



Head of Human Resources Candidate Pack

Would you like to use your HR skills to transform the lives of the world's most isolated people?

Mission Aviation Fellowship (MAF) is a not-for-profit Christian organisation who fly light aircraft in developing countries to transform the lives of the world's most isolated people in need.

Established more than 70 years ago, and with a reputation among their supporters and partners for doing unique and transformational work, MAF faces a significant challenge – finding staff to serve overseas. Recruitment to the range of technical jobs - pilots, engineers, technicians and managers - is now the primary constraint on the work we do and the number of people and communities we can reach.

As Head of HR, you will be responsible for leading the recruitment strategy that addresses this constraint. At the same time, you will provide strategic level HR leadership to MAF UK which includes 60 UK based staff and 30 staff and their families overseas. Reporting to the CEO, you will serve on the five-strong senior leadership team contributing to the organisational strategy and play a central role shaping the Christian culture of the organisation.

You will be a strategic HR leader capable of developing the staff teams and leading the diverse HR brief of a small international organisation. You will come with creativity, initiative and the ability to build strong relationships across an international network. With an open and servant-hearted leadership style, you will be a spiritually mature Christian and have a passion to see isolated people physically and spiritually transformed in Christ's name.

There is an occupational requirement for the job holder of this position to be a committed Christian.





ABOUT MAF

Mission Aviation Fellowship (MAF) is a unique Christian mission organisation using light aircraft to deliver help and hope across the developing world to transform the lives of the world's most isolated people in need. Every four minutes an MAF aircraft is taking off or landing somewhere in the world to assist missions, churches, aid and development agencies and other national groups to share the love of God.

BACKGROUND

Founded over 70 years ago when a group of Christian Second World War pilots shared a vision to use their aviation skills to help rather than harm while spreading the transformational love of Jesus Christ. MAF now operates 135 aircraft and flies to more than 1500 remote or otherwise inaccessible destinations. Whether landing in deserts or jungles, on lakes rivers, tracks or roads, MAF planes transport essential medical care, food, water, relief teams and church workers to people in desperate need. Each flight carries practical help, spiritual hope and physical healing to thousands of men women and children for whom flying is not a luxury but a lifeline.

For more information about our work please see www.maf-uk.org



MAF Vision

Our Vision is to see isolated people physically and spiritually transformed in the Name of Jesus Christ.

MAF Purpose

Our purpose is to share God's love through aviation and technology.

MAF UK Vision

To make the mission and work of MAF well known to Christians in the UK, so that they are inspired to pray, encouraged to serve, and engaged to give, to sustain and to grow the life transforming ministry of MAF.

MAF Values

Impact

We value ministry that transforms lives and multiplies the effectiveness of those we serve, seizing opportunities to serve the living God in a fast-changing world.

Witness

We value Christ-like behaviour in the way we work and relate to one another and to those we serve. We have respect and care for all people and have compassion for those in need. We are sensitive to cultural differences and have a servant attitude.

Excellence

We value integrity, professionalism, safety and competence in all areas and believe that all our work should honour and glorify Christ.

Partnership

We value the strength and diversity that co-operation and collaboration bring and partner with those who share our beliefs and values.

Stewardship

We value the wise use of our resources and carefully balance the benefits of investments with the costs involved.

Care

We value the personal and spiritual wellbeing of our people. We respect, care and pray for one another.





Context

This is an exciting time to join MAF UK. We now have a talented and united Senior Leadership Team and an organisational culture that is servant-hearted, collaborative and high-trust.

However, MAF faces a challenge. In line with the rest of the development sector, recruiting staff to serve overseas is proving to be increasingly difficult. Recruitment to the range of technical jobs - pilots, engineers, technicians and managers - is the primary constraint on the work we do, and the number of people and communities we can reach.

Role Summary

To provide strategic HR leadership to MAF UK, implementing agreed projects and activities to support the organisational development of MAF UK and the achievement of its objectives, including working with MAF International for the growth of the overseas mission staff team.

The job holder will be required to deal with the complexity of both UK HR for over 60 employees, as well as international HR in the recruitment and management of at least 30 international mission staff and their families.

Key responsibilities

- To lead the recruitment of overseas mission staff to achieve growth in the number of UK candidates successfully placed in overseas roles.
- To work closely with MAF International to fill field roles in line with operational priorities and to provide support, pastoral care and management to overseas staff.
- To oversee and improve the recruitment process and collaborate with MAF International to develop 'new routes to service' including training for specific technical (pilot and engineer) and other field roles.
- To lead and participate in all organisational development activities of all staff teams at MAF UK.
- To influence and participate in the important working relationship between MAF UK and MAF International and to support and influence the development of MAF globally.
- To contribute as a member of the Senior Leadership team to drive change, support and be an influence, as appropriate, to the team and the UK Board of Trustees.
- To ensure the HR Team provides a high quality, up to date, legally compliant professional service.
- To oversee the implementation of the learning and development programme for MAF UK.
- When appropriate to represent MAF in networking and HR forums (eg. Global Connections).
- To travel overseas to undertake visits to MAF operations to visit field staff as required.

