

Chief People Officer Recruitment Pack

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COMMONWEALTH
WAR GRAVES
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Dear Colleague

Thank you for your interest in becoming the Chief People Officer at the Commonwealth War Graves Commission.

Ours is a very special and unique global organisation, highly respected for what we do the world over, and full of exceptionally talented and committed people who care passionately about our purpose and the organisation we represent.

It is the world-wide work of the Commonwealth War Graves Commission that has for over a century, established a global remembrance landscape, that has helped shape the deeply felt values and culture of commemoration and remembrance we know today.

For an ambitious and far-sighted director, now is a superb time to join us. After two years of review, refinement, capacity building and the development of our new and long-term strategy, we are about to embark upon a new chapter in our history as we increase our work, reach and impact across the Commonwealth and beyond, to ensure we remain just as relevant for the next hundred years, as we have been for the last.

Of course, any organisation is only as good as its people, and right at the heart of our new strategy, are our people. We put our people first.

We value innovation, we value evidenced based decision making and we believe everyone should feel empowered, valued, informed, and included. We will invest in the recruitment, induction, retention, and development of our people. In turn, our people will be our ambassadors and our champions – highly engaged and always striving to innovate and improve in the delivery of our Mission

There's lots to do and whilst we work methodically, we also work at pace. We are looking for an energetic, highly skilled individual with a passion for building and supporting the development and delivery of exceptional global teams, and a track record of taking organisations from good to great. You will be an exceptional leader bringing with you a collaborative and engaging approach, innovative thinking, and a positive, can-do attitude, to join our ambitious and very enthused global leadership team.

This is a critical role at a pivotal and transformative point in our history. As an organisation with 1,300 staff worldwide, we speak many languages, possess different talents, and come from a wide variety of backgrounds. We are an organisation that recognises and celebrates our diversity and our individual contributions and work always to ensure we help everyone, in every role, feels valued, appreciated and connected. But above all, we are all dedicated to one purpose – to preserving in perpetuity, the memory and telling the stories of the men and women from the two World Wars, who sacrificed their lives, so that we might live the lives we do today.

If this is something that you are keen to be part of, I very much look forward to hearing from you.



Claire Horton CBE
Director General



About the Commonwealth War Graves Commission



The CWGC is a highly respected, prestigious, global organisation that honours and cares for the 1.7 million men and women of the Commonwealth forces who died in the First and Second World Wars, ensuring their sacrifice will never be forgotten. Funded by six Commonwealth Member Governments, we build and maintain memorials and cemeteries at 23,000 locations, in 150 countries, including some of the world's most iconic, landmark monuments.

Today, over a century after we first began, our work continues through our staff, supporters and volunteers who preserve our unique cultural, horticultural and architectural heritage and ensure that the stories of those who died are told.

At CWGC and in our charitable arm The Commonwealth War Graves Foundation (CWGF), we have a shared commitment, a clear vision and a set of values that drive all we do. They help define us and the standards we expect from our work and from each other.

As an organisation with 1,300 staff worldwide, we speak many languages, possess different talents, and come from a wide variety of backgrounds. We care about our people; we recognise and celebrate our diversity and our individual contributions and work always to ensure we help everyone, in every role across the Commission feel valued, appreciated and connected.

Find out more

Follow the link and take a look at our short film to get a feel for who we are and what we do around the world
https://youtu.be/EDS3x_nsBFw

