



University of
Salford
MANCHESTER

1967-2017 50 YEARS



Appointment of **Director of Human Resources and** **Organisational Development**

04	Introduction from the Vice Chancellor
06	The Vision
08	About the HR Division
12	Role of the Director of Human Resources and Organisational Development
20	How to apply
22	Insight into our University

“By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life.”



I am delighted that you are interested in finding out more about the role of Director of Human Resources and Organisational Development with the University of Salford.

2017 marks the University of Salford's 50th anniversary, and there couldn't be a more exciting time to join us.

For 50 years, our mission as a university has been to prepare people for work. Our belief in making a tangible contribution to industry, in improving opportunities for all stakeholders and in living by strongly held social justice values has forged our identity.

As we look to the future – and as the world of work evolves rapidly – we have taken the principles that have stood us in good stead and have redefined them to take us forward. At the heart of our philosophy, we believe in the things we've always believed in – "Putting knowledge to work" - through our brand pillars of Industry, Integrity and Initiative.

With our ground-breaking industry collaboration zones, we have revolutionised

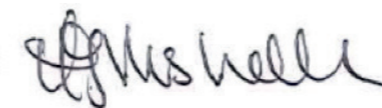
the traditional academic offering to better meet industry needs. Through strong partnership-working, we offer an outstanding learning experience for our near 20,000 strong student body creating job-ready graduates and innovative solutions for our industry partners providing them with a competitive edge.

We are building a new type of university and our staff are critical in the development and delivery of our ICZ philosophy. We need to visibly live out our brand and be exemplars in our philosophy and ethos in how we work.

As people are our key resource in bringing our vision to life, we are seeking an exceptional candidate to take on the role of Director of HR and OD. This vital role will support myself and my Executive Team in the leadership, management and day-to-day operations of the University, creating an environment where HR and organisational development strategies

facilitate our staff to give of their best and are at the heart of the University's business.

This is a unique opportunity for an outstanding individual to join us at a crucial time in our journey towards excellence and differentiation. We have built strong foundations and it is now time for the next chapter in Salford's development. If you feel that this is a challenge that you are ready to undertake, and that you have the skills and abilities required to turn our ambitions into reality, we would be delighted to hear from you.



Helen Marshall
Vice Chancellor



The Vision

“By pioneering exceptional industry partnerships, we will lead the way in real world experiences, preparing students for life.”

Our vision is a bold statement that describes a departure from traditional models of learning, with cross-sector ‘industry’ partnerships linking the University’s heritage and future aspirations for our students and staff. It is rooted in our belief in the value of ‘real world experience’, and the vital role it plays in ‘preparing students for life’. In short, the vision explains what we want our University to be; how, and why.

In delivering this vision, our sole Strategic Priority has been identified as the creation of ‘Industry Collaboration Zones’, to act as focal points for collaboration within the University and with partners in four key industry sectors: Engineering & Environments; Digital & Creative; Health & Wellbeing and Sport. This in turn drives other key initiatives to enable the University’s continued development and success:

- Development of a model for ‘co-creation’ of activity in partnership with students and industry, including student and staff placements and the mainstreaming of ‘live briefs’

- Export of the vision to international markets
- The formation of other, mutually beneficial partnerships and joint projects with a range of external stakeholders across the Manchester City-Region and beyond, especially embracing the ‘Devo Manc’ and Northern Powerhouse opportunities.

The University has just renewed and reassured its four academic sub-strategies of:

- Academic growth and Diversity
- Education and the Student Experience (Salford Curriculum +)
- Research and Enterprise
- Internationalisation

We are working to ensure that our infrastructure and resources are ready for the future and are aligned for the successful and timely delivery of our vision.

“By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life”

Stakeholder Benefits

Students

Enhanced life opportunities through high quality, digitally enabled and industry engaged learning.

Colleagues

Enhanced professional opportunities through developing and applying skills; recognition and reward from shared success.

