



EQUALITY | RESPECT | LOVE

Who Cares? Scotland Job Specification

Post title	Head of People and Culture
Salary range	£47,782 - £52,560 per annum
Hours of work	35 hours per week
Contract	Permanent
Area	National
Base location	Glasgow with opportunity for Hybrid working
Responsible to	Chief Executive
Last update	September 2026

Who Cares? Scotland is the national independent membership organisation for Care Experienced people. Our strategic vision is to secure a lifetime of equality, respect and love for Care Experienced people in Scotland.

At the heart of Who Cares? Scotland's work are the rights of Care Experienced people, and the power of their voices to bring about positive change.

We provide individual lifelong relationship-based independent advocacy and a range of local and national participatory and engagement opportunities for Care Experienced people across Scotland. We work alongside Corporate Parents and communities to broaden understanding and create change. We work with policy makers, leaders and elected representatives locally and nationally to shape law, policy and practice, working together to build on the aspirations of [The Promise](#) and secure positive change.

Purpose of the post

The Head of People & Culture is responsible for the effective delivery of the People & Culture function at Who Cares? Scotland.

The postholder will provide practical, hands-on advice and support to managers and employees across the organisation and will be responsible for the delivery and continuous improvement of people processes, including recruitment, employee relations, performance

management, learning and development, wellbeing, policies, payroll coordination and people administration.

The role will ensure that people practices are effective, consistent, inclusive and compliant with employment legislation, while reflecting the values and purpose of Who Cares? Scotland.

Key Responsibilities

People Advice and Employee Relations

- Provide day-to-day advice and guidance to managers and employees on employment matters.
- Advise managers on the application of organisational policies and procedures.
- Manage and support employee relations cases, including disciplinary matters, grievances, capability and performance, sickness absence, attendance, flexible working, probation and workplace conflict.
- Support managers to deal with people issues promptly, fairly and appropriately.
- Ensure formal processes are managed consistently and in accordance with employment legislation and organisational policies.
- Maintain appropriate records of employee relations activity.
- Liaise with external HR and employment law advisers where required.

Recruitment and Onboarding

- Manage and coordinate recruitment processes from approval of vacancies through to appointment.
- Support managers with job descriptions, person specifications and recruitment documentation.
- Draft and coordinate recruitment advertising.
- Advise on appropriate recruitment and selection methods.
- Support shortlisting and interview processes where required.
- Ensure recruitment processes are fair, inclusive and compliant.
- Coordinate the onboarding and induction of new employees.

Employment Lifecycle

- Manage processes covering the employee lifecycle from joining to leaving the organisation.
- Ensure contracts, variations, probationary arrangements and other employment documentation are issued accurately and promptly.
- Manage leaver processes and exit information.
- Maintain accurate employee records.

HR Policies and Procedures

- Maintain the organisation's People & Culture policies and procedures.

- Review policies regularly and update them in response to changes in legislation, guidance or organisational requirements.
- Advise managers on the interpretation and application of policies.
- Develop new policies and procedures where required.
- Ensure policies are communicated effectively to employees.
- Monitor the implementation and effectiveness of people policies.

Payroll, Benefits and Reward

- Coordinate the monthly payroll process with the organisation's payroll provider.
- Maintain accurate records relating to salary, hours, leave and contractual changes.
- Support the administration of employee benefits.
- Support annual salary review and related processes.
- Respond to employee queries relating to pay and benefits.
- Ensure appropriate payroll and employment records are maintained.

Performance and Development

- Maintain the organisation's approach to probation, performance management and development.
- Support managers to address performance concerns appropriately.
- Provide guidance and tools to managers for effective one-to-ones, objectives and performance conversations.
- Coordinate organisational learning and development activity.
- Identify and coordinate external training where appropriate.
- Maintain training records.
- Support career development and progression processes.
- Assist with the development of management capability.

Wellbeing, Health and Attendance

- Coordinate the organisation's approach to employee wellbeing.
- Provide advice and support to managers dealing with sickness absence and return-to-work arrangements.
- Support appropriate occupational health referrals where required.
- Monitor absence information and identify relevant trends or issues.
- Coordinate wellbeing initiatives and support available to employees.
- Support managers in creating healthy and supportive working environments.

Equality, Diversity and Inclusion

- Support the organisation to meet its equality, diversity and inclusion commitments.
- Ensure recruitment and employment processes are accessible, fair and inclusive.
- Monitor relevant workforce information and identify areas requiring action.
- Support managers and employees with equality and inclusion matters.
- Review people policies and practices to identify and remove potential barriers.

- Support relevant equality monitoring and reporting.

