



Loughborough  
University



Appointment of  
Director of  
Human Resources



# Welcome

In a crowded higher education landscape, Loughborough University is proud and confident in its distinctiveness. Our combination of world leading research, the country's best student experience, an unmatched global reputation for sport and enterprising can-do impact, is unique. We operate from campuses in the East Midlands and on the Queen Elizabeth Olympic Park in London, and this role whilst based in Loughborough has University-wide reach.

As the Director of Human Resources, and a senior member of Professional Services, you will play a key leadership role in supporting the successful delivery of the University Strategy 'Creating Better Futures. TOGETHER'. [www.lboro.ac.uk/strategy](http://www.lboro.ac.uk/strategy)

Together with the Director of Organisational Development & Change, you will report directly to the Deputy Chief Operating Officer who leads the People & Culture portfolio, and both positions play a significant role in shaping and leading strategic People & Culture projects. You will be required to operate as the senior technical HR professional, providing expertise at the highest levels, including supporting the Chair of Council through the annual HR and related committee cycle, working with the Chief Operating Officer on Employee Relation matters, and partnering with the Vice-Chancellor's office on strategic and complex HR matters.

You will play a key role in supporting me and others, to deliver effective professional services and to embed a culture of continuous improvement throughout the HR service, ensuring that HR are true partners across the University. You will work with leaders and colleagues to shape the University's strategic approach to all aspects of HR including recruitment, retention, reward and employee relations.

As the Director, you will lead a successful human resources team, focussed on embedding an effective operating model that meets the needs of the University and that demonstrates effective processes and solution-focussed approaches. You will have the opportunity to develop and implement a HR strategy and plan, to drive forward HR practices and institutional performance ensuring that equity, diversity, and inclusion practices are at the centre of all HR activity.

You will have my support and that of your colleagues in this endeavour. We would be delighted to hear from you, so do please put forward your application for this exciting and important role. We look forward to hearing from you.



Richard Taylor  
Chief Operating Officer



# About Loughborough University

Loughborough is an exceptional university. During uncertain times for higher education, and whilst others scramble for the safety of the pack, we are proud to be different. The combination of our excellent student experience, enterprising outlook, world class research and unparalleled sporting success gives rise to something that's truly special and distinctive amongst the UK's universities.

It's not just what we do that makes Loughborough special, it's our focus and our spirit. We are deeply competitive but committed to partnership working. We are determined to succeed and to motivate everyone to be the best they can be.

Loughborough's sense of community runs deep: it's in our DNA. We value our unique identity and our sector-leading work on diversity and inclusion. We are hugely successful and unafraid of innovation; a learning organisation that pushes boundaries.

Our origins in 1909, as one of the UK's foremost technical institutes focused on meeting society's needs, set in train an ethos that is still evident. Today the #LboroFamily comprises over 3,500 colleagues and more than 19,400 students. We are overwhelmingly proud of them and all they achieve. From our 523-acre campus in the East Midlands and our London campus at the Queen Elizabeth Olympic Park, we operate an endeavour with an annual turnover of more than £325m.

# Our strategic aims

## Ambitious research and innovation

At Loughborough we think differently: we challenge convention, solve problems and take action. Through our research and innovation we are finding answers, discovering the things that matter and adding to knowledge, creating positive change across society.

## Sector leading education and student experience

We provide our students with an exceptional learning environment that offers outstanding, innovative teaching, opportunities to contribute to pioneering research, and options to maximise their business potential. Working with Loughborough Students' Union, we offer the best possible all-round experience, providing our students with a wide range of opportunities that enable them to achieve their full potential, professionally and personally as well as academically.

## A history of sporting excellence

We are proud of our hard-earned global reputation for sport. From elite-level athletes to trying to keep fit, we ensure that everyone at the University can enjoy sport regardless of ability or interest. Through world-leading coaching, outstanding student experiences, state of the art facilities and superb events, we create an inclusive, positive and life-shaping sporting experience for all.

