

**People, Appointments & Remuneration Committee**  
**20 February 2020**

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| **AGENDA ITEM NO.** | 6 |
| **TITLE** | Permanent MD Recruitment Update |
| **AUTHOR** | Kate Owen |
| **EXECUTIVE SUMMARY** |  |
| **PURPOSE** | To update PARC on progress of MD Recruitment |
| **DECISION/ACTION REQUIRED** |  |

**Imperial College Union: PARC Update**

**Progress thus far:**

* A visit to the SU to coordinate briefings
* A draft advert has been provided - see below.
* A draft JDPS has been provided - see below.
* A timeline has been submitted - see below.

**Matters outstanding:**

* Welcome letter by Jill/Abhijay.
* Finalisation of microsite. We need confirmation of the advert + JDPS, and your welcome letter.
* Confirmation of advertising options. We recommend the Guardian (c£1,500) and Charity Job (£300). You might wish to consider advertising with Jobs.ac.uk too, this can be done directly cheaper.
* Confirmation that Simone Buitendijk, Vice Provost Education can attend final interviews. Graham Atkinson is coordinating this.

**Preliminary interview:**

We need confirmation of who will be on this panel. We expect that it will contain Abhijay Sood, a member of PARC (likely Kate Owen), Jill Finney if available, and Bilgin Yuksel in an advisory capacity. You might wish to consider adding an additional member of PARC.

**Final Assessments**:

Thus far, the final interview panel comprises Jill Finney, Abhijay Sood, Kate Owen, Simone Buitendijk and Bilgin Yuksel in an advisory capacity.

We recommend additional sessions for shortlisted candidates to meet with other stakeholders. These sessions should be considered informal. Options could include a session with other members of PARC, a session with the wider sabbatical team and a session with Staff/SLT. Grant Taylor has offered to support on one of those panels if PARC feel this would be beneficial, we recommend that Grant is there for the staff panel.

**Advert:**

**Organisation:** Imperial College Union  
**Role:** Managing Director   
**Salary:** c£85,000 (+ benefits)   
**Headline:**

**Lead change and empower staff and students as the new Managing Director of Imperial College Union.**

Imperial College Union is an independent charity giving students at Imperial College London a powerful democratic voice and support when they need it, to have the best university experience.

Our students are exceptionally bright, capable and diverse with half studying at postgraduate level. Our role is to provide the systems, support and agency for students to be able to achieve their goals.

Our Sabbatical Officers, Staff, Volunteers and Trustees achieve amazing things every day for students. We are capable of more.

We have challenges to address over the next 12-18 months and we already have a major organisational transformation project underway. This focuses on achieving financial sustainability, enhancing our culture, and ensuring that our processes and structures are robust. An interim strategy will underpin and strengthen this. We have a bright future and after we’ve delivered our interim strategy, you will launch our new long-term strategy.

You will design and lead the process to develop a new multi-year plan and align the union’s strategy more closely to Imperial College’s plans for the next ten years. Putting student experience at the heart of this plan. To really thrive in this role, you need to have integrity and build trust by delivering what you say you will.

You need a track record of effective leadership and evidence of having delivered broad portfolios of activity and complex projects successfully. It is critical that you have the emotional intelligence and communication skills to build relationships with a range of different stakeholders with complex and sometimes competing motivations.

Can you improve organisational culture, role model modern leadership values and demonstrate values-based behaviours?

We are exceptionally proud of our diverse and inclusive team of staff. You will be committed to reducing inequality, driving inclusion and removing the systemic barriers that face underrepresented and marginalised groups.

You’ll get great benefits, a real opportunity to lead significant and meaningful change, and the chance to work in an environment like no other.

If you are inspired by the job, we highly recommend you contact Bill Yuksel at Peridot for an informal discussion and background on the role. You can contact Bill via 07801 897063 or [bill@peridotpartners.co.uk](mailto:bill@peridotpartners.co.uk)

**JDPS:**

**Job title: Managing Director**

**Responsible to:** The Board of Trustees, via the Union President and Chair of the Board

**Direct reports:** Head of Finance and Resources, Head of Student Voice and Communications, Head of Student Experience and Services (Overall responsibility for c.55 permanent staff and c. 150 casual staff)

**Strategic relationships:** Elected Officers, Trustees, Senior College staff, Senior Managers of other students’ unions, suppliers, representatives of the local community including associated institutes.

