



UNIVERSITY OF
PORTSMOUTH

EXECUTIVE DIRECTOR OF HUMAN RESOURCES

CANDIDATE APPLICATION PACK



NO.1
IN THE UK FOR
BOOSTING GRADUATE
SALARIES
(The Economist 2017)

**TOP
25**
in The Guardian
University Guide 2019



Teaching
Excellence
Framework

97.5%
OF GRADUATES
WORKING
OR IN FURTHER
STUDY
(DLHE 2017)

port.ac.uk

A MESSAGE FROM THE VICE-CHANCELLOR



The University of Portsmouth is proud to be bold, not old. We have embraced change to create a new breed of university, where collaboration and partnership underpin the way in which we work. We want to be judged on our achievements and by what we do to help others achieve. Those achievements have been reflected in the award of TEF Gold, in our REF outcomes and in league table performance, but we are not complacent and our ambition is for continued improvement and excellence.

The University of Portsmouth is a place where both staff and students achieve great things. As Vice-Chancellor, I never cease to be impressed by the ambition and commitment of colleagues towards growing our reputation through inspirational education and excellent research and innovation.

We have grown our global profile, strengthened and broadened our research and innovation, enhanced our students' experience – particularly in preparing them for the world of work, and developed our role within the city and the region.

Portsmouth is a bustling and diverse city with a strong maritime tradition and an equally strong sense of place and community. As a place to live, Portsmouth offers a stimulating environment that is perfect for career and lifestyle.

Thank you for your interest in the role of Executive Director of Human Resources at the University of Portsmouth. As I hope you recognise, the University of Portsmouth is an exciting and exhilarating place to work and study that is well placed to respond to the opportunities of the future. If you share our ambitions and values, then I hope that you will apply to join us.

A handwritten signature in black ink, reading "Graham Galbraith". The signature is fluid and cursive, with a long horizontal stroke at the end.

Professor Graham Galbraith
Vice-Chancellor

THE UNIVERSITY OF PORTSMOUTH

ONE OF THE UK'S MOST SUCCESSFUL UNIVERSITIES, PORTSMOUTH IS RANKED IN THE TOP 500 OF UNIVERSITIES IN THE WORLD BY TIMES HIGHER EDUCATION AND IN THE TOP 25 UK UNIVERSITIES BY THE GUARDIAN UNIVERSITY GUIDE 2019. WE WERE AWARDED THE GOLD RATING BY THE GOVERNMENT'S TEACHING EXCELLENCE FRAMEWORK, AS WE'RE ONE OF THE UK'S BEST UNIVERSITIES FOR TEACHING.

The National Student Survey 2018 places Portsmouth in the top 20 of UK Universities with student satisfaction at 88%. We are moving forward fast, with our league table position and our reputation for excellence improving steadily. Portsmouth has 2,800 fte staff and around 24,000 students including 4,000 from 150 countries around the globe. We partner with business, industry and government to help improve, navigate and set the course for a better future. We're closely involved in our local community and we take our ideas out into the global marketplace, with a number of international partnerships.

We are a world-class university; one that makes a difference to the world, through transformational education, research and innovation. But to do great things, it takes more than good intentions.

Great people are the heart and soul of our success. As a university with a £250 million turnover and a global outlook, operating in an increasingly competitive marketplace, we are committed to recruiting the best talent from around the world.

We want to be an employer of choice for people like you, who share our dedication to transforming lives. In return, we promise to nurture your ambitions, recognise your achievements and support you at every step of the way – just as we do for our students.

As a member of the University community you can look forward to a warm welcome, engaging professional challenges and rewarding opportunities. We are an open and inclusive workplace, as recognised by a range of accreditations – from our Athena Swan Bronze Award, to our status as a Stonewall Diversity Champion and as a Disabled Go venue, and our support for the Time To Change campaign to end mental health discrimination.



'Portsmouth is a deeply collaborative university with full support, where you have the freedom to knuckle down and realise your aspirations!'

