Director of People and Organisational Effectiveness

Candidate Pack

Closing Date: Monday 14th February 2022
As a key member of a senior leadership team steering a values-driven and ambitious University, the Director of People and Organisational Effectiveness provides strategic leadership and direction on people and organisational development matters across the University.

Working closely with the University’s broader executive team, the Director ensures that appropriate systems, people policies and processes are established which enable the University to meet its strategic goals - including the ongoing development of the University’s People and Culture Plan.

This role spans a full range of people-related issues, including service responsibility and strategic leadership, in collaboration with senior executives from the Senate and Council, for the Human Resources, Organisational Development, EDI, Education Development, Payroll, and Health and Safety domains.

Building on the progress already made in implementing the University’s People Strategy, the role will ensure that organisational development and workforce planning are well integrated into strategic planning and delivery of the University’s activities and that the People and Culture plan is aligned and implemented to support the achievement of the University’s strategic objectives. Following the pandemic which was a catalyst for changed working practices, research, education and service delivery, the University is entering a phase of longer-term transformation. The Director of People and Organisational effectiveness will play a critical role in this.

The role will provide the professional leadership and management of the division of People and Organisational Effectiveness. Senior leadership experience at Director level would be an advantage for applicants.

Candidates should be able to demonstrate evidence of:

• The ability to provide vision, leadership and management across the portfolio of activity within the People and Organisational Effectiveness division

• Strong understanding of organisational development, leadership/professional development and HR practices and the current and emerging developments to enhance working practices, skills and staff engagement in the new ways of working

• Successful implementation and delivery of complex change programmes of structures, systems and service delivery

• A clear and demonstrable understanding of health and safety and EDI matters and the role of the function in a complex organisation with trade union relations

• The ability to develop and leverage effective networks regionally and nationally is essential.

The University has staff at partner campuses overseas and experience of dealing with international payroll and taxation issues and global mobility would be desirable.

Post
This post is offered as a full-time role.

Start date and term
The post would ideally commence March 2022.

Salary and pension
The salary for this post is on the Senior Salary Scale at Lancaster, offering a highly competitive reward package and is part of a well-developed framework that allows reward progression, access to the USS pension scheme and an award-winning benefits package.

The University provides an environment that strongly supports the individual needs of each employee, promoting a healthy work-life balance. We have a range of support networks available for our employees, and more information on these can be found at lancaster.ac.uk/working-at-lancaster.

We are committed to family-friendly and flexible working policies on an individual basis, as well as the Athena Swan Race Equality, Stonewall and Disability Confident Charters, which recognise and celebrate good employment practice in higher education.
Executive Summary

Lancaster’s strengths in research and teaching combine with our vibrant, diverse community, beautiful campus and international collaborations to position Lancaster as a truly distinctive collegiate University.

Lancaster continues to be a popular University and Lancaster graduates are performing well in an increasingly competitive job market. Students from more than 100 countries make up a thriving community based around nine colleges and they continue to be at the heart of everything we do - offering close-knit support and a proud identity. Some of our greatest strengths include overall student satisfaction and employability reflected in the responses to the National Student Satisfaction survey. In 2021 83 per cent of Lancaster University students said they were satisfied with the quality of their courses compared with a national average of 75 per cent. Ranked against comparable universities, this puts Lancaster 6th in England.

The University places great emphasis on an excellent student experience and students work with academics who are experts in their field. We provide an environment that is conducive to learning for a culturally and ethnically diverse student population, on a friendly campus.

Lancaster’s community extends far beyond the campus with research, teaching and student exchange partnerships with leading universities and institutions in 24 countries around the world from China to Brazil, including our current overseas teaching partnerships and campuses in China, Ghana, Germany and Malaysia.

Lancaster University has an international outlook, but also a strong commitment to engage with the regional agenda and works closely with its partners across the North West. The last five years have seen the creation of our UA92 partnership, further investment in sports facilities, including an extended £6m fitness facility, Lancaster’s Health Innovation Campus and an £11m extension to the Library.

