



**blue ventures**  
beyond conservation

# Director of People and Culture

APPOINTMENT BRIEF  
JULY 2022

"A model for everyone working to conserve the natural  
life-support systems of our troubled planet."

**SIR DAVID ATTENBOROUGH**

Thank you for your interest in joining our team. Blue Ventures is an award-winning charity working to rebuild coastal fisheries. We are committed to making conservation work for people, demonstrating powerful win-wins for marine biodiversity and coastal livelihoods.

We have a bold ambition: we're working to create a world where small-scale fishers have bigger catches, better livelihoods and improved food security, and where healthy oceans teem with life for generations to come.

We are a diverse family of conservation and development professionals. Across 12 countries, our 300+ staff put fishers first. We fight for their rights. We support them to fulfil their potential. We supply them with everything they need to manage and protect our oceans in ways that benefit people and nature alike. Our decentralised structure keeps us close to the coastal communities we serve, and ensures the work we do is effective and sustainable.

Blue Ventures is going through a period of rapid and sustained growth, and is uniquely positioned to drive impact at scale in the marine conservation sector. We are seeking a Director of People and Culture who will help us achieve our potential. We are truly committed to ensuring greater diversity and gender equality within our organisation and board.

If you believe that you have what it takes to succeed in this role and share our values and ambitions, then we would love to hear from you. You will find more information about the role in the rest of this pack and on our website, along with further information about our work and our plans for the future.

We look forward to hearing from you.

A handwritten signature in black ink that reads "Fiona". The script is elegant and cursive, with a large, flowing 'F' and a long, sweeping tail on the 'a'.

Fiona Holmes

Chair of Board



**blue ventures**  
*beyond conservation*

# We rebuild tropical fisheries with coastal communities

Blue Ventures is a marine conservation organisation that puts people first. We support coastal fishers in remote and rural communities to rebuild fisheries and restore ocean life.

Our work began two decades ago in Madagascar's remote coastal communities and is growing globally. Across a dozen countries, we're partnering with traditional fishers and community organisations to design, scale, strengthen and sustain fisheries management and conservation at the community level. We bring partners together in networks to advocate for reform, and share tools and best practices to support fishing communities across the globe.

Blue Ventures is growing rapidly, and we are at an inflection point in our journey, having secured multi-year support for expansion in new geographies.



**500 million people**  
depend on small-scale fisheries

## Our mission

Thriving fishers, thriving oceans.

## Our vision

Our vision is a world where traditional fishers have better livelihoods and improved food security, and where healthy oceans teem with life for generations to come.



**1 billion people**  
rely on seafood for protein



**blue ventures**  
beyond conservation

# Where we work



# Summary job description

Blue Ventures is seeking an energetic, creative and collaborative Director of People and Culture with exceptional judgement and interpersonal skills, and the desire to develop and grow a talented and motivated team during an exciting period of growth.

The Director of People and Culture will provide guidance and leadership on all aspects of human resources, nurturing an environment where all team members feel valued, engaged and can thrive. This is an exceptional opportunity to design and lead strategies to recruit, develop, and retain top talent in a leading environmental organisation.

We pride ourselves on our valued people and effective teams, and in providing an excellent place to work. In our new Director, we are looking for someone who can build on our strengths, improve existing practices, shape our people agenda, and drive it forward in support of our future ambitions. The role will act as a true business partner to provide excellent service for colleagues across the organisation, supporting our culture, protecting our values, and enabling our team to thrive. This includes creating a positive atmosphere and a steadfast commitment to equality, diversity and inclusion for employees across all country offices and at all levels within the organisation.

We are looking for a leader who is fleet-footed, open to new ideas, and who approaches work with creativity and a spirit of innovation and ambition. The successful candidate will be able to demonstrate experience of recruiting, building and developing individuals and results-driven teams, and leading and inspiring teams through periods of rapid growth and change while maintaining pace, focus and morale.

The ideal candidate will be a confident leader with demonstrated experience of providing support and challenge to the leadership team, collecting and synthesising input from stakeholders, identifying opportunities for improvement, proposing creative and pragmatic solutions, and thoughtfully designing process rollouts through a change management lens. The position will manage Blue Ventures' global human resources team, including colleagues responsible for the health, safety and safeguarding of our colleagues and partner communities.

The Director of People and Culture will serve as a member of the global senior management team and will report to the founder and CEO, whose other direct reports include the Chief Programmes Officer, the Chief Operating Officer, and Blue Ventures' communications and development teams. The role will manage and develop a team based in the UK comprising human resources (HR) and health, safety and safeguarding (HSS) specialists, with additional oversight of international colleagues focused on HR and HSS worldwide. This is a full time role based in Blue Ventures' global headquarters in Bristol or London in the UK, with regular overseas travel to work closely with colleagues, field teams and partners across Africa, the western Indian Ocean, southeast Asia, Latin America and the Caribbean.

