



JOB DESCRIPTION

Title of Post:	Director of Human Resources
Contract Type:	Permanent
Location:	All Trinity Saint David Campuses
Reporting to:	Pro Vice Chancellor
Responsible for:	Staff within the Human Resources department

MAIN PURPOSE OF JOB

General

The post of Director of Human Resources is primarily concerned with providing strategic advice, guidance and leadership across the institution on all aspects of the key risk areas of Human Resources. The Director will be expected to lead the strategic development across the range of Human Resource areas and be required to ensure that HR policies and procedures are legally compliant.

Other key activities include the leadership and management of a specific support service encompassing:-

- Providing dynamic and effective leadership and day-to-day management of the department and operational activities including the effective, efficient and economic deployment of physical, financial and human resources;
- The implementation and maintenance of quality assurance protocols and standards in relation to HR;
- Leadership in the development and implementation of the University's HR Strategy as a key enabler of the University's strategic plan;
- Playing an active role in supporting the effective management of change across the University, advising on strategies to achieve high levels of commitment to achieving agreed outcomes.
- The lead role in the development and integration of HR policies and procedures;
- The development of Human Resource systems and practices and the provision of a range of personnel services and advice for members of the University Council, management departments and employees at the University;
- Overseeing the implementation of recruitment and remuneration practices;
- Providing leadership and guidance on issues relating to the equality and diversity agenda and champion the University's commitment to equality and diversity
- Undertaking appropriate risk assessment at departmental, functional and corporate level;
- Taking a lead role in the organisation of the Investors in People programme within the University or any other similar people focused initiative;
- Taking a lead role in the preparation of documentation for formal disciplinary and grievance matters;
- Advising on the handling of serious employee relations matters and sensitive personnel cases, deploying high level professional skills to achieve successful outcomes;
- Overseeing the future development of the integrated HR / Payroll system;
- Overseeing the collation of HR data for statutory and sectoral returns.
- Ensure that HR key performance indicators are met and also support the University's key performance indicators framework.

Post Holder Requirements

The post holder will have an in-depth understanding of his/her specific professional areas including current operational knowledge of employment law legislation. As a Director he/she will be charged with the overall strategic responsibility for the HR service area and will be required to liaise effectively with colleagues on the Senior Management Team, Heads of School, Heads of other Support Units and to contribute to the development and implementation of the University's corporate strategic plan. Involvement in specific corporate or operational strategies or functions could also be an important aspect of the role.

The post holder will need to be someone who can operate effectively and efficiently in a continually developing and changing workplace context and be capable of motivating others to embrace change. Experience of managing in a multi-site context would be extremely beneficial as well as being able to recognise and demonstrate the added value that an HR function can provide to meet the business needs of the University. Experience of working with a multi union context would be useful.

The Director of Human Resources will be expected to contribute more generally in areas outside his/her direct functional remit and provide support for other members of the Senior Management Team when required. He/she may be called upon to offer strategic support to the University in other operational contexts.

SPECIFIC DUTIES

Strategic Responsibilities

- Set strategic priorities for the Directorate over short, medium and long term and contribute to institutional strategic planning and processes.
- Provide strategic advice and guidance to University Council members on the key risk areas linked to Human Resources issues.
- Engage in the long term strategic planning process to ensure viability and sustainability of the institution.
- Ensure acquaintance with and operate within corporate compliance requirements in terms of finance and human resources.
- Collaborate with colleagues at all levels within the University to ensure the strategic development of the Investors in People programme.

Other Specific Duties

1 Communication (oral, written and electronic)

- Communicate effectively and professionally in both formal and informal situations in accordance with corporate standards, recognising that communication should be effective at various levels.
- Ensure that communication routes are clearly defined, effective, efficient and active and in accord with the University regulations always promoting, by example, the University's Dignity at Work policy and ensuring adherence, as appropriate to the University's language policies.
- Ensure that communication routes within the HR department are clearly defined, effective, efficient and active and in accord with University regulations.
- Effectively communicate guidance and advisory material, on various HR matters, to management, departments and staff at the University.
- Communicate effectively with own line manager in the provision of regular informal and formal update.
- Represent the University, as requested by the Vice Chancellor or Pro Vice Chancellor on external bodies, contributing to consultation forums on national policy development, giving, receiving and implementing advice.
- Take a pro-active role in the development of corporate communication channels.