We see ourselves as the outstanding ‘non-Russell group’ research-led higher education institution in England and following the University’s golden anniversary, we continue to celebrate the inspiring work of our academic community and extend the opportunities that higher education brings to students from all backgrounds. We are looking for our new Director of People and Organisational Effectiveness to enable our community and in particular our staff to flourish in the context of the University’s strategy and ambitions.
Lancaster University is an international leader in the provision of inspiring teaching and research. This reputation is reflected by its top fifteen position in all three major UK rankings (Times/Sunday Times, Guardian, and the Complete University Guide).

The University was named University of the Year 2018, International University of the Year 2020 by the Times and Sunday Times Good University Guide, and 122nd in the Times Higher Education World University Rankings 2022.

The University’s research has also been rated as world-leading in the 2014 Research Excellence Framework (REF), which assesses the quality and impact of research submitted by UK universities across all subjects. Lancaster was ranked 13th for percentage of world-leading research out of the 128 institutions listed, and 18th in the UK overall. Lancaster University is also proud to be a member of the N8 Group, a research partnership of the eight most research-intensive universities in the North of England.

A major strength of Lancaster University is its thriving ecosystem of interdisciplinary research. This collaborative approach is fostered by its mixture of formal and informal structures - including Institutes and University Research Centres - bringing together experts from different disciplines to address regional, national and global challenges.

The University comprises 16,595 students and around 3,500 staff. Lancaster is one of only a handful of universities with a collegiate system which has helped to forge a strong sense of identity and loyalty, and continues to be a distinctive feature of student life.

Our beautiful campus is one of our greatest assets and manages to provide the best of both worlds for our students and staff, having a busy urban vibe, while surrounded by green parkland and sports facilities.
Our Strategy for 2025

The University’s strategy for the period to 2025 was approved in January 2021.

Our vision is to be a university that is globally significant – a sector leader and innovator that delivers the highest quality research and teaching, and that engages locally, nationally, and internationally on the issues and debates of the day and future.

We have three overarching goals which are to:
• Strengthen our transformative impact in the communities in which we operate
• Drive forward our reputation as a global university
• Advance our strong national profile

In pursuit of these goals we have identified three strategic priorities:
• Research that transforms practice and thinking
• Teaching and learning that transforms people’s lives and society
• Engage actively with our communities to transform wider society

Digital is a core enabler to achieve and sustain our goals and priorities.

Further details on our Strategic Plan can be found at: lancaster.ac.uk/about-us/strategic-plan
People Strategy

Lancaster University’s inaugural People Strategy and a YouTube visual representation was developed in 2014 and launched in 2015 with a five year life span.

The Strategy has been a significant contributing factor in Lancaster’s recent success and has acted to support the attraction, retention and development of our world class workforce. It has also supported the development of a healthy, safe and supporting working environment.

Furthermore it has acted as the backdrop to the transformation of the former HR Division which has positioned itself more strategically within the institution as well as developing a strong external reputation.

The groundwork for the new University People and Culture Plan 2021-25 is now underway and the output from the recent external and internal HR Service Review is being used to inform how the Division needs to respond to the plan. The new Strategic Plan emphasises the importance of our values and the role they will play in developing our people and culture moving forward.

The Division, as part of the next stage of its evolution, has been reformed and renamed as People and Organisational Effectiveness to recognise the increased emphasis on culture and organisational development. This presents an excellent opportunity for an incoming Director to shape the next stage of the strategy development and implementation process.

Further details on our People Strategy can be found at: lancaster.ac.uk/hr/people-strategy
The City of Lancaster has a long and diverse history, having gained its first charter in 1193. In the heart of the city centre lies a 12th-century castle – one of the best preserved in Great Britain – which dominates the hill above the River Lune. Lancaster is small enough to explore on foot, but big enough to keep you entertained all day. It offers excellent shopping, cinemas, theatres, and restaurants, with many well-preserved older buildings. The area is also well served with state, private, faith and Steiner schools.