Person specification

The role of Head of Human Resources requires an outstanding individual who has the following essential skills and experience:

- Proven experience in a senior HR leadership role
- Experience of recruiting staff for overseas roles
- Experience in a senior management role including strategic planning, people and financial management
- Proven experience of change management and implementing new processes
- Experience of setting and controlling budgets
- Ability to communicate clearly, assertively, and diplomatically at all levels in group and one to one settings
- Ability to plan and work strategically
- Ability to influence at all levels within a complex stakeholder organisation
- Ability to supervise, negotiate, motivate and envision team members
- Highly effective verbal reasoning skills
- Willingness and ability to develop organisational guidelines and corporate objectives
- Educated to degree or equivalent standard
- CIPD qualified (Chartered level membership)

In addition, it would be desirable if the successful candidate had the following attributes:

- Experience of working in a Christian organisation or charity environment
- Experience of having lived and worked in a cross-cultural setting
- Management qualification or training



Personal Qualities

The personal qualities identified for this senior role are for the successful individual to be:

- Committed and mature evangelical Christian, able to demonstrate understanding and acceptance of the Statement of Faith and willing to proactively take part in MAF events and meetings e.g. prayer meetings, away days etc. Able to describe these beliefs and values to others so as to represent MAF as a Christian mission organisation
- Solutions focussed and results orientated
- Self-starting, an initiator with pioneer qualities, able to develop team and opportunities with minimal input
- Emotionally resourceful, flexible towards others & circumstances, and have a high service orientation
- Able to establish professional and friendly relationships from the first
- A strong motivator with effective and persuasive communication at all levels from staff and board to individuals

Dimension and Limits of Authority

The role will require the successful applicant to be responsible for:

- The annual planning cycle in accordance with the MAF UK strategic plan
- Expenditure up to agreed budget
- Managing and motivating the team
- Decision making within agreed parameters
- Responsible for adherence to legislation and good practice principles in all areas

Expectations

- Role modelling of organisational values and beliefs - to contribute to the shared spiritual life of the MAF UK team. This will include ensuring that team members also lead or participate in the regular corporate prayer meetings
- To lead and manage team members to ensure objectives are met through support, performance management and development
- To participate in planning in accordance with the MAF UK strategic plan and as outworked through matrix programme and project teams
- To support team members to participate in matrix programme and project teams, contributing skills and expertise to required timescales from the appropriate programme leader
- To keep your line manager (the CEO) informed of all relevant and timely information
- At all times comply with statutory requirements for handling personal and sensitive data in a confidential manner
- To manage own priorities, workload and development
- You will be expected to travel overseas outside of Europe as part of your job role. Frequent travellers outside of Europe (i.e. more than 1 trip per year) will be required to attend a bi-annual medical at Interhealth



Terms of appointment and recruitment

Terms of Appointment

- ◆ Salary £52,000 per annum, plus MAF UK provides a non-contributory pension contribution of 10% salary on joining
- ◆ The paid annual leave entitlement is 22 days per year, plus office closure between Christmas and New Year (and the 8 statutory bank holidays)
- ◆ This role is based at MAF UK's head office in Folkestone, Kent
- ◆ Hours of work as a senior appointment will be least 36 hours per week but in addition those required to achieve the agreed responsibilities
- Flexibility will be required for working additional hours and travel to meet business needs or for travel or meetings on weekends or evenings
- ◆ Applicants must be UK citizens or hold a valid permanent work permit for the UK

No agency or sales contact please

Application Process

- ◆ Macaulay Search has been engaged as the executive search advisor on this appointment
- ◆ Please send:
 - a full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and latest remuneration
 - a covering letter of not more than 1.5 pages outlining your motivation for applying and drawing out how your experience is relevant
- ◆ Applications should be sent to: sam.stephens@macaulaysearch.com
- ◆ Telephone Enquiries: 0207 371 0313

Selection Process

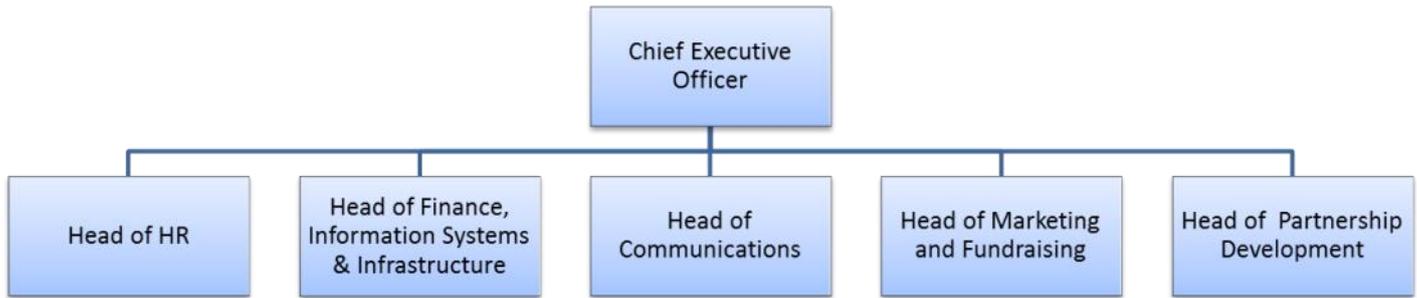
- ◆ The selection process will include a number of assessments, details available on request
- ◆ The appointment will be made subject to satisfactory references and health clearance

Closing Date: 22nd June 2017, 5pm

Interview Dates: 12th & 14th July 2017



MAF UK Senior Leadership Team Structure:



MAF UK Strategic Aims and Goals:

- Increase our **profile** and awareness in the UK: demonstrated by being well known in Christian and aviation circles enabling increased prayer, recruitment, volunteering supporters and income.
- Continue to implement and further develop the **prayer strategy**
- Retain and affirm existing donors, attract new supporters and develop new ways to **raise funds** to grow the total income inclusive of crisis response, current operations and new countries for MAF operation.
- **Recruit** new **overseas mission staff** to fill field roles in line with operational priorities; and provide support in collaboration with MAF International to retain current experienced overseas staff.
- Further develop an **effective and efficient organisation** - with people who are well led, motivated, competent, committed to professional and personal development, and engaged with the mission and strategy of MAF UK.

