Dear Candidate,

Thank you for expressing an interest in joining the University of Sussex.

The distinctive ethos with which Sussex was established more than 60 years ago still animates our work today. From the start, Sussex challenged convention and fostered critical, at times dissenting, thinking. It set out to disrupt traditional ways of creating and organising knowledge, and in doing so, developed its own distinctive identity which fostered a strong sense of community and purpose. As Sussex embarks on its seventh decade, the early emphasis on innovation, interdisciplinarity, intellectual rigour, and internationalism – in education, research, and external engagement – continues to define the University. Sussex’s success as a world-leading university is built on these practices and is underpinned by the institutional values that we strive to enact – courage, collaboration, inclusion, kindness, and integrity.

The higher education sector faces major challenges, but in a globally interconnected world that urgently needs new ways of thinking and bold interventions, Sussex’s future is extremely bright. I am excited and honoured to serve as the University’s ninth Vice-Chancellor, and it is be my mission to direct the energy and resources of the University to realising the full potential of its ground-breaking research, thought leadership, and transformational education in the service of the common good. At the heart of this will be a twin-track focus on advancing equality, enhancing diversity, and creating an inclusive, supportive university community in which everyone is able to flourish, alongside ensuring that the University is a leading player in the transition to a more equitable, environmentally sustainable, post-carbon future.

As we navigate an ever-changing policy, economic, and cultural landscape, I look forward to welcoming a Director of Human Resources to work with me, the senior team, and the whole Sussex community in delivering this agenda.

Professor Sasha Roseneil FAcSS PFHEA
Vice-Chancellor
Achieving equality, diversity and inclusion is fundamental to the success of the University of Sussex. We aspire not just to reduce inequalities in outcomes for individuals, but to use our expertise, commitment, and courage to challenge the status quo and address chronic issues of under-representation and disadvantage.

We will take bold action to transform the campus into one that is experienced as inclusive by all our communities. This includes understanding and addressing power relations and the intersecting inequalities that many members of our community experience. Our goal is to create a culture where everyone thrives, making Sussex a beacon in the sector nationally and internationally.

We have much to be proud of in building an equal, diverse, and fair community at Sussex. In terms of gender equality, our percentage of women professors is seen as excellent for the sector and our Widening Participation programme of engagement and support has resulted in significantly reducing the attainment gap for our 'first generation scholars'. But we know from our data, research, and consultations that we have much more to do to make the University truly equal and inclusive, for example, by closing the gender pay gap, improving the representation and experience of black and minority ethnic staff, closing the attainment/awarding and employment gap across different groups of students, and making our campus fully accessible.

Inclusive Sussex is the University’s equality, diversity, and inclusion (EDI) strategy. Our vision is for all members of our community to have equal access to opportunities, and to experience the University as one that enables them to fully meet their potential and supports them to make a full contribution to the University. Reducing inequalities and celebrating diversity allows us all to thrive. We can achieve more together than we can apart.

For further information on the University’s commitment and approach to EDI, please see https://www.sussex.ac.uk/equalities/
Teaching, learning and the wider student experience

Our aim is to deliver an inspirational and transformative learning experience for our students that transcends the classroom.

The type of educational experience we are now delivering – including the steps we have taken to enhance our online teaching – brings us closer to the vision for Sussex we collectively imagined in our Sussex 2025 strategy and the inspiring Pedagogic Revolution programme.

We are continuing to pioneer, develop, and integrate across our on-site and virtual programmes, cutting-edge and creative innovations in educational pedagogy, learning methods and digital technologies. Our aim is for our curriculum to break boundaries, inspiring students to be disruptive thinkers, and igniting their critical and entrepreneurial imagination to meet future global challenges.

Enhancing the student experience beyond the classroom

Our recently opened Student Centre is fundamental to an ambitious transformation in how our students access friendly, consistent, and expert student-focused services across campus and digitally. We want to foster a strong sense of belonging and community for all students, creating spaces to build relationships and share ideas.

Developing the new Student Centre is just one of a range of initiatives to transform the student experience at Sussex. We are also proud to have launched both The Spirit of Sussex Award and The Connector Programme.

