



RECRUITMENT INFORMATION

CHIEF OPERATING OFFICER

UNIVERSITY of ECC

The University of ECC (UECC) is recognised as one of the great universities of the world. UECC is charting a new strategic course to redefine the role of a contemporary national university.

With its reputation for excellence, strong ties to business and government and special standing as a resource for the people, UECC is recognised internationally for its intellectual leadership in research, education and policy engagement.

The recent opening of our new campus in New Zealand focussing on Engineering and Technology Research will establish our place as a world leader in the research of renewable energy technology.

This new role of Chief Operating Officer (COO) is a member of the University's Leadership Team reporting directly to the Vice-Chancellor. The COO will be responsible for overseeing the day to day management of the Finance and Corporate Resources function and operational activities, supporting the strategic development and leadership duties of the Leadership Team and working with the Vice-Chancellor to continue the University's growth and its national and international standing. The COO will support the development of the University's strategic vision and its operational delivery, leading our resources team and overseeing national and international operations.

Location

The postholder will be based in London but will be expected to travel to the University's other campus in Wellington, New Zealand. It is expected that the COO will spend at least three (3) months at our Wellington Campus in their first year of employment and with regular visits as required, thereafter.

For further information www.uecc.ac.uk/recruitment/coo

Closing date: 30 November 2019

Interviews and Assessments: w/c 9 December 2019

ABOUT YOU

You will possess a track record of successful implementation and delivery in senior leadership roles, strong financial skills and an understanding of University or public sector governance and strategic operations.

You will inspire our talented staff and peers to work together across a broad range of functions and demonstrate commitment to supporting the University's objectives by creating a positive and inclusive working environment.

It is important that you bring experience of working alongside core business functions such as academic delivery or similar, and a track record of working internationally would be advantageous.

ABOUT THE ROLE

Job Title: Chief Operating Officer

Department: Executive Leadership

Reporting to: Vice-Chancellor

Responsible for: All Directors of Service

Key Relationships: Vice-Chancellor, Deputy Vice-Chancellor (Academic), Pro Vice-Chancellor (Global Engagement), University Secretary, Directors of Services, Heads of School, Chairs of Governor sub-committees, and other key stakeholders.

Key Responsibilities:

- Strategic Leadership:**
- Leads the University's Corporate Resources teams including Finance, Estates and Facilities, Human Resources, and IT Services.
 - Leads the University's detailed Strategic Planning and annual planning functions.
 - Oversees the operational activities of the Corporate Resources teams, providing leadership and support to staff.
 - Ensures that sound financial systems and processes are in place to meet statutory requirements and provides appropriate management accounting advice to the Leadership Team and Board of Governors.
 - Prepares and manages the University's annual budget within agreed limits in order to meet the endorsed University objectives.
 - Develops monitors and manages the University's assets and investment strategies, managing the relationships with Auditors, Bankers, and Financial Advisors
- Governance**
- Ensures the University complies with and exceeds best practice in respect of higher education, charity and company law and relevant guidelines.
 - Supports the governance, management and strategic duties of the Leadership Team.
 - Ensures the University's resources are best deployed to achieve the Board and Leadership Team's objectives in a cost-effective manner and that arrangements for good governance are maintained.
 - Ensures all financial regulations and financial procedures are complied with throughout the University.
 - Ensures all financial records are maintained in accordance with procedures and to the satisfaction of the internal and external auditors.
 - Creates, recruits to, motivates and manages an appropriate staff structure to achieve the University's objectives in accordance with HR policies and within the current employment and equality legislation and good practice

Organisational Performance

- Responsible for the strategic and operational finance resources ensuring the financial health of the University.
- With support of the Corporate Resources senior team, reviews and refreshes the business operation models, providing management and leadership support in all areas of corporate activity.
- Oversees the University's financial processes and controls, Estates and Facilities operations, Human Resources activities, IT Services operations, and all other Corporate Resources aspects to ensure smooth and efficient day to day operational activity.
- Sets monitors and delivers finance-specific key performance indicators and objectives.

Business Enterprise & Engagement

- Leads on the generation of increased commercial income.
- Develops monitors and manages the University's assets and investment strategies, managing the relationships with Auditors, Bankers and Financial Advisors.
- Supports the University's national and international growth, representing the organisation at the highest levels with similar organisations and stakeholders.

