



MANCHESTER
1824

The University of Manchester

Celebrating our bicentenary

200
years of education
and innovation

Making a difference



SINCE 1824

EXECUTIVE DIRECTOR PEOPLE AND ORGANISATIONAL DEVELOPMENT

Candidate Pack | April 2024

WELCOME

From the Registrar, Secretary and COO



On behalf of our incoming President and Vice Chancellor, Professor Duncan Ivison, and myself, thank you for your interest in becoming our next Executive Director of People and Organisational Development at The University of Manchester. We are one of the UK's largest single-site higher education institutions, with more than 13,000 colleagues and 46,000 students drawn from a wide variety of backgrounds. As a member of the University, you will become part of a truly diverse and global community of staff, students and alumni all focused on ensuring we are recognised globally for the excellence of our research, learning and innovation, and for the benefits we bring to society.

As a University community, we know that by working together we can achieve great things. From life-saving research to life-changing teaching and our commitment to social responsibility, everything we do has our people at its core. We aim to be a university where our colleagues are proud to belong – a welcoming, inclusive place where we are unified by our values and create equal opportunities for all. A place where our people can thrive and flourish to achieve great things.

This is an exciting time to join us as we look to welcome our new President and Vice Chancellor, Professor Duncan Ivison, in August. 2024 is also the University's bicentenary and throughout the year we will be marking 200 years of education and innovation. Reporting to the Registrar, Secretary and Chief Operating Officer, under the leadership of Duncan Ivison, as our new Executive Director of People and OD (POD) and member of the University's Senior Leadership Team you will play a critical role in influencing and shaping our strategic direction and university culture, as well as leading, organising, and directing the work of the People and OD Directorate team to deliver a service aligned to the university's vision and objectives.

A career in Higher Education has always been rewarding but never more so than now. The opportunities and challenges presented by the external political, economic and social environment, the way in which people engage with work, the growth of AI, and emerging technologies, all present the Executive Director with the opportunity to make a fundamental difference to our university community over the next decade.

We want our Executive Director to be able to address these challenges and opportunities head on, to bring innovation and exceptional judgment, whilst building trust, respect and confidence quickly. The ability to operate and deliver in a complex, multi-layered environment and adapt to different audiences is essential, as is the ability to build trust, respect and confidence quickly. We are looking for a step change in the way the People and OD team operate, so we also need someone committed to exceptional service delivery and who will shape and develop the team to deliver operational excellence.

Of vital importance to us is your ability to role model the university's values and demonstrate commitment to ensuring equality and diversity and an inclusive culture.

If you have the vision and ambition required for this critical role and can turn strategy into delivery and impact we would love to hear from you.

Patrick Hackett

CONTENTS



1

THE UNIVERSITY
OF MANCHESTER

6

PEOPLE AND
ORGANISATIONAL
DEVELOPMENT DIRECTORATE

2

THE CITY OF
MANCHESTER AND
THE REGION

7

THE
ROLE

3

OUR VISION AND
STRATEGIC PLAN

8

THE
PERSON

4

OUR PEOPLE,
OUR VALUES

9

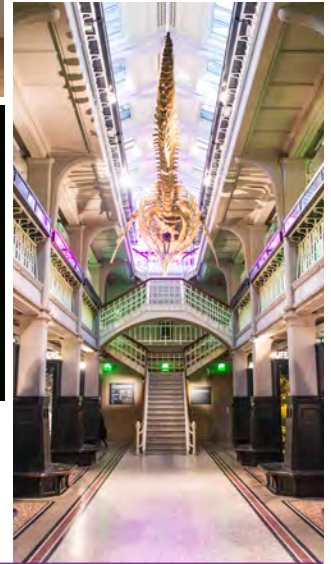
HOW TO
APPLY

5

EQUALITY, DIVERSITY
AND INCLUSION

1

THE UNIVERSITY OF MANCHESTER



Global Recognition

The University of Manchester is recognised globally for its pioneering research, breadth of teaching and learning and for its commitment to social responsibility. The world's big challenges demand urgent action – we're working across boundaries and disciplines to create healthier, more equal futures; helping to eradicate poverty; ensuring energy supply for future generations; and protecting our planet for the years to come.