The Spirit of Sussex Award celebrates and formally acknowledges students’ extra-curricular and volunteering achievements. It encourages students to make new connections, attend networking events and showcase their talents to future employers.

The Connector Programme sees students and staff working together to improve the student experience at Sussex. Students in Connector roles across the University gain real-world experience and responsibilities and are able to put themselves at the heart of positive changes to the student experience.
With our highly cited researchers, three Nobel Laureates and a founding commitment to interdisciplinarity, Sussex enjoys a respected reputation for innovative, high-quality research.

We submitted to 25 Units of Assessment in the 2021 Research Excellence Framework (REF), and 89% of our research was categorised as world leading or internationally excellent.

The Times Higher Education has ranked the University of Sussex 27th of all UK institutions for both ‘Research Power’ and ‘Market Share’, and according to their analysis, over half of our submissions are in the top 20 in their REF 2021 Subject Areas by grade point average (GPA):

- Tied first in the UK for the impact of both our Education and our Sociology research.
- Tied third highest score in the UK for the impact of our Geography research.
- Tied third highest score in the UK for the quality of our Art History research outputs.
- Fourth highest score in the UK for the impact of our History research.
- Tied fourth highest score in the UK for the impact of our Philosophy research.
- Tied sixth highest score in the UK for the impact of our Economics and Econometrics (including trade) research.
- Tied seventh highest score in the UK for the quality of our Physics research environment.
- Tied tenth highest score in the UK for the quality of our English research environment.

We have a strong international profile to our research and are proud to have been named among the top 50 universities in the world for delivering on the UN SDGs in research, teaching, stewardship and outreach in the Times Higher Education (THE) World Impact Rankings 2021. The 2022 Times Higher Education World University Rankings positioned Sussex jointly 151 globally, and 21st in the UK. We are also delighted to be ranked globally 1st for Development Studies in the current QS World University Rankings.

We have longstanding strengths in biosciences, gender and sexuality studies, international relations, literature and linguistics, modern history, psychology, quantum physics, radical arts theory and practice, science policy, and sustainability research. These established areas of excellence are joined by emerging and consolidating strengths within business and management, digital humanities, law, and medicine.

For more information, visit www.sussex.ac.uk/research

Research facts and figures

- 742 research bids = £206m, 258 new awards = £37m
- Research grant and contract portfolio = £255m over 926 separate awards.
- KE income rose to £23.5m, up > £1m based on previous 5-year average
- Knowledge Exchange Framework (KEF) and related requirements delivered: supporting > £3.5m in HEIF income per annum.
Global engagement and impact

Sussex is proudly international. From the first Mandela scholarships in the 1970s, to our pioneering role in the establishment of Erasmus, Sussex has been internationally minded from its inception.

The University hosts 4,500 students from over 130 countries annually and welcomes one of the largest UK communities of prestigious Chevening Scholars. Our network of global alumni reflects our long history of internationalisation.

With over 330 academic partners in 60 countries, we have established mutually beneficial relationships with outstanding global partners that underpin our initiatives for student and staff mobility, research collaboration, and international teaching programmes.

We have aligned our engagement priorities with Global Grand Challenges and deliver impact-led projects worldwide. We display empathy and compassion to develop a strong international focus and awareness in our staff, students and in all that we do.

In 2020 the University of Sussex was awarded the title of ‘University of Sanctuary’, in recognition of its efforts to welcome and support forced migrants. Sussex is one of 24 universities in the UK to have been given the status of a University of Sanctuary.

Also in 2020, the University of Sussex and Zhejiang Gongshang University established a Joint Institute in Artificial Intelligence in Hangzhou, the first of its kind in China. It offers an exciting new way to go beyond traditional modes of teaching and address broader global needs.

We take pride in giving our international students the best possible support and experience, preparing them to thrive in and contribute to an increasingly interdependent world.

In The Times Higher Education Impact Rankings in 2022, we were ranked joint 37th globally for our contribution to the Sustainable Development Goals, and 1st in the world for our contribution to SDG 1 (No Poverty).