Professional Credibility & Expertise

- Established credibility and able to develop effective relationships with a range of internal and external stakeholders, representing the interest of the University and the university leadership in all interactions
- Inspires our talented staff and peers to work together across a broad range of functions and demonstrates commitment to supporting the University's objectives by creating a positive and inclusive working environment.

Health and Well Being

- Actively promotes equality and the University's Equality, Diversity and Inclusion Policy.
- Undertakes health and safety duties and responsibilities appropriate to the role

Role Descriptors & Leadership Characteristics

LEADERSHIP CHARACTERISTICS

Strategic Leadership

- Leads and inspires organisation's strategic direction and leadership culture.
- Demonstrates commitment to the long- term sustainability of the organisation and ensures all areas of responsibility are aligned to the University goals
- Determines the nature and shape of the organisation's workforce to deliver strategic business plan priorities

Governance

- Evaluates organisational performance against strategic business plan priorities
- Determines organisational policies to meet legal, regulatory, ethical and social requirements
- Encourages transparency in decision making and is willingly answerable to, and open to challenge from, those with an interest in decisions made

Organisational Performance

- Is vigilant and uses influence and involvement with networks nationally/ internationally to spot signs of sector and organisational changes speedily
- Leads key decision makers within the organisation to scope and envision various scenarios and risks in order to inform strategic priorities

Business Enterprise & Engagement

- Identifies and reinforces critical business working relationships to target and establish reputation of the organisation nationally and internationally
- Champions key initiatives to seek external recognition & awards involving staff who make a contribution above and beyond the organisation's KPIs and goals.

Professional Credibility & Expertise

- Creates and maintains a portfolio of contacts and networks that evidences both breadth and depth of sector/subject/ professional contacts who are able to wield appropriate influence and are influenced by association

ROLE DESCRIPTORS The Role holder will be required to:**Strategic Leadership**

- Manages the relationship between teams at a strategic level, is aware of and deals with conflicting priorities and ensures effective interaction to achieve strategic aims.
- Encourages contribution and involvement from staff at all levels across the organisation.
- Presents compelling arguments to influence and/or negotiate satisfactory outcomes.

Governance

- Makes strategic decisions as part of the organisation's senior management team, which have a significant impact and long-term implications for the organisation as a whole. Ensures that consideration and process are robust and that decisions can be challenged appropriately.
- Provides advice and guidance at the highest strategic level on issues that have a significant and long-lasting effect on the whole organisation. Outlines possible impacting factors, assessing their degree of influence on the choice of options.

Organisational Performance

- Actively promotes and defines performance standards for the service areas that support the achievement of organisational objectives. Undertakes regular monitoring and review to ensure that standards are being met. Is aware of and deals with internal and external factors
- Resolves problems where there is a lack of precedent. Assesses risk and takes action to prevent adverse impact on the organisation. Identifies solutions that bring wider and longer -term benefits for the organisation and potentially external partners

Business Enterprise & Engagement

- Works across the organisation and externally in order to influence developments, promote, market and build a reputation which generates benefits for the organisation as a whole.
- Holds a substantial leadership role on an external group and is responsible for negotiating on the organisation's behalf and enhancing its reputation.
- Leads and develops cross organisational networks and groups in order to influence developments and work collaboratively on issues impacting the organisation as a whole.

**Professional Credibility
& Expertise**

The Role holder will be required to:

- Act as an authority or expert in their field/area of expertise.
- Provide advice to others (internally and externally) working in the same area/field.
- Leads the technical or professional development of own area of expertise within the organisation
- Use expertise in their area to shapes and influence organisational policy and strategic development

The following will therefore be required:

Proven experience as a Chief Operating Officer or a similar role.

A broad business and/or strategic background with experience of leading the development of key business opportunities across a range of operational activities.

A successful track record in implementing business change and new processes within an operational context, continuously seeking out ways to improve performance and identify efficiencies.

Experience in leading a Corporate Resources team possessing a diverse balance of skills and knowledge.

Previous experience working at Executive or Leadership Team level and accountability to a Board of Governors or Trustees.