In 2024 we're celebrating our bicentenary: 200 years of education and innovation. This milestone event is an exciting time to reflect on the past, recognising our key discoveries, pioneering ideas and world firsts, while looking forward to what our third century could bring.

Our History

The University of Manchester was the first and most eminent of England's civic universities. Our earliest roots can be traced back to 1824 with the formation of the Manchester Mechanics' Institution, founded as part of a national movement for the education of working men, and with the creation of the Manchester Royal School of Medicine.

The University of Manchester, in its present form, was created in 2004 by the amalgamation of the Victoria University of Manchester and the University of Manchester Institute of Science and Technology (UMIST).

We have a rich history of attracting brilliant minds to the University, with 25 Nobel laureates among our current and former staff and students, including Ernest Rutherford, Arthur Lewis, and most recently, Andre Geim and Kostya Novoselov.

The Present

Part of the prestigious Russell Group of UK universities, The University of Manchester is one of the UK's largest single-site higher education institutions. We operate at scale with an annual turnover of £1.35 billion, a significant ongoing capital investment programme and over 500,000 alumni.

The University of is a truly global institution, with a reputation for education and innovation that resonates across the world. Today, we are ranked:

- 32nd in the world (QS World University Rankings 2024).
- 93% of the University's research activity was assessed as 'world-leading' (4*) or 'internationally excellent' (3*) (Research Excellence Framework 2021).
- 1st in the UK and Europe and 2nd in the world for social and environmental impact (Times Higher Education Impact Ranking). We are the only university to consistently rank in the global top 10 since the ranking's inception 5 years ago.

We operate at some scale with an annual turnover in 2022/3 of £1.35bn, 13,000 staff, around 46,000 students and more than 500,000 alumni.

We are the most popular university for UCAS applications. We have around 17,000 international students from our total student community. Our students come to live and study in Manchester and learn to be global citizens. They are attracted by our powerful sense of place, our academic ranking, the diversity of our courses, the impact of our social responsibility and by the city's rich cultural and sporting heritage.

Learn more about our [rankings and reputation](#).

2

THE CITY OF MANCHESTER AND THE REGION



The Original Modern City

Manchester is the original modern city, responsible for pioneering events and movements that shaped the past and continue to influence the world as we know it today. The Industrial Revolution powered by canals and steam had its origins here – alongside it came fundamental societal developments such as trade unionism, the cooperative movement and the suffragettes

The University is a proud Manchester institution – inspired by its revolutionary history, we act courageously and challenge assumptions to create the exceptional.

We are an anchor institution: critical to the economic, social, cultural and environmental wellbeing of the city and our region. The University is committed to its local community, and we recognise the importance of our civic role. In collaboration with Manchester Metropolitan University, Royal Northern College of Music, University of Bolton and University of Salford, we have developed a joint Civic University Agreement with the Greater Manchester Combined Authority (GMCA) and its ten local authorities to drive social and economic change in the city region.

We make a significant contribution to the city and region’s cultural credentials, with our own Manchester Museum, John Rylands Research Institute and Library and the Whitworth among the city’s cultural landmarks, and the iconic Lovell Telescope just a short drive away at our Jodrell Bank Discovery Centre

Manchester has been ranked as the top UK city to live in (The Economist’s Global Liveability Index 2022) and in 2021, the city was ranked in the top three of Time Out’s World’s Best Cities.

It’s a cosmopolitan city, and its cultural life is internationally renowned. There are three outstanding professional theatre companies, the concert halls of the Hallé and BBC Philharmonic orchestras, HOME, and Europe’s fastest-growing Chinatown.

Among developments enriching the area’s cultural life are the Lowry Centre and MediaCityUK at Salford Quays, the Bridgewater Concert Hall, the refurbished City Art Gallery, and the Imperial War Museum North, designed by Daniel Libeskind, in Trafford.

3

OUR VISION AND STRATEGIC PLAN



Our Vision is to be recognised globally for the excellence of our people, research, learning and innovation, and for the benefits we bring to society and the environment.