For more information, view our Global Engagement Review.

Facts and figures
- 1st in the world for Development Studies in the QS World University Rankings 2022 for the fourth consecutive year
- Joint 15th in the world in the Times Higher Education “Golden Age” ranking (for universities established between 1945 and 1967)
- Joint 37th in the world in The Times Higher Education Impact Rankings 2022
- Joint 151st in the world in The Times Higher Education World University Rankings 2022
Knowledge exchange and business engagement

We are committed to developing new knowledge that challenges conventions and offers inspiring and creative ways to address global and local issues.

Our priorities in knowledge exchange over the last two years have been to:

**Invigorate research-led business engagement.** We have stimulated a more entrepreneurial approach to research through supporting new channels of commercialisation. The pace of our spin-outs has increased threefold; the number of patents granted trebled and the number of new software product licenses more than doubled. Sussex’s portfolio of nearly 60 graduate and staff businesses enjoyed a combined turnover of £25m in 2019/20 – up by one third in only a year. Together these businesses attracted external investment of nearly £28m and supported 375 jobs.

**Promote and support enterprising students and staff.** We have substantially increased our capability to embed entrepreneurial learning, engage students in extra-curricular entrepreneurship programmes and enabled graduate interns and student-led consultancies to create scalable opportunities to address real-world challenges.

**Strengthen Sussex’s contribution to the economic, social and environmental vitality of our region.** We have re-focused on making an active contribution to driving the civic and economic fortunes of our region, working closely with partners to manage common challenges and co-create new, innovation-focused economic opportunities.

Our goal is to be an ‘anchor’ institution in the city region, making a difference to the business vitality, civic leadership, and social wellbeing locally as well as on a global stage.

For more information, visit [www.sussex.ac.uk/collaborate](http://www.sussex.ac.uk/collaborate)
With a network of alumni in more than 150 countries around the world, Sussex graduates are our best ambassadors and the embodiment of what makes Sussex truly special.

They support the University in myriad ways. They enhance the student experience through acting as mentors and giving career talks and sharing their expertise in advisory boards across the University. They act as consuls around the world, supporting our student recruitment efforts, and growing alumni networks locally.

They also generously support our students through the Sussex Fund, contributing towards scholarship and hardship bursaries that benefit the most disadvantaged students. The philanthropic support from alumni and friends of the University also enables Sussex to advance research with societal impact in areas where we are genuinely world leading, such as sustainability, cancer science, quantum technologies, and kindness.

As we embark on our seventh decade, the University has ambitious plans for growing the number of Sussex alumni giving back to the University, either financially or through volunteering.

For more information, visit www.sussex.ac.uk/alumni
Sustainable Sussex

Our ambition is simple and clear – to be one of the most sustainable universities in the world.

From our aims to reach net zero by 2035 and to embed sustainability across the curriculum and beyond, to our wide-ranging research, our commitment to sustainability permeates everything we do.

We already have sector-leading performance in key issues of sustainability such as having the largest on-campus solar farm of any university in the UK and being the first UK university to introduce an aerobic digester for food waste.

But we have recently published our ambitious and comprehensive sustainability strategy, setting out a roadmap for Sussex. What is remarkable about Sustainable Sussex is its breadth. We are addressing all 17 of the UN’s Sustainable Development Goals.

Our key aims include:

- **Reach net zero by 2035** – including both direct and indirect carbon emissions via decarbonised infrastructure and ethical procurement activity
- **Embed sustainability into all aspects of student learning and experience**
- **Recycle 50% of waste by 2025** – and reduce the waste produced per student by 10% by 2025
- **Create the UK’s most biodiverse campus** – setting aside up to half of the site for nature
- **Have more staff and students volunteering in their local community** – including through a new charity partnership with Surfers Against Sewage.

Our strategy is grounded upon consultation and collaboration at every level. It has been co-created with the University’s students, staff, partners and stakeholders.

Our academics have also been doing tremendous work to protect and restore the environment. For example, Sussex biologists are involved in conservation projects across the globe, including joining a local initiative to protect and restore the Sussex coast’s kelp fields that have been depleted by trawling, and we have a new Industrial Decarbonisation Research and Innovation Centre, which received £20m from UK Research and Innovation.