## International engagement and impact

We are establishing a compelling international profile and reputation, built on our distinctive strengths. We are valued for the relevance and impact of our research and for our important contribution as an international partner. Coupled with our sporting expertise, outstanding education and vibrant student experience, this engagement is helping us to build a community of committed alumni and advocates across the world.

## An equitable, diverse and inclusive environment

Our campuses are home to a diverse body of people with different perspectives, values and attitudes. We are working to create an inclusive environment where such differences are shared and valued; where all individuals can reach their full potential regardless of their background.

## Extensive global partnerships

Strong partnerships and collaborations are central to everything we do. We work with organisations around the world to drive innovation, boost performance and meet current and future challenges.



# Human Resources Directorate

## Our Purpose

To support the University’s mission by delivering a high quality, progressive, equitable and inclusive employment experience. Together

## Our Vision

A diverse and inspiring place to work that enables people to be themselves and perform at the highest levels in support of the University’s ambitions.

## Priority Themes

### Equity, Diversity and Inclusion

Work in partnership with schools and services to facilitate the University becoming more equitable, diverse and inclusive, leading on HR practices

Coach and empower leaders to create and maintain a positive and inclusive working environment where people are able to voice their differing perspectives and which generates high levels of staff engagement

Identify, challenge and address behaviours, structures, systems and processes which create barriers, contain bias and/or discriminate

### Pay, Reward and Benefits

Ensure that pay, reward and benefit strategies and approaches are flexible and suitable to be competitive within the UK and international job market

Lead the facilitation of the identification of key pay, reward and benefit strategies for the University that are equitable and transparent

Establish reward and recognition arrangements which value team and individual performance and support the University’s strategic ambitions

Embed EDI analysis in the development of pay reward and benefits to ensure an inclusive approach which remove bias

### Performance

In partnership with Organisational Development and Change, create a culture of high performance through constant evolution and knowledge sharing where employee wellbeing is foremost

Develop leaders and frameworks to ensure that all employees know what is expected of them in terms of deliverables (what) and behaviours (how) – recognising that everyone brings a unique contribution

Deliver a suite of HR performance metrics which demonstrate the impact and value of HR practices on the overall performance of the University

### Recruitment and Resourcing

Attract talented and diverse candidates across the UK and internationally through innovative candidate attraction and advertising strategies

Work in partnership with schools and services to deliver a great candidate experience for all applicants

Coach and empower leaders to adopt inclusive and accountable recruitment practices that support the University’s strategic aims

Develop an employer brand to enhance our reputation as an employer of choice

### Risk Management and Compliance

Provide expert advice on HR risks and liabilities raising awareness where required and support managers in balancing these risks against other organisational risks

Work with schools and services to deliver and maximise the benefits of compliance and statutory returns, e.g. HESA, UKVI, HMRC, DBS

Continue to develop and enhance contracts of employment and HR policies and procedures to ensure they are inclusive and are meeting the University’s needs

## Theme Enablers (which cut across each of the themes):

**Climate Change and Net Zero** – ensuring HR practices positively impact on the University’s ambitions around climate change and net zero

**Continuous Improvement and Development** – continually striving to improve and develop, in partnership with other services e.g. Organisational Development and Change

**Data and Systems Informed Thinking** – ensuring the maximum and best use of data systems for delivery and to drive data informed thinking, specifically focusing on equity, diversity and inclusion

**Innovation** – developing positive employment cultures through being adventurous and creative

**Well-being** – embedding consideration of people’s wellbeing at the heart of the employment experience and inclusive employment

# Our people

Life at Loughborough has a strong community feel. It is a factor we pride ourselves on.

Our students, graduates, staff and campus based partners are at the heart of all that we do.

Within this close-knit community, there is a shared atmosphere of determination, community, and a will to succeed. It is an environment that involves and motivates everyone to be the best they can be.

# Our students

Student numbers 2022/23 UK/EU and international

Undergraduate	15,191
Postgraduate taught	3,025
Postgraduate research	1,247
Further education	114
Other (including temporary exchange and staff research)	190

# Our alumni

Loughborough University has a global community of 200,000 graduates.

£6 million has been donated by alumni and friends of the University over the last three years.



