

JOB DESCRIPTION AND PERSON SPECIFICATION	
Job Title: Associate Director (Organisational Design and Transformation)	Accountable to: Communications Director
Contract Length: 24 months	per week/FTE: 1.0 Weeks per year: 52
Salary: £75,000 - £85,000	
College/Service: Social Purpose Group	Location: 272 High Holborn (with regular attendance at college sites across London.)
<p>Purpose of Role</p> <p>University of the Arts London UAL) is undergoing a period of transformation under the leadership of our Vice-Chancellor, James Purnell, who launched an ambitious 10-year strategy in March 2022. Ranked second in the world among Art and Design universities – UAL is formed of six colleges on sites across London. UAL has been a single organisation since 1989, however our world-leading colleges have always retained their own communications teams. Now, as part of the university’s new strategy, we are working to build a university wide communications team with an integrated approach to communications, harnessing the assets, channels and expertise of all our college teams behind a shared communication strategy and shared goals.</p> <p>Over the next two years, we want to bring together colleagues from across the University to create a world-class communications function that delivers measurable results towards shared goals. To increase the impact of our communications we need to make sure we have the right people, with the right skills in the right jobs.</p> <p>We are looking for an experienced change management professional to support our newly appointed Communications Director and the colleges to design, develop, consult on and implement this two-year transformation programme. Core to this role will be your ability to work closely with and secure buy-in from our college-based Internal and External Relations Directors and members of the communications job family across the University to co-create a new structure. Working together as one university wide team will enable us to pool our creativity and do more together, telling the unique stories of our colleges alongside the shared story of the University, its mission, its staff and its graduates. Greater collaboration will increase the impact and reach of our communications and provide better career opportunities for our specialist communication staff.</p>	
<p>Duties and responsibilities</p> <p>You will work with the Communications Director, Executive Board and college-level Internal and External Relations Directors to develop and implement a plan for the staffing and operations of the university’s new shared Communications function. Specifically, we expect you will:</p> <ul style="list-style-type: none"> • Design and implement a discovery process to map which communications staff and functions are in scope, review capabilities and existing provision to identify centres of excellence, any duplication and any gaps. • Design and implement an engagement process to build a vision for the new university wide communications team with d a shared strategy and planning, coordinated and integrated communications delivery, shared evaluation and shared audience insight and innovation. • Design and implement a roadmap for the two-year transformation programme with a set of design principles and objectives for organisational reform and a phased timeline. 	

- Work with the Communications Director, Finance and HR Business Partners to set out detailed costs and benefits, governance and funding arrangements, and to develop initial proposals for the transformation programme including staffing changes, new reporting lines, professional development and other changes to deliver on the university's objective of a university wide communications team and unified and brand infrastructure.
- Work closely with the HRBP to ensure that all the correct procedures are followed in terms of staff consultations, engaging with unions, considering any grading, salary, recruitment and pension issues.
- Support the Communications Director, College Internal and External Relations Directors and wider communication teams to define the new model and a new offer to the university and college heads. Engage the communications and brand job family, bringing together key stakeholders both within and outside the University. Internal stakeholders include staff and students; external stakeholders include government, local communities, businesses.
- Work with college-level IER Directors, Directors of College Administration, and college-facing Finance and HR Business Partners to develop and stress-test any proposed changes.
- Work with the Chief Social Purpose Officer and Communications Director to explore these proposals with members of Executive Board including Heads of College.
- Develop a business case for any proposed changes to be submitted to Executive Board
- Lead engagement and consultation with staff across the communications and brand job family before and while any changes are implemented, working closely with line managers and team leaders.
- Support the Communications Director and other senior staff to develop and implement any measurement, reporting, data management or accountability frameworks needed to support the operations and performance of the communications function in its future form.
- Prepare management information to support ongoing strategic and financial planning for the Department.
- Set and manage agreed budgets and ensure that all legal and compliance requirements, Charity Commission standards and other obligations are met, and to be aware of changes to legislation and best practice that affect development

University of the Arts London standard terms.