All these sustainability efforts, and more, have earned us praise and recognition. The University was named among the world’s top 50 (joint 37th) for delivering on the UN SDGs in research, teaching, stewardship, and outreach in the Times Higher Education (THE) World Impact Rankings 2022.
Our location

Sussex campus

Sussex is home to over 19,000 students who are based on one of the most beautiful campus locations in Britain.

Situated in rolling parkland on the edge of the lively city of Brighton & Hove, the campus combines award-winning architecture with green open spaces.

Designed by Sir Basil Spence, the buildings that make up the heart of the campus were given listed-building status in 1993. Falmer House is one of only two post-war educational buildings in the UK to be Grade 1 listed in recognition of its exceptional interest.

The campus is undergoing sustained investment and development to support Sussex’s academic mission with new teaching buildings, new student residences, refurbishment of several teaching buildings and the Library, and the reopening of the Attenborough Centre for the Creative Arts.

The campus is located at Falmer, on the outskirts of Brighton & Hove, and is just 55 miles (90 km) from London. Frequent trains from central London take as little as 50 minutes to Brighton & Hove, with a quick nine-minute connection to Falmer to reach campus. London Gatwick airport is only 30 minutes from Brighton, and London Heathrow is just over an hour’s drive.

Brighton and the wider community

The city of Brighton & Hove has much to offer students, and offers a quality of life for families and single people that is hard to match.

As well as a fabulous variety of shops, restaurants and pubs, the city also has a range of good schools and a very relaxed and tolerant atmosphere.

Brighton has a truly diverse cultural scene with a wealth of theatres, cinemas, and galleries. From pre-West End premieres at the Theatre Royal to the variety of experimental fringe productions staged throughout the year, and of course the famous Brighton Festival every May, there is plenty on offer.

The historic market town of Lewes is also close to campus, and many members of staff choose to live there because of its wide choice of housing and excellent schools.
The post holder reports directly to the COO, but enjoys a high level of autonomy and responsibility to enable the post holder to manage their own work – and that of their Division – to achieve the strategic and operational goals of: the University, Professional Services, their Division and their personal objectives.

- The post holder is expected to work collaboratively with fellow Directors and other key stakeholders to deliver single team working that efficiently and effectively supports the achievement of those goals and objectives.
- To lead and oversee the achievement of the Division’s compliance with all applicable statutory and regulatory compliance obligations, including (but not limited to): UKVI, Health & Safety, the Prevent Duty, data protection, Competition and Markets Authority requirements and equal opportunities. Additionally, to promote good practice in relation to University policy, procedure and guidance in relation to those compliance matters in respect of students, staff and other relevant parties.
- The DHR will have overall responsibility for the creation, maintenance and review of the People Strategy and objectives, ensuring they reflect the needs of the organisation.
- Assist in the design, development and delivery of University strategies, ensuring the HR strategy is aligned and supports the University’s main strategies.
- Be the principle adviser for all HR issues on the University’s committees and boards, including at Council and senate.
- The strong stakeholder relationship between the DHR and the Campus Trade Unions is critical to the overall industrial relations with the wider staff community.
- As a key member of the UEG the DHR will be required to develop strong stakeholder relationships with their peers, providing the connecting thread that binds strategy to delivery to long-term resilience.

**Dimensions**

- The overall budget responsibility of the director of HR is in excess of £2m. This covers a number of elements under the banner of HR, including employee relations, recruitment, payroll, reward, pensions, EDI, compliance, business services, HRBP’s and Organisational Development.
- As a key member of the University Executive, the Director of HR will ensure the delivery of the University’s strategic frameworks in relation to its people, which includes the delivery of the People Strategy, but as a member of UEG it is also a wider profile than just HR.
- The strategic plans identified and delivered by the HR Division have long lasting effects, as many of the strategic plans link to things such as reward and employee contractual terms and policies, which have to be robust enough to last for at least 2-5 years. Many of the strategic plans will be longer lasting than this, such as Digital transformation which will affect the institution and staff for the next decade.
- The DHR will be responsible for all of the departments that are within the HR Division. Within the Division there are eight departments. These departments are line managed by the senior team which consists of a Deputy Director at Grade 10 and 3 Assistant Directors at Grade 9. (Organisational Development, EDI and Reward & Retention). The departmental heads (eight managers) are a mixture of Grade 7’s and 8’s. We then have a further 52 team members within these departments.
- Ultimately the Director of HR is responsible for the oversight of in excess of 4,500 staff members, their employee life cycle including career development, their terms and conditions, their welfare and their pay.
Main purpose of the role