Lancaster's live music venues are home to regular guitar, electronic, folk, classical and jazz gigs. Fans of independent film and theatre have the choice of the city centre Dukes Theatre and Cinema, Grand Theatre, Vue multiplex cinema, in addition to the University’s own Nuffield Theatre and LU Cinema. Venues also regularly play host to major comedy and theatrical tours too. With a number of galleries and museums located in the city, there is plenty for lovers of the arts to get their teeth into.

For the latest listings visit visitlancaster.org.uk/whats-on.

Lancaster itself is situated in a delightful part of North West England. The rural landscape is superb, with the Lakeland fells in full view across the expanse of Morecambe Bay. The River Lune runs along the edge of the Forest of Bowland, an area of outstanding natural beauty, past many villages, into Lancaster and to the sea.

There are two National Parks, the Lake District and the Yorkshire Dales, which are within a 30-minute drive. Lancaster is just over two hours by fast train to London and it is less than one hour to Manchester Airport, which offers direct flights to most European capitals, the Middle East, North America and the Far East.

Lancaster, and the local surrounding area, offers a unique combination of city, coast and countryside. There is an excellent choice of housing within easy commuting distance from Lancaster with areas such as the Lake District, Preston and Morecambe offering a range of housing options, from rural to city living. Housing is varied (from old townhouses to barn conversions and new builds) and is competitively priced, especially against similar properties in South East England. The University offers allowances for staff who have to move to join us.

For further information about working and living in Lancaster please visit: lancaster.ac.uk/working-at-lancaster
The responsibility for the development, enhancement and delivery of Professional Services at Lancaster lies with the Deputy Chief Executive (Operations) and Secretary.

This senior role is part of the broader executive leadership of the University and a member of the Professional Services Executive Group which works closely with the University Executive Board (and is chaired by the Vice-Chancellor) to drive forward the activity of the University in line with the objectives in the University’s strategic plan.

There are nine central Professional Services divisions: Development and Alumni, External Relations, Facilities, Finance, Information Systems Services, People and Organisational Effectiveness, Research and Enterprise Services, Student and Education Services and Strategic Planning and Governance.

In addition the Director of Library Services, the Director of Recruitment, Admissions and International Development and the Faculty Managers from each of the four Faculties make up the broader Professional Services Leadership Team which works collaboratively to align and enhance professional services delivery across the University.

For further information about working and living in Lancaster please visit:
lancaster.ac.uk/working-at-lancaster
The People and Organisational Effectiveness Division brings together the core People and Development Services and Teams within the University.

The teams within the Division are as follows:

- **Educational Development Team** whose remit includes the support and development of academic staff in relation to teaching, assessment and curriculum development. As part of their portfolio they deliver a suite of Postgraduate Level Academic Teaching Qualifications at Lancaster and to our international partnerships/campuses.

- **Equality, Diversion and Inclusion** the teams within the EDI section are key to driving forward the University’s EDI plans, as well as the ongoing implementation of our equality charter mark plans (Athena Swan, Race Equality Charter, Disability Confident and Stonewall).

- **Health, Safety and Wellbeing** this team oversees the ongoing delivery of our health, safety and wellbeing plans and deliver a range of specialist compliance related and developmental services.

- **HR Service Delivery and Operations** the teams within this section of the Division, provide the full range of HR services, including HR Partnering, Employee Relations, Reward, Resourcing, Systems Support and Workforce Analytics and a full range of advisory support to managers.

- **Organisational and Professional Development** the unit delivers a range of structured professional and leadership development opportunities to all groups of staff. It is also responsible for providing internal Organisational Development (OD) consultancy and among other things the support of specific staff engagement, coaching, researcher development and apprenticeship offerings.

- **Payroll and Pensions** team delivers a fully comprehensive in-house payroll and pension service both to the institution and also certain external organisations on an SLA basis. There is also specialist support provided to facilitating staff engaged with partner campuses internationally.

