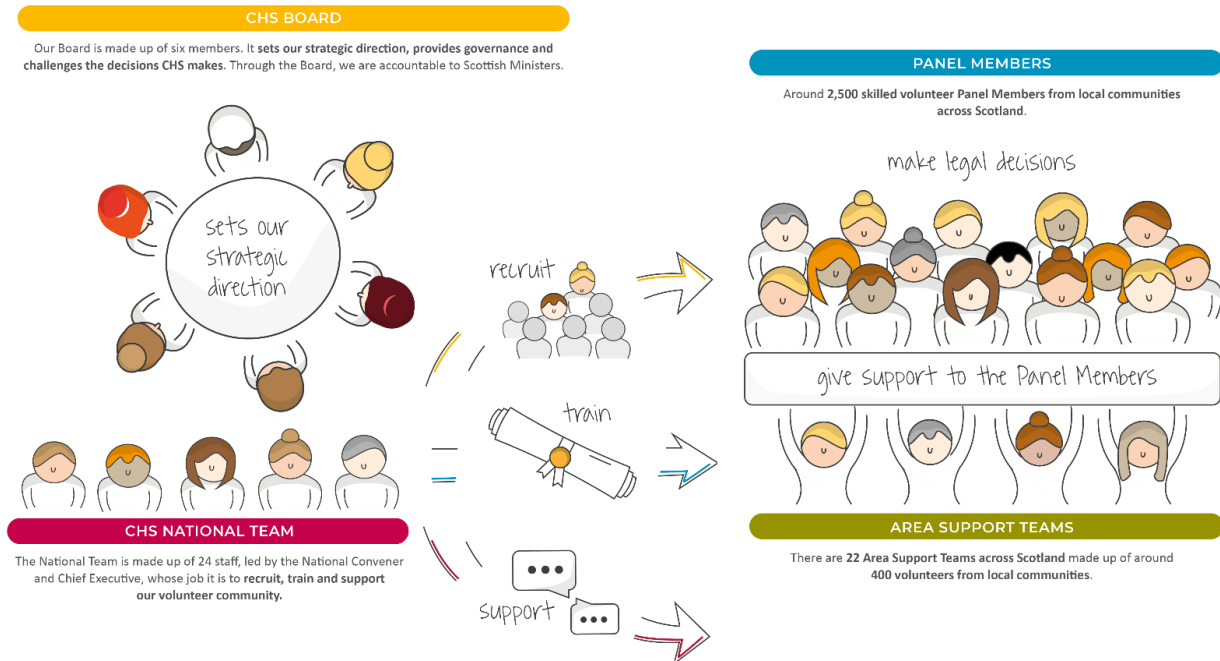
Elliot Jackson  
National Convener and Chief Executive Officer



# ABOUT US



Children's Hearings Scotland recruits, trains and supports around 2,500 skilled volunteer Panel Members who sit on children's hearings and make decisions with and for vulnerable children and young people across Scotland.



# OUR VISION

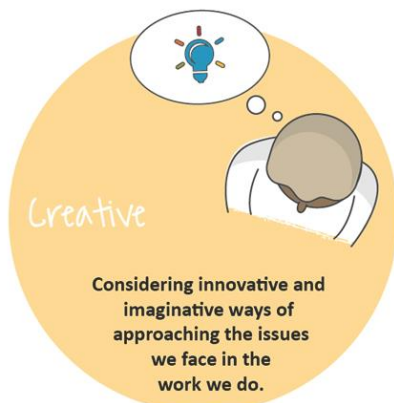


Our vision is of a Children's Hearings System where everyone works together, making sure that all children and young people are loved, cared for and protected and their views are heard, respected and valued.

# OUR VALUES



Our values sit alongside our vision and mission and are threaded throughout everything we do.



# COMPLETING YOUR APPLICATION



Thank you for your interest in joining our team at Children's Hearings Scotland. We are also known as CHS.

This application form has been designed to ensure compliance with legislation and best practice. The processing of all information will be in accordance with the requirement of the Data Protection Act 2018. The information you provide on your application form will only be used as part of the selection procedure and for any subsequent employment administration if your application is successful.

For further details on how your information will be handled please refer to our [privacy statement](#). If any part of the form is unclear, please contact us at [jobs@chs.gov.scot](mailto:jobs@chs.gov.scot).

