



# **Candidate Information Pack**

## **People Strategy Project Manager**



<b>Role title:</b>	<b>Project Manager</b>
<b>Department and location:</b>	<b>Human Resources</b>
<b>Reports to:</b>	<b>People Strategy Business Partner</b>
<b>Direct reports: (including volunteers)</b>	<b>As required by the projects</b>

**Job purpose:**

To lead strategic change through management of a series of projects to deliver a major change using the RSPB's Project Management Framework, successfully meeting the goals and objectives of the project or programme.

**Key results areas:**

- Develop effective working relationships with the Project Board engaged in the work (where applicable), including senior managers – to achieve outcomes and objectives
- Advocate the change they are implementing to ensure the projects deliver against the strategic objectives of the People Strategy and Scorecard Outcomes of the RSPB and is embedded effectively in the organisation
- In conjunction with involved Senior Managers, set the vision and purpose of the project to ensure alignment with strategic objectives and outcomes
- Identify, research and recommend developments for the project to deliver against changes to strategic priorities
- Day to day management of the project to include issues, risks, dependencies and deliverables– to ensure that work is focused on the strategic priorities and remains on track
- To form an ongoing, effective relationship with One Team for Nature Portfolio Board (PFB) and Strategy Board to ensure the project is progressing in line with strategic priorities and give comfort to the PFBs that this is happening.
- Working closely with project officers to coordinate and align related initiatives - to maximise benefits and ensure delivery is as effective and efficient as possible.
- Working closely with users from across the organisation - to ensure the programme meets business needs and build understanding related to the project outcomes.
- Work closely with Senior Managers and Leadership Teams to ensure strategic change delivered by the project is embedded effectively within the organisation.

**Key contacts and working relationships:**

**Internal:**

- Project delivery teams and project officers in other projects/programmes where there are interdependencies/links to deliverables, managing the communication between the programme and the customer, to translate technical or practical information for all staff.
- Inspiring the internal stakeholders, Business Partners, Managers, suppliers and users of the project outputs to deliver the best they can, to deliver the requirements of each element by promoting the sharing of ideas and solutions across the team.
- Communicate with decision makers, to ensure effective engagement with the project.
- People Strategy Business Partner
- Head of Learning and Development, key customer with respect to Leadership and Management Development of staff
- Head of Volunteering, key customer with respect to Leadership and Management Development of volunteers
- Internal Communications Manager, route to designing and communicating general information internally about the needs and benefits of the research
- Business Partners in HR and Learning & Development, to provide advice and guidance on the

purpose and interpretation of organisational research and recommendations for implementation

- Other members of HR department
- Internal equality and Diversity champions

**External:**

- Manage relationships with external suppliers and/or partners to manage activities, costs and other contractual obligations (within the scope of the project).
- Equality specialists particularly from other charities and nature conservation bodies, partners, professional bodies and communities of interest share and acquire knowledge relating to E+D recommendations for implementation

**Financial responsibility:**

- No financial responsibilities.

**Qualifications, knowledge, skills and experience required:**

**Essential qualifications:**

1. Project Management Qualification or appropriate training.

**Essential Knowledge**

2. Knowledge and understanding of Equality & Diversity and its impact in the workplace

**Essential skills:**

3. Competent IT user (e.g. MS packages, Outlook etc).
4. Attention to detail and ability to understand financial systems.
5. Demonstrable leadership ability, able to lead without line management authority.
6. An excellent standard of written English and full appreciation of communication styles
7. Able to present complex information in a clear and engaging form to stakeholders
8. An ability to persuade and influence a wide range of people, both internally and externally.
9. Ability to manage complex projects and programmes.
10. Demonstrable ability to manage changes within projects/programmes.
11. Excellent problem solving skills and ability to find creative solutions.
12. Able to work under pressure and adapt to changing circumstances.
13. Demonstrated ability to provide advice and interpretation of policy and procedures associated with project and programme management.
14. Logical & methodical, analytical and a good eye for detail.
15. Proven time management and organisational skills.

**Essential experience:**

16. Experience of working to a standard project and/or management approach (eg RSPB Project Management Framework, Prince II).
17. Implementing Equality & Diversity solutions and best practice in a work environment
18. Experience of working in an HR team.
19. Competent IT user (e.g. MS packages, Outlook etc).
20. Experience of leading and managing multidisciplinary teams.
21. Experience of delivering a number of complex projects.
22. Experience of Benefits Realisation.

**Desirable qualifications, knowledge, skills and experience:**

23. Experience of working with external stakeholders such as agencies and contractors.
24. Demonstrable experience of developing and working in partnerships to achieve shared outcomes.
25. Knowledge Management.