Read more about us at <https://www.cwgc.org/>



OUR WORK IN NUMBERS

1.7 MILLION



COMMONWEALTH SERVICEMEN
AND WOMEN COMMEMORATED

1.1 MILLION



HEADSTONES WE MAINTAIN

104

NO. OF YEARS
WE HAVE BEEN
ESTABLISHED

NO. OF
STAFF
1273

A COMBINED
18,000
YEARS OF
DEDICATED SERVICE

COUNTRIES WE
WORK IN

153



216

JOB ROLES

NO OF LANGUAGES
WE SPEAK



200

112

SPECIAL/LISTED
MONUMENTS
& BUILDINGS
MAINTAINED



23,000

LOCATIONS
AROUND
THE WORLD

12,000

GRAVES IN OUR
LARGEST CEMETERY



72,000

NAMES ON
OUR LARGEST
MEMORIAL



ACRES OF OUR
SITES COMBINED

138,000

OUR WORK IN NUMBERS

1.8 MILLION



PEOPLE USED OUR
WEBSITE IN THE
LAST 12 MONTHS

X2

VISITOR
CENTRES

6

MEMBER
NATIONS

SOCIAL MEDIA
FOLLOWERS

160,000

VOLUNTEES WHO
SUPPORT OUR WORK

1,700



1,500

CWGF FOLLOWERS



160

CRAFTSPERSON



100+
VARIETIES
OF PLANTS/
FLOWERS



HORTICULTURAL
MACHINERY

6,000



GLOBAL TRAINING
HOURS COMPLETED

8112



13,467

ACRES OF
LAWN
CUT

ROSE TYPES

80+



800

HORTICULTURISTS

Role title	Chief People Officer
Accountable to	Director General
Responsible for	Senior HR Team
Other key contacts	Working as part of the Executive Leadership Team (ELT), the Chief People Officer will synchronise with the business and stakeholders to ensure strategic people projects and day to day people operations continue to operate efficiently and deliver value to the business. The Chief People Officer will determine the CWGC's global people strategy and people agenda in line with the CWGC's overall business strategy.

Main duties and responsibilities

General

- Work closely with the Director General and the ELT to determine and deliver the global people priorities.
- Develop an implementation plan for rolling out a comprehensive and inclusive, global People Strategy, with culture and engagement at its heart.
- Create an employee experience aligned with the strategic vision, brand and culture of the Commission which promotes trust and positive employee engagement.
- Together with the leadership team, define and embed a collaborative culture that engenders enterprise and brings people together.
- Build the capability of people managers to ensure employees are managed with fairness and consistency.
- Lead recruitment and selection strategies that appeal to the widest range of candidates possible and deliver a positive candidate experience.
- Develop and implement an approach to talent identification, succession and future organisational capability requirements.
- Develop a set of leadership principles.
- Drive an inclusive approach to talent management and individual development working across organisational boundaries.
- Lead a fit for the future people function with systems, process and practices that enable people managers to manage.
- Work closely with senior stakeholders across the Commission to support current and future global projects including Pay and Reward Review and Strategy, Culture, Diversity and Inclusion, HRIS implementation and other Commission wide activities.
- Acting as a business partner to the Director General and the ELT, representing the people function at a corporate level, providing advice and support as required.
- Represent the Commission at Trade Union negotiation meetings, as required, in the UK and overseas, as required, developing positive relations.
- Provide support and guidance for the Head of Corporate HR and the Head of International HR, working closely with them to seek their opinion and ensure they are kept abreast of forthcoming changes and decisions.
- Maintain an expertise in employment law and wider HR market trends in order to adapt and add value to current ways of working and policies.
- Develop:
 - A programme to improve partnership working, diversity of experience & thinking.
 - A learning and development programme addressing key skill requirements, identifies and nurtures key talent to ensure effective succession planning.
 - A secondments programme across the organisation and beyond.
 - A Director General's Fellowship Scheme for junior/aspiring leaders across the Commission, academia, industry, our funding & host Governments.
 - An implementation plan for rolling out a comprehensive and inclusive, global, strategic Workforce Plan.

Job Functional Knowledge

- Must have an excellent working knowledge of international HR, including reward, employment legislation and learning and development.

Business Expertise

- A good understanding and knowledge of the different functions across the CWGC, as well as an excellent awareness and knowledge of functional best practice and what practices other external organisations are adopting.

Leadership and Problem Solving

- Full responsibility for the global people team, including some senior direct reports.
- Ability to solve complex and often sensitive problems, making recommendations and advising others where required.