As a senior member of the University the following applies:

- You are expected to work such hours as are reasonably necessary to fulfil the duties and responsibilities of the role.
- You may be required to work such additional/different hours as may from time to time be necessary for the proper and efficient discharge of duties which may include evenings, Saturdays, Sundays and bank holidays.
- You may be required to regularly travel to other sites and internationally as necessary.

General

- Assume other reasonable duties consistent with your role, as determined by the Communications Director which may be assigned to you anywhere within UAL.
- Undertake health and safety duties and responsibilities appropriate to the role.
- Work in accordance with UAL's Equal Opportunities Policy and the Staff Charter, promoting equality and diversity in your work
- Undertake continuous personal and professional development, and to support it for any staff you manage through effective use of the University's Planning, Review and Appraisal scheme and staff development opportunities.
- Make full use of all information and communication technologies in adherence to data protection policies to meet
- the requirements of the role and to promote organisational effectiveness.

- Conduct all financial matters associated with the role accordance to UAL’s policies and procedures, as laid down in the Financial Regulations.
- To contribute towards reducing UAL’s impact on the environment and to our efforts to become an anti-racist institution.

Key working relationships

The post holder will work collaboratively with stakeholders across UAL. Key relationships include:
 President and Vice-Chancellor
 Deputy Vice-Chancellor (Academic) and Deputy Vice-Chancellor (Research, Knowledge Exchange and Enterprise)
 Heads of College
 Chief Social Purpose Officer
 Communications Director
 College IER Directors
 Director of Student Marketing, Recruitment and Administration
 Members of the communications and brand job family across UAL, including in colleges, institutes, subsidiary companies and other services.

Specific Management Responsibilities

Budgets: To be determined.
 Staff: To be determined.

Person Specification

Specialist Knowledge/ Qualifications	<p>Qualifications and/or senior experience in change management and organisational design</p> <p>Qualifications and/or senior experience within the communications, marketing or external affairs job family.</p>
Relevant Experience	<p>Experience of leading and delivering people related projects across a large complex organisation, in particular within the communications job family and/or in Higher Education.</p> <p>Experience in working with various transformation projects in organisation design and development capacity.</p> <p>Gravitas, demonstrable experience of influencing senior stakeholders both strategically and operationally.</p> <p>Understanding of communications strategy and how its delivery can be shaped by organisational design.</p>
Communication Skills	<p>Great collaboration skills to build relationships with team members at all levels</p>

	<p>Passionately articulates a compelling vision, gaining the support and confidence of everyone</p> <p>Communicates effectively orally and in writing, adapting message for a diverse audience in an inclusive and accessible way</p> <p>Outstanding networking and engagement skills.</p>
Leadership and Management	<p>Supervises and motivates individuals or a team effectively, setting clear objectives to manage performance</p> <p>A commitment to continuous improvement and ambitious goal-setting.</p>
Planning and Managing Resources	<p>Strong project management and business change management skills to enable successful delivery of organisational change.</p> <p>Plans, prioritises and manages resources effectively to achieve long term objectives.</p> <p>Highly developed analytical skills and the ability to present data and analysis in a compelling and clear way to senior leadership.</p>
Teamwork	<p>Works collaboratively in a team and where appropriate across or with different professional groups</p> <p>Demonstrates successful team working and leadership abilities.</p> <p>Able to create collaboration in and between diverse teams and professional groups.</p> <p>Builds and maintains positive relationships with colleagues.</p>
Creativity, Innovation and Problem Solving	<p>Uses initiative or creativity to resolve problems</p> <p>Able to develop creative solutions and to foster creativity in others.</p>

The application form sets out a number of competence questions related to some of the following selection criteria. Shortlisting will be based on your responses to these questions. Please make sure you provide evidence to demonstrate clearly how you meet these criteria.