SELECTION MATRIX

The role descriptors indicate the criteria that will be assessed at each stage of the selection process. To apply for this position please therefore provide evidence, in your application, against the criteria highlighted as being assessed on the application form (AF). Other criteria will be assessed via Competency based interviewing (CBI) or Assessment Task (AT)

CRITERIA		AF	CBI	AT
1	Relevant Higher Education qualification and professional membership.	✓		
2.	Experience of working in a Chief Operating Officer role or equivalent at Executive or Leadership Team level with accountability to a Board of Governors or Trustees.	✓	✓	
3	Evidence of managing a number of teams at a strategic level, ensuring that conflicting priorities are dealt with and that interaction between teams is effective.	✓	✓	
4	Evidence of leadership skills with the ability to motivate, manage, inspire and set a compelling vision in order to drive improvements and results within an experienced Corporate Resources team with a diverse balance of skills & knowledge and ability.	✓	✓	✓
5	Evidence of a high-level of capability in gathering rigorous data & carrying out robust analysis to drive decision making, able to question assumptions and withstand challenge by relying on evidence gathered and processes used for analysis.	✓	✓	✓
6	A successful track record in implementing business change and new processes within an operational context, continuously seeking out ways to improve performance and identify efficiencies.	✓	✓	
7	Experience of using expertise to shape and influence organisational policy and strategic development particularly in relation to national and International growth opportunities.	✓	✓	
8	Ability to think and act strategically, including managing risk and contingency and provide advice and guidance at the highest strategic level on issues that have a significant and long-lasting effect on the whole organisation. Ability to outlines possible impacting factors, assess their degree of influence on the choice of options.	✓	✓	✓
9	Demonstrate a high level of understanding of financial management, systems and processes.	✓	✓	✓

CRITERIA		AF	CBI	AT
10	Ability to lead and develop cross organisational networks and groups up to and including Board/Trustee level in order to influence developments and work collaboratively on issues impacting the organisation as a whole.	✓	✓	✓
11	Adept communicator, able to communicate using straight forward, inspiring language that is tailored to the audience, using the most appropriate medium	✓	✓	✓
12	Strong interpersonal and public speaking skills with the ability to present compelling arguments to influence and/or negotiate satisfactory outcomes		✓	✓
13	Demonstrate an innovative and collaborative approach to solving problems often under pressure.	✓	✓	
14	Experience of working with senior level Academics, corporate staff and other stakeholders within education.	✓	✓	
15	Demonstrate extensive understanding of Higher Education/charity and company governance relevant to the role.	✓	✓	

Key Criteria for Success

After an agreed period the successful candidate will have:

- Established credibility and developed effective relationships with a range of internal and external stakeholders, representing the interest of the University and the university leadership in all interactions.
- Delivered a resources-wide operational review ensuring the operational processes are tested and fit for purpose, employing your leadership and influencing skills.
- Successfully led and developed the Corporate Resources workforce to strive toward delivery of joint objectives.
- Developed a good understanding of the University's academic portfolio and plans
- Successfully become a source of support and advice on operational and management matters to the Vice-Chancellor and the Leadership Team.

Terms and Conditions of Employment

Hours of Work:	36.5 per week. There is an expectation that senior roles contribute the hours required for effective performance of the role.
Location:	Based in London, UK with secondments to Wellington, New Zealand as required
Reward Package:	Salary, annual bonus based on performance, Defined contribution pension scheme, 35 days annual leave, Health Cover, Cycle to Work Scheme.

Full details of UECC benefits and rewards can be found at www.uecc.ac.uk/reward

Market Evaluation of Pay

A report from IDR specific to this role can be viewed [here](#). A summary of COO roles currently being advertised is shown below. The results of the Pay Market Data review show that the role fits comfortably within the university's Senior level 2 salary band.

