



Candidate Brief for the position of:

# **Vice President for Organisation, Change and Culture**

(5 Years Fixed-Term Wholetime subject to renewal  
on one occasion to a maximum of 10 years)

Reference 330/2020

*Recruiting Difference; Reflecting Diversity*

**Infinite  
Possibilities**

## TU Dublin at a glance

The new University – formed by the integration of Dublin Institute of Technology (DIT), Institute of Technology Blanchardstown (ITB) and Institute of Technology Tallaght (ITT) into a single organisation.

- Ireland's largest university with over 28,000 Students
- Over 3,000 International Students
- Over 3,000 staff members of academic, administrative and support staff
- Annual budget circa €200 Million
- Only University in Ireland to offer programmes from Level 6 to Level 10 on the national qualifications framework
- Over 150 Sports & Student Societies
- Over 1,000 Research Community
- 3 Incubation Centres

For further detail, please see <http://www.tudublin.ie/>



## TU Dublin – A New University for A Changing Ireland

TU Dublin is Ireland's first Technological University - an exciting new milestone in Irish Higher Education. With campuses in Dublin City, Tallaght and Blanchardstown, it spans the largest population centres of Ireland's capital city. Building on the rich heritage of its founding organisations - DIT, IT Blanchardstown and IT Tallaght – TU Dublin will be inclusive and adaptable, creating educational opportunities for students at all stages of their lives.

Academic excellence in science, the arts, business, engineering and technology converge in TU Dublin to create the leaders of tomorrow. Our 28,500 students learn in a practice-based environment informed by the latest research and enabled by technological advances, with pathways to graduation from Apprenticeship to PhD.

Our thriving research community is engaged in applying innovation and technology to solve the world's most pressing challenges, collaborating with our national and international academic partners and our many networks in industry and civic society.

Dedicated staff offer an inclusive and welcoming learning experience and TU Dublin students develop as socially responsible, open-minded global thinkers who are ambitious to change the world for the better. As graduates, they will be enterprising and daring in all their endeavours, ready to play their part in transforming the future.

### **The Opportunity:**

Established on the 1<sup>st</sup> January 2019, Technological University Dublin represents a significant step-change in the Higher Education landscape of Ireland. Building on the excellence of its three founding institutions, TU Dublin is the result of a shared vision and a collaborative journey towards building an internationally renowned Technological University.

Now, more than the sum of its parts, this exciting new University has the opportunity to have real impact. Known for academic excellence that is practice-based and research-informed, TU Dublin will engage with regional, national and global constituencies through research, innovation and enterprise. The University will deliver meaningful outcomes across the wider socio-economic environment by addressing challenges that have technological, economic and societal import.

In setting out to achieve its vision, TU Dublin aims to do so in a way that is collaborative and inclusive, but also dynamic and pioneering. Guided by values of integrity and openness, it will be daring and proactive, confident that both the University and its students have the potential to make a real difference - in the Dublin region and in the wider world.

The unique breadth of programme offerings in TU Dublin, combined with close engagement with industry and the professions, means that the experiential model of taught programme delivery, ranging from Apprenticeships through to Masters programmes, is second to none. Research Masters and PhD programmes play a role in establishing new knowledge and insights, while industry-based research degrees further inform the educational mission.

In the Irish University landscape, the distinguishing feature of TU Dublin is its ability to leverage its industry engagement across all levels of teaching and research, enhancing the learning experience and driving the academic reputation.

**Challenges:**

Although a very new University, TU Dublin already has depth, reputation and the richness of the traditions of its founder institutions. These will form the scaffolding for the new institution, while the integration of policies, procedures and operational processes takes place internally. In tandem with this, a significant campaign of external stakeholder engagement is required to introduce TU Dublin to a wide range of audiences. This must include industry and policy-makers; alumni and prospective students; state bodies and not-for-profit NGO's; as well as academia in Ireland and globally. It must also include the wider Irish public. The objective must be to create an understanding of what is now a new University model in Ireland, but one that has produced exemplary Technological Universities throughout Europe, Australia, New Zealand and North America.

**Scale:**

The significant scale of TU Dublin serves to emphasise its importance in the Higher Education landscape in Ireland. With 28,500 students and a dedicated staff of 3,500, it is probably already the largest university in the country. As a degree-awarding body, TU Dublin attracts students at Level 6 through to Level 10 on the National Framework of Qualifications. Aiming to be inclusive and diverse, TU Dublin welcomes students of all nationalities and backgrounds. Currently 20% of students in the University were born outside of Ireland, while 15% have come through non-standard routes. An educational 'ladder' system enables students to enter and exit at the level that best suits their preparedness for higher education. This system provides students with the best opportunity to achieve their full potential. Many students who begin their studies at Level 6 gain in confidence and are encouraged to progress further than they originally believed they could.

**Campus locations:**

As a new University TU Dublin is very well served by its three main campuses, spanning the most highly populated areas of the Ireland's capital city.

The Blanchardstown Campus, just 13 km to the northwest of the city centre, was established twenty years ago. Academic and recreational facilities serving over 3,500 students are of a very high standard, including bespoke areas for early childhood studies; horticulture; sports management; and business incubation. The new 'Connect' building, officially opened by An Taoiseach earlier this year, includes both staff offices and student facilities, and further development of the campus is planned.

The Tallaght Campus is situated 12 kms southwest of the city centre. Currently serving a full-time student population of over 5000, the campus has strong and growing part-time student numbers attending a wide range of evening programmes aimed at professional upskilling. Close links have been established with the surrounding community and local industry, while the extensive grounds provide ample room for sporting activity for students and local clubs. Plans are well advanced for the construction of a new facility for Engineering programmes to be in place within the next three years.

In Dublin City centre, 20,000 TU Dublin students are based in a number of locations in the heart of the city. However, development of new flagship campus at Grangegorman in the north inner city is well advanced. The biggest educational project of its kind in Europe, the Grangegorman Campus is located on an exceptional 73-acre city centre site. The original 19<sup>th</sup> century buildings at the heart of the site have been beautifully restored and are now in use for students and staff. Two new Quads

under construction, comprising 52,000 sq.ms, will welcome 10,000 students and 1000 members of staff in September 2020. The facilities in the East Quad (16