27,000

27,000 applications were made for around 3,800 undergraduate places for 2022/23



19,700

19,700 students from 135 different countries



3,750

3,750 of our students on campus are international

# Our staff

Staff numbers (Dec 2022)

Administrative, management and specialist staff	1,315
Researching, teaching, enterprise, specialist and supporting academic	1,365
Operational and technical staff	965

We have 3,500 members of staff. 17% of our employee numbers are represented by international members of staff, covering 75 different nationalities.



3,500

3,500 staff, Loughborough's biggest employer



We have received the **Race Equality Charter Bronze Award** that recognises we are beginning our journey to advance race equality.

# Our collaborations

The University works with organisations worldwide, exchanging knowledge to drive innovation, boost performance and meet current and future challenges.

Our strategic collaborations include

Adidas volume.lboro.ac.uk/ winning-its-all-about-teamwork	Rolls-Royce University Technology Centre www.lboro.ac.uk/rolls-royce-utc
Joseph Rowntree Foundation www.lboro.ac.uk/research/crsp	SportPark www.LUSEP.co.uk/sport-park
Caterpillar Innovation and Research Centre www.lboro.ac.uk/caterpillar-irc	The Manufacturing Technology Centre (MTC) www.the-mtc.org
Leicester Biomedical Research Centre www.leicesterbrc.nihr.ac.uk	National Football League Academy www.nflacademy.com
National Centre for Sport and Exercise Medicine www.ncsem-em.org.uk	West Ham United Women www.whufc.com



90 tenant partners are based on Loughborough University Science and Enterprise Park (LUSEP)

# Our achievements

We successfully combine a world leading research endeavour with arguably the UK's best student experience. We are home to the worlds leading academic lead elite sport ecosystem, as well an outstanding estate and innovative enterprise work.



**OUR LONDON CAMPUS**

OPENED IN 2015  
AND IS HOME TO OVER 800 POSTGRADATES



INTERNATIONAL  
QS STARS SCHEME  
2023

**FIVE STARS PLUS INSTITUTION**

– ONE OF ONLY 20 WORLDWIDE



QS WORLD  
UNIVERSITY RANKINGS  
BY SUBJECT 2023

**BEST UNIVERSITY IN THE WORLD FOR SPORTS-RELATED SUBJECTS**



NATIONAL STUDENT  
SURVEY 2023  
TIMES HIGHER EDUCATION  
ANALYSIS

**7<sup>TH</sup> IN ENGLAND FOR OVERALL SATISFACTION**



LSU ACTION  
AWARDED  
**QUEEN'S PLATINUM JUBILEE AWARD**  
FOR SUPPORTING LOCAL  
COMMUNITY (2022)



BRITISH UNIVERSITY  
AND COLLEGE  
SPORT CHAMPIONS

**42 YEARS IN A ROW**



**OVER £20M**

**RAISED THROUGH LOUGHBOROUGH STUDENTS' UNION RAG**



TIMES HIGHER  
EDUCATION IMPACT  
RANKINGS 2023

**1<sup>ST</sup> IN UK AND 15<sup>TH</sup> GLOBALLY FOR ADVANCING AFFORDABLE AND CLEAN ENERGY**



TEACHING EXCELLENCE  
FRAMEWORK 2023

**AWARDED GOLD OVERALL, GOLD FOR STUDENT EXPERIENCE AND GOLD FOR STUDENT OUTCOMES**




AWARDED  
**SEVEN QUEEN'S ANNIVERSARY PRIZES**  
FOR THE QUALITY OF  
OUR RESEARCH



GREEN FLAG AWARDS  
SINCE 2018

**ONE OF THE NATION'S BEST GREEN SPACES**



WHATUNI STUDENT  
CHOICE AWARDS 2023

**1<sup>ST</sup> FOR UNIVERSITY FACILITIES**



THE COMPLETE  
UNIVERSITY GUIDE  
2024

**RANKED 7<sup>TH</sup> OUT OF 130 UK UNIVERSITIES**





# Our staff networks

The University has a number of [staff networks](#) which enable colleagues to support each other, discuss issues within our community and wider society, and contribute to future strategic developments at the University.