2 Service Delivery

- Take overall responsibility for the service delivery of the HR Unit.
- Work closely and in partnership with the Senior Directorate, managers and colleagues to provide an integrated provision of service delivery in line with the University mission and vision.
- Develop, quantify, evaluate and monitor an appropriate set of performance indicators for the HR unit.
- Set the overall standard for the HR service, monitoring service levels, whilst maintain overall quality standards and balancing conflicting demands.
- Positively assist in initiating and managing change within the institution including areas of radical development.
- Maintain an awareness of changing external requirements and ensure that the HR unit / University actively responds to changes in context.
- Constantly engage in a process of reviewing, modifying and monitoring the operation of the HR unit in order to improve the quality of service, respond to the changing needs of stakeholders and ensure efficiency, effectiveness

and value for money.

- Take responsibility to ensure that staff in the HR unit have the support they need to provide quality service and to fulfil their roles.
- Direct the work of the HR unit to ensure delivery of its strategic and operational objectives.
- Provide advice, guidance and leadership to staff on issues relating to Human Resources.
- Identify and advise management of situations where external legal advice is necessary on personnel matter, particularly in relation to Employment law or Employment Tribunals.
- Provide a formal and informal employee relations service, including administration and organisation of Trades Unions liaison meetings and Trade Union consultations.
- Co-ordinate, and where appropriate, provide professional input and take overall administrative responsibility for all stages of recruitment and selection processes, including preparation of advertisements, pre and post interview documentation, interview arrangements, record keeping and UKBA compliance matters.
- Attend appointment interview (delegating only when appropriate) in order to address personnel matters that may arise and to provide relevant advice to Chairs of appointment panels.

3 Liaison and Networking

- Initiate, develop or lead internal or external networks in order to influence events, decisions and collaborative partnerships.
- Participate positively in institutional committees accepting chairing responsibilities as required.
- Network on behalf of the University with external partners that are related to the operational activities linked with Human Resources developing appropriate links in order to foster collaboration.
- Liaise, consult and negotiate with local and regional trades unions and employees on matters including major employment relations issues through to individual or collective grievances.
- Represent the University's interests and perspective within external networks relating to Human Resources Management.

4 Managing People

- Take overall responsibility for the management and development of staff within the HR unit including staff reliability, absence, flexibility and punctuality.
- Take responsibility for analysing workloads within the unit and ensuring a fair and equitable distribution of workload.
- Organise a mentorship scheme within the HR unit and provide support for such development across the University.
- Develop and implement effective mechanisms for managing and resolving issues of conflict within the unit.
- Plan and organise the appraisals of staff with the HR unit, identifying staff development needs within the HR unit.
- Continually update people management skills in order to comply with employment legislation and to comply with human rights, equality and diversity and data protection legislation.
- Provide advice, guidance and leadership to line managers on people management issues.

5 Planning and Organising and Managing Resources

- Take overall responsibility and accountability for the operational planning and organisation, management and day to day running of the HR unit including:-
 - managing the effective, efficient and economic use of physical, financial and human resources;
 - effective and efficient scheduling and management of staff within the unit.
 - setting operational standards and monitoring progress against agreed criteria for the unit;
 - preparing, negotiating and managing the unit's budget including identifying future requirement in terms of capital, revenue and staffing budgets;
 - effective planning and prioritisation of own time and resources and structuring work programmes to meet appropriate unit and institutional deadlines.
- Identify aims, objectives and deadlines for staff within the HR unit.
- Ensure timely and relevant management information is available to support forward institutional planning and for HR Committee of the Council.
- Plan and manage risk in relation to Human Resources management within the unit and as appropriate within the University
- Incorporate Health and Safety at work considerations into the planning and organisation of resources.
- Support Senior Directorate and other managers in identifying and acting upon opportunities for improving effectiveness and efficiency
- Develop and maintain the staff records system and oversee the preparation and completion of HESA, HEFCW and other staffing returns within appropriate timeframes
- Plan, organise and manage:-
 - All processes relating to employment job descriptions and person specification, contracts of employment, post and job evaluations and other recruitment procedures;
 - The information and interface between personnel and payroll, ensuring appropriate authorisation

