

KINGSTON UNIVERSITY

APPOINTMENT OF EXECUTIVE HR DIRECTOR

APPOINTMENT BRIEF
MARCH 2020

**Kingston
University
London**

Photo courtesy of Ed Reeves

AN INTRODUCTION FROM THE VICE-CHANCELLOR

Welcome to Kingston University.

Thank you for your interest in the role of Executive HR Director within our senior leadership team. I believe this role offers you an exceptional opportunity to make a lasting difference to the lives of our, almost, 17,000 students and 2,000 staff at Kingston.

Our mission is for our students to become sought-after for their academic achievements, ability to make an impact in society and a valued contribution to the economy. Our belief in the power of university education to change lives for the better runs through everything we do. We provide education, industry placements and mentoring which enable students to achieve their potential through courses which meet today's job market demands.

As a senior leadership team we believe in working together within our areas of responsibility to achieve this mission. As you will be aware, higher education across the UK continues to face uncertainty. Yet, even in this challenging time, Kingston continues to achieve impressive results in its academic and financial performance, and student experience.

Student satisfaction has risen every one of the last three years, with 82.2 per cent in 2019 reported by the National Student Survey. Four of our subject areas have 100 per cent satisfaction: learning disability nursing, information systems, journalism and nutrition (exercise and health), and 95 per cent of our graduates are in work or further study six months after graduating.

This year we proudly became one of The Guardian University Guide's top 50 institutions, ranked at 48 in the country, an increase of nearly 50 in the last four years, and The Guardian also ranked us top for design and crafts and top in London for nursing and midwifery. We have continued to increase the number of students studying on top quartile courses, and decrease those on bottom quartile ones.

We recognised the changing environment in higher education some time ago at Kingston, and are now in the final stages of reshaping our University to deliver for our staff and students in a more dynamic and demanding sector. With such a significant improvement to our performance, we are now in prime position to capitalise on our strengths and invest in long-term growth.

Our enhanced academic performance is reflected in our growing position in the market. We have transformed behaviours and ways of working to instil the high-performing culture that will allow us the capacity and creativity to thrive.

We are seeking an Executive Director of Human Resources who will help us continue our goal to create a high-performance culture. As a member of the senior leadership team you will support me by leading the strategic and operational development and delivery of our long-term vision for our people. You will lead the creation and implementation of initiatives across HR and organisational development to support the University's academic endeavour.

We will rely on your expertise in fully understanding the strategic and operational landscape to ensure Kingston University can respond proactively and competitively to emerging people requirements.

We look forward to hearing from you.
Professor Steven Spier, Vice-Chancellor



ABOUT KINGSTON UNIVERSITY

At Kingston we are passionate about the power of a university education to transform lives. We strive for our students to be sought-after for their academic achievements and their ability to shape society and contribute to the economy.

One of the most inclusive institutions in the country, we are ranked top 10 among London universities, and in the top 200 young universities in the world. We are passionate about enhancing our students' life chances by helping them make the most of their learning opportunity and we are committed to opening up higher education to the whole community.

Our enhanced academic performance is reflected in our position in the market – we are a top 10 London University and ranked in the top 200 young universities in the world*. 95 per cent of our graduates are in work or further study six months after of graduating. 60 per cent of our research submission was rated as world-leading or internationally excellent in REF 2014.**

We are diverse

The University has an international outlook and commitment to cultural diversity. Our 15,000+ students learn a broad range of subjects in a community from more than 140 countries. We are one of only eight institutions in the UK to be recognised with a Race Equality Charter Award.

Our students study and our staff work on our multi-disciplined campuses. Artists and designers study alongside engineers, scientists, healthcare professionals and business minds to blend the student experience across subjects and solve the problems faced by today's diverse society.

We transform lives

We are recognised for our outstanding work in supporting all our students - in reducing the BAME attainment gap, in our Head Start programme to introduce students to university life, and in providing a constant support network for those who have experienced a care background or are estranged from their families. Our graduates have an unrivalled reputation for starting their own businesses – among the top in the country – and we encourage all students to take an enterprising approach to their future career.

We have impact

We consider research to be integral to our distinctiveness, success and sustainability. It plays a vital part in contributing to the quality of our learning and teaching. Our research has helped shape government policy in the UK and is making important contributions to public life across the globe, responding to the major scientific and intellectual challenges of today. We continue to expand our research reputation through fostering a collaborative, outward-looking research culture across the Institution.

We are building a sustainable Future

These are challenging times in higher education. We recognised the changing environment some time ago at Kingston, and are now in the final stages of reshaping our University to deliver for our staff and students in a more dynamic and demanding sector. Our enhanced academic performance is reflected in our growing position in the market. We have transformed behaviours

* Guardian League Table 2019 / Young Universities Ranking 2018, Times Higher Education

** HESA 2015/16

and ways of working to instil the high-performing culture that will allow us the capacity and creativity to thrive.