The overall Division has 60 FTE and a budget of £3.8 million.

Key high level aims for People and Organisational Effectiveness include:

1. To deliver against the ambitions set out within the People and Culture Plan.
2. Development of a values-led culture.
3. Drive transformation in terms of levelling up opportunities and really make progress on our stated Equality Diversity and Inclusion aims and objectives.
4. Increase opportunities to move beyond service delivery to being strategic partners of people and culture change initiatives (such as driving strategic recruitment campaigns, talent management, succession planning, organisational design, staff engagement, embedding inclusion).
5. Inform and develop practices that support the future of work and the future of leaders /leadership and in doing so facilitate the maintenance of a healthy, safe, and resilient workforce.

The University formally recognises three trade unions – the University and College Union (UCU), Unison and Unite and has developed a local Partnership Agreement to aid discussion and consultation between the University and the trade unions. This is set within a context of collective national bargaining at a sector level for pay which is overseen by UCEA on behalf of the employers. The two pension schemes operated by the University (USS and LGPS) are also nationally negotiated schemes.

For further information about working and living in Lancaster please visit: lancaster.ac.uk/working-at-lancaster
The Role
Director of People and Organisational Effectiveness

Purpose
The Director of People and Organisational Effectiveness provides strategic influence and direction on people and organisational development matters across the University. The role will work closely with the University’s executive, to enable the University to meet its strategic goals including the ongoing development of the University’s People and Culture Plan. The strategic role spans a full range of People related issues. For example, in the EDI, Education Development, Payroll and Health and Safety domains.

As a key member of the University’s broader executive team and member of the Professional Services Executive Group, co-Chair of the EDI Committee, and working closely with key Council committees (including Remuneration, Strategic Reward, and Redundancy Committees) you will play a central role in enabling the implementation of the new University Strategy and in upholding and displaying the institution’s values.

Key responsibilities and challenges

- Provide strategic direction and leadership on human resource, organisational development, and change management issues for the University as a whole.
- Leadership of the University’s People and Culture Plan and its implementation across the University in support of the University’s strategic goals.
- Accountable to the Council (via Remuneration and Strategic Reward Committees) for the development and implementation of effective senior management pay, conditions and benefits.
- Responsible for further developing academic promotion, pay and reward systems to ensure we are attracting, retaining and developing our staff and in doing so ensure that there are mechanisms in place that embeds succession planning (e.g. for Distinguished Professors, Senior Leaders, critical Professional Service roles etc).
- Development of effective policies and processes to support academic development (e.g. including PDR and performance mechanisms, research related issues such as safeguarding, research integrity.
- Accountable for the direction and management of effective People and OE services, policies, and procedures across the University.
- Accountable, in conjunction with the Finance Director, and in consultation with Council, for the ongoing development of the University’s pension strategy and supporting policies and procedures.
- Responsible for the provision of effective development programmes to enable academic staff to perform effectively and support the career and personal development of research and professional services staff across the University.
- Put in place and maintain effective Reward Strategies, Performance Management, Promotions, Succession and Career Development activities to provide clear career structures and appropriate talent to the organisation.
- Support the University in achieving its desired shape and workforce profile, through the application of workforce planning techniques.
- Lead on and/or contribute to strategic reviews and organisational development initiatives which underpins the University’s strategy for 2021-2026.
- Accountable to the Council Safety, Health and Wellbeing Committee for implementing effective health and safety management and safety governance and prioritising the health and safety management in line with the University strategy and associated growth.
- Overall responsibility for the delivery of a full suite of professional and academic development programmes and a focus on the continuous refreshment of skills and capabilities in innovative teaching and learning.
- Responsible for providing accurate and legally compliant payroll and pensions services to all University staff.
- Establishing effective industrial relations mechanisms (both formal and informal) for consultation, negotiation and partnership working with the trade unions.
- Play a leading role in shaping the approach, policy and contractual processes to reflect changes in working practices required in relation to external context and University strategy.
- Accountable for overseeing the design and operation of regular staff surveys and other engagement tools and in developing organisational development plans/interventions that strive to bring about further improvements in staff engagement and/or cultural changes.
- To play a central role, in conjunction with the Deputy CEO and Secretary and other Divisional Directors, in forward planning and strategy development of the Professional Services and wider University.
- To play a leading role in ensuring the University’s values translate into our people practices and behaviours, through integrating the values into our recruitment, reward and recognition and development practices.
- To play a central role, in conjunction with the Deputy CEO (Operations) and other Divisional Directors, in forward planning and strategy development of the University’s Professional Services and service delivery.