**How we expect you to work:**

The RSPB has seven key competencies that are important to our organisation's success. We expect all employees to demonstrate these competencies in everything that they do. The heading descriptors of the seven competencies are:

**Direction:**

You ensure you have a clear direction and sense of common purpose that guides what you do and how you approach your work.

**Energy:**

You bring energy and urgency to the RSPB to motivate people to do the best they can.

**Capability:**

You build your own and other people's capabilities, directly and indirectly.

**Relationships:**

You communicate effectively and build productive internal and external relationships.

**Change:**

You support continuous improvement and change and constantly look for way to do things better.

**Advocacy:**

You act as an advocate for the RSPB.

**Performance:**

You get things done, achieve ambitious goals and the RSPB's aims.

**In line with these competencies, the following behaviours are essential upon appointment to this particular role and will need to be part of what you do for you to add value to the RSPB:**

- Clearly communicates the RSPB's strategy
- Sets clear work priorities for people
- Demonstrates a willingness to make decisions and take action
- Trusts the decisions and expertise of others
- Forms productive internal partnerships
- Promotes communication across department boundaries
- Challenges people to eliminate wasteful or non-priority activities
- Encourages others to buy into and support change
- Speaks positively about the RSPB with colleagues
- Allocates resources to deliver strategic priorities

**Additional information:**

- This role will require regular/occasional travel within the UK.
- This role will require occasional overnight stays away from home.
- The RSPB works for a healthy environment for all and we therefore expect you to take action in accordance with our Environmental Policy and objectives. Together we can make a positive difference for our world.
- In the RSPB, volunteers are a major resource and make a vital contribution to the RSPB's aim to take action for the conservation of wild birds and the environment. Employees are responsible for encouraging, developing and supporting volunteers in their work for the RSPB.

# How to Apply

We would invite you to complete the application form at the end of the pack and send it on to Anne MacKenzie at [anne.mackenzie@rspb.org.uk](mailto:anne.mackenzie@rspb.org.uk)

If you have questions about the role please contact Anne by email or on 01767 693020.

Please take care to ensure you clearly detail how your skills/knowledge/experience demonstrates you are able to deliver on the key result areas, remove the role information and only send the application.

Closing Date	6 September 2015
Interview Date	To be advised

# Who we are and what we do



The RSPB exists to give nature a home. We help our birds, other wildlife and natural places survive and thrive.

On our doorstep are woods and farmland, moors and marshes, cliffs and mountains. They are home to an astonishing array of precious but threatened wildlife. Every species is unique, but they are all connected to one another. And every one of them needs a home to survive.

Sadly, many of our best loved and most iconic species can't find a welcome home here any more. It's our job to change this. A country that's not home to skylarks and puffins, red squirrels and hedgehogs is not a country any of us want to live in.

To protect our threatened birds and other wildlife, we need to protect the places where they live. If we are taking care of nature, we are taking care of ourselves and future generations.

## The RSPB in a nutshell

The Royal Society for the Protection of Birds (RSPB):

- Was formed in 1889 to counter the barbaric trade in bird plumes for women's hats
- Has since grown into a world-leading wildlife conservation organization and now speak out for all birds and wildlife, tackling the problems which threaten our environment
- Has over a million members, including more than 200,000 youth members
- Has more than 2,000 active staff members and almost 18,000 volunteers, who donate more than a million hours of their time – that's the equivalent of 600 full-time staff
- Has a NET income available for charitable purposes of £89.3 million
- Has more than 200 nature reserves covering 143,7800 hectares and home to 80% of our rarest or most threatened bird species
- Has a UK headquarters, three national offices and eight regional offices
- Has a network of over 150 local groups and more than 150 youth groups
- Has an impressive global reach, with active projects and capacity building programmes in 26 countries and 8 UK Overseas Territories
- Is the UK partner and leading player, in Birdlife International
- Has the largest charity mail order operation in the UK, and also has the UK's most successful charity credit card

## Volunteers

Volunteers founded the RSPB 125 years ago and remain a vitally important part of the organization today; there are approximately nine volunteers for every paid member of staff  
Our volunteers bring a unique range of skills and qualities to the RSPB, help stretch our scarce resources and keep us in touch with grass roots.



# Our Strategy, Mission and Cultural Values



## **Our Strategy**

### **Our vision: a world richer in nature**

Imagine this. Wild birds and other wildlife will no longer be declining. Nature is restored, enriching and sustaining the lives of people as a result. Such a world would guarantee that future generations have clean air and water, a stable climate, abundant and diverse wildlife, and a robust, diverse and sustainable economy.