Reporting to the COO, the Director of Human Resources serves on the University Executive Group to advise on the Human Resource implications of University policies, programs and strategies.

The Director of Human Resources originates and leads Human Resources strategies, practices and objectives that will provide a people-orientated high-performance culture. They drive quality, productivity, standards, equalities and diversity, goal attainment, and the recruitment and ongoing development of the workforce and workplace to deliver the goals of the University.

Responsible for ensuring a harmonious employee relations environment the Director of Human Resources oversees all aspects of engagement with the recognised Trade Unions and staff fora, reporting to and advising University bodies (Council, Senate etc.) on strategies to overcome and resolve any employment relations issues.

Provide strategic leadership and operational management of Division of Human Resources.

As a member of the University Leadership Team make a significant impact on the long-term direction, strategy and objectives of the University to meet current and future business needs.

Key duties & responsibilities

- Provide leadership to the Human Resources function and for the strategic alignment of the University’s strategies and Human Resources Strategies, ensuring the development and deployment of the division enables the delivery of these strategies.
- Ensure the University’s People Strategy is both up-to-date with and reflective of a forward-thinking university, delivering an exceptional employee experience, enabling the attraction and retention of the highest calibre employee and by doing so establish HR as a centre of customer excellence.
- Act as the lead negotiator in resolving disputes with the recognised trade unions to ensure the University can conduct its business based on operational need.
- Oversee and lead a Digital HR transformation project to embed efficiencies, and to ensure the Division is enabling data driven decision making both within HR and across the University.
- Drive and lead transformational change across the HR Division by ensuring the simplification of HR processes and procedures to further improve efficiency and effectiveness in order to deliver an agile and responsive service.
Keep abreast of new developments and modern approaches within HR across both the University sector and more broadly in high performing organisations and sectors, incorporating insights and innovations as appropriate.

Oversee the implementation of initiatives for both the development and improvement of competitive pay and reward schemes which recognise excellent staff performance and which serve to attract, motivate and retain outstanding staff.

Embody the University’s values and drive the Inclusive Sussex strategy the University’s Equalities, Diversity and Inclusion strategy, the role holder will be one of the University’s principal diversity champions, ensuring effective and dynamic pursuit of the University’s diversity goals and accreditation with relevant campaigns (Athena Swan, Race Equality Charter, etc.).

Develop a strong coaching culture, working to support and enable colleagues to reach their highest potential through role modelling desired behaviours, nurturing inclusivity, enabling and empowering people.

Foster a collegial environment at a senior management level to enable a high performing leadership team, through the ability to influence, challenge and embed the organisations values.

Function as the key advocate for organisational development programmes and initiatives, aiming to achieve and retain excellent standards in leadership and management competencies, ensuring the University’s position as one of the UK’s foremost higher education institutions.

Balance effectiveness and cost-efficiency in the management of the budget of the HR Division, demonstrating compliance with Value for Money and Return on Investment principles and benchmarking HR’s performance against key metrics from similar organisations.

Consult, influence and negotiate effectively with other members of the University Leadership Team on relevant HR developments and any arising issues or implications.

Support the work of the University’s main people committees and managers in partnership with trade union representatives to address challenges, manage change, or resolve areas of dispute ensuring at all times the work is within the prevailing policy environment.

Liaise with other senior managers across the sector and related bodies to raise the profile of Sussex.