Key relationships

- Vice-Chancellor and the broader University senior team in delivering strategic People and OD activities and other projects the role holder has been assigned to lead on.
- Deputy Chief Executive (Operations) and Secretary for line management of the role, on strategic activities for professional staff and as a member of the Professional Services Executive Group.
- The University’s Deputys, Pro VCs: Academic, Research, Global, Partnerships, and Corporate Services, and all other senior managers to effectively implement HR policy and procedure, workforce planning and organisational development.
- Campus trade union representatives for negotiation and consultation.
- Chairs of University Committees – Remuneration, Remuneration, Strategic Reward and Council Safety, Health and Wellbeing Committee (C-SHaW) – all of which are University Council lay members.
- Senior Lancaster University Student Union officers on student employment-related issues.
- University Council lay members for briefing and communication on general people, employee relation and other matters.

Key external contacts and stakeholders

- Senior officials within key funders and regulators; e.g. OfS, UKRI, government departments and agencies (e.g. in relation to immigration, pensions, tax, employment and health and safety legislation).
- Senior bodies including UUK, UCEA, Employers Pension Forum of USS, UHR and Professional networks, e.g. CIPD.
- Trade union regional and national representatives.
- HR service suppliers – HR information systems, training providers, HR services (relocation, recruitment, etc.) on an occasional basis.
- Professional legal advisors on a regular basis.

The role directly line manages:

- Assistant Director (People, Culture and Inclusion).
- Deputy Director (Human Resourced).
- Head of Educational Development.
- Assistant Director of Health, Safety and Wellbeing.
- Divisional Officer and Executive Assistant.
- Dean of Equality, Diversity and Inclusion.

- Associate Director (People, Culture and Inclusion).
- Deputy Director (Human Resourced).
- Head of Educational Development.
- Assistant Director of Health, Safety and Wellbeing.
- Divisional Officer and Executive Assistant.
- Dean of Equality, Diversity and Inclusion.
Person Specification

Knowledge, skills and experience needed

1. Strategic planning and senior leadership skills gained in a large and complex organisation;
2. Education to equivalency of degree or higher degree and professional qualification (CIPD) is essential;
3. Successful management and delivery of large transformation programmes, change projects, budgets and staff;
4. A proven track record of influencing and building collaborative relationships and partnerships with a wide range of internal and external stakeholders;
5. Evidence of professional experience and knowledge covering organisational development and design, HR service delivery, educational and professional development, applications, technical architectures, communications and operations;
6. Strategic leadership skills and the ability to motivate and inspire a large team;
7. Ability to innovate and/or encourage innovative approaches to catalyse organisational change;
8. A proven track record of developing and implementing HR and people strategies across a within a complex and functionally diverse organisation;
9. Empathy with the educational and research objectives of higher education and the ability to form excellent working relationships with academics and researchers;
10. Strong analysis and problem-solving skills and evidence of effective decision making in complex and ambiguous scenarios;
11. Adaptability, flexibility and ability to respond positively to new ideas and situations;
12. Good knowledge of employment and Health and Safety legislation and its practical application to the work environment;
13. Strong influencing, negotiation and diplomatic skills, including significant experience of negotiating with a number of trade unions;
14. Evidence of putting customer care at the heart of service delivery and creating a customer-focused culture;
15. A high level of communication (oral/written) and self-presentation, confidence, competence and social skills;
16. Ability to handle conflicting requirements and keep focused on key priorities.
Employee Benefits and Reward Package

Remuneration
The salary for this post is on the Senior Salary Scale at Lancaster, offering a highly competitive reward package and is part of a well-developed framework that allows reward progression.