## Age Appreciation Group

Open to staff of any age, the group champions age diversity. The Group is currently seeking a new Chairperson to lead the development of a strategy that promotes the university as a great place to work for all ages.

## Race, Ethnicity and Cultural Heritage (REACH)

The group raises awareness of race and cultural issues and is a forum to raise the profile of black and ethnic minority cultures on campus.

## Staff Inclusivity Group

The Staff Inclusivity Group is committed to achieving equality for all those who work across both campuses. We aim to ensure that the University demonstrates a fair and supportive environment which provides equality of opportunity and freedom from unlawful discrimination on the grounds of disability, including mental health difficulties and neurodivergent differences.

We are proud to support our diverse community and wish to encourage and celebrate its full contribution to a University life where all colleagues are treated equally and with respect.

## Part-time Staff Group

An informal support network for people who currently work flexibly or on a part time basis, or who would like to do so in the future.

## LGBT+ Staff Network

The LGBT+ Staff Network encompasses staff that identify as LGBT+ and those who are allies. The Network has monthly meetings where staff highlight LGBT+-related issues, organise events and campaigns for awareness and celebration, and offer a space to ensure that LGBT+ staff are represented, supported, valued and have a structure through which they can instigate change. Our current priorities are to: work with colleagues to facilitate a systemic and structured audit of LU structures, processes and experience of LGBT+ staff (Stonewall Workplace Equality Index); implement recommendations from the audit; and create and publicised proactive policies for trans and non-binary staff.

## Maia

Maia is the Loughborough University Women's Network. Maia unites women staff and Doctoral Researchers, including trans women and non-binary people comfortable in a female-centred community, across Schools, Professional Services and Loughborough Students' Union. Maia seeks to make change happen across the University by providing an inclusive community and networking opportunities, creating meaningful, impactful events and initiatives, and delivering and advocating for change to progress gender equity at Loughborough.

## International Staff Group

The network supports the development of a fair and supportive environment that provides equality of opportunity and freedom to international staff.

## Working Parents and Carers' Network

For all staff who have, or who have had, parental or caring responsibilities, this network provides a forum for support, sharing experiences and raising issues relevant to working families. We are an informal group which aims to offer a community for working parents and carers, and which also seeks to influence university policies and practices which impact on our members.

## Armed Forces Network Group

Open to those staff, and their family members, who have served in the Armed Forces. The University is a signatory to the Armed forces Covenant and has pledged to treat with fairness and respect those who serve or who have served in the Armed Forces, and their families. Our Armed Forces Network provides a forum and support group for staff and students who are Military Reservists, Veterans and their family members. The University promotes itself as an armed forces institution with HR policies that support the recruitment of veterans and their families. Our contribution was recognised with a Silver award in the 2021 Defence Employer Recognition Scheme.

## Staff 2000 Network

The Staff 2000 Network provides opportunities for staff at grades 1-5 to have their voices heard and to raise any issues and concerns. It is facilitated by a group of committed colleagues who will offer practical help and support to staff who would like to be involved in running the network.

### The Staff 2000 Network aims:

To create a network specifically for, and led by, staff in Operational, Administrative and Technical job families.

To develop better engagement, that builds trust and respect, and inspires us all.

To hear the issues and concerns of staff from these grades and an opportunity to address any concerns.

To empower you and give you space to work together and develop ideas.

## Early Careers Staff Network

The Early Careers Staff Network strives to promote a culture of ongoing professional development and support for staff members who are new to their career in higher education.

### Aims of the network are to:

Provide an informal and supportive space for Early Careers staff from across the University to meet, share experiences and socialise.

Provide opportunities for members to learn from their peers, professionals in the industry and other network groups both internal and external to the University.

Signpost resources and training, development and mentoring opportunities. delivering and advocating for change to progress gender equity at Loughborough.