### **Our long-term purpose: saving nature**

We believe that:

- There is a moral imperative to save nature
- Nature is crucial for peoples quality of life and the planet's life support systems
- Birds are an integral part of the web of life
- We are well placed to stand up for birds and all nature
- The challenge is great, we must work with others to succeed
- We need growing popular support

## **Our Mission**

### **By 2020...**

Our work is both urgent and important and we need to act now to make a difference. The world's governments have committed to halting biodiversity loss by 2020 and we will challenge them, as well as businesses, civil society and ourselves, to take the steps necessary to reach this goal, and then go further.

## **Our Cultural Values**

Our cultural values are the way we work with each other and partners:

### **Bold**

We speak out honestly for what we believe in, aiming higher and pushing further for growth. We seek to provide innovative, fun and sociable ways for people to get involved

### **Focused**

We identify where birds and wildlife are most under threat, then act decisively and with commitment to save them and deliver tangible results

### **Supportive**

We support each other and our sector partners in order to flourish, and make sure our supporters receive reward and recognition for their contribution

### **Together**

We work together for the biggest possible impact across the RSPB and with partners across the UK and globally





# Working at the RSPB

## Hours of work

Normal hours of work for full-time employees are 37.5 hours per week. We are introducing new Flexitime and TOIL frameworks to recognise the commitment of staff and their willingness to be extremely flexible in the interests of conservation and the organisation, with the aim of making flexibility available to as many people as possible.

## Leave entitlement

Holiday entitlement in a full year is 26 working days, four of which must be taken during the RSPB's Christmas shutdown. Public holidays (or days in lieu) are additional to annual leave. Long serving staff receive additional holidays:

3 years continuous service 28 days

7 years continuous service 30 days

Part-time staff (which includes part-year staff) are entitled to a pro-rata number of days annual leave.

The RSPB prides itself on being a flexible and supportive employer. We have a range of options available to support our employees including parental, family, and special leave alongside our maternity and paternity leave arrangements. More details of entitlements when working at the RSPB can be found on our intranet page.

## Payment during sickness absence

The RSPB operates an Occupational Sick Pay Scheme (OSP) in parallel to Government Statutory Sick Pay Scheme. OSP allowances are determined by length of service from 30 days (6 weeks) in your first year up to 180 days (30 weeks) after 5 years service

For part-time employees, OSP is based on the number of days worked per week and paid at the normal part-time rate.

## Learning & development

The RSPB is committed to supporting new employees. We offer a wide range of learning and development opportunities including on-going training, e-learning and through our induction process.

We have a long standing commitment which has survived the economic downturn, to providing quality learning and development opportunities. We prioritise leadership and management which is key to people motivation and success. Our recent leadership programmes have received the Institute of Leadership and Management accreditation.

The Learning and Development team's focus and aim is to aid the organisation to succeed.

The RSPB is currently going through a job evaluation review. We just wanted to let you know that all jobs are subject to this review, including our current job vacancies. The results of the job evaluation review and the new payband structure will be implemented across the RSPB later in 2015 and you will be kept fully informed of the outcomes.

# Staff benefits

## Pension

The RSPB operates a defined benefit pension scheme, called a cash balance scheme. Both members and the RSPB make contributions to the scheme and the RSPB bears the administration costs of running the scheme. The RSPB's cash balance scheme is contracted in to the State Second Pension.

## Flexitime

The RSPB operates a flexitime system.

## Childcare Voucher Scheme

The Childcare Voucher Scheme is open to all employees who are parents or guardians and currently use childcare facilities. Employees can opt to receive part of their salary in childcare vouchers up to a maximum of £243 per month to use with a wide range of childcare providers. The amount received in vouchers is tax free.

## Green loans

Employees can apply for an interest-free loan to buy a bicycle or a season ticket.

## Free entry to RSPB Nature Reserves and discount on RSPB retail items

Employees can visit any RSPB reserve free and can receive up to 20% off retail items in the RSPB's shops.

## Staff Association

The Staff Association is the official, independent body that exists to protect and promote the interest of its members, to represent their views and to act as a consultative body. It is officially recognised and supported by the Management Board and Council as the formal channel for the communication of staff views. All employees are eligible to join the Staff Association.

## Sabbatical leave

For every seven years continuous service from the date of joining and each seven years thereafter, all employees are eligible to apply for a sabbatical. We give a maximum of four weeks paid leave.

## Life Assurance

All our staff are automatically covered for death in service benefit. This cover is not conditional on becoming a contributory member of the RSPB pension scheme. A lump sum of three times their pensionable salary at the date of the employee's death is paid to their beneficiaries or estate.

## Relocation policy

We are able to offer a limited amount of financial help towards relocation costs for employees, depending on the circumstances.