Industry Partners

Access to ‘work-ready’ graduates and global thought leadership; opportunities to innovate and experiment.

Industry Collaboration Zones



Enablers

21st Century Industry Standard Infrastructure

Equipping Colleagues for Co-Creation

A Network of Exceptional Partnerships

About the HR Division

Our HR Division comprises around 40 staff, currently in the following teams:

- Organisational Development
- HR Management (including HR Business Partnering, Resourcing and Talent, ER Advice and MI Systems Optimisation)
- Health, Safety and Wellbeing
- Inclusion and Diversity

We are all co-located in modern, open plan offices in the heart of campus.

Our prime function is to facilitate the achievement of University goals through the implementation of various HR and OD interventions which support high levels of engagement and performance by our staff. Given current institutional priorities, the new Director of HR and OD will, in the first year, focus on achieving the following priorities, in particular in the context of our ICZ's:

- Furthering our approach to recognition and reward to support staff engagement and high performance
- Devising and implementing a strategic approach to talent management including the development of defined career pathways, strategic workforce planning and succession planning
- Driving the implementation of OD strategies and plans with particular emphasis on workplace culture, staff and leadership development
- Enhancing our Wellbeing offering

Our vision

Our vision is to facilitate the achievement of the University's strategic objectives by working in partnership with our stakeholders to implement initiatives and services which aim to ensure:

- we have the right people, in the right jobs, with the right skills and attitude, who are motivated, engaged and “change-ready”
- a culture that fosters creativity, collaboration and innovation, where there is recognition and reward of high performance
- proactive, inclusive and empowering leadership at all levels, underpinned by our values and expected behaviours
- key HR processes, systems, and training interventions which enable managers and colleagues to work and perform within an ICZ context
- Equality, Inclusion, and Diversity amongst our colleagues, and a safe environment which ensures employee wellbeing

Current Position

Over the past year the HR Division has delivered a combination of progressive HR and OD initiatives and improvements to service delivery including:

- The co-creation of a Leadership capability framework which clearly defines values, behaviours, attitudes and skills. This will enable performance, development and talent conversations; enable a common understanding of what effective performance looks like and supports the practices, behaviours and mind sets required to drive a colleague engagement culture
- Facilitation of Action Learning Sets for 153 colleagues, enabling leaders to continue their cooperative and reflective journey and embed culture change
- Implementation of a coaching culture by training a community of internal coaches and providing coaching and programme development support
- Delivery of a Best Companies engagement survey

- Delivery of the Institutional Level Athena SWAN Bronze Award (Feb 2016) and implementation of a programme structure to enable the University to work towards Silver status
- Introduction of Health Management Limited Occupational Health Services, to enhance the medical referral services available to colleagues, enabling managers to support employees and mitigate health risks
- Improvements delivered within the Recruitment process through changes which have enabled a swifter CV based application, improving the candidate experience
- Efficiencies created in approach to Trade Union policy consultation



Role of the Director of HR and OD

Role purpose:

The Director of HR and OD will support the Vice-Chancellor and Executive Team in the leadership, management and day to day operations of the University, working with the Director of Strategic Resources to ensure the contribution of Professional HR and OD Services to the delivery of corporate objectives.

The Director will lead the HR Division ensuring that the University's people, organisational development and HR strategies are delivered to the best professional standards and that there is continued creative development of innovative initiatives which support the attraction and promotion of diverse talent, building a flexible and resilient organization.

The Director will be a member of the University's Management Team (UMT), and will attend the Vice Chancellor's Executive Team (VCET) meetings when so required, providing corporate input into University decision making.

Reporting to the Director of Strategic Resources, the Director of HR and OD is a role which is critical to the University's future success. We are looking for an exceptional appointee; someone with the vision, drive and commitment to work in genuine partnership, who can really make a difference by creating and implementing great innovation through creative HR and organizational strategies. We require a leader who can attract and promote a diverse talent base, which will build a flexible and resilient organisation into the future.