Michael Shakil, BSc (Hons) Computer graphics Technology

'Kingston has provided me with a fantastic support network and put me in touch with other students who have come from a similar care background as myself. The team, KU Cares, have helped me throughout my time here and I know I can go to the, at any point if I need any advice or support.'

Rochelle Watson, BA (Hons) Working with children and Young People: Social Pedagogy

Rochelle, a single mother and the first in her family to go to university, recently picked up an UpReach Student Social Mobility Award, recognising the achievements of undergraduates from less advantaged backgrounds.

'My experience at Kingston has transformed my life. I've been able to build my confidence during my studies, and all the extra-curricular activities Kingston offers have helped me become more independent.'



STRUCTURE

OUR DIRECTORATES

We have recently redesigned our structures to provide professional and support services more closely aligned with the needs of our students. We now have five directorates, each led by a member of the senior leadership team.

Directorate for Corporate Services

Use insight to guide our strategic direction, enhancing our reputation and expanding our influence, while harnessing potential from our alumni network and partners. Supporting the senior leadership team and board of governors with executive, governance and legal advice, and bringing together elements to manage corporate safety, health and risk.

Directorate for Education

Ensure adherence to academic standards on quality. Supporting and enhancing learning, scholarship and research through staff development, technology and targeted data analysis. Delivering impactful research that reflects national and global priorities and engaging with all partners – business, community, donors, alumni – to increase our impact, influence and income.

Directorate for Finance and Infrastructure

Invest, manage and control our resources to our best advantage for the benefit of our University community.

Directorate for Human Resources

Align our future direction through people to build a capable, supportive, impactful, diverse and inclusive learning community.

Directorate for Students

Attract and support an inclusive student body, ensuring students become sought-after graduates through career enhancement and focus on wellbeing.

OUR FACULTIES

Faculty of Business and Social Sciences

The Faculty of Business and Social Sciences combines Kingston Business School and the School of Law, Social and Behavioural Sciences. Driven by a forward-thinking approach, the faculty is dynamic, innovative and ambitious. We focus on business and social challenges that impact us all, such as decision making, sustainable development and individual resilience.

Together, the schools strive to nurture socially responsible, well-informed and actively engaged members of society who graduate as adaptable, ambitious and solutions-focused professionals.

Practical experience and real-life learning is at the heart of our degrees. Our graduates will be equipped with the skills to manage and navigate a world that needs employees to be digitally skilled and to have highly developed people management skills and emotional intelligence, as well as innovative, entrepreneurial drive.

Faculty of Health, Social Care and Education

The Faculty of Health, Social Care and Education is a joint enterprise of Kingston University and St George's, University of London. This unique faculty brings together the internationally recognised research of St George's with Kingston's reputation for practical teaching excellence.

We offer courses in nursing, midwifery, rehabilitation and paramedic science, education, radiography, social work and social care.

Our ground-breaking partnership offers opportunities for inter-professional work across the health and education sectors.

Kingston School of Art

Kingston School of Art (KSA) has a strong heritage. Since its origins in the late 19th century it has established an exceptional reputation and become one of the UK's leading art and design educational institutions.

The Faculty combines a dedication to creative risk-taking, innovation and experimentation with a commitment to working with numerous local, national and global partners and collaborators to lead and shape the future of the creative and cultural industries. As an art school within a university, KSA fuses the benefits of an art and design-focused identity with the ability to be at the forefront of exciting cross-disciplinary developments in diverse areas such as health, business, engineering and the humanities and social sciences.

Ranked in the top five per cent of the world for art and design education by QS Top Universities, KSA produces globally celebrated alumni, high performing courses, impactful research performance, and regularly achieves industry and student awards while engaging with the latest thinking from industry practitioners.

Faculty of Science, Engineering and Computing

There are few faculties across the UK university landscape as varied in their scope as the Faculty of Science, Engineering and Computing at Kingston University. We teach and research across a wide range of subjects, allowing for real cross-discipline innovation and creativity.

Our lecturers are experts – working at the forefront of their fields and actively engaged in research so they can bring advanced knowledge to their teaching. Our state-of-the-art facilities include specialist laboratories, a public outreach centre, a specialist virtual reality centre, a rocket lab, scene-of-crime house, flight simulators and a Learjet. For future scientists and engineers, this combines to create the ultimate real-life space for practical learning. For academic professionals like you, this all adds up to a truly vibrant, exciting environment in one of the largest and most diverse STEM faculties in the sector.



INVESTING IN OUR STUDENTS' FUTURE

We constantly strive to provide excellent facilities for our students and staff. Designed by this year's RIBA Gold Medal winning firm Grafton Architects, our new multi-million pound building, Town House, transforms the learning experience for students and acts as a gateway to the University for residents and businesses at our Penrhyn Road campus. Featuring a multi-floor academic library and archive alongside dance studios and a studio theatre, plus cafes, courtyards and rooftop terraces, Town House allows informal learning, research and performance to take place under one roof.

The difference we make

We consider research to be integral to Kingston University's distinctiveness, success and sustainability. It plays a vital part in contributing to the quality of our learning and teaching. We are dedicated to excellence and high impact in research through a variety of individual cutting-edge projects and the development of multi-disciplinary centres of research excellence. Kingston has made significant strides in creating a broad range of industry-acclaimed research. We are establishing partnerships that connect our research and our students with the communities we serve, and we are steadfast in our desire to provide a stimulating and supportive working environment for all our staff and students.

In the Research Excellence Framework 2014, 60 per cent of our research was considered either world leading or internationally excellent. We are growing our research reputation through fostering a collaborative, outward-looking research culture across the Institution. Our researchers are working with key industry partners across the full range of our disciplines, from Jaguar Land Rover and BAE Systems to the British Film Institute and the Venice Biennale. Kingston University research has helped shape government policy in the United Kingdom and is making important contributions to public life across the globe, responding to the major scientific and intellectual challenges of today.

NURTURING INNOVATION

The University also plays an active role in nurturing innovation and enterprise. By producing applied research, developing technology transfer and sharing knowledge, it has become a driving force in forging strong links between education and the business community. Our graduates have an unrivalled reputation for starting their own businesses. We've been consistently rated as one of the most successful UK universities for graduate start-up companies by the Higher Education Business and Community Interaction Survey and we invest a great deal in helping our students develop an enterprising approach to their future careers.

Improving the world we live in

Graphic design graduates Ron Nicol and Rowan Minkley created Chip[s] Board while studying in their final year at Kingston School of Art. Their aim is to create a circular economy within waste (by product) management and material production to create a new sustainable model, utilising the abundant resources available rather than continuing to process virgin materials. The pair developed a way to harness potato waste, creating a sustainable product which can be recycled via industrial compost within three months. Chip[s] Board has been garlanded with awards, winning Santander's Non-Tech Entrepreneur Award, Kingston University's Enterprise Circle Award and the Royal Academy of Engineers' JC Gammon Award.





OUR LOCATIONS

The University is located across four teaching campuses in and around Kingston upon Thames. Our campuses are not only welcoming and supportive environments for students and staff, they are also home to incredible learning facilities. With laboratories and studios, modern classrooms, lecture theatres and libraries, our campuses also include dedicated postgraduate study centres, virtual learning tools, 24/7 online learning support, specialist computer suites and many more additional study spaces.

Penrhyn Road campus

Within walking distance of Kingston town centre, this campus is busy, lively and cosmopolitan and there is a range of cafés, bars and restaurants on-site. It also has central University facilities such as the fitness centre, health centre, main student restaurant, the Union of Kingston Students and the Student Life Centre, which provides services such as accommodation and finance advice.

Kingston School of Art, Knights Park campus

Set in a riverside location, a short walk from Kingston town centre and the Penrhyn Road campus. The restaurant and bar are right next to the picturesque Hogsmill River, providing a tranquil backdrop for breaks in between lectures.

Kingston Hill campus

A beautiful, leafy, self-contained site with a mix of modern and historic buildings and a community feel. The campus boasts a cafe, restaurant, bar, Subway and Starbucks as well as halls of residence, tennis courts, bee hives and a nature walk.

Roehampton Vale campus

Purpose-built and completely dedicated to the study of engineering. The campus is just a bus ride or short drive from Kingston and within walking distance of Richmond Park and Wimbledon Common.

St George's, University of London

Our Health and Social Care courses are run through a unique partnership with St George's Hospital in Tooting, in southwest London. Tooting is one of London's most culturally vibrant areas and is just 20 minutes from central London by tube.

OUR VISION, MISSION AND CORPORATE PLAN

Our corporate plan puts students at the very centre of everything we do, providing a strategic framework and narrative to take our university forward.

Vision

Our students will be sought after for their academic achievements, and their ability to shape society and contribute to the economy.

Mission

To enhance students' life chances through inspiring learning, advancing knowledge, innovating professional practice and engaging with society.

Our students will:

- study a curriculum that equips them with the academic, social, and personal skills to prosper in global and diverse environments
- value their own diversity of backgrounds, identities and experiences
- learn in an environment of encouragement and support
- be part of a physical and virtual campus community
- have varied and extensive opportunities to enhance their practical and professional skills

Our staff will:

- engage with the latest scholarship, research and professional practice to deliver the best possible teaching, curriculum, and student experience
- produce research that has impact and contributes to a vibrant learning culture
- have a commitment to inclusive higher education and to helping develop social capital
- have a diversity of backgrounds and identities
- be supported in developing their skills and abilities

Our local and global community will:

- seek our research and expertise for its impact on culture, society and industry
- seek our students and graduates as employees, partners and providers of services
- benefit from our commitment to sustainability and support for local and regional communities and groups

THE ROLE

As part of the senior leadership team (SLT), this role will work in partnership with other SLT roles to provide leadership across the University, ensuring the University's strategic aims are well-defined and delivered. This role has specific accountability for the Directorate for Human Resources.

This role will:

- Lead the strategic and operational development and delivery of the University's vision for its HR (People) strategy in support of the University's strategic aims.
- Lead the creation and implementation of policies, processes, programmes and services to recruit, develop and retain organisational talent at all levels and in all areas.
- Ensure expert guidance and support is provided for the people aspects of the organisation, to deliver the emerging aims and objectives of the University, and ensure compliance with relevant policies and legal requirements
- Understand the strategic and operational landscape, both within and outside of the sector, to ensure the University can respond proactively and competitively to emerging people opportunities and requirements.

KEY RESPONSIBILITIES

- To lead the development and implementation of the people strategy which aligns with the University's strategic aims and enables the University's strategic vision.
- Co-lead with SLT and senior leadership group (SLG) colleagues to deliver an agile, progressive, dynamic and positive working framework which enhances engagement, innovation and performance.
- To lead the Directorate for Human Resources and be accountable for the budget and provision of HR functions and policies supporting the needs of the University, whilst ensuring regulatory and legal compliance and best practice, using appropriate measures and performance indicators.
- To lead the Directorate for Human Resources to create an exceptional service culture, providing quality support to stakeholders to manage implications of risk, costs and the effect of decisions on the University, its strategy and stakeholders.
- To lead, motivate and manage the performance of senior professional staff within the directorate ensuring team members have clear objectives, responsibilities and accountabilities, and deliver to the highest professional standards to achieve the University's vision and aims.
- To ensure the University creates and implements effective recruitment, retention and succession planning strategies, to attract and retain the most talented individuals from diverse backgrounds to deliver future needs and support the strategic plans of the institution.
- To lead on significant employee relations matters, including organisational consultation and negotiation arrangements, creating strong and effective relations with recognised trade unions and external bodies, enabling the University to manage change and disputes effectively.
- To act as the lead senior HR advisor to the Vice-Chancellor and the Board of Governors/Committees on matters relating to HR portfolio issues.
- To continuously review the University's approach to pay, reward, recognition and benefits to ensure the University is an employer of choice and attracts, recognises and retains talent in a competitive marketplace. This includes providing specific senior reward advice to the Board.

- To ensure the provision of a University OD approach and interventions which cost effectively support the University's strategic objectives including managing change, developing leadership and management capability across the university and driving performance and engagement.
- To lead the directorate, ensuring that strong and effective partnerships with internal and external stakeholders are developed and maintained, in particular:
 - with faculties and other directorates, to ensure the delivery of a positive people experience, through excellent staff engagement.
 - the relationship with the trade union and employee forums ensuring the staff voice is represented and engaged at all levels of the Institution and supported to co-create change
 - relationships and contracts with external service providers related to people and associated services, ensuring quality and value for money



PERSON SPECIFICATION

- Experience of operating at a very senior level, including with boards.
- Substantial experience as a member of a senior leadership team playing a pivotal part in defining and developing strategies, policies and decision-making.
- Substantial experience in developing and managing a Human Resource department, and experience in a senior HR role preferably within a higher education or similar environment
- Proven reputation for building capability, driving implementation and delivering high performance.
- Postgraduate or professional practice qualification
- Chartered Institute of Personnel and Development (CIPD) membership

CORE BEHAVIOURS

Ensures accountability – Holding oneself and others accountable for meeting commitments.

Develops talent – Developing people to meet both their career goals and the organisation's goals.

Manages complexity – Making sense of complex, high quantity and sometimes contradictory information to effectively solve problems.

Communicates effectively – Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Balances stakeholders – Anticipating and balancing the needs of multiple stakeholders.

Decision quality – Making good and timely decisions that keep the organisation moving forward.

Drives vision and purpose – paints a compelling picture of the vision and strategy that motivates others to action.

Collaborates – Building partnerships and working collaboratively with others to meet shared objectives.

Cultivates Innovation – Creating new and better ways for the organisation to be successful.

Drives engagement – Creating a climate where people are motivated to do their best to help the organisation achieve its objectives.

Optimises work processes – Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

Organisational savvy – Manoeuvring comfortably through complex policy, process and people-related organisational dynamics.

HOW TO APPLY

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

Candidates should apply for this role through our website at www.saxbam.com/appointments using code KAWRF.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is **noon on Thursday 9 April 2020.**

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