Professor Alessio Ishizaka,
Deputy Director of the University's
Centre for Operational Research
and Logistics

You will join us at a particularly exciting moment, as our £400 million masterplan to transform our estate gathers pace. The years ahead will see us reshape our city centre campus, creating better spaces to work and learn, along with a brand new sports centre which will be one of the greenest, most sustainable facilities in the industry.

There has never been a better time to build your career with our University.

THE UNIVERSITY OF PORTSMOUTH

WORK AT ONE OF THE TOP 25 UNIVERSITIES IN THE UK*



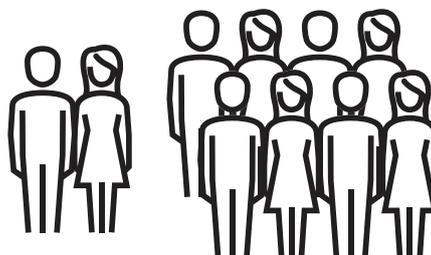
Teaching Excellence Framework



for Teaching, Employability, Internationalisation, Facilities, and Innovation.

(QS Top Universities 2018)

4,000
international and EU students from 150 countries.



2,600
STAFF

24,000
STUDENTS

OUR MISSION, VISION AND VALUES

A UNIVERSITY'S PRIMARY PURPOSE IS TO EDUCATE AND TRANSFORM LIVES. TO THIS, WE WOULD ADD THAT IT'S ALSO TO TRANSFORM THE LIVES OF THOSE AROUND US.

Our clarity of purpose is driven by our mission, vision and values.

OUR MISSION:

'To delight in creating, sharing and applying knowledge to make a difference to individuals and society.'

WE ARE:

Ambitious

- We pursue bold ideas in an environment where creativity, innovation and success is encouraged and celebrated
- We nurture and value relationships and partnerships that foster a global outlook
- We inspire and support staff and students to achieve their potential and meet the challenges of society
- We never settle for second best

Responsible

- We act with integrity for the greater good
- We insist on upholding the highest academic and professional standards
- We respect and celebrate diversity and equal opportunity through an inclusive culture
- We aim for sustainability across all our activities

Open

- We work consultatively and collaboratively to benefit from new perspectives
- We share ideas and maintain transparency
- We are trustworthy and do what we say we will do
- We listen and respond to the needs of our students and staff

THE PORTSMOUTH HALLMARK

We support all of our people to develop the characteristics of the Portsmouth Hallmark.

This means you'll be: knowledgeable, informed, self-aware, self-motivated and engaged.

More specifically, you will:

- Have an excellent understanding of your role and the part you play in ensuring that the University achieves its strategic aims
- Have the ability to work independently as well as collaboratively, coming up with creative and better ways of doing things, embracing change and challenges as they arise
- Be engaged, with a sense of professional responsibility linked to a culture of valuing equality, diversity, difference, respect and sustainability
- Be an effective team player, able to communicate clearly and effectively, supporting all members of the University community
- Be able to work in a range of environments, responding positively to new situations by being aware, flexible, agile and realistic in your expectations
- Be proactively engaged in, and proud of, working for the University, and strive for excellence in all you do in order to achieve the best outcomes for the University and its students
- Be a passionate and effective advocate in promoting the University to the wider community, and with intercultural skills that facilitate international collaboration

OUR VISION

We are committed to deliver transformational education, research and innovation. We'll make this happen by supporting and developing our people to deliver excellence with commitment and passion.

Read more about our plans for shaping the University's future at port.ac.uk/vision.

OUR PEOPLE STRATEGY

WE DELIGHT IN CREATING, SHARING AND APPLYING KNOWLEDGE TO MAKE A DIFFERENCE TO INDIVIDUALS AND SOCIETY. OUR PEOPLE STRATEGY WILL SUPPORT YOU AND ALL OUR PEOPLE TO PLAY AN ACTIVE ROLE IN ACHIEVING THE UNIVERSITY'S STRATEGIC AIMS.

