

## **POST DESCRIPTION AND PERSON SPECIFICATION**

<b>POST:</b>	<b>Human Resource Director (HRD) – People &amp; Culture</b>
<b>SALARY:</b>	£78,859 - £87,600 per annum
<b>HOURS OF WORK:</b>	35 hours per week
<b>LOCATION:</b>	City Campus
<b>REPORTING TO:</b>	<b>Vice Principal – People and Corporate Support</b>
<b>RESPONSIBLE FOR:</b>	Associate Director Human Resources <ul style="list-style-type: none"><li>○ <b>Organisational Development</b></li><li>○ <b>Payroll &amp; Benefits</b></li><li>○ <b>Equality, Diversity and Inclusion (EDI)</b></li><li>○ <b>Wellbeing</b></li></ul>

### **KEY CHALLENGES**

- 1.** To assist the Vice Principal and the wider Executive Leadership Team (ELT), and Senior Management Team (SMT) in the successful realisation of the Board's strategic plan for the City of Glasgow College in delivering a College that meets expectations and priorities for a leading world class learning and teaching institution.
- 2.** To assist the Vice Principal, ELT and SMT in the development and implementation, of the People & Culture strategy, ensuring that appropriate staff are recruited, developed and retained through a comprehensive workforce plan to deliver service excellence.
- 3.** To assist the Vice Principal ELT and SMT in the further developing of a unique Team City culture, ethos, next generation polytechnic brand and world class reputation for the City of Glasgow College.

### **KEY RESPONSIBILITIES**

- 1.** To be accountable to the Vice Principal for the delivery and development of particular leadership responsibility i.e. Culture, Human Resources, Payroll, Organisational Development, Wellbeing, and Diversity & Equality.
- 2.** To lead the College's provision for Human Resources, Payroll, Organisational Development, Wellbeing, Diversity & Equality functions ensuring that the quality of service is benchmarked to a world class standard.
- 3.** To act as a trusted and collegiate member of the College's Senior Management Team, contributing positively to the strategic development and monitoring of the

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College's People and Culture Strategy, values and behaviours, Corporate, Directorate and Operational Plans, Balance Scorecard and the implementation of improvement and Audit recommendations.

4. Establish an inspirational, excellent and innovative College Culture at all levels within the organisation reflecting the College values.
5. To build and lead a high performing directorate team providing them with inspirational and exemplary leadership and holding them to account when necessary.
6. To be a champion of change, communication, continuous improvement and empowerment, securing motivation, loyalty and support of direct reports in particular and staff in general.
7. To establish networks to identify innovation and share best practice across all College functions and to support their implementation.
8. To act as a trusted Senior Adviser to Principal and the Executive Leadership Team and Senior Management team, and Board on all matters relating to their directorate Leadership role.
9. To be responsible for financial control of budgets within the directorate.
10. To be responsible for the leadership, management, development and delivery of the College's People & Culture Strategy; to be responsible for the leadership, management and development of the College's provision for HR, Payroll, OD, and EDI, ensuring that the quality of service delivery is of the highest standard.
11. To develop effective mechanisms, within their directorate, to better understand future scenarios and manage strategic risks.
12. To involve staff in professional development review, improving and optimising the effectiveness and efficiency of their directorates core processes.
13. To deputise for the Vice Principal as and when required.
14. To be responsible for the leadership, management and development of the College's provision for a holistic HR function, ensuring that the quality-of-service delivery is benchmarked to world class standards.
15. To demonstrate that the HR Function have effectively considered the impact of College operations and services from their Professional Services perspective especially on staff, student, and public health, safety and the environment.
16. To lead end-to-end processes within the directorate, to achieve the delivery of operational plan performance important outcomes.

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17. To lead and champion Diversity & Equality and promote and encourage Diversity & Equality consideration in all aspects of College operations.
18. To lead and champion Organisational Development; deliver a cohesive/coherent leadership and management programme for all College employees, , embedding innovative approaches.
19. Lead and Champion Culture Development & Talent Management within the organisation through strategic and transformational leadership, championing a Team City approach, through long service and good conduct recognition to ensure we have trained, skilled and qualified workforce.
20. Support the Executive Leadership Team, Senior Management Team, and the Board in managing change.
21. To assume College-wide responsibility for the following functions;
  - Culture Change
  - Change Management
  - Employee Engagement
  - Employee relations
  - Employment Law
  - Staff recognition
  - Performance management,
  - Recruitment,
  - Staff planning,
  - Diversity & Equality,
  - Organisational Development
  - Payroll & Benefits
  - Wellbeing and Welfare
  - Trade Union relations

**KEY ROLES**

1. To develop People strategies that are creative, dynamic, recognise the value of staff, and provide for effective management of employees whilst enabling continuous personal and professional development and ensure the College is able to position itself to respond to change promptly and effectively.
2. To lead the continuing development and implementation of all College People & Culture ways of working. To ensure these are applied in a consistent and fair

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manner. To research and initiate new policies, ensuring that they meet the changing needs of the College and its operating context, ensuring effective arrangements are in place, conforming to high standards of best practice.