# Responsibilities

## Human resources systems and strategy

- Develop organisation-wide HR systems and strategy to ensure consistency and alignment with best practices in recruitment, onboarding, professional development, performance management, benefits, compensation and organisational development
- Cultivate a culture of equality, diversity and inclusion (EDI) across Blue Ventures' offices, including serving as the executive sponsor for Blue Ventures' EDI working group and supporting rollout of recommendations to improve EDI across Blue Ventures' operations
- Manage quarterly reporting on HR & HSS metrics and KPIs to the senior management team and board to support decision making
- Function as primary liaison to internal HR committees and working groups

## Management

- Oversee and manage the work of the HR and HSS teams
- Ensure staff members receive timely and appropriate training and development
- Mentor and develop staff using a supportive and collaborative approach: assign accountabilities; set objectives; establish priorities; and monitor and evaluate results
- Promote a culture of high performance and continuous improvement that values learning and a commitment to quality

## Strengthening culture and team communications

- Define and create strategies for building an organisational culture that reflects our mission and values, and supports our organisational strategy, working to make Blue Ventures an employer of choice
- Help ensure that Blue Ventures is an equitable and inclusive workplace where all employees feel valued, safe and can thrive
- Develop an HR strategy that promotes and maintains an organisation culture that is aligned with the core Blue Ventures values and behaviours, and reflects our ethos as a mission driven, high performing organisation
- Coordinate internal communications, including internal town hall briefings of staff and board members to maximise team engagement and knowledge exchange

## Develop talent and drive performance

- Promote a culture of high performance and continuous improvement that values learning, celebrates wins big and small, openly assesses mistakes big and small, and stays vigilant to ensure quality programmes in the communities we serve
- Build and evolve Blue Ventures' talent development processes including organisational core competencies, goal-setting, performance metrics, 360 degree feedback, coaching, and semi-annual reviews
- Manage Blue Ventures' professional development programming, identifying and implementing training and development opportunities for individuals and teams
- Develop succession plans for key leadership roles to build the organisation's resilience

## Attract, recruit and onboard high performing candidates

- Build on Blue Ventures' existing recruitment and hiring processes to attract high performing, diverse employees at all levels within the organisation
- Define, create and execute the communications strategy and branding for recruitment and talent acquisition, providing an exciting and accurate preview to candidates who are considering working at Blue Ventures
- Build and maintain systems to track and communicate with candidates
- Implement and continually improve Blue Ventures' onboarding and new hire training process, making sure that employees feel welcomed, informed, and prepared to excel in their roles
- Manage all benefits and remuneration policies consistently across the global organisation to ensure Blue Ventures is an attractive employer worldwide

## Transition and engage employee alumni

- Build Blue Ventures' processes to seamlessly offboard employees
- Develop strategies to successfully and efficiently engage employee alumni as part of the broader Blue Ventures community

## Legal and compliance

- Manage Blue Ventures' compliance with labour and employment laws globally
- Stay abreast of HR trends and best practices globally

## Safeguarding

- Uphold and promote Blue Ventures' commitment to ensuring the safeguarding and safety of the vulnerable communities we serve
- Support and develop systems that create and maintain an environment that prevents all forms of exploitation and abuse and promotes Blue Ventures' Code of Conduct and safeguarding policies
- Nurture a positive and productive work environment which is free from harassment and bullying
- Ensure that all organisational activities are consistently performed under the principles of equity, fairness, inclusiveness and respect for the diversity of people
- Ensure that all organisational activities are consistently performed under the principles of equity, fairness, inclusiveness and respect for the diversity of people

Oversee any investigations relating to HR or HSS across the international team

## Skills and experience

- Senior qualified HR Professional with extensive experience and demonstrable success in a global, high growth organisation
- Proven experience of leading the HR Function at a strategic level, and leading and developing high performing HR teams
- Demonstratable capability in adapting and innovating people practices and solutions and right-sizing them for the needs of the organisation
- Highly skilled communicator; capable of conveying complex messages clearly in presentations, meetings and written form, and ability to connect with people of all seniority levels and cultural backgrounds
- Exceptional interpersonal and relationship-building skills. With a proven ability to work collaboratively with others in a complex organisation, demonstrating team building and facilitation skills
- Experience of applying an equality, diversity, and inclusion lens to all people processes and business operations
- Highly skilled at project management; proven success working in a fast-paced environment and delivering against multiple work streams
- Fluent in change management strategies and best practice; proven success in implementing change across an organisation
- Data-driven and results-oriented; proven ability to manage data/metrics and make data informed decisions
- Excellent organisational skills, an ability to marshal resources, and continually improve systems and processes
- Solid technical knowledge and skills including employment law