To undertake any other as reasonable duties and responsibilities requested by the Chief Operating Officer.
**Organisational structure**

**Internal and External relationships**
- Network with other Directors of HR both within Higher Education, but also externally to raise the profile of Sussex and act as an ambassador for the institution and bring back learning from other businesses to benefit the university.
- Represent the University to its local and regional communities, demonstrating its importance and positive influence beyond its physical walls.
- Manage the relationship with the Campus Trade Unions, ensuring there is a balance of ensuring there is a mutually beneficial relationship.
- **Key internal relationships**: The Chair of Council, Vice-Chancellor, Provost, Heads of School, Directors of Professional Services, Deputy Pro-Vice-Chancellors, Pro-Vice-Chancellors, Chairs of committees, members of; Audit & Risk Committee, Council, Senate, Strategic Performance and Resources Committee, Remuneration Committee A & B.
- **Key external relationships**: UCEA, S10 HR directors group, Universities Human Resources (UHR).

**Other Contextual Information/Special Features**
- In an era of increasing competition and decreasing public funds, it is increasingly incumbent upon members of the executive team to represent the University locally, nationally and internationally in order to engage with alumni networks, attract industry and research partners, and demonstrate the University's impact to local and regional communities.
Person specification

Skills
- Exemplary ability to operate at both a strategic and operational level to drive and embed transformational change.
- Superior interpersonal and influencing skills.
- Forward-thinking and results-oriented, with an ability to hit the ground running.
- Excellent analytical skills and an ability to present evidence-driven advice and recommendations.
- Strong systems and project management skills.
- Outstanding written and verbal communication skills.
- High level of professional credibility and an ability to act as an ambassador for the University with a wide range of stakeholders.
- Ability to constructively challenge colleagues at all levels of the organisation.
- High level of resilience and tenacity, and with an ability to work effectively in an evolving/changing environment.

Qualifications
- Educated to degree level or equivalent.
- CIPD qualified or equivalent.
- Evidence of ongoing professional development and current knowledge of employment law and relevant legislative and compliance requirements.

Knowledge
- Senior level knowledge of all aspects of HR leadership including knowledge of employment law, industrial relations and stakeholder management.
- Knowledge of how to lead and motivate a highly functioning team which operated across a wide variety of specialist areas.
- Commercial acumen and financial literacy.
- Understanding and appreciation of the complexity and diversity of the University context.
- Appreciation of a highly engaged student body and dedication to achieving the best outcomes in relation to their long-term success.
- An understanding of national and global trends in Higher Education and the impact this has on the University's strategic direction and priorities across all responsibility areas.
Experience

- Relevant experience of leadership and management of a Human Resources function in an organisation of relevant complexity and scale.
- Clear evidence of leading and delivering contemporary approaches to diversity, equality, inclusion and engagement.
- A successful track record of modernising and introducing innovative approaches to the design and delivery of HR services.
- Experience of strategy and policy development and implementation in HR.
- A track record of leading major organisational change processes and creating modern, compelling models for organisational culture and values.
- An evidence base of excellent achievement in hiring, training and developing a high quality, expert and confident HR.

Personal Attributes

- Integrity
- Ability to maintain confidentiality
- Trustworthy
- Empathetic
- Resilience
In order to apply, please submit a comprehensive curriculum vitae (CV) along with a covering letter setting out your interest in the role and details of how you match the required criteria. Please include in a separate document, the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

In line with GDPR, we ask that you do NOT send us any information that can identify children/family members or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious, or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist the University in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

First stage interviews at Odgers Berndtson will be held in late October/early November 2022. It would be advantageous for candidates to make appropriate arrangements to ensure their availability on these two dates.

For a detailed conversation about this opportunity, please contact Alice Field +44 (0) 20 3743 1725 alice.field@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact natasha.wood@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don’t hesitate to contact us at response.manager@odgersberndtson.com.

The preferred method of application is online at www.odgers.com/86755

If you are unable to apply online, please email your application to 86755@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent to:
Natalia Wood,
18-20 Cannon Street
London EC4M 6XD

Final-stage interviews at the University will take place on Tuesday 29th and Wednesday 30th November 2022.