People Data and Reporting

- Maintain accurate and confidential employee records.
- Maintain appropriate HR systems and databases.
- Produce regular people reports for the Chief Executive, Senior Leadership Team and Board as required.
- Monitor workforce information including headcount, turnover, absence, recruitment, vacancies, employee relations, learning and development, and equality and diversity information.
- Ensure people data is handled in accordance with data protection requirements.

Employee Engagement and Communication

- Support effective communication with employees on people-related matters.
- Coordinate employee feedback and engagement activity.
- Identify themes and issues arising from employee feedback and make recommendations for action.
- Support initiatives that improve employee experience.
- Manage the annual staff survey process, highlighting areas for improvement to SMT and the Board
- Ensure employees have clear information about policies, benefits, development opportunities and people processes.

Supporting Managers

- Develop effective working relationships with managers across the organisation.
- Provide managers with practical guidance, tools and resources to support effective people management.
- Coach managers through people management situations where appropriate.
- Identify areas where managers require additional support or development.
- Promote consistent management practice across the organisation.

Safeguarding, Risk and Compliance

- Ensure appropriate pre-employment checks are completed in accordance with organisational requirements.
- Support the organisation's safeguarding responsibilities in relation to employees and volunteers.
- Ensure people-related risks are identified and appropriately managed.
- Maintain appropriate records and documentation.
- Keep up to date with relevant employment legislation and good practice.
- Escalate significant people-related risks or issues to the Chief Executive as appropriate.

Key Working Relationships

The postholder will work closely with:

- Chief Executive
- Senior Leadership Team
- Managers across Who Cares? Scotland
- All employees
- Board and relevant Board committees, as required
- External HR and employment law advisers
- Occupational health and wellbeing providers
- Learning and development providers
- Other external agencies and partners as required

Decision-Making and Accountability

The postholder will be responsible for:

- Providing accurate and timely people advice.
- Ensuring agreed HR processes are implemented consistently.
- Managing the day-to-day People & Culture workload and priorities.
- Maintaining appropriate HR records and systems.
- Escalating significant or complex employee relations, legal or organisational risks.
- Ensuring people policies and processes are appropriately maintained.
- Managing any delegated People & Culture budget within agreed limits.

Person Specification

Essential Experience

- Working in a generalist HR / People & Culture role.
- Advising managers on a broad range of employment matters.
- Managing employee relations cases.
- Recruitment and selection.
- Developing, implementing and reviewing HR policies and procedures.
- Supporting performance management and absence management.
- Coordinating payroll and HR administration.
- Handling confidential and sensitive information.
- Supporting organisational change.
- Developing managers and management capability.

Essential Qualifications

- **MCIPD or equivalent HR qualification is essential.**
- Evidence of ongoing professional development in HR and employment practice.

Essential Knowledge

- Strong working knowledge of UK employment legislation.
- Knowledge of good practice in recruitment, employee relations and people management.
- Understanding of equality, diversity and inclusion in the workplace.
- Understanding of data protection and confidentiality requirements.

Essential Skills

- Excellent verbal and written communication skills.
- Strong interpersonal and relationship-building skills.
- Ability to provide clear, practical advice to managers.
- Ability to manage sensitive and confidential matters.
- Strong organisational and administrative skills.
- Ability to prioritise and manage competing demands.
- Strong attention to detail.
- Ability to work independently and use initiative.
- Good IT and HR systems skills.
- Experience of using HR information to identify workforce trends and inform decisions.

Essential Personal Qualities

- Professional, approachable and fair.
- Able to deal confidently with challenging situations.
- Pragmatic and solutions focused.
- Comfortable challenging decisions or practice where appropriate.
- Committed to equality, inclusion and fair treatment.
- Able to build trusted relationships at all levels of the organisation.
- Committed to the values and purpose of Who Cares? Scotland.

Desirable Experience

- Experience working within the voluntary, public or third sector.
- Experience of working in a values-led or rights-based organisation.
- Experience of working with or alongside people with lived experience of care.

General Responsibilities

All employees are expected to:

- Work in accordance with the values, policies and procedures of Who Cares? Scotland.

- Maintain confidentiality and comply with data protection requirements.
- Take responsibility for their own health, safety and wellbeing and that of others.
- Participate in supervision, performance review and relevant learning and development.
- Promote equality, diversity and inclusion in all aspects of their work.
- Contribute positively to a respectful and supportive working environment.
- Undertake other reasonable duties consistent with the level and nature of the post.

Review of Job Description

This job description is intended to describe the principal responsibilities of the post. It is not exhaustive and may be reviewed and amended in consultation with the postholder to reflect organisational needs and developments.

We welcome and encourage applications from those with experience of care.