We are striving to be an equal opportunities employer with a diverse workforce which is representative of the population we serve. We are committed to embedding a culture of equality and diversity into our organisation and ensuring that all job applicants and employees are treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other factor.

At the end of the application form you will find our Equal Opportunities Monitoring Survey which is intended to assist CHS in maintaining equal opportunities best practice and in identifying equality barriers for job applicants. We would be grateful if you would complete it.

Employees of CHS are required to adhere to a detailed Staff Code of Conduct. Key principles in this are that staff:

- act in the best interests of CHS
- are honest
- are selfless
- have integrity and respect

Prior to employment, all applicants will undergo pre-employment background checks in line with the Scottish Government's Baseline Personnel Security Standards.

We may contact previous employers, educational providers, fraud prevention bodies, local authorities and government agencies as part of this process. We may also use background screening companies.

## Guidance on filling in the online application form

The form has been designed to help both the applicants and our resourcing team process applications quickly, efficiently and on a variety of devices. This application can be accessed on any device.

The application sections are detailed below. We advise you to read over them and have your information prepared on separate document you can cut and paste from, such as your CV or covering letter. Once you start the application, you will not be able to save it and return to complete it at a later stage.

CHS does not accept CVs. Please ensure you include all relevant information on this form.

### Section 1

- **Personal Information:** Please note that only your surname is required in full. Give only the initials of your first name(s).

### Section 2

- **Education and Training:** This section asks about your education and job-related training. Please give us enough details to assess your attainments in relation to the post for which you are applying.
- Continue on a separate sheet if necessary. We need a minimum of three years' job-related or education history.

### Section 3 to 7

- **Work Experience:** This section asks about your work experience with a separate section for each relevant role. We have supplied space for your post recent post as well as four previous roles.
- Please give as much detail as you feel gives us an accurate picture, both about the type of work you are/were doing and the responsibilities you have or have had. Please start with the most recent and share dates where possible.

### Section 8

- **Supplementary Information:** Please detail any further experience or information relevant to the post for which you are applying, considering the information you have been given about the post, for example the job description or person specification. Try to ensure you are clear about how you meet the essential criteria listed.

## Section 9

- **General Information:** You are asked to tell us if you are related to any member of CHS's staff or Board. This is to ensure compliance with CHS's Code of Conduct Policy.
- You are asked to tell us if you are currently eligible for employment in the UK. This is so that we can ensure compliance with the Immigration Act 2014, Asylum and Immigration Act 1996 and Immigration, Asylum and Nationality Act 2006 which requires organisations to ensure individuals to whom they are offering employment have permission to work in the UK. Please visit [www.gov.uk/check-uk-visa](http://www.gov.uk/check-uk-visa) if you are unsure of your status.
- If you are invited to interview, you will be required to produce such evidence.
- CHS works with vulnerable persons under the age of 18 and we are required by The Protection of Vulnerable Groups (Scotland) Act 2007 to ensure that all of the staff we employ are suitable to work with persons under 18 or with their data. CHS is also an exempted body for the purposes of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975.
- CHS is required to take into account, prior to offering employment, any information of any spent and unspent convictions that may be relevant to the post for which you are applying. No unconditional offer of employment will be made until a satisfactory Protecting Vulnerable Groups (PVG) clearance has been received.
- If you are the successful candidate for the post, you will be asked to complete a pre-employment health questionnaire. This questionnaire will be screened by CHS' Occupational Health Provider, who may ask you to attend for consultation.
- Formal offers of employment will be made once CHS' Occupational Health Provider has assessed the individual as "Fit to work" and where appropriate any reasonable adjustments have been implemented.

## Section 10

- **References:** We request three professional references. References will only be taken up if you are short-listed. Please indicate if you do not wish your referee(s) to be contacted at this stage.
- Please note that no unconditional offer of employment will be made until satisfactory references have been received.

## Section 11

- **Declaration:** You are asked to declare the information you provided is true to the best of your knowledge. If you have any questions or concerns please contact us at

[jobs@chs.gov.scot](mailto:jobs@chs.gov.scot).