# Environmental Statement

We have a role to play in protecting our environment by being as 'green' as possible. As a conservation organisation, we know a healthy environment is critical for nature and that we need to lead by example. Through our environmental management system (EMAS), we have an Environmental Policy, objectives and targets which prioritises where we can do most. All staff members are asked to respect and adhere to our green principles

# Equality and Diversity at the RSPB

The RSPB is part of a global network that incorporates a diversity of traditions and cultures, and which represents different inheritances, backgrounds, influences, perspectives and experiences. A better understanding of people's differences will help us to appreciate and value everyone's contribution, and recognise that we are all an integral and invaluable part of the RSPB.

Everyone has the right to be treated with consideration and respect. The RSPB is committed to achieving a truly inclusive environment for all, by developing better working relationships that release the full potential, creativity and productivity of each individual, and an atmosphere where everyone can learn, work and live free from prejudice, discrimination, harassment and violence.

The RSPB aims to ensure that all staff, volunteers, partners, clients, contractors, members and the general public are treated fairly. Unless it can be shown to be justified, this will be regardless of sex, sexual orientation, gender re-assignment, marital or civil partnership status, race (including colour, nationality, ethnicity, or national origin), disability, medical status, age, religion or belief, political opinion, social or economic status, or ex-offender status.

# Employment Checks

All offers of employment are made subject to the following criteria:

**Proof of eligibility to work in the UK, Satisfactory Employment Health Check, Two references satisfactory to the RSPB and where required a Satisfactory Criminal Records Bureau Check.**

Applications from candidates requiring a certificate of sponsorship under the UK points-based immigration system will not be considered if there are suitable candidates who do not require sponsorship. This is because employers need to demonstrate that they are unable to recruit a resident worker, before they can recruit a non-resident worker\*.

The resident worker rule does not prevent applicants requiring sponsorship from applying for our vacancies, but such applications should be made on the understanding that they can only be considered subject to the restrictions above.

For further information, please visit the Home Office UK Border Agency website.

*\*This rule does not apply to those applying for roles that require a bachelor, postgraduate degree or postgraduate certificate in education qualification. It is necessary for the qualification to be an essential requirement for the role and the applicant to prove that they possess such a qualification (or have completed a minimum of 12 months study in the UK towards a UK PhD), which is recognised in the UK.*



giving  
nature  
a home

**APPLICATION FOR EMPLOYMENT**  
**STRICTLY CONFIDENTIAL**

**PLEASE REFER TO VACANCY DETAILS FOR RETURN ADDRESS**

Job Ref. No.	A2260815
Position applied for	
Location	
How did you first learn of this vacancy?	

**Identification details**  
(BLOCK CAPITALS PLEASE)

Surname		Dr/Mr/Mrs/Miss/Ms/Other	
Forenames			
Address			
		Postcode	
Email address			

May we, with discretion, phone you at work? Yes  No

Home tel no		Business tel no	
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Do you hold a current, valid driving licence? Yes  No   
 If yes, what type? Full  Provisional   
 If yes, do you have any current endorsements? Yes  No   
 If yes, please give details of any current endorsements.

**Qualifications relevant to this application (including technical and/or professional).**  
Please provide details (*note that these may be verified on appointment*)

**Current membership of any professional or technical organisations.**  
Please provide details (*note that these may be verified on appointment*)

**Employment history**

Please give details of all jobs held, including part-time and unpaid work, **starting with your current or most recent employer.** Continue on a separate sheet if necessary.

Employer's full name & address	Job title/ Key achievements & areas of responsibility	Length of time in job/ Reasons for leaving/ Final salary in role

**Relevant skills/knowledge/experience**

You should outline below how your skills/knowledge/experience meet the requirements of the role profile. You may draw on past employment and/or out of work activities. Please include details of any scientific papers you have had published. Continue on a separate sheet if necessary.



**Why are you interested in applying for this post?**

Continue on a separate sheet if necessary.

**Length of notice**

**Declaration**

The information on this form will be used for recruitment and selection purposes only and if your application is successful it will form part of your employment record. All unsuccessful applications will be destroyed twelve months after the closing date for positions advertised in Scotland, England and Wales and three years after the closing date for positions advertised in Northern Ireland.

**Are you eligible to work in the UK ?**

**Yes**

**No**

**For Internal applicants only:** In the event of my application being successful give my permission for the HR Department to approach my line manager for an internal reference.

If it is discovered that you have given any information, which you know to be false, or withhold any relevant information your application may be rejected or any subsequent employment terminated.

I confirm that the information contained in this application form is correct.

**Signature** .....

**Date** .....