Person Specification:

Qualifications:

- A first degree or equivalent professional qualification or experience
- Professionally qualified in HR with chartered membership of CIPD (ideally Chartered Fellow status)

Experience (essential):

- Successful leadership and management experience gained at a senior level within a sizeable and complex organisation
- Successful and proven track record of leading and managing a strategic and high performing HR/OD function, resulting in genuine enhancements in the engagement and management of an organisation's people
- Evidence of successfully leading and delivering large and complex organisational and cultural

change projects and initiatives, to time and budget, with clear consideration of the workforce implications

- A proven record of successful co-working with a range of internal and external stakeholders to achieve outcomes
- Experience of developing and delivering strategic and operational plans including consideration and management of people and resources

Experience (desirable):

- Experience of leading a successful consultation/ negotiation on a range of complex human resources issues in a unionised environment

Knowledge

- A clear understanding of the strategic importance of an HR function in the development of a high performing organisation

- Knowledge of a comprehensive range of HR and organizational development interventions/ best practice and their contribution to the engagement of staff
- Up-to-date knowledge of employment law
- Knowledge and awareness of the challenges facing UK higher education, particularly those with implications for people management

Skills, Competencies and Behaviours:

- Ability to lead with vision, inspire confidence and engage colleagues both within the HR Division and more widely across the University
- Outstanding communication and interpersonal skills to present issues clearly and articulately for a variety of audiences in a variety of media
- Excellent engagement, influencing and negotiating skills to manage and build effective and collaborative output/outcome focused

working relationships with a wide range of internal and external stakeholders

- Confidence to operate effectively as a credible head of function, as well as across the University including at Council level
- A strongly collegiate and team-oriented working style to contribute to and facilitate the effectiveness of high performing teams including:
 - i. Sound judgement and ability to make informed decisions in support of an outward-looking and customer focused approach
 - ii. A visible commitment to embedding practices which embrace inclusion and diversity and promote equality of opportunity
 - iii. Integrity and probity to act as a role model and conscience for the organisation

Key Responsibilities:

Strategic:

- Contribute to the overall corporate leadership of the University as a member of the University Management Team (UMT), as well as attending the Vice Chancellors Executive Team (VCET) meetings deputising for the Director of Strategic Resources as appropriate
- Articulate a progressive, innovative and strategic vision for the HR and OD Division in support of the aims and activities of the University
- Lead the development, implementation, monitoring and review of people and OD strategies which facilitate achievement of the University's aims through best practice HRM, which engages staff to give of their best and achieve the highest standards
- Provide professional direction and leadership for HR and OD colleagues in developing and implementing the Division's operating plan and budget, ensuring it aligns closely with the University's vision, objectives and sub-strategies
- Lead the motivation and development of HR & OD staff to create a high performing team that is responsive to the needs of the organisation
- Provide professional leadership for the HR and

OD Division to enhance service delivery and encourage the highest level of professional standards, advice and support within the Division

- Use specialist HR knowledge and experience to assist Council and senior colleagues in consideration of strategic issues from a people perspective, and to provide advice on the implications of employment legislation and employment good practice

Organisational Development:

- Working collaboratively across the University, drive the implementation of OD strategies and plans to support organisational improvement and transformational change, with particular emphasis on workplace culture, staff development, engagement and leadership, as well as organisation-wide systems and processes
- Play a lead role in promoting and embedding a University culture that fosters creativity, innovation and collaboration and which is characteristic of a well led and high-performing organisation
- Develop appropriate training and development strategies and plans, aligned to the delivery of organisational objectives, which support the personal development of individuals and teams, as well as leaders and managers

HR Management

- Lead the development and implementation of a strategic approach to talent management to ensure we attract, develop, engage and retain the right people with the right skills and attitude. To include development of defined career pathways, strategic workforce planning and succession planning
- Be responsible for the development of a recognition and reward strategy which drives staff engagement (as measured through the Best Companies survey) and also the high performance of individuals and teams