In 2019 we launched 'Our Future' which affirmed our core purpose to advance education, knowledge and wisdom for the good of society and set out ambitious targets for the next 5 years. It established three core goals which are encapsulated in our motto: knowledge, wisdom, and humanity:

- Research and Discovery
[Learn more about our research](#)
- Teaching and learning
[Learn more about our teaching and learning](#)
- Social responsibility
[Learn more about our commitment to social responsibility](#)

and four themes:

- Our people, our values
- Innovation
- Civic engagement
- Global influence

Our Future sets an ambitious agenda to build on the University's distinctive strengths, with a commitment to make a difference to society and the environment and protect our unique status as an open place of enquiry and challenge.

It points to a future where we will expand our world-leading research to address the most challenging global questions and exploit our capability for interdisciplinary research; transform the way our students learn to make them the most employable graduates and truly global citizens; and ensure that all our activities make a positive difference to society.

The strategic plan reinforces what already makes The University of Manchester distinctive: our excellence, openness and inclusivity, our longstanding commitment to social responsibility, our scale and breadth, our tradition of innovation, and our very close bonds with, and location at the heart of, Manchester.

Universities such as ours are ideally positioned to help address many of the world's major challenges, finding new means to deliver environmental sustainability, close the gap of societal inequalities, improve health, inform and empower citizens, and create the leaders of the future.

To read 'Our Future' in full, link here:

<https://www.manchester.ac.uk/discover/vision/>

4

OUR PEOPLE, OUR VALUES

From life-saving research to life-changing teaching, from gold medals to green spaces, everything we do at our University has people, our students, colleagues, and alumni, at its heart. Together we achieve great things, working collectively towards our shared goals.



Our people and our values are at the heart of the University's strategic plan, focusing on transforming how colleagues across the institution work together, and in partnership with our students, alumni and external partners, to contribute to achieving our vision. Our people, as they always have been, are the most important part of the University's future. Working together, we will ensure that Manchester continues to be a university of which our people are proud – a great place to work and study, as well as an institution where we successfully utilise new opportunities and further develop a culture of ongoing improvement with respect to all our activities and services.

Our People, Our Values, as a theme within our strategic plan and developed through the University's People and Organisational Development Strategy, includes initiatives that will encourage staff and students to achieve great things in a supportive and sustainable environment, with access to outstanding facilities and be part of an organisation committed to equality, diversity and wellbeing that enables everyone to thrive. Our priorities at a glance:

Great people doing great things: We will attract, engage, develop and retain the very best staff, students and alumni. We will also streamline our operations to enable our people to do what they do best while supporting the University's vision and strategic plan and freeing up time and funds to invest in our core activities.

Wellbeing: We aim to create a place to work and study where all of our people feel able to thrive and can fully achieve their professional and personal aspirations against a backdrop of continuous change. We will increase our efforts to embed the right processes, support, pathways and conditions to help our students and colleagues achieve success. We recognise that the wellbeing of our people is not only the morally right thing for us to support, but also leads to enhanced organisational performance and student outcomes.

Equality, diversity and inclusion: Our students and staff will be representative of the diversity within our communities and

supported by fair and progressive employment practices. We will build on our existing work to promote and embed equality, value diversity and promote inclusion, to ensure our University community continues to embrace the breadth of experience, thought, and background, and reflects the wider societies we serve.

Environment and Facilities to Support our People: We will seek to create an outstanding and sustainable working and learning environment that supports our staff and students in achieving their potential. With that in mind, we must balance the expectations of our people, a maturing campus estate, the possibilities created by technology, the cost of change, and our obligations to respond to the climate emergency in a coherent long-term plan

Our values: We will bring our values – knowledge, wisdom, humanity, academic freedom, courage and pioneering spirit – to life across our University as we work together to deliver Our future. We will embed our values across the employee experience, including developing a values-led approach to our employer brand, staff recruitment, reward and recognition, and wellbeing. Our values have already been demonstrated through recent achievements that have seen Manchester named as one of the world's leading universities for action on sustainable development (Times Higher Education University Impact Rankings), the creation of ID Manchester (Europe's most ambitious innovation district) and our approach to hybrid working in Professional Services, which will deliver significant mutual benefits for colleagues and our University.