Our People Strategy builds on the vision and values described in the University Strategy:

It is **ambitious** by pursuing bold ideas, nurturing and valuing relationships and partnership, inspiring and supporting staff and students, never settling for second best.

It is **responsible** through acting with integrity for the greater good, insisting on upholding the highest academic and professional standards, valuing respect and celebrating diversity and equal opportunity, aiming for sustainability across all our activities.

It is **open** by working consultatively and collaboratively, sharing ideas and maintaining transparency, being trustworthy, and listening and responding to the needs of our students and staff.



Our People Strategy is underpinned by the following four principles:

CAPACITY

We will increase our attractiveness as an employer of choice, to recruit, support, develop and retain outstanding people who share our values and ambitions.

CAPABILITY

We will align our academic and professional service staffing capabilities with our University Strategy, investing in development opportunities for staff that enable them to contribute fully to the delivery of our vision and values.

ENGAGEMENT

We will increase the engagement of our people, continuing to improve our organisational performance, by working to increase their advocacy of, commitment to and motivation for the University's vision and values.

REWARD

We will recognise and reward excellent and exceptional performance and contribution aligned to our University Strategy, ensuring that we develop further the culture of valuing equality, diversity and difference.



YOUR PART IN OUR SUCCESS

AS EXECUTIVE DIRECTOR OF HUMAN RESOURCES, YOU'LL BE INSTRUMENTAL IN REFINING AND DEVELOPING BOTH THE UNIVERSITY STRATEGY AND THE PEOPLE STRATEGY. YOU WILL HELP US TO PREPARE FOR THE PERIOD BEYOND 2020 AND TO REFLECT OUR GROWING PROFILE, NEW OPPORTUNITIES AND EXTERNAL CHANGES.

The ability to lead change at a senior level will be key to your success. Supported by two Deputy Directors, you will build on a range of exciting recent and planned changes, to transform the HR service and refocus the team. These include:

- Changing our approach to performance reviews, underpinned by a brand new framework
- A strategic review of our pay and reward structures
- Development of leadership and management capabilities
- A programme of major systems updates and replacements
- Setting up a new operational HR hub
- Taking a strategic look at how we motivate and support our diverse workforce through learning, development and engagement activities



THE HUMAN RESOURCES DEPARTMENT

SO, WHAT DOES HR AT PORTSMOUTH LOOK LIKE? 70 DEDICATED INDIVIDUALS SUPPORT MORE THAN 2,800 MEMBERS OF ACADEMIC AND PROFESSIONAL STAFF ACROSS THE UNIVERSITY.

It's about delivering on our ambitious strategy, driving improvements to people management and development, supporting faculties to shine on the world stage, and helping professional services to achieve the very highest standards.

At Portsmouth, HR never stands still – our teams are engines of change.

KEY HR FUNCTIONS:

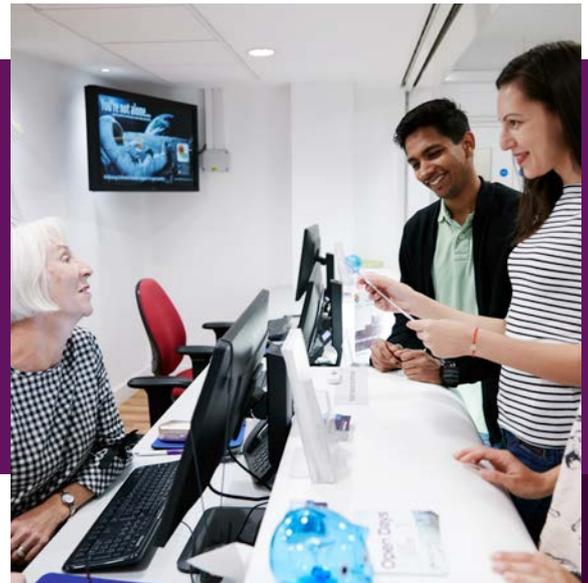
The **Senior Management** team provide leadership to the HR function, ensuring strategic input to the University's Executive Board, the HR Committee of the Board of Governors and other key forums and projects. They lead on delivery of the University's People Strategy, on employee relations, policy review and development and negotiation and consultation with the trade unions.

