



Job Description

Job Title:	Head of Talent & Development
Faculty/Professional Directorate:	People & Organisational Development Directorate
Reporting to:	OD Director
Duration:	Continuing
Job Family:	Administration
Pay Band:	9
Benchmark Profile:	Manager (Administration) Band 9
DBS Disclosure requirement:	N/A
Vacancy Reference:	N/A

Details Specific to the Post

Background and Context]

The People & Organisational Development Directorate offers strategic and operational support to the University's management and staff on all aspects of HR and OD which underpin organisational strategies, structures, systems, skills and performance. The key objective of the service is to deliver an integrated approach to Human Resource Management and Organisational Development across the University based on insights, strategy and solutions. The HR and OD Partnering Service leads specifically on areas such as employee relations, resourcing, workforce planning, organisational design and development, people management, equality, diversity and inclusion and wellbeing.

The University has embarked on an ambitious programme of change which will have a significant impact on staff and the engagement of staff with this programme is key to its success. The HR & OD Directorate has a major role in leading and implementing the Change Agenda.

Specific Duties and Responsibilities of the Post

Our workforce is diverse, and so are the skills they need. We have everything from accountants to lecturers, sports specialists to internationally recognised professors, and everything in between.

Working within our Organisational Development department, our Talent team oversees the planning

and delivery of that talent, whether it's high-volume recruitment, working with recruitment agencies to find specialists, developing skills within our existing workforce, or developing new skills for future job roles. Consisting of a combination of talent acquisition and talent development specialists, the team works closely with department heads, HR Business Partners, and HR Data specialists to plan solutions to immediate and emerging talent gaps.

The role holder will:

- Be a subject-matter expert on talent and a thought leader in resourcing, development, skills, and talent planning.
- Oversee the end-to-end delivery of talent, ensuring the right talent is in the right place at the right time to achieve business operations and strategic objectives.
- Be accountable for monitoring and championing the organisation's competence, capability, and capacity.

Specifically, the role holder will:

- Work with HR Business Partners and business units to plan the necessary talent activities that deliver against their operational and strategic objectives, integrating resourcing, development, and skills planning activities.
- Use talent initiatives to drive business performance, establishing diagnostics, metrics, and plans that increase performance through enhanced competence.
- Provide leadership, direction, and strategy to talent resourcing and development teams.
- Consult on organisational design to make the most efficient and effective use of available talent.
- Reduce talent bottlenecks across academics and PSS and diversify our talent.
- Develop a learning culture that delivers increasing levels of competence to the organisation.
- Work with HR Business Partners, Finance Business Partners, and departments to govern workforce planning, establishing and resourcing priorities.
- Lead organisation-wide development initiatives, likely including a combination of workshops, coaching, online learning, outsourced professional development, and publicly funded initiatives such as apprenticeships.
- Collaborate with the Research Culture, Doctoral College, and Teaching Excellence Academy (amongst other departments) to support role-specific development activities.
- Procure and manage contracts in support of resourcing and development activities, including recruitment agencies, labour agencies, and training providers.

- Quality manage talent initiatives, measuring impact through metrics-based performance, qualitative research, and cost analysis.
- Collaborate with the sector, employers, and policy-makers to address shared talent bottlenecks.
- Innovate using digital technologies to better forecast and operationalise talent. This may include data analysis, gamification, online learning, and the use of AI for head-hunting or talent planning purposes.
- Review policies related to resourcing, development, and individual performance.

GENERIC JOB DESCRIPTION

The job duties and responsibilities listed below are intended to describe the general nature of the role. The duties and responsibilities and the balance between the elements in the role may change or vary over time depending on the specific needs at a specific point in time or due to changing needs in the department. Candidates should note that there may not be an immediate requirement to carry out all the activities listed below.

Overall Purpose of the Role

- The role holder:
 - Will be a professional specialist with high-level expertise and will have a considerable degree of independent professional responsibility and discretion, working to broad parameters and policy guidance.
 - Will have responsibility for adapting or changing the service to ensure the appropriateness of, and the quality of the work and contribute to setting overall standards for the service across a function or area of the institution.
 - Will influence decisions and developments within the University and contribute to setting overall standards across the University, Faculty or Department.
 - Has responsibility for the operational planning and organisation of projects, an area of work, and/or teams. Sets performance standards and establishes monitoring procedures to keep track of progress and provide input to longer term planning.
 - Applies creativity to devise varied solutions to problems where there is a mass of information or diverse, partial and conflicting data.

Main Work Activities

Communication

- Advise SMT and other Senior University managers on the activity of a range of student/department/faculty issues in order to inform the development and implementation of future strategy.
- Advise Academic and Administrative senior management on specialist issues
- Monitor and report, as appropriate, on the delivery of core business against agreed targets to:
 - Identify where remedial action is required where performance does not meet agreed targets.
 - Review plans to take account of the need to adapt to changing circumstances.

Teamwork

- Management responsibility for a service/function/department: is required to manage the relationship between teams and ensure they interact effectively to achieve the common purpose of the institution.