Full details are available here: <https://documents.manchester.ac.uk/display.aspx?DocID=62335>

5

EQUALITY, DIVERSITY AND INCLUSION



From our beginnings nearly 200 years ago as England's first civic university, we've sought to break down barriers and improve lives. At The University of Manchester we celebrate our diversity and the diversity of the communities we serve.

Our ambition is to be an inclusive place to work and study, one that is characterised by equity, diversity, and a sense of belonging for our community.

Our vision is to be recognised by staff, students, alumni, and our partners as an inclusive organisation. We will do this by creating an outstandingly inclusive place to work and study that is characterised by equality, seeing the value of diversity and where all have a sense of belonging.

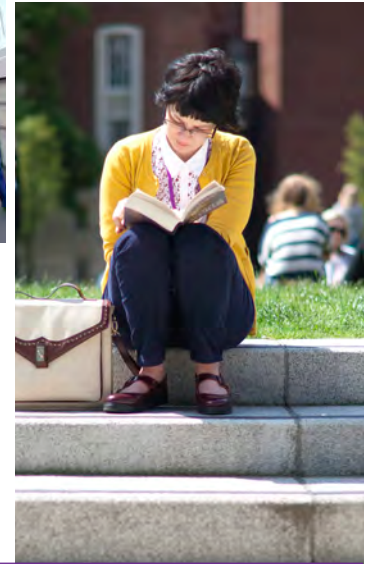
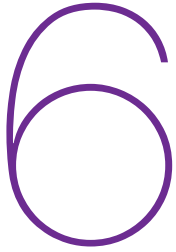
We are committed to meeting and exceeding our obligations under current legislation and by doing more, we build on Manchester's existing reputation for its rich diversity and ensure we equip all our staff and students with the knowledge to sustain and enjoy a fully inclusive study and work environment. Recognising, embracing and valuing difference leads to improvements for all.

We are proud to employ a workforce that reflects the diverse community we serve and a student community from more than 170 countries. See our Equality report for 2023:

<https://documents.manchester.ac.uk/display.aspx?DocID=70970>

Hear what our staff and students say:

<https://www.manchester.ac.uk/connect/jobs/equality-diversity-inclusion/we-belong-film/>



PEOPLE AND ORGANISATIONAL DEVELOPMENT DIRECTORATE

The Directorate currently comprises 173 colleagues (166 FTE) working across the following areas:

People & OD Operations Functional Areas:

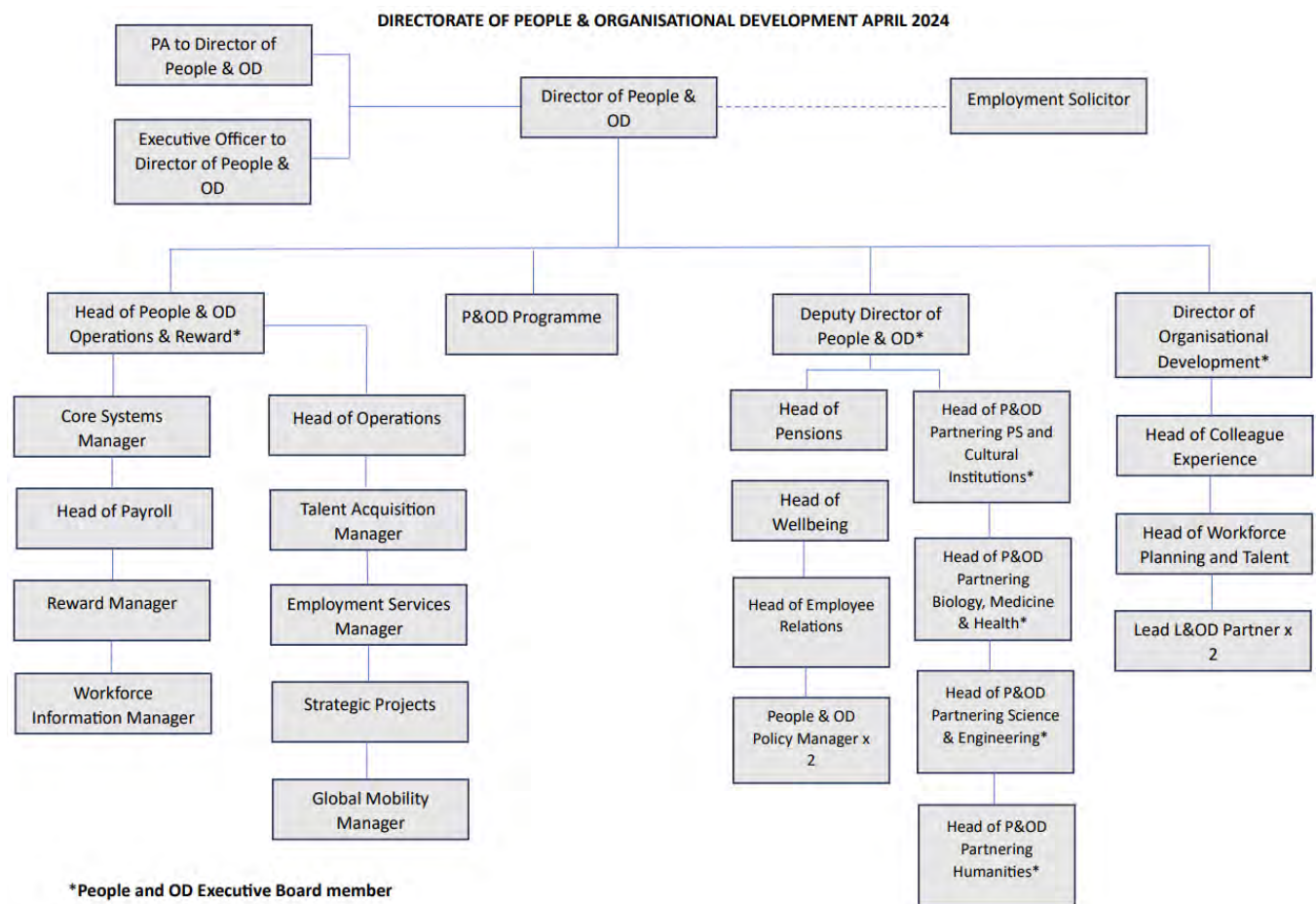
- **People & OD Operations** is the University's core people team delivering services across the employee lifecycle, as well as supporting the continuous improvement of people processes and procedures. The team comprises Recruitment; Employment Services; Systems; Payroll; Workforce Information; Strategic Projects
- **Talent Acquisition** works strategically to address recruitment challenges, from senior appointments to niche skillsets, planning large scale volume campaigns to specialist employability and positive action campaigns.
- **Global Mobility** enables colleagues from overseas to obtain and maintain the correct permissions to start or continue to work in the UK; the team also assist colleagues in welcoming visitors from across the globe and provide guidance where duties require colleagues to work overseas.
- The **Reward** Team's role is to develop a sector leading reward, recognition and benefits package to attract, retain and motivate our staff and which aligns our offer to the University's strategic plan and values.

Learning and Organisational Development Functional Areas:

- **Learning and OD** enhances the performance of the University by developing the capabilities of the University's workforce to achieve strategic goals. The team focuses on the professional development of employees through continuous improvement. Specialist OD expertise supports the wellbeing and experience of our staff. OD offers a range of solutions for organisational improvement including organisational analysis, implementation of OD solutions and evaluation of impact. Such solutions include learning and development programmes, blended learning offerings, self-directed learning support, apprenticeships, communities of practice and peer network support.
- **Strategic Workforce Planning and Talent Management** develops the University's capability to design and plan the workforce needed to deliver strategic goals and core services, providing workforce planning and talent management expertise, workforce data analytics, job families, career pathways, development routes and management of the employee apprenticeship programmes for the University.