HR Business Partnering teams provide professional guidance and support for managers and staff in Faculties and Professional Services across the University. They undertake role analysis and provide advice on employment solutions and best practice / legislative advice. The Business Partners sit on Faculty and Service executive teams to provide strategic HR advice and guidance and support for organisational change.

The **HR Service Centre** is the main point of contact for recruitment and HR administration for all University staff and managers, providing advice and guidance and administrative support for all HR policies and procedures. This is in the process of being re-modelled as the HR Operational Hub.

HR Systems and Improvement maintain and develop the University's HR systems, ensuring the quality of data and the effective use of the HR System, produce management information and reports from system data, undertake process improvement and provide HR systems advice and guidance.

Learning and Development advisers assess, design and deliver learning and development activities aligned to the University strategy. They work with Faculties and Professional Services in supporting leadership and management capability, in developing a coaching and mentoring culture and in re-designing the Performance and Development Review process linked to the University's Leadership Attributes and behaviours set out in the Portsmouth Hallmark.



Equality and Diversity oversee policies, guidelines and equality objectives, producing comprehensive equality data reports on the University's performance and priorities regarding equality and diversity covering both staff and students. The University holds the Athena SWAN Institutional Bronze Award and holds a further 12 individual departmental awards. The University has recently signed up to the Race Equality Charter.

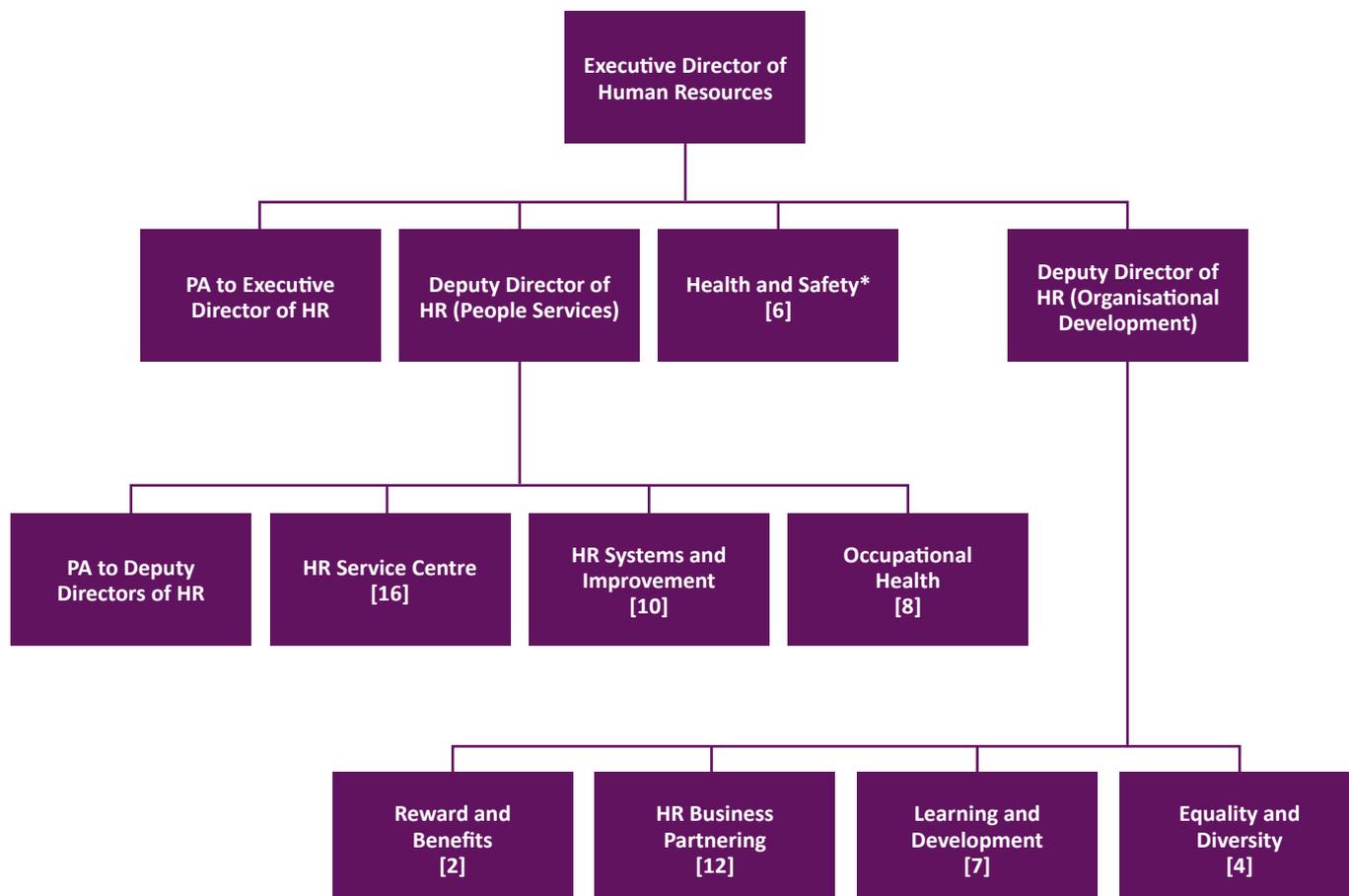
Reward and Benefits support role analysis, pay and reward benchmarking and benefits administration including pensions.