## Section 12

- **Equality Monitoring:** The information in this survey will be used for monitoring purposes only. Your responses are voluntary but the more information you supply, the more effective our monitoring of responses will be.
- This information will only be viewed by the CHS Resourcing Team and is not connected to your application form and will not be used to identify you. It will not be seen by anyone involved in interviewing or shortlisting and will be stored securely in line with the principles of the Data Protection Act 2018.
- Monitoring will help to improve our recruitment processes and enable us to be as inclusive an employer as possible.
- Please select the most applicable option in the questions and complete the open boxes where relevant. We would be grateful if you would fill in this survey.

# APPLICATION FORM



## People Operations Manager – Fill in form

# JOB DESCRIPTION



|                            |                                                                                                                           |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Reports to:</b>         | Director of People and Culture                                                                                            |
| <b>Direct Reports</b>      | People and Culture Partner (1 x FTE)<br>People and Culture Co-ordinator (1 x FTE)<br>People & Culture Assistant (1 x FTE) |
| <b>JD Last Updated</b>     | June 2025                                                                                                                 |
| <b>Role Last Evaluated</b> | 2021 note: Formally HR & OD Manager, Higher Officer Grade                                                                 |

## OVERVIEW OF ROLE

As People Operations Manager, reporting to the director of People and Culture, you will develop and lead on the organisation's people and culture strategy and operational plans by providing a pro-active, solutions focused 'people operations' service to managers and colleagues on people related matters and organisational development and design activities, policies, practices, and procedures, offering advice, guidance, support, and information as required.

The post holder will work across the CHS national team. They will also work closely with the Scottish Children's Reporters Administration (SCRA), our shared services provider as well as with other key partner organisations and stakeholder groups.

In addition, the post holder will deliver a professional and effective customer focused 'people operations' service within a large and complex colleague and volunteer workforce to enable and drive the development of the organisation through innovative and people-centered solutions.

## MANAGEMENT ACCOUNTABILITIES

- Be a role model for effective and positive management which is results driven and future oriented.
- Promote a team culture of cohesive and responsive service provision through effective management of direct reports.
- Provide ongoing feedback, mentoring, advice and coaching to direct reports (People Operations team), supporting skills development, continuous improvement, and increased competencies through an effective performance management framework.

## OPERATIONAL MANAGEMENT ACCOUNTABILITIES

- Support the senior leadership/management team to drive forward organisational change in line with the corporate plan through the project management of transformational and cultural change projects.
- Drive forward engagement and planning in relation to Learning and Development and wider OD activities across the organisation. Specifically implementation of our Leadership/Management Programme, formalising our SM Structure, broader skills development activities and wider organisational design/WFP activities.
- Provide senior and line managers with sound advice and guidance on all aspects of staff employment and management, ensuring that the implementation of policies and procedures brings consistency of practice, fairness, and equality in relation to staff management.
- Support senior and line managers in dealing with employee relations issues including support and guidance during disciplinary, grievance, capability, and absence management meetings to ensure appropriate and sustainable outcomes.
- Manage the review, development and implementation of people and culture policies, procedures, and strategies in line with corporate objectives, legislation, and best practice to ensure effective staff management and the delivery of high-quality services.
- Build management capacity by coaching and advising senior and line managers in planning and managing successful implementation of the People & Culture strategy to ensure the organisation has the capacity and resilience to meet current and future business needs.
- Work with senior managers and employee representatives (Team Forum) to maximise employee engagement and partnership working.

## CORE ACTIVITIES

- Develop and maintain effective and proactive working relationships to source and deliver appropriate 'people' solutions to meet organisational requirements.
- Provide sound employment law advice to CHS ensuring that it complies with its legislative requirements.
- Provide people and culture management information to the senior leadership team to inform their discussions and decisions.
- Manage and delegate tasks as required to appropriate colleagues.
- Enable the organisation to deliver its objectives by having a national team who possess all the relevant skills and knowledge to perform their roles.
- Support national team colleagues to fully participate in the development of their own performance management objectives, then quality assuring these objectives through regular monitoring and reviews.