# University governance

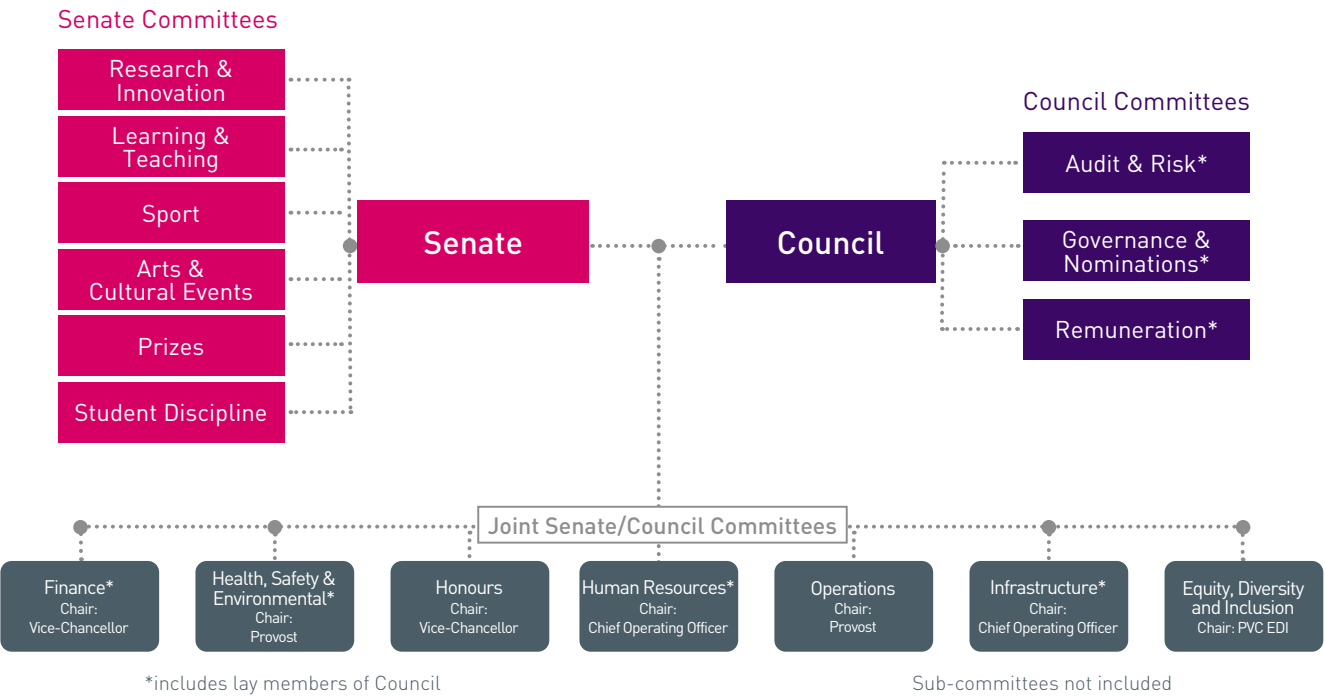
## The University Senate

The University Senate is responsible for the academic work of the University, including programmes, examinations, teaching and research quality. Its membership is drawn from the University.