**Financial Responsibility** c£9.6 million income

**Hours of work:** 35 hours per week, plus additional hours as necessary.

**Purpose of the post**

Imperial College Union is a dynamic organisation which requires an inspirational leader who can provide value to its members, deliver a challenging mission and live and uphold its values.

The Managing Director needs a collaborative and engaging leadership style for this student led organisation and the skills to manage the interface between democratic, governance and operational aspects of its work ensuring the delivery of all operational areas of the Union and the objectives set by Union Council, the Union President and elected officers, and the Trustees.

A key aspect of the role is to help shape and enhance the experience of all the diverse students at Imperial College and to ensure that the Union provides a variety of services of outstanding quality, which are effectively managed to generate sufficient income to meet the Union's objectives and help fulfill its mission.

This is a democratic organisation; the post-holder is accountable to, and chief advisor to, the Trustees, including the Union President, on all matters pertaining to the Union.  Authority and direction is delegated from the Union’s Trustees, via the Union President and Chair of the Board.

**Duties and responsibilities**

1. **Strategic Management and Leadership**

* To work with the elected Officers and Senior Management Team to deliver leadership, vision and strategic direction in accordance with the democratic structures as outlined in the constitution.
* To develop, implement, monitor and regularly review a strategic plan for the Union that meets the vision and values of the Union, ensuring that stakeholders are involved, as appropriate, in the development of the strategic plan.
* To develop and implement an annual Operating Plan.
* To develop constructive, mutually beneficial and strategic relationships with College staff and other key stakeholders, including local community organisations, and other students’ unions.
* To provide inspirational and visible leadership to the Union’s staff, creating a student-focused, accountable and high performing team.
* To proactively promote the interests, brand and reputation of the Union both internally and externally.
* To ensure effective research and analysis into students’ needs, market trends, and current issues to inform and guide the strategic direction and growth of the organisation, with the involvement of the Trustees.
* To model and take ownership of our values and ensure that there is a focus on delivering value and exceptional standards to the membership.
* To review and develop services for members at other campuses of the College as necessary and appropriate.
* To ensure the Union achieves quality standards and awards where appropriate, such as Investor in People, CLS Quality Mark and Investing in Volunteers.
* To report on trends and external issues within the HE and Charity sectors, providing analysis on these issues and to make relevant recommendations to the Board of Trustees, considering the Union’s strengths and weaknesses.

1. **Leading Good Governance**

* To work with the Board of Trustees, particularly the Chair of the Board and the Union President, to ensure the Union’s Governance arrangements are effective and robust.
* To act as Company Secretary to the Board of Trustees ensuring the board is provided with timely and accurate information from which to make decisions including advice relating to the governance of the Union, the long-term strategy and their duties under relevant legislation.
* To ensure regular reviews of the Union’s Governance arrangements and an annual appraisal of the Board’s effectiveness, attendance and skills requirements.
* To co-ordinate, in conjunction with the Membership Services Manager, a comprehensive induction programme for the incoming Elected Officers and Trustees each year and to ensure Trustees receive the ongoing training, development and support required to be fully effective.
* To develop good working relationships with the Elected Officers and to take responsibility for their personal and professional development.
* To attend the Board of Trustees, in an advisory capacity, and to attend other sub-committees of the Board as appropriate and/or requested by the Chair of the Board of Trustees.

1. **People Management**

* To own, develop and promote a positive culture within the staff team at the Union, and between staff and officers, and to ensure that staff engagement and morale are developed and maintained.
* To ensure that staffing levels are adequate to meet the needs of the Union and its members and to ensure that the management structure is efficient and effective.
* To co-ordinate communication with staff and ensure that key stakeholders are aware of the Union’s strategic goals, Mission, Vision and Values.
* To ensure the development of effective Human Resource practices and policies, aiming always to attract, motivate and retain the best possible staff.
* To ensure the development of effective work-life balance policies and procedures.
* To co-ordinate the work and monitor the workloads of Direct Reports, ensuring that staff levels are adequate and efficient.
* To provide leadership, performance management, direction and coaching for Direct Reports.
* To undertake performance reviews of Direct Reports and to identify individual training needs for Direct Reports.
* To assist in the development of Direct Reports by encouraging a learning and development culture.
* To ensure the development and effective delivery of a performance management system for all staff.