## Qualities - you will be a great fit if

- You show a commitment to Blue Ventures' mission and values, evidenced by exhibiting a high level of personal and professional integrity, humility and humanity
- You demonstrate a strong bias for action and comfort with the uncertain; you are motivated to move forward, make decisions, and finalise details quickly once information is available
- You've shown a willingness and ability to challenge the status quo creatively and productively
- You have an analytical mindset and orientation toward measurement, outcomes and continuous improvement and learning
- You value in others, and yourself, data-driven and consultative decision-making. You think critically and put a high value on offering and receiving constructive feedback and criticism
- You're a natural relationship builder and have a proven ability to work collaboratively with others in a complex organisation, demonstrating team building and facilitation skills. You enjoy collaboration and have a genuine interest in learning from and developing others
- You're a people person who takes pride and pleasure in developing talent and creating safe, happy, productive and engaging workplace cultures and environments for staff at all levels and from varied backgrounds. You crave building teams, finding talent, nurturing relationships, and tackling challenging people-related issues
- You are a passionate professional who combines strong leadership skills with patience and a humble approach
- You're able to engage people's energies, hearts and minds in service of a mission. You use exemplary interpersonal skills to establish relationships of trust and influence
- You show self-motivation, flexibility, and the ability to work and thrive in a fast-paced, energetic, entrepreneurial environment
- You're detail-oriented and compliance-minded; you enjoy dotting i's and crossing t's
- You're comfortable with a playfully professional workplace culture
- You're trustworthy in managing sensitive situations and information; you are discrete, professional, and possess excellent judgement

## Why work with us

**Mission:** We operate at the frontline of some of the world's most pressing environmental and social problems, innovating effective and scalable responses with tropical coastal communities. We are recognised as a transformative force in our sector.

**Working style:** We're a fast-moving social enterprise, quick to embrace and implement promising ideas without bureaucracy.

**Autonomy:** We expect and support our staff to take a lead in their own work, offering scope for creativity and strategic input.

**Professional development:** We challenge and support our staff to grow their skills, providing considerable exposure to different work experiences and training opportunities.

**Adventure:** We offer extensive opportunities for travel, working in diverse environmental and cultural contexts.

**Family:** We look out for one another as we work closely together in challenging situations, celebrating successes and spurring each other on when the going gets tough.

**Values:** Our organisational values are central to everything we do:



### Communities First

Above all, we listen to community needs, responding in a sensitive and pragmatic way for lasting benefits.



### Innovation & Courage

We're resourceful and creative.  
We're prepared to take risks and challenge broken paradigms.



### Passion & Belief

Our mission is urgent and critical, we believe that our models work, and we're determined to get the job done.



### Openness & Humility

We're an open source social enterprise.  
We work in a transparent and collaborative way to share what we learn.



### Valued People & Effective Teams

We work in diverse and inclusive teams where all members have a voice and influence.



### Grounded in Evidence

We have high standards and aren't afraid to be self-critical. If something doesn't work, we change track until we're on the right course.



## How to Apply

Recruitment for this role is being managed by our retained partners Stephen Menko and Amy Eldred at Frazer Jones.

Please email your application to [stephenmenko@frazerjones.com](mailto:stephenmenko@frazerjones.com)

All applications will receive an automated response. An application must include both a CV and a cover letter.

We encourage applications from all individuals regardless of age, gender, race, ethnicity, religion or sexual orientation, and evaluate all candidates based on merit. We welcome candidates from countries in which Blue Ventures operates. We offer a supportive environment for professional development, as well as a competitive salary and benefits package.

This appointment brief details the main duties and responsibilities for the position. However team members are required to show flexibility in their approach to work and be willing to undertake other tasks that are reasonably allocated to them but which are not part of their regular job description.

We are a mission-driven organisation, and senior staff in particular are expected to show willingness to adapt to unexpected changes that come with growth – this may include occasional work whenever or wherever requested by their line manager. Where any task becomes a regular part of someone's responsibilities, the job description will be updated in consultation with the team member.

Blue Ventures is committed to safeguarding and promoting the welfare of young and vulnerable people and expects all members of staff to share this commitment. We take a zero tolerance approach to anyone who contravenes our safeguarding and protection policies. All candidates will be asked questions on safeguarding and child protection.

If you have any queries or would like more information in regard to this document, please contact:

Stephen Menko  
Group Manager South West & Midlands  
Frazer Jones

+44 1225 430 007  
One Temple Quay, Temple Back East, Bristol, BS1 6DZ  
[stephenmenko@frazerjones.com](mailto:stephenmenko@frazerjones.com)





# blue ventures

beyond conservation

Blue Ventures,  
The Old Library, Trinity Road, Bristol,  
BS2 0NW, UK

Email: [info@blueventures.org](mailto:info@blueventures.org)  
[www.blueventures.org](http://www.blueventures.org)



[www.blueventures.org](http://www.blueventures.org)

Charity No. 1098893

Company No. 04660959 (England and Wales)

**blue ventures**  
beyond conservation