Pension
For this role the University offers the opportunity to join the Universities Superannuation Scheme (USS).

Relocation
For those relocating nationally or internationally a generous relocation package is available.

Flexible working
We are committed to family-friendly and flexible working policies on an individual basis.

Flexible benefits
All staff are eligible to participate in the University’s sector-leading flexible benefits scheme. The scheme provides staff with the opportunity to purchase benefits at discounted rates and also to take advantage of tax and national insurance savings on some of the benefits chosen.

The current benefits include:
• Pre-School Centre
• Cycle to work scheme
• Season ticket loan
• Low emission cars
• Charitable giving
• Shopping discounts
• Dental insurance
• Health cash plan
• Sports Centre membership
• Lancaster and external courses
• Professional bodies’ membership fees
• Car parking
• Subsidised annual bus pass
• Discounted staff dining card
• Theatre membership
• Home technology
• Additional annual leave

For more information on the benefits available at Lancaster please visit: lancaster.ac.uk/employment-benefits
Process and Timeframe

Candidates should apply for this role through our retained advisors Networked at networkedpeople.com/lancaster-university-people-director. Applications should consist of a full CV and letter of application, which should indicate how you fit the person specification and what you see as the key challenges for the portfolio in the immediate future following appointment. Your letter of application should not exceed 2 pages using a minimum of 11pt.

The deadline for receipt of applications is midnight on Monday 14th February 2022. The Director of POE will be appointed by a formal selection committee who will hold a candidate review meeting shortly after the closing date, with notifications being sent to preliminarily shortlisted candidates w/c 21st February 2022.

Recruitment Statement

We want to provide full information to you at an early stage to enable you to make an informed decision as to whether you are committed to pursuing this position and to outline the University’s expectations of all candidates taking part in our recruitment process.

Once you have reviewed the information below, and in fairness to everyone concerned, we would ask that you give serious consideration to proceeding further with this process if you think you may not accept the position should it be offered to you.

The role will be located in Lancaster and there is a requirement that the successful candidates will reside within commuting distance of the Lancaster University Bailrigg campus.

If this might involve a re-location for you, it is of course important that candidates consider how the move might affect anyone who may accompany you (for example, early consideration may need to be given to local schooling, housing and other employment opportunities where other family members are involved as early as possible).

We will support you as much as possible with this and are happy to discuss any concerns you may have. We would ask you to agree to undertaking a positive, open, and transparent dialogue with us throughout the recruitment process, raising questions and any concerns as early as possible.

The University is currently trialling blended working with the aim to transform divisional Professional Services working practices to create a highly effective, user-focused and sustainable working model aligned with business needs. As a senior role, attendance and engagement with teams on campus and remote working will be required.

Lancaster engages in a variety of domestic and international benchmarking exercises to ensure we are extremely competitive in the levels of reward and recognition we provide; therefore, we are confident that any offer made will be strong and competitive.

If you are happy to continue in your application for the position in light of the above expectations, we would very much look forward to hearing from you.

We will support you as much as possible with this and are happy to discuss any concerns you may have. We would ask you to agree to undertaking a positive, open, and transparent dialogue with us throughout the recruitment process, raising questions and any concerns as early as possible.

The process will conclude with shortlisted candidates meeting the selection committee for the formal, final interview process, chaired by the Vice-Chancellor w/c 14 March 2022. An appointment will be made subject to satisfactory references, in line with the usual terms and conditions of employment at the University.

Informal questions regarding the post should be directed to Hamish Laing at Networked via hamish.laing@networkedpeople.com or +44 (0)7861 329463.