Health, Safety and Wellbeing

- Strategic accountability for ensuring compliance with Health and Safety requirements across the University
- Lead the development and implementation of initiatives in support of staff wellbeing including ensuring staff have access to services such as occupational health, counselling, employee assistance programmes

Inclusion and Diversity

- Oversee the development of the University's Inclusion and Diversity (I&D) strategy and the implementation of associated plans in support

of creating a truly inclusive culture for staff, students and other stakeholders. This will include ensuring that all obligations related to employment practice are fully met

- Visibly contribute to the promotion of positive practice and attitudes to embed I&D across the University agenda

Functional Responsibilities and Service Provision (including Business Partnering, Advice and Case work, Resourcing and Talent and MI & Systems Optimisation)

- Ensure that the University's people policies, processes and services are legally compliant, efficient, effective and fit-for-purpose
- Ensure that the Division operates efficiently within budget and provides value for money
- Engender a culture of continuous improvement and best practice within the Division by ensuring and implementing ways of improving efficiency and effectiveness
- Promote the application of new digital technologies in the HR and OD activities
- Ensure that there is appropriate provision of HR and OD services to both academic and professional service areas including regular review of the 'hub and spoke' model

- Ensure the Division is kept updated with national and international developments in the field of HR, both within the HE sector and wider community, through continual professional development, networking and partnering
- Lead, develop and manage staff within the HR Division to provide a professional working environment that enables and encourages staff to meet and exceed their potential
- Benchmark services and service standards against provision within the HE sector and more widely, identifying best practice and ensuring value for money services
- Develop workforce/HR KPI's that are monitored at departmental, organizational and Council level and support improvement through specific activities where achievement is below target

Other

- Be accountable for leading and managing employee relations within the University, including taking responsibility for promoting partnership working through (formal and informal) engagement and interactions with the recognised trade unions
- Deal directly with the highest levels of individual casework as appropriate

- Develop, maintain and manage relationships with other professionals in HE, as well as in the wider private and public sector
- Represent the University externally, strengthening partnerships and collaborations to support and enhance the University's performance, reputation and strategic agenda. Be a member, chair or officer in attendance of appropriate University Committees and Boards
- Comply with the personal health and safety responsibilities specified in the University Health and Safety policy
- Delegate authority and responsibility as appropriate
- Perform any other duties appropriate to the grade as may be required
- This role detail is a guide to the work you will initially be requested to undertake. It may be changed from time to time to meet changing circumstances. It does not form part of your contract of employment



How to apply

The University of Salford has engaged the services of Dixon Walter to whom applications should be sent by the closing date of Sunday 26th February 2017.

Following a long list meeting of the Selection Panel, shortlisted candidates will be invited to attend preliminary discussions with Dixon Walter during w/c **13th and 20th March 2017**.

The first stage interviews and escorted campus tours will take place on **Friday 7th April 2017**.

Final interviews and business scenario will take place on **Friday 21st April 2017**.

Please diarise these dates accordingly.

Telephone number for enquiries:

Mike Dixon: 0191 500 5500 or 0787 6751896

Applications:

In order to apply, please submit a comprehensive curriculum vitae (CV) along with a covering letter setting out your interest in the role and details of how you meet the required criteria.