1. **Financial and Commercial Management**

* To take overall operational responsibility for the Union’s finances providing regular reports to the Trustees, management team and Executive
* To drive maximum value from the Union’s financial resources for the benefit of its membership.
* To seek new opportunities to realise ways to diversify income from voluntary or statutory funding sources to support new projects for the benefit of members.
* To ensure that the Union has a viable business plan maximising ongoing financial stability, including an ongoing cost flow forecast linked to the income and expenditure budget, and deliver on this plan.
* To develop strategic financial forecasts and resultant plans of action, in conjunction with the Head of Finance.
* To oversee production of an annual Income and Expenditure budget for the Union and to report on a monthly basis on any significant variance to budgets.
* To oversee production of an annual Capital Expenditure budget, ensuring that this provides efficient use of the Union’s capital and to advise the Trustees on implications on the Union’s Balance Sheet.
* To ensure that best value for money is obtained throughout the Union and to be accountable for the security of all resources including stock and cash.
* To develop, implement and review the Union’s Financial Procedures and accounting methodology, in conjunction with the Head of Finance.
* To strategically review which services and functions the Union should retain in-house and which it should consider out-sourcing.
* To ensure mutually beneficial relationships exist with the Union’s suppliers and to oversee the Union’s contracts.
* To prepare the Union’s Annual funding submission to the College and to assist the President during the negotiation process.

1. **Service Delivery**

* To monitor standards and provide sustainable continuous improvement to services, ensuring value for and well being of the membership.
* To ensure that customer expectations, throughout the Union, are exceeded whenever possible.
* To lead the development of a culture, across the Union, that is committed to achieving excellence, particularly with regard to customer service.
* To ensure that all staff treat customers in a friendly and polite manner and do everything in their power to exceed customers’ expectations.
* To ensure the strategic development of the Union’s services, utilising benchmarking and the identification of best practice and through encouragement of creativity and innovation.
* To ensure that students are engaged in the design and delivery of services and that their views are reflected in the strategic and operational plans of the Union.
* To ensure the Union is market-led in its operations and able to compete against ‘High Street’ operations through identification of best practice, benchmarking and monitoring competitors.
* To ensure the Union conducts comprehensive market research covering all areas of its operations and develops comprehensive marketing plans for each of its services/outlets.
* To ensure the Union develops comprehensive marketing communication plans for each of its services/outlets.

1. **Democratic Processes**

* To ensure that the Union’s elections take place, that they are fair and democratic and that all members have an opportunity, and are encouraged, to vote.
* To advise the Trustees on legal and constitutional matters and advise the Trustees on all other matters and source information as requested.
* To attend Union committees and meetings, in particular Executive and General Meetings, as appropriate and/or requested by the Union President.

1. **Risk Management, Health and Safety, Security, Insurance and Legislation**

* To be responsible for risk management in relation to the operation of the organisation in line with current legislation and regularly update the Union’s Risk Register and Risk Management Schedule for approval by the Board.
* To ensure the development of the Union’s Health and Safety Policy, and to ensure that the policy and Health and Safety legislation are adhered to at all times.
* To guide Direct Reports in healthy and safe working practices and provide leadership in health and safety, with the aim of creating a safe and healthy working environment.
* Ensure there is adequate security for the Union, where appropriate in liaison with the College.
* To ensure that insurance cover is adequate for all areas of the Union and that any requirements made by the Union’s insurers are met.
* To ensure that all areas of the Union comply with Data Protection legislation and that relevant staff are aware of Data Protection requirements.
* To develop, implement and monitor a Data Protection Policy for the Union.
* To ensure that the Union is compliant with all other relevant legislation and statutory requirements.

1. **Ethical and Environmental Management**

* To provide leadership on ethical and environmental issues and to co-ordinate the Union’s work on ethical and environmental management.
* To ensure that the Union is compliant with all relevant ethical and environmental legislation and statutory requirements.
* To promote the highest standards of ethical and environmental behaviour, ensuring that the Union is endeavouring to reduce its impact upon the planet.

1. **Other Duties**

* To abide by the Union Constitution, policies and procedures at all times.
* To undertake other tasks and responsibilities, compatible with the level and nature of the post, as required by the Chair of the Board of Trustees and Union President from time to time.
* To attend appropriate meetings as and when required by the Union.