	<ul style="list-style-type: none"> - for changes in data which affects pay; - All processes relating to absence management, grievance and disciplinary procedures - All data relevant to human resources, including staff in post, joiners, leavers, maternity and sickness absences (including Occupational Health referrals), flexi-time, annual leave, staff appraisals and job evaluations; - The University's Human Resources Information System - The Planning and organising of the Investors in people programme working collaboratively and effectively with colleagues in the preparation of audit processes. - Collate information and prepare documentation to aid the Senior Remuneration committee - Prepare documentation for formal disciplinary and grievance hearings <ul style="list-style-type: none"> • Plan own personal and professional development.
6 Teamwork and Motivation	<ul style="list-style-type: none"> • Recognise the importance of leading by example, demonstrating effectiveness by working productively, creatively and collaboratively within various University teams, acting as a responsible team member and meeting agreed deadlines. • Contribute effectively to the work of colleagues, collaborating to identify and respond to the needs of all stakeholders and providing leadership as necessary. • Prioritise workload and deliver an effective service within agreed time frames. • Engage with own staff in a manner that stimulates motivation and encourages commitment. • Assist the University in developing the spirit of team working, employing techniques which encourage and motivate others. • Support the Vice Chancellor and other senior officers in the development of corporate teams.
7 Team Development	<ul style="list-style-type: none"> • Encourage the development of productive and collaborative working relationships with other members of staff and teams. • Develop the directorate team through the various stages of team effectiveness, identifying current capabilities and future requirements. • Deliver induction programmes within the unit as necessary and engage in the delivery of corporate induction programmes as required.
8 Initiative, problem solving and decision making	<ul style="list-style-type: none"> • Take independent decisions at directorate level within a defined framework. • Use initiative to propose solutions to strategic and operational problems and identify opportunities for collaborative activity. • Make judgements across a wide range of highly complex physical asset issues, requiring analysis, interpretation, comparison of a range of options, taking into account legislation, health & safety and conflicting demands. • Contribute to collaborative decision making across the University, providing advice or input in order to contribute to the decision making of other, identifying and developing thematic or cross-university initiatives where possible. • Apply creativity to devise varied solutions to problems referring issues to specialist managers as appropriate. • Demonstrate initiative in recommending, contributing to or proposing strategic or operational changes and improvements at functional or corporate level. • Recognise that it is a standard element of the role and responsibility of all staff of the University that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards. • Ensure that a robust understanding and approach to risk management underpins all relevant strategic and operational activities • Contribute to the development, implementation and delivery of the University's operational service and resource plans within specific elements of directorate.
9 Pastoral Care and Welfare	<ul style="list-style-type: none"> • Show sensitivity to staff, colleagues or other University users who may need help or in extreme cases, are showing signs of obvious distress and to initiate appropriate action by involving relevant people. • Be aware of and respectful of the range of support networks for self, staff and other University users. • Take responsibility as a line manager for pastoral issues within Directorate.
10 Sensory and Physical Demands	<ul style="list-style-type: none"> • Prioritise and balance various work load demands for self and direct reports. • Provide support for colleagues who may be challenged socially, emotionally or physically.

11 Work Environment

- Understand how the work environment could impact on own work or that of colleagues.
- Take standard actions within health and safety guidelines and where applicable adapt to the environment.
- Ensure compliance with the University's health and safety regulations and aim to promote safe working practices.
- Demonstrate flexibility in the workplace to meet the requirements of specific deadlines and work schedules.
- Ensure that own work area and that of the unit is kept neat and tidy in order to comply with personal health and safety requirements.

12 Learning and Teaching

- Engage in knowledge sharing at departmental and corporate level.
- Deliver training and development in respect of HR processes and employment law matters

13 Analysis and Research

- Undertake the analysis or research necessary for the completion of management reports or to formulate proposals.
- Undertake specific analysis in relation to employment law or case law matters.
- Undertake appropriate analysis or research in order to function at professional level and within specific directorate.

14 Knowledge and Experience

- Develop professional expertise to maintain the currency of own knowledge and disseminate and apply the result of such activity.
- Be committed to continuing professional development and evaluation of practice, including involvement in scholarly activity and maintaining membership of the relevant professional body.
- Undertake relevant University staff development and encourage team members to participate at their appropriate level.
- Maintain an in-depth understanding of own specialism to enable the development of new knowledge and understanding within each aspect of the portfolio.
- Demonstrate continuous specialist development, acquiring and refining skills and expertise in new or related areas through undertaking and encouraging internal or external development activity
- Apply a breadth or depth of experience showing full working knowledge and proficiency of own area of expertise, acting as a point of reference to others.
- In respect of Employment Law and other relevant legislative aspects of the post ensure that your knowledge and understanding are constantly updated and communicated across the University.