- Review and evaluate staff personal development and career plans to collate and analyse the training needs across the organisation, while working with relevant colleagues enable these needs to be met through innovative means, where possible.
- Develop and maintain a succession plan strategy that enables the organisation to be resilient and to mitigate against the risks associated with staff absence, attrition, and turnover.
- Ensure CHS meets its equality and diversity duties by developing and leading on mainstreaming equalities in all aspects of CHS business including the publication and analysis of legislatively required documents.
- Undertake specific business projects as directed by the Director of People and Culture and other members of the senior leadership team.
- As a manager within the National team, be responsible for conducting and/or supporting concerns and complaint investigations and reviews, as delegated by management.
- Proactively explore ways to continuously improve the effectiveness of your role to support the delivery of CHS' outcomes.

# PERSON SPECIFICATION



## MANAGEMENT/PERSONAL EFFECTIVENESS COMPETENCIES

| COMPETENCY AREA                   | KEY SKILLS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Managing change</b>            | <ul style="list-style-type: none"> <li>• Good project/change management skills and able to guide others in the effective management of organisational change programmes and projects.</li> <li>• Ability to sustain performance under conditions of rapid change.</li> <li>• Supporting others through change and having the willingness and ability to enable changes to take place in the most productive way.</li> <li>• A strong outcome / delivery focus and the creativity to adapt individual approach in changing circumstances.</li> <li>• Ability to use data / MI to manage team improvements.</li> </ul> |
| <b>Teamwork and Collaboration</b> | <ul style="list-style-type: none"> <li>• Effectively initiates dialogue across teams, levels, departments recognising that we have a shared responsibility to provide the best experience for our colleagues and wider stakeholders.</li> <li>• Recognises the value of every contribution and area of expertise within the organisation. This includes building links and networks across teams (internally and externally).</li> <li>• Creates a supportive team environment by listening and responding to others and creating opportunities for innovation and generation of ideas and actions.</li> </ul>       |
| <b>Communication</b>              | <ul style="list-style-type: none"> <li>• Excellent influencing and negotiation skills.</li> <li>• Ability to communicate effectively in 1:1 and group settings.</li> <li>• Excellent report writing skills, including an ability to prepare high level reports to Senior Management.</li> </ul>                                                                                                                                                                                                                                                                                                                      |
| <b>Personal Integrity</b>         | <ul style="list-style-type: none"> <li>• Encourages and supports open two-way communication.</li> <li>• Is motivated by values and getting on with the job.</li> <li>• Shows resilience that enables the team to perform to the highest standards;</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |

## FUNCTIONAL/TECHNICAL COMPETENCIES

| COMPETENCY AREA             | KEY SKILLS                                                                                                                                                                                         |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial Management</b> | <ul style="list-style-type: none"> <li>• High level of ability to handle management reporting in relation to change, programme and project management.</li> </ul>                                  |
| <b>Computer literacy</b>    | <ul style="list-style-type: none"> <li>• High level of proficiency with Microsoft office (Outlook, Word, Excel, and PowerPoint)</li> <li>• Familiarity with project management Software</li> </ul> |

| TRACK RECORD/EXPERIENCE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Evidence of continuous professional development.</li> <li>• Excellent knowledge of employment law</li> <li>• Excellent negotiation skills and/or mediation skills</li> <li>• Substantial operational and transactional experience of all aspects of human resource management.</li> <li>• Experience in people and culture strategy and policy development.</li> <li>• Experience of working in partnership with employee representatives.</li> <li>• Excellent communication skills, both verbal and written with the ability to deliver complex and difficult messages to a variety of audiences.</li> <li>• Excellent interpersonal skills with the ability to quickly establish credibility and build relationships and trust.</li> <li>• Excellent influencing skills with the ability to present sound and well-reasoned advice.</li> <li>• Planning and organisation skills to meet deadlines and manage conflicting priorities.</li> <li>• Numerate with the ability to understand and analyse complex information and data.</li> <li>• Ability to remain calm and professional in difficult situations.</li> <li>• Flexible and adaptable approach to situations.</li> <li>• Effective team member who has the ability to work on own initiative but ensure consistency with national practice.</li> <li>• Project management skills.</li> <li>• Excellent customer service skills</li> </ul> |

**EDUCATIONAL ATTAINMENT/ QUALIFICATIONS**

- Educated to degree level or equivalent in relevant discipline.
- Member of Chartered Institute of Personnel and Development.

**PROFESSIONAL BODY MEMBERSHIP**

Membership of one of the major professional bodies or equivalent is desirable

**OTHER REQUIREMENTS FOR THE ROLE**

None

Thank you for your interest in this position.