**Managing Director**

**Person Specification**

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| --- | --- | --- | --- | --- |
|  | **Essential** | **Desirable** | **Tested at interview** | **Tested at application** |
| **1. Qualifications** | | | | |
| Educated to *degree* level |  | **X** |  | **X** |
| Generalist *management* qualification (e.g. DMS or MBA) |  | **X** |  | **X** |
| *Health & safety* management qualification (e.g. IOSH Certificate in Managing Safety) |  | **X** |  | **X** |
| Commitment to Continuous Professional Development | **X** |  |  | **X** |
| **2. Experience** |  |  |  |  |
| Relevant *management and leadership experience*, in a medium to large, complex, multi-stakeholder organisation | **X** |  | **X** | **X** |
| Proven record of successful *financial management*, including management of budgets, interpretation of complex financial information and commercial business planning. | **X** |  | **X** | **X** |
| Experience of successful *strategic leadership* with a track record of formulating and delivering high quality services and / or outcomes | **X** |  | **X** | **X** |
| Demonstrable experience and evidence of success in the *management of organisational change* | **X** |  | **X** | **X** |
| Demonstrable record of developing and sustaining a customer focused culture, and leading, motivating and managing *multi-disciplinary teams* to achieve improvement and positive results | **X** |  | **X** | **X** |
| A track record of working in and forging *successful partnerships* and relationships with a wide range of internal and external stakeholders | **X** |  | **X** | **X** |
| Experience of *reducing inequality, driving inclusion and removing the systemic barriers that face underrepresented and marginalised groups.* |  | **X** |  | **X** |
| **3. Knowledge** |  |  |  |  |
| Knowledge of *relevant legislation*, in particular relating to health and safety, charity and employment | **X** |  | **X** |  |
| A sound understanding of modern practices in *human resource management* | **X** |  | **X** |  |
| An understanding of good practice in *financial management* | **X** |  | **X** |  |
| An understanding of *performance management practice* | **X** |  | **X** |  |
| A sound understanding of *effective governance* in not-for-profit organisations | **X** |  | **X** |  |
| Awareness of the structures and systems in, and current issues affecting, *Higher Education* |  | **X** |  |  |
| **4. Skills and Abilities** |  |  |  |  |
| Ability to *operate effectively in a democratic environment*, with the political skills and acumen to develop productive relationships with Trustees and elected officers, commanding trust and confidence | **X** |  | **X** |  |
| *Skilled and committed user of IT*, enabling efficiencies and improved service through the use of technology | **X** |  | **X** |  |
| Ability to *think clearly, corporately and strategically*, gain commitment to a clear vision and mission, and deliver results | **X** |  | **X** |  |
| Exceptional *interpersonal skills*, including *strategic influencing/negotiation* skills with the ability to relate to and communicate effectively with people at all levels, manage differing expectations of all stakeholders and to act as an external ambassador of an organisation | **X** |  | **X** |  |
| Exceptional communication and presentational skills with an ability to communicate ideas, issues and procedures successfully at all levels to various audiences | **X** |  | **X** |  |
| Sound *judgement* and ability to *handle competing priorities and a challenging workload* in a fast paced environment | **X** |  | **X** |  |
| A *confident and resourceful manager* who can operate in a complex multi-disciplined environment and has credibility because of what they do and how they do it | **X** |  | **X** |  |
| *Commercial acumen*, with the ability to manage budgets and resources effectively to achieve the best value for money | **X** |  | **X** |  |
| **5. Values, Attitudes and Personal style** |  |  |  |  |
| *Visionary and empowering* leadership | **X** |  | **X** |  |
| *Creative and innovative* thinker, with the ability to generate ideas | **X** |  | **X** |  |
| Evidence of commitment to *Continuing Personal and Professional Development* | **X** |  | **X** |  |
| A *leader on equality of opportunity* who values diversity and removes barriers to equality | **X** |  | **X** |  |
| An excellent *role model* who promotes high standards of probity, integrity and honesty | **X** |  | **X** |  |
| A strong commitment to sound *ethical and environmental practices* | **X** |  | **X** |  |
| A *leader and effective manager* who is positive and able to provide solutions to complex and sensitive issues. | **X** |  | **X** |  |

**Timeline:**

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| --- | --- |
| **Milestone** | **Date** |
| Follow up call to take feedback from PARC: | Monday 24th February |
| Search phase begins & advertising published: | Monday 2nd March |
| Closing date and search phase completed: | Monday 30th March |
| Candidate applications and summary of recommendations ready for review online two working days after the closing date: | Wednesday 1st April |
| Longlisting: | Monday 6th April |
| Preliminary Interviews: | Thursday 16th & Friday 17th April |
| Final Interviews: | w/c 27th April (Jill would rather it is weds/thus/fri) |