Occupational Health advise and support managers and employees in relation to the health and wellbeing of staff in the workplace. The Occupational Health service aims to assess the impact work has on staff health and wellbeing and to ensure staff are fit to undertake the role they are employed to do both physically and emotionally.

The **Health and Safety Office** assists the University, in accordance with relevant legislation, statutory requirements and good practice, to ensure, the health, safety and wellbeing of staff, students, contractors, visitors and members of the general public who may be affected by the University's activities, so far as is reasonably practicable.

An **Employment Lawyer** sits in HR, while reporting to Corporate Governance, to advise on contractual and policy reviews and complex case work.

HR ORGANISATIONAL STRUCTURE



* The reporting line for Health & Safety is under review and is likely to move to Corporate Governance
Headcount is denoted by [n], and includes the relevant team manager.

THE ROLE

A SENIOR HR PROFESSIONAL, YOU'LL BRING TO THE ROLE SIGNIFICANT EXPERIENCE OF SUCCESSFULLY LEADING THE HR FUNCTION IN A COMPLEX ORGANISATION WITHIN A CHANGE ENVIRONMENT.

At Portsmouth, you will lead the provision of HR support to a diverse range of staff, which includes academic, research and a variety of professional service roles across the University. You'll have an understanding of the competitive and regulatory pressures facing the HE sector. You will also demonstrate empathy with the ethos of an educational institution which believes in building social value and making a positive difference to individuals and society through learning and research. Crucially, you will demonstrate the credibility to act as a trusted advisor to the Vice-Chancellor.

Strategic vision, aligned to firm values, is essential to success in this role. We will expect you to have the personal credibility, expertise, communication, negotiation and people skills to effect change and contribute to senior level decision making in the University. Naturally, you will understand the ways in which effective HR leadership can contribute to future organisational success. A sound and up to date grasp of the HR policy framework and its effective application is vital, too.

PURPOSE OF THE ROLE

Shaping the University's overall culture and strategic direction as a member of the University Executive Board, developing the University's People Vision and People Strategy in line with the strategic direction, leading the HR function and delivering HR insight and services in support of organisational priorities. Representing the University on external, Higher Education networks and in the external environment.