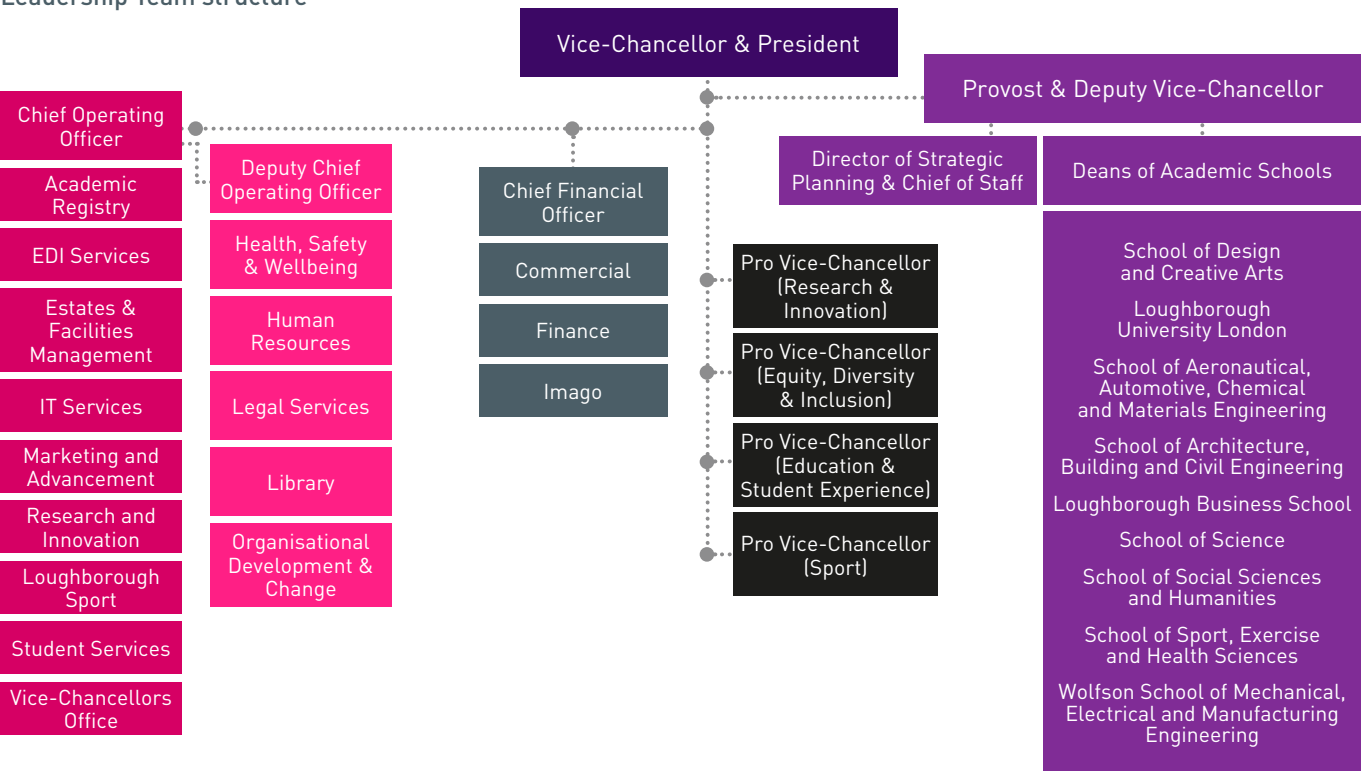
## The University Council

The University Council is the governing body, responsible for the University's finances, buildings and land. It is the official employer of all staff and meets several times a year. Its Chair is the Senior Pro Chancellor, Christine Hodgson CBE.

### Senate & Council structure



### Leadership Team structure





# The role

To work at both a strategic and operational level to drive forward the development and implementation of the HR Strategy as part of a wider People & Culture portfolio, to develop and lead the HR Service to work in partnership with key stakeholders to meet the strategic needs of the University.

**Job duties:**

- Advise the University’s leadership and shape the University’s strategic approach to all aspects of HR including recruitment, retention, reward and employee relations.
- Deliver an efficient, solution-focused HR service to leaders and managers across the University.
- Develop and implement a HR strategy and plan as a contribution to the wider People & Culture strategic portfolio in support of the University’s strategic ambitions.
- Work collaboratively with other Professional Services leads and other key stakeholder to effective problem-solve and to work in solution-oriented ways.
- Provide strong and consistent leadership to the HR department, embedding an effective operating model that meets the needs of the University and that demonstrates effective processes and solution-focussed approaches.
- Ensure compliance with all HR related statutory obligations, e.g. UKVI, HMRC, DBS, GDPR.
- Partner with the Vice-Chancellor’s Office as the senior technical professional providing advice and dealing with HR related matters, including senior or complex employee relations cases.
- Maintain constructive relationships with campus unions on behalf of the University.
- Facilitate an effective, risk assessed approach to employee relations which protects the University’s interests and ensures the University treats all staff with dignity and respect.
- Ensure that equity, diversity and inclusion practices are at the centre of all HR activity.
- Lead strategic HR projects as part of a wider People & Culture portfolio, to drive forward HR practices and institutional performance.
- As a senior member of the University’s Professional Services, provide leadership on a range of matters cognate and beyond the immediate HR operating area.
- Take responsibility as the process owner for a range of HR processes, including aspects beyond the immediate HR structure, acting on them to ensure they are lean and effective. Support other process owners in this task.
- Embed a culture of continuous review, development and learning in the HR department, ensuring that HR are seen as true partners across the University.
- Manage the departmental budget.
- Be an advocate and champion for equity, diversity and inclusion for the University.
- Any other reasonable duties as assigned by the Chief or Deputy Chief Operating Officer.
- Develop external links so the University can learn from best practice and contribute to sector level discussions.