Organisation	Job Title	Min salary	Maximum Salary	Hours	Location
UCL NHS Partners	Chief Operating Officer	£110,000	£110,000	Full time	London
J & C Associates	Chief Operating Officer	£100,000	£120,000	Full time	London
Gatenby Sanderson	Chief Operating Officer	£100,000	£100,000	Full time	Portsmouth
University of Winchester	Chief Operating Officer	£120,000	£120,000	Full time	Winchester
Axonmoore	Chief Financial Officer	£90,000	£120,000	Full time	Sheffield

International Pay Calculator Data (for New Zealand secondment)

Salary Range (£)

Grade	From	To
snr level 2	90,000	120,000

PPP Salary (NZD - New Zealand Dollar)

New Zealand	From	To
World Bank	183,081	244,108

Performance Assessment and Appraisal

Leadership Descriptors	Leadership Characteristics	Contra-indicators	Comments	Met?
Strategic Leadership				
<p>Manages the relationship between teams at a strategic level, is aware of and deals with conflicting priorities and ensures effective interaction to achieve strategic aims.</p>	<p>Leads and inspires the organisation's strategic direction and leadership culture.</p> <p>Determines the nature and shape of the organisation's workforce to deliver strategic business plan priorities</p>	<p>Does not connect the strategic vision to the goals or objectives of teams or the individuals within the teams</p> <p>Takes a short- term view of workforce requirements, recruiting for the present and ignoring succession planning.</p>		
Governance				
<p>Makes strategic decisions as part of the organisation's senior management team, which have a significant impact and long-term implications for the organisation as a whole. Ensures that consideration and process are robust and that decisions can be challenged appropriately</p>	<p>Evaluates organisational performance against strategic business plan priorities</p> <p>Encourages transparency in decision making and is willingly answerable to, and open to challenge</p>	<p>Does not plan nor prioritise effectively and is only reactive to situations.</p> <p>Demonstrates poor judgement in risk assessment and decision making</p> <p>Does not productively reflect on past performance</p>		

Leadership Descriptors	Leadership Characteristics	Contra indicators	Comments	Met?
Organisational Performance				
<p>Resolves problems where there is a lack of precedent. Assesses risk and takes action to prevent adverse impact on the organisation.</p> <p>Identifies solutions that bring wider and longer -term benefits for the organisation and potentially external partners</p>	<p>Is vigilant and uses influence and involvement with networks nationally/ internationally to spot signs of sector and organisational changes speedily</p>	<p>Does not promote a culture of inquiry and learning whereby successes and failures are examined to draw out lessons learned to inform future strategic planning</p>		
Business Enterprise and Engagement				
<p>Works across the organisation and externally in order to influence developments, promote, market and build a reputation which generates benefits for the organisation as a whole.</p>	<p>Promotes organisational vision, purpose and values to colleagues and stakeholders internally and externally</p> <p>Identifies and reinforces critical business working relationships to target and establish reputation of the organisation nationally and internationally</p>	<p>Does not connect the strategic vision to the goals or objectives of teams or the individuals within the teams.</p> <p>Does not engage with others, operates with a 'silo' mentality, concerned only with matters affecting their own area.</p>		
Professional Credibility and Expertise				
<p>Act as an authority or expert in their field/area of expertise</p>	<p>Creates and maintains a portfolio of contacts and networks that evidences both breadth and depth of sector and professional contacts who are able to wield appropriate influence and are influenced by association.</p>	<p>Does not maintain relationships and networks. Does not maintain professional knowledge.</p>		

Induction/Probation Objectives

Objectives (6 months)	Leadership characteristics	Leadership descriptors
<p>Establish credibility and develop effective relationships with a range of internal and external stakeholders, representing the interest of the University and the university leadership in all interactions</p> <p>Successfully lead and develop the Corporate Resources workforce to strive toward delivery of joint objectives.</p> <p>Deliver a resource-wide operational review ensuring the operational processes are tested and fit for purpose, employing leadership and influencing skills.</p>	<p>Communicate the vision and rationale for change and modernisation, engage and facilitate others to work collaboratively to achieve real change.</p> <p>Demonstrate commitment to the long- term sustainability of the organisation and ensure all areas of responsibility are aligned to the University goals.</p> <p>Adopt a number of ways to gain support and influence diverse parties within area of leadership/responsibility with the aim of securing improvements.</p> <p>Evaluate organisational performance against strategic business plan priorities.</p> <p>Lead the development of key business opportunities across a range of operational activities.</p>	<p>Lead and develop cross organisational networks and groups in order to influence developments and work collaboratively on issues impacting the organisation as a whole.</p> <p>Manage the relationship between teams at a strategic level, be aware of and deal with conflicting priorities and ensure effective interaction to achieve strategic aims.</p> <p>Encourage contribution and involvement from staff at all levels across the organization.</p>