KEY RESPONSIBILITIES

Driving the success of the University through:

- Development of the University's People Vision and People Strategy in line with external opportunities and challenges and strategic direction
- Provision of evidence and insight into strategic people issues
- Recommendations to support the University Executive Board's strategic thinking and direction
- Strengthening the University's ability to meet its goals and key performance indicators through creation and delivery of the HR plan, HR KPIs and strategic people initiatives in alignment with institutional direction

Providing transformational leadership as a member of the University Executive Board to:

- Provide inspirational leadership, clarity of vision and excellent support and motivation to all staff
- Champion and shape the vision for people at the University
- Shape the ongoing people agenda at the senior leadership level and facilitate the development of organisation design and culture
- Take a role in strategic decision-making as a peer
- Ensure institutional and people plans are aligned across the University
- Champion the development of leadership and management capability across the University; facilitating the University Executive Board's own development as a leadership team where required
- Operate as a trusted adviser to the Vice-Chancellor
- Advising and providing insight to the Board of Governors, HR Committee and Remuneration Committee on the people vision and strategic people issues

Designing, leading and motivating the HR function. Accountable for the performance of HR in:

- Meeting strategic needs
- Delivering operational excellence against quality standards and KPIs, maximising use of technology to minimise cost and enable HR focus on value add, ensuring adaptability to changing needs
- Responding to change and future proofing where possible
- HR financial planning and monitoring
- Providing value for money
- Meeting regulatory requirements
- Operating as a true business partner
- Overseeing all HR delivery (inclusive of non-HR roles which perform HR-related activities) to ensure consistency of policy application and value for money
- Shaping the direction for the relationship with trade unions and associated negotiating and consultation frameworks
- Identifying organisational people risks, and managing those owned by HR
- Identifying external trends and HR best practice; operationalising changes that contribute to success
- Coaching and developing senior HR team members, role modelling desired behaviours and creating a 'one HR' culture
- Responsible for assessing and managing risk within the scope of the role, in line with the University's risk management policy and to escalate matters where necessary
- Accountable and responsible for health and safety within your area as defined in the health and safety policy

PERSON SPECIFICATION

SPECIFIC KNOWLEDGE AND EXPERIENCE

- Knowledge and experience of developing and delivering an effective vision for people and associated people/HR strategies in a complex environment
- Knowledge and understanding of compliance and regulatory issues affecting the HR function and up to date knowledge of HR policy framework
- Experience of leading a proactive, transformational HR function
- Knowledge and experience of budget planning and management
- In-depth understanding and experience of organisational development and change management
- Experience of strategic HR policy development in periods of change e.g. strategic direction for terms and conditions, performance management, employee engagement and reward
- Experience of building, motivating and managing high performing HR teams
- Experience of operating at Board level as a peer
- Experience of delivering change and leading negotiations in a unionised environment
- Experience of working with and analysing multiple sources of data (e.g. people, financial, operational) to present complete and compelling business cases

SKILLS AND ABILITIES

- Strategic thinker – able to scan the horizon for opportunities and challenges, use and analyse multiple sources of data, understand complexity and translate into workable strategies and plans
- Systems thinker - understands patterns across the organisation, the root causes and effects and can make connections to develop lasting and meaningful change
- Innovator – open to new ideas; can look beyond conventions and develop innovative HR solutions to complex problems
- Influencer at Board level – a track record of influencing and engaging executives in people vision and strategy; has political savvy; inspires confidence
- Agile communicator – has insight into, and can engage, diverse stakeholder groups in person and in writing; makes the complex understandable, brings people on board
- Expressing the vision - expresses a compelling vision for people, engages key audiences in it and makes it meaningful to them
- Capable of inspiring trust and confidence through building strong relationships
- Personal credibility and gravitas to command the respect of peers and other stakeholders through confident application of professional expertise
- Conflict manager – has insight into people, has listening skills, knows how to handle conflict and can bring disparate groups together
- Coach – empowers, develops others, gives insight, helps others succeed
- Assertive with an ability to establish credibility with senior colleagues
- Critical thinker, demonstrating big-picture thinking and attention to detail
- Learner – self-aware, a continuous improver and skills-builder; not put off by setbacks
- Financial acumen