# Person profile

**Essential criteria**

**Experience**

- Sustained strategic HR leadership experience gained in a large, complex organisation.
- Leading Trades Unions relationships and working in a unionised environment.
- Significant experience of building and leading high-performing, strong and successful HR services.
- Management of complex Employee Relations Casework.
- Design and implementation of modern HR policies and practices.
- Identifying and using key metrics and data to underpin Key Performance Indicators.
- Working within a project management environment.

**Skills and abilities**

- To operate as a trusted adviser and partner to the senior leadership team on complex HR and people matters.
- Exceptional knowledge of employment law and its application to ensure a pragmatic and common-sense approach to issues.
- Conflict resolution, mentoring and coaching skills.
- A willingness to challenge the norm and take difficult decisions.
- Strong commitment to and understanding of equity, diversity and inclusion.
- Highly effective communication and presentation skills across a range of audiences.
- Working collaboratively with a range of stakeholders to deliver on shared objectives.
- To utilise benchmarking and best practice to shape solutions that help the University to become an employer of choice.
- To work with data sets to effectively analyse, draw conclusions and make recommendations.

**Qualifications**

**Other**

- Degree of equivalent experience.
- Chartered Fellow of the CIPD
- Understanding of the challenges facing the Higher Education sector

**Desirable criteria**

**Experience**

- Working in the Higher Education Sector.

**Skills and abilities**

- Project Management.

**Qualifications**

- Coaching, mediation, psychometrics.



# Conditions of service

The position is FULL TIME and OPEN-ENDED. Salary will be on Management & Specialist Grade 9, and a competitive salary will be confirmed on offer of appointment.

The University offers a substantial benefits package, including a pension scheme. More information can be found [HERE](#)

The appointment will be subject to the University's normal Terms and Conditions of Employment for Academic and Related staff/Operational and Administrative staff, details of which can be found by visiting [HERE](#)

The University is committed to enabling staff to maintain a healthy work-home balance and has a number of family-friendly policies which are available [HERE](#)

We also offer an on-campus nursery with subsidised places, subsidised places at local holiday clubs and a childcare voucher scheme (further details are available [HERE](#)) In addition, the University is supportive, where operational needs allow, of flexible working arrangements.

We also strive to create a culture that supports equality and celebrates diversity throughout the campus. The University holds a Bronze Athena SWAN award which recognises the importance of support for women at all stages of their academic career. More information on Athena SWAN can be found [HERE](#)

Staff have a statutory responsibility to take reasonable care of themselves, others and the environment and to prevent harm by their acts or omissions. All staff are therefore required to adhere to the University's Health, Safety and Environmental Policy & Procedures.

Staff should hold a duty and commitment to observing the University's Equality & Diversity policy and procedures at all times. Duties must be carried out in accordance with relevant Equality & Diversity legislation and University policies/procedures.

# Application and interview

## Application

The closing date for applications is 5 May 2024.

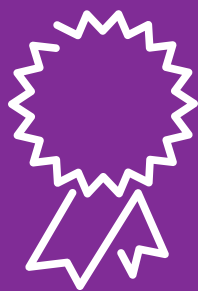
Informal enquiries should be made in the first instance to **Megan Garner**, [M.Garner2@lboro.ac.uk](mailto:M.Garner2@lboro.ac.uk), Recruitment and Resourcing Manager.

## Interview

We will be holding interviews on 29 May 2024.







**RANKED 7TH**  
IN THE COMPLETE  
UNIVERSITY GUIDE 2024,  
OUT OF 130 UK UNIVERSITIES