Nature and area of Impact

- Responsible for setting global people strategies.
- Impacts the whole organisation.

Interpersonal Skills

- Ability to frequently deal with and influence complex and sensitive negotiations.
- Excellent stakeholder management skills, able to engage and influence at all levels of the organisation and externally.



Part One

Knowledge and experience - essential

- Working as a People Director for an international organisation.
- Evidence of having led effective change programmes.
- Demonstrable skills in organisation design and development.
- Track record in delivering organisation-wide L&D programmes invested.
- in developing staff at all levels.
- Working in the not for profit or public sector.
- Developing a People Strategy and a strategic Workforce Plan.
- Working with international pay, reward and recognition.
- CIPD Member and/or equivalent experience.
- An excellent awareness of employment law and employee relations issues.

Desirable

- International HR experience, including France, Belgium, Italy or India.
- Experience of leading a diverse team.
- Employment law in other countries outside of the UK, such as Belgium, Italy, India, Canada
- A second language.
- Work with Volunteers and an understanding of the benefits they bring to organisations.

Part Two

Skills and Abilities

- Ability to quickly understand a complex international, not for profit organisation.
- Involves others and works as a team.
- Communicates effectively both in writing and face to face.
- Ability to see the bigger picture but at the same time have an awareness and understanding of how the other smaller pieces inter-relate.
- Committed to continuous professional development.
- Health and Safety responsibility for self and others.

Part Three

Leadership style and personal attributes

- Acts as a true leader for the people community and an exemplar for leadership behaviour.
- Ability to influence and win hearts and minds.
- An alignment, adherence and role modelling the newly launched Values: COMMITMENT, AMBITION, RESPECT AND EXCELLENCE.
- Demonstrates clear direction, whilst remaining empathetic, treating people fairly and consistently.

Salary

Competitive salary with a substantial benefits package including global travel opportunities.

Contract

This is a permanent full-time appointment.

Location

Maidenhead Head Office with some hybrid working flexibility – the post holder will be expected to be in the office at least two days per week when not travelling.

Travel

Must be willing to travel within the UK and overseas, sometimes at short notice. Valid passport is required and ideally a full UK car driving licence with the ability to drive in Europe.

Other benefits

Leave

CWGC offers a competitive holiday allocation with 30 days annual leave. Plus, Public and Bank Holidays, half day Maundy Thursday and additional paid holiday as we close our offices during Christmas and New Year. Plus, volunteering days allocation.

Pension

The CWGC offers a highly generous pension scheme. If you contribute to the Group Pension Plan the CWGC will double it and add 1%, up to a maximum employer contribution of 15%, of your pensionable pay, or we pay a cash alternative if your pension pot is at its limit.

Life Assurance

All UK CWGC employees, under the State pension age, are provided with three times salary life assurance cover. In addition to this, anyone who is a member of the Group Pension Plan is also provided with a further three times salary life assurance cover, making a total of six times salary cover between these two Plans.

Sick pay

Up to six months full pay with the possibility of medical assistance at CWGC's discretion.

Learning & Development

We make considerable investment in training. We commit to providing both mandatory and technical training, together with a wide range of interesting and useful development opportunities throughout the year.

Subscriptions to professional bodies

We will reimburse professional subscriptions or memberships relevant and essential to your role. Plus, other Health, Welfare, Wellbeing and Social Benefits, Access to Occupational Health and Wellbeing, Travel Insurance, Discount Vouchers, Cycle to Work scheme, competitive Maternity and Paternity allowances, Health and Fitness Clubs and more. *Please ask for the Benefits booklet for further details.*

To make an application, please go to <https://starfishsearch.com/jobs/cwgc-cpo/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides).
- a short supporting statement (maximum two sides) that sets out why you are interested in joining the Commonwealth War Graves Commission as its Chief People Officer.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date	13th January 2023
Structured discussions with top candidates	w/c 23rd and 30th January 2023
Informal stakeholder conversations	early w/c 6th February 2023
Final formal interviews	9th/10th February 2023