PERSON SPECIFICATION

QUALIFICATIONS, EDUCATION AND TRAINING

- Educated to degree level or equivalent and Chartered Member of the Chartered Institute of Personnel & Development or equivalent
- Master's degree in an HR related subject is desirable

OTHER REQUIREMENTS

- Demonstrable commitment to equality, diversity and inclusion
- Cool under pressure, resilient, emotionally intelligent
- Understands the HE sector and academic environment

TERMS AND CONDITIONS

This is a senior post and the salary will be commensurate with the scope and responsibilities of the post and experience of the successful candidate.

Annual leave entitlement is 32 working days in a full leave year.

It is a condition of the appointment for the proper performance of the duties of the post that you will take up residence at a location to enable you to fulfil the full range of your contractual

duties. This residential requirement will be expected to be fulfilled within 12 months of taking up the appointment. The University has a scheme of financial assistance towards the cost of relocation, details of which can be found on the University website.

You will be eligible to join the Local Government Pension Scheme. There is a comprehensive package of benefits.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to the University of Portsmouth on this appointment.

You should apply for this role online at www.saxbam.com/appointments, using code **KACZD**.

Click on the 'apply' button and follow the instructions. Your application should comprise a covering letter and full CV detailing your experience and relevant achievements, particularly addressing the requirements of the role and person specification.

We value diversity at the University of Portsmouth and welcome applications from all sections of the community.

The closing date for applications is noon on **31 October 2018**.

Final panel interviews will take place on **3 and 4 December 2018**. Psychometric assessments of short-listed candidates will likely be undertaken prior to these dates.

**The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

THE UNIVERSITY AND THE CITY: A BREATH OF FRESH AIR

LIVELY, VIBRANT AND STEEPED IN HERITAGE, THE WATERFRONT CITY OF PORTSMOUTH HAS LONG BEEN A GATEWAY - A PORT OPEN TO NEW AND GAME-CHANGING PEOPLE AND IDEAS.

A place of commerce and exploration, Portsmouth has innovation running through its veins.

Campus buildings are dotted throughout the 'University Quarter' in the city centre. We are part of the bustle of city life, and many of our staff live in Portsmouth while students often settle here after graduation, further enriching our city's boundless creativity and vitality.

AN ISLAND CITY

The UK's only island city, Portsmouth offers a wonderful quality of life. Easy to get around with a terrific sense of community, highlights include four miles of beach fronting the Solent, where you can enjoy sailing, windsurfing and other watersports. Foodies and culture vultures love Southsea's thriving independent scene and, like any great city, Portsmouth has a fantastic range of bars, restaurants and cafés. For shopping, you have Gunwharf Quays, home to the 170m iconic Emirates Spinnaker Tower.

A MARITIME HISTORY AND FUTURE

Home to the Royal Navy, the Historic Dockyard attractions include HMS *Victory* and the award-winning Mary Rose Museum. Millions of visitors flock here from around the world. The city is also home to Ben Ainslie Racing and, in 2016, hosted the Louis Vuitton America's Cup World Series.

SPORT

The University is the proud main sponsor of Portsmouth Football Club. This strong partnership will play a huge role in the city, to help increase participation rates in higher education for the benefit of local communities. Every year, Southsea hosts the Great South Run, which has come to represent the passion for health and wellbeing in this waterfront city.

ROAD, RAIL, SEA AND AIR

We are just over an hour from London by rail, and Southampton Airport can be reached within 30 minutes. The International Ferry Port offers regular trips to Europe. The New Forest, the South Downs National Park and the Isle of Wight are within easy reach, as are the historic cities of Winchester and Chichester. Visit visitportsmouth.co.uk for more information.