GENERAL DUTIES

1. **Undertake personal Health and Safety responsibilities in accordance with the H.A.S.A.W.A 1974 ensuring that safe systems of work are complied with.**
2. **Be aware of and take action to report any potential workplace/personal hazards to Health & Safety.**
3. **Where specific Health and Safety guidelines relate to your post ensure that all duties are carried appropriately.**
4. **Operate within the terms of University policies and procedures always ensuring that all work and work related activities are operated in accordance with Equal Opportunities, Dignity at work principles, Data Protection Legislation and UK Border Agency regulations.**
5. **Demonstrate knowledge and understanding and positively promote equality of opportunity.**
6. **Operate within the standards incorporated within the University's Welsh Language Plan.**
7. **Be adaptable to change and have an ability to acquire new and relevant skills and knowledge by taking appropriate responsibility for own personal and professional development.**
8. **Take appropriate care to ensure that University equipment, facilities and infrastructure are not defaced or damaged.**
9. **Support and promote the University's sustainability commitment and carry out duties in an ethical and responsible manner.**

NB This job description currently applies but could be subject to variance. Duties may be allocated from time to time which are appropriate to the grade and post and which are not of a substantial ongoing nature to affect the grading of the post.

PERSON SPECIFICATION –Director of Human Resources

Description	Essential	Desirable	How Evaluated
<i>Education and Qualifications</i> <ul style="list-style-type: none"> a) A good honours degree in related subject area b) FCIPD qualification or Post Graduate qualification in Human Resources. (Consideration will be given to individuals with proven experience at or equivalent to Director level) 	<ul style="list-style-type: none"> * * 		Application form and evidence of qualifications
<i>Experience</i> <ul style="list-style-type: none"> c) Significant experience as a HR practitioner dealing with the full breadth of personnel matters. d) Practical experience of current employment legislation and best practice e) Experience of working in a dynamic and changing workplace environment. f) Experience of operating at strategic level g) Evidence of managing complex change and development h) Evidence of ability to positively engage with institutional priorities and to take forward institutional objectives in a focussed and pro-active manner i) Evidence of management skills that will facilitate the development of strong networks within the institution j) Understanding of the public sector employment context k) Experience of negotiating at senior level with trades unions l) Proven experience in HE establishment. m) Experience of managing a budget at divisional level n) Project management experience o) Evidence of effective organisation and administrative skills necessary to develop and manage the personnel, financial and physical resources of the Directorate. 	<ul style="list-style-type: none"> * * * * * * * * * * * * * * 	<ul style="list-style-type: none"> * * * * * * * * * * * * * * 	Application form and interview and references
<i>Aptitudes and Skills</i> <ul style="list-style-type: none"> p) Possesses excellent interpersonal and communication skills with the ability to communicate effectively at all levels q) Ability to develop sound working relationships with staff at all levels r) Ability to manage and motivate own team and where appropriate other corporate teams. s) Ability to negotiate, persuade and influence at both institutional and individual level t) Ability to effectively link personnel and corporate values u) Ability to demonstrate effective organisational and time management skills v) Ability to apply attention to detail when required w) Ability to meet tight, conflicting deadlines when required x) Ability to communicate fluently through the medium of Welsh – oral and written y) Able to deploy effective IT skills 	<ul style="list-style-type: none"> * * * * * * * * * * * 	<ul style="list-style-type: none"> * * * * * * * * * * * 	Application form and interview

<i>Personal Attributes</i> z) Capability of demonstrating strong self-motivation. aa) Possesses the mental stamina to deal effectively with a large number of complex and competing demands bb) Ability to work unsupervised and to direct own work cc) Ability to work effectively as an individual, as part of a team and in partnership with others. dd) Recognises the importance of building sound working relationships ee) Recognises the need for and demonstrates appropriate confidentiality ff) Demonstrates respect for diverse range of people. gg) Ability to demonstrate sensitivity, diplomacy and resilience when required hh) Adopts a positive approach and commitment to Lifelong learning on a corporate and personal level ii) Committed to continuously improving internal procedures to ensure full legal compliance and delivery of service level agreements	* * * * * * * *		Application form and interview
<i>Circumstances</i> jj) Ability and preparedness to work flexibly kk) Commitment to supporting the bilingual mission of the institution ll) Prepared to travel to meet post related demands mm) Possesses current valid driving licence	* * * *		Application form and interview

It is in your own interest that you are explicit in your application about how you meet the stated criteria. You are encouraged to provide relevant and explicit examples, (obtained from the workplace, voluntary or community work or any other appropriate situation) so that the short-listing panel are able to clearly identify where your knowledge, and experience matches the criteria identified in the post.