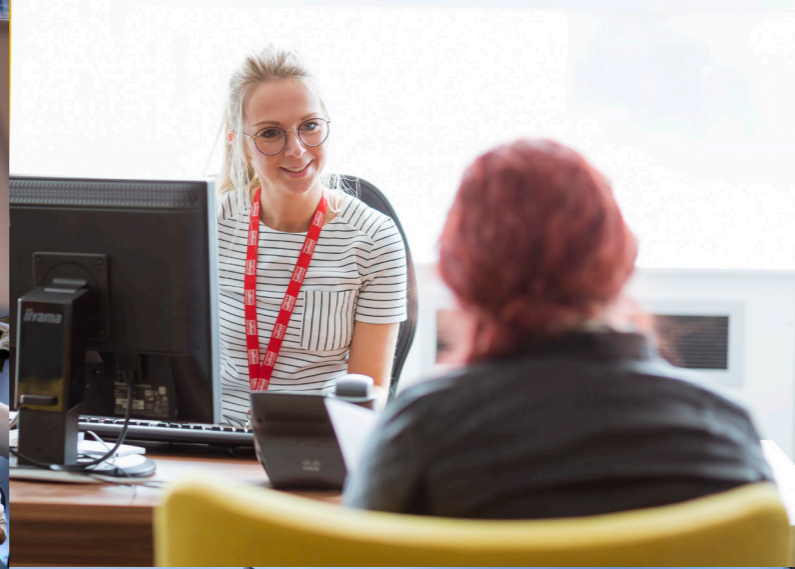
Please include current salary details and the names and addresses of three references.

Referees will not be approached until the final stages and not without prior permission from candidates.

Applications should be emailed to Mike Dixon mike@dixonwalter.co.uk quoting Salford HROD in the subject line.



Insight into our University



About the University of Salford

The University of Salford started life as the Royal Technical Institute in 1896, gaining University status in 1967.

For 50 years, our mission has been to prepare people for work. Our belief in making a tangible contribution to industry, in improving opportunities for all stakeholders and in living by strong held social justice values has forged our identity.

As we look to the future – and as the world of work evolves rapidly – we have taken the principles that have stood us in good stead and have redefined them to take us forward. At the heart of our philosophy, we believe in the things we’ve always believed in – “Putting Knowledge to work” through our brand pillars of Industry, Integrity and Initiative.

With our ground-breaking industry collaboration zones, we have revolutionised the traditional academic offering to better meet industry needs. Through strong partnership-working, we offer an outstanding learning experience for our 20,000 strong student body creating job-ready graduates and innovative solutions for our industry partners providing them with a competitive edge. With 2,325 staff we are one of the

largest employers in Salford making an economic contribution to the region of over £234m per year.

In 2016, the THE named us as one of the top 200 most international universities, based on our global reach of international students, staff and citations of our scholarly activities and research. We make a substantial impact on the regional economy and work annually with around 1,200 SMEs each year. The breadth and scale of our expertise means we are ideally placed to make a significant contribution to the emerging Devo-Manc and Northern Powerhouse agendas.

Leading in media and digital, engineering and health, we feature in the QS World University Rankings for built environment and civil engineering and won the prestigious THE Research Project of the Year 2016.

The University’s main campus is just a six minute train journey from central Manchester or a twenty minutes’ walk. Our Media City Campus, nestled between the BBC and ITV, is conveniently located just 10 minutes from the main campus, or 15 minutes on the tram from central Manchester. Over the last 2 years the campus has benefited from an investment of over £150m and in the autumn of 2016 we opened our flagship building – New Adelphi – a £55m world-class facility for students in Arts & Media and Architecture.



Our academics won research project of the year at the times higher education awards 2016



TOP-TEN
most improved university in 2016 THE Student Experience Survey, with improvements across all twenty-one criteria



14.7% international students and 196th most international university (THE 2016)



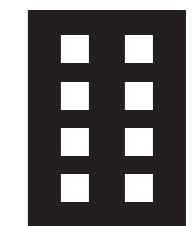
20,597
registered students

Listed in the THE's 2016 '150 under 50' ranking of the world's best young universities



£3m Sir Walter Bodmer teaching laboratories opened in October 2015

82% overall satisfaction in NSS 2016, making Salford the second-highest riser (2016)



88.6% employment or further study among UK-domiciled leavers obtaining first degrees from full-time courses

£81m on-campus student residences opened September 2015



£55m New Adelphi arts and media centre opened in September 2016

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