3. To ensure Human Resources, Payroll, Diversity & Equality, Organisational Development advice is professional, up-to-date, reliable and effective and promotes best practice and ensures compliance with employment & equalities legislation, relevant National Circulars and College policies and practices.
4. To ensure there is effective HR / People IT systems in place to deliver a seamless integrated HR service, effectively contributing to the delivery of the People and Culture Strategy.
5. PVG signatory for the College.
6. To lead the development of innovative Employee Benefits which promote the College's reputation as an employer of choice.
7. To lead the development and implementation of a wide range of strategies for the enhancement of staff recruitment, staff integration, retention and achievement and ensure that the College recruitment processes operate to the highest standards of transparency, efficiency and effectiveness.
8. To lead and manage the College's workforce planning systems to ensure that staff are recruited and deployed to meet the changing needs of the organisation and to work with the Senior Management Team to develop and embed a performance management system that ensures the consistent and coherent implementation of College systems and procedures and underpins the College's commitment to continuous improvement.
9. To work with the Senior Management Team to develop a supportive and effective line management system that ensures appropriate and consistent standards of behaviour, performance and customer care are demonstrated at all times.
10. To develop a positive employee relations framework and climate, co-ordinating senior level consultation and negotiations with the full-time and local representatives of recognised trade unions and formal staff forums.
11. To maintain effective relationships with local, regional and national agencies; develop appropriate external relations with other senior professionals in professional disciplines and represent the College in external discussions regarding holistic HR matters where appropriate.
12. To ensure that changing employment, equalities, legislation and best practice is continually embedded within College policies and practices in a timely manner.

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13. To contribute to establishing and maintaining effective systems for communicating, engaging and consulting with staff, inclusive of formal and informal channels.
14. To ensure an effective system of management control in the identification of operational risk and the provision of control measures for the reduction of risk.
15. To contribute in aspects of the College strategic and annual business planning and budgeting processes.
16. To represent the College with external agencies and organisations as required in the performance of duties or as directed by the Vice Principal.

### **General**

1. To always treat others with respect
2. Implement and promote College policies, particularly those relating to core skills, safeguarding and diversity & equality in all aspects of College operations.
3. Implement Health and Safety and security measures in accordance with statutory and College requirements.
4. Be a role model and operate at all times supporting College values and corporate management.
5. Champion Diversity and Equality, and the College's values and behaviours
6. Actively develop yourself through continuous professional development, review own performance, promote and contribute to the wider delivery of a performance framework.
7. To deliver a customer-focussed approach towards all stakeholders.
8. Develop effective working relationships internally and with external partners.
9. To be open and transparent
10. To be both accountable and objective at all times
11. To act honourably and with integrity
12. Undertake any other duties consistent with the key responsibilities and duties of the post, as directed.

### **Every Job Description will be subject to review;**

1. **Within six months of appointment**
2. **Thereafter, on an annual basis**
3. **As a result of agreed staff development / personal development needs**
4. **As a result of team / operational requirements or strategy changes.**

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<b>JOB TITLE</b>	<b>FACULTY/ SECTION</b>
Human Resource Director – People and Culture	Senior Management Team

<b>FACTOR</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>Means of Assessment</b>
<b>Qualifications and Training</b>	A relevant degree and/or an appropriate professional (Human Resource) qualification		<ul style="list-style-type: none"> <li>• Application</li> </ul>
	Membership of the CIPD (or equivalent)	FCIPD	<ul style="list-style-type: none"> <li>• Application</li> </ul>
	Evidence of continuous professional development		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
<b>Occupational Experience</b>	Significant relevant experience of strategic leadership of an HR function in a diverse organisation including the effective development, deployment and leadership of staff.	Knowledge of the complex FE sector the College operates in	<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	Recent and relevant expertise in employment law and legislation relevant to the College’s HR function		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	Demonstrable successful track record of leading and delivering large scale, effective change management		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	Ability to write Board papers for consideration by the College’s Board		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	Direct and significant relevant experience of working in a highly		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>

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FACTOR	ESSENTIAL	DESIRABLE	Means of Assessment
	unionised environment and consulting and negotiating with trade union representatives and officials		
	Recent direct experience of strategic planning in relation to the development of a positive people culture within a diverse organisation		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
<b>Personal qualities and job competencies</b>	Highly developed communication skills (written and verbal) communication skills, with the ability to present complex information clearly and effectively		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	Demonstrable ability to work under pressure, effectively prioritise and manage complex and diverse job challenges within agreed deadlines		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	The ability to lead others through inspirational leadership which earns respect and provides an environment where others feel motivated.		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	The ability to delegate effectively and manage the performance of others in accordance with good leadership practice.		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	The ability to analyse and solve complex problems, with a		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>

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<b>FACTOR</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>	<b>Means of Assessment</b>
	successful track record or managing, delivering and implementing change. A strong sense of purpose and the drive to achieve agreed goals.		
	The ability to manage budgets and meet financial targets.		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	The ability to respond creatively and innovatively to the specific needs of the diverse community.		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	The ability to articulate a vision, show how it can be achieved and inspire others to success.		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>
	The ability to work effectively through teams and a critical and sensitive understanding of the roles of teaching and other staff.		<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview</li> </ul>

<b>MANAGER SIGNATURE</b>	
<b>DATE COMPILED</b>	
<b>EXECUTIVE AUTHORISATION</b>	