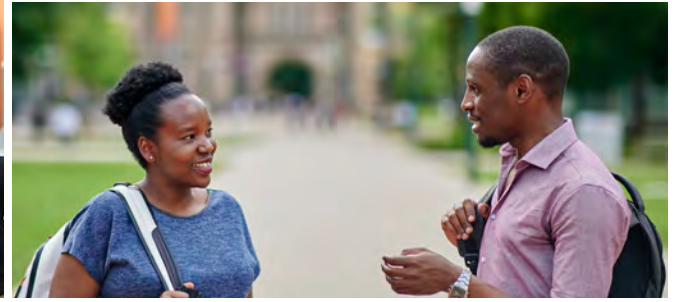
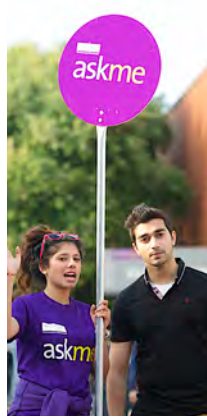
Deputy Director of People & OD Functional Areas:

- The **Colleague Wellbeing** Team is responsible for the University's wellbeing approach and services for employees, including the Employee Assistance Programme. They are available for advice and signposting, as well as working with leaders and teams to develop their wellbeing approach.
- The **Employment Policy** team is responsible for the development of employment policies for the University aligned with our People and OD Strategy and in line with current legislation and best practice.
- The **Employee Relations** Team's role is to ensure an efficient and effective handling of formal casework; provide mediation and other informal/alternative dispute resolution services; support wider collective employee relations matters; provide training and resources for managers.
- The **Pensions Office** is responsible for providing expert advice and guidance and the effective delivery of pensions administration across six schemes, acting as Scheme Administrator for the University of Manchester Superannuation Scheme (UMSS) and liaising with external providers for the others.
- **People & OD Partnering Teams:** There are four Strategic People and OD Partnering teams aligned to and embedded in our three faculties and the central Professional Services and Cultural Institutions. Each partnering team is led by a Head of People and OD Partnering and work closely with each other as well as colleagues across our Directorate, particularly our Centres of Expertise. Partners sit on leadership teams to provide Strategic People and OD support by helping them to identify and deliver strategic people priorities.



The Directorate maintains close links and collaborates with our Equality, Diversity, and Inclusion Directorate and the employment law specialists in our in-house Legal Services Team.

7

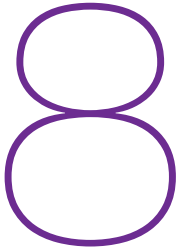


THE ROLE

Reporting to the Registrar, Secretary and Chief Operating Officer, and as a key member of the University's Senior Leadership Team, the Executive Director People and Organisational Development will lead and implement the university's people strategy and organise and direct the work of the Directorate team to deliver against the university's vision and objectives. Importantly the people strategy and team approach will closely align to the University's equality, diversity and inclusion ambitions and will support an inclusive, values-led culture that promotes, develops, and harnesses the power of our collective diversity.

The Executive Director People and Organisational Development will:

- As a member of the Senior Leadership Team, contribute to the strategic direction of the University and delivery of the university's vision and objectives. Influence and shape the university's culture and operate as a strategic thinking partner for senior colleagues and Board members in all aspects of culture, behaviour and leadership.
- Determine and keep under review the People and OD Strategy for the University, and ensure an appropriately flexible underpinning policy, procedure framework and KPIs that can adapt to meet the changing needs of the university and respond to changes in the external environment.
- Lead the People and OD Directorate, delivering transformational change as necessary, to ensure it is fit for purpose, digitally enabled, providing an excellent, proactive, efficient service, and appropriately shaped to accelerate the people agenda.
- Provide professional guidance to, and help shape, university transformational change programmes and our Reshaping Professional Services activity to ensure the achievement of desired outcomes.
- Develop strategies to attract and retain the best talent and keep under continuous review the university's employment conditions and approach to reward, recognition and benefits to ensure they are market competitive as well as sustainable, and that colleagues feel appropriately valued and motivated to deliver their best.
- Partner with senior leaders and key stakeholders to identify and address organisational development needs, gaps, and opportunities and develop strategies to support employee development, talent management, workforce and succession planning.
- As the most senior lead for the People agenda, be a role model for the university's values and, working with the Director of EDI, create and nurture a culture of inclusion through the approach and practices of the People and OD Directorate
- Develop and promote a positive climate of employee relations and engagement and set a tone of open, transparent dialogue and partnership with trade union representatives. Develop the institution's approach, policies and practices associated with collective employee representation and determine appropriate strategies, as necessary, to respond to local or national potential for conflict and industrial action.
- Establish an external presence and engage in debate with higher education and professional bodies, regional and national partners, to ensure the university responds promptly and effectively to political, legislative and sector developments and can anticipate and effectively respond to change. Closely monitor the national pay bargaining and pensions landscape in the sector and determine the university's strategic and operational response to any developments.