Liaison and Networking

- Ensure the development of effective ongoing relationships with University staff to align existing activity with the strategic direction of the department/faculty.
- Develop, manage and maintain productive strategic relationships and networks with senior representatives in a broad range of private and public sector partners to assist the continuing development, reputation and effectiveness of the University.
- Represent the University at a senior level at regional and national meetings, conferences and events relating to this area of activity.
- Be an active member of emerging networks.

Service Delivery

- Responsible for the overall service of the area which includes:
 - Setting standards to meet customer expectations.
 - Monitor standards and levels of service.
 - Obtain feedback and use research to inform developments and ensure quality.
 - Take appropriate action on the impact of external factors.

Planning and Organisation

- Lead the development, implementation and delivery of the University's strategy.
- Plan, co-ordinate and be responsible for the delivery of projects and to play a key role in future strategic development for the continued development of the area.
- Develop and implement policies and procedures.

Analysis/Reporting

- Ensure robust management, monitoring and financial systems are in place.
- Analyse data to provide timely and accurate information, forecast and advice to Senior Managers to inform business plans that are set in the context of University strategy and policies.

Additionally the post holder will be required to:

- Fulfil the employees' duties described in the University's health and safety policies and co-operate with the health and safety arrangements in place within the department. May be required to undertake specific health and safety roles on request e.g. Display screen equipment assessor, departmental safety officer, fire warden
- Fulfil the managers' responsibilities as described in the University's health and safety policies. These duties include responsibility for ensuring that suitable and sufficient risk assessments are in place for activities within your area of control and for ensuring appropriate health and safety training is in place.
- Support staff to demonstrate their commitment to equality, diversity and anti-discriminatory behaviour. This role includes making time available for staff to undertake mandatory equality and diversity training
- Raise awareness amongst staff and support staff to fulfil their responsibilities to comply with University regulations, policies and procedures

COMPETENCY SPECIFICATION

To fulfil your role, you will need certain knowledge, skills and competencies. The following competency specification provides a framework within which your performance will be assessed. The interview assessment may include, for example, testing on IT skills.

The Competencies set out below are essential and are core requirements needed to perform the role and any candidate who fails the requirement will not be taken forward for further assessment or to interview.

Competency	Identified by
Knowledge and Experience	
Demonstrated knowledge and expertise in talent resourcing, development, skills planning, and talent planning.	Application/Interview
Experience in overseeing the end-to-end delivery of talent, ensuring alignment with business operations and strategic objectives.	Application/Interview
Strong leadership skills to provide direction and strategy to talent resourcing and development teams.	Application/Interview
Experience in leading organisation-wide development initiatives, including workshops, coaching, online learning, and professional development programmes.	Application/Interview
Ability to consult on and implement organisational design strategies to optimise the use of available talent.	Application/Interview
Experience in reducing talent bottlenecks and diversifying talent across various departments.	
Competence in using diagnostics, metrics, and plans to drive business performance and enhance organisational competence.	Application/Interview
Experience in quality managing talent initiatives, measuring impact through performance metrics, qualitative research, and cost analysis.	Application/Interview

Ability to innovate using digital technologies for talent forecasting, operationalisation, and planning, including data analysis, gamification, and the use of AI for talent head-hunting purposes.

Application/Interview

Application/Interview

Communication (Oral and Written)

Can demonstrate the ability to summarise complex ideas or information which may be highly detailed, technical or specialist.

Application/Interview

Teamwork and Motivation

Develops objectives in ways that enable team members to contribute and identify with collective objectives. Finds ways for individuals to achieve their objectives and development plans without compromising the team's priorities.

Application/Interview

Liaison and Networking

Can demonstrate the ability to actively seek to build productive and enduring relationships between internal and/or external bodies to benefit the University.

Application/Interview

Service Delivery

Can demonstrate the ability to set standards sufficiently high to meet customer expectations. Monitors standards and levels of service, obtains feedback and uses research to inform developments and ensure quality. Is aware of external factors that may impact on services and takes appropriate action to minimise potential damage.

Application/Interview

Decision Making

Can demonstrate the ability to consider the wider impact of decisions, assesses possible outcomes and their likelihood. Uses judgement to make decisions with limited or ambiguous data and takes into account multiple factors. Distinguishes between the need to make a decision, when to defer and when not to take a decision.

Application/Interview

Planning and Organisation

Can demonstrate the ability to identify future demands and opportunities and develop longer term plans. Co-ordinates the work of

Application/Interview

others to improve performance and use of resources. Involves other areas appropriately and co-ordinates effort and resources so standards, performance and shared objectives are achieved.

Initiative and Problem Solving

Can demonstrate the ability to initiate processes and procedures to resolve new problems. Anticipates possible implementation difficulties and identifies practical ways of overcoming or preventing them. Takes account of others and the broader context when generating options.

Application/Interview

Analysis/Reporting

Can demonstrate the ability to design and use data gathering and analytical methods appropriate for each investigation. Recognises and accurately interprets patterns and trends. Recognises when additional data is required and identifies appropriate sources. Produces reports and identifies key issues and findings.

Application/Interview