THE PERSON

The successful candidate will bring an excellent appreciation of the opportunities and challenges facing the University and the agility to respond to changing internal and external demands. With a clear commitment to the University's purpose, vision and values, the successful candidate will demonstrate the following:



Qualifications

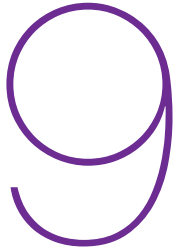
- Educated to degree level.
- Chartered member of the CIPD supported by regular continuous professional development, FCIPD is desirable.

Experience

- Significant experience of operating at a senior level, ideally with Board experience, with the ability to inspire confidence and gain respect and credibility quickly.
- Experience of developing and delivering people strategy for a large, complex organisation and delivering against objectives.
- Proven track record in managing and delivering significant change in a complex organisation.
- Successful experience of building, leading and managing a large multi-faceted People team and of developing a strategic, proactive, service-oriented culture in a similar context to the University
- Proven track record of successfully applying innovative and progressive practice that builds organisational effectiveness and creates a high-performance culture.
- A strong understanding of the challenges and opportunities around future ways of working and how digital transformation affects people, culture and organisational effectiveness.
- Experience of a unionised or workforce consultation environment would be advantageous, though not essential.

Skills and Qualities

- Ability to influence and deliver impact in a large and complex organisation.
- Strategic and forward thinking, with ability to stay ahead of the curve and contribute to organisational-wide strategic debate.
- Collaborative style with outstanding relationship-building skills and the ability to build trust, credibility and confidence with colleagues and members of the Governing Body
- Determination and resilience, with a commitment to see things through and deliver outcomes.
- Attention to detail.
- Exceptional judgment with the ability to shape the People and OD team to deliver an efficient, reliable and high-quality service.
- High emotional intelligence, with the ability to read human behaviour and anticipate scenarios.
- Authentic approach, able to inspire others to achieve their best.
- People centred and an advocate for the employee experience.
- Critical thinker, innovator, and solutions focused, able to challenge the status quo and bring about impactful change.
- Demonstrable commitment to ensuring equality, diversity and inclusion is embedded within an organisation, people and OD practices.
- Ability to balance participation in the strategic management of the University with the delivery of timely and high-quality operational services.
- Integrity, a role model for others, and the ability to always behave in line with the university's shared values, with an emphasis on equality, diversity and inclusion.



HOW TO APPLY



Outline Terms of Employment

Salary:	Highly competitive
Annual Leave:	29 days annual leave plus 4 closure days plus 8 bank holidays
Pension:	Universities Superannuation Scheme: 6.1% employee, 14.5% employer contribution rates.

How to Apply

Dixon Walter have been retained by The University of Manchester to provide executive search and advisory services. Should you wish to have an informal discussion about this role then please contact Emma Wilkins on emma@dixonwalter.co.uk

Applications should be made via email to: emma@dixonwalter.co.uk and include the following as separate documents:

- a letter of application setting out your interest in the role and details of how you match the requirements in the Person Specification
- a comprehensive curriculum vitae
- details of three referees and your notice period (referees will not be contacted without your permission)
- a completed Personal Details Form (available from the website below)

Closing date: Friday 17th May (5pm)

Further Information

Further details are available at: <https://www.dixonwalter.co.uk/opportunities/man-exec-director-of-pod/>

The University of Manchester is committed to equality, diversity, and inclusion in all our activities, and we invite candidates from under-represented groups to consider applying for this opportunity.

GDPR: In making an application for this role we ask you to view Dixon Walter's [Privacy Notice](#) which outlines their compliance to General Data Protection Regulations and the use and storage of your data.



MANCHESTER
1824

The University of Manchester

Celebrating our bicentenary

200
years of education
and innovation

Making a difference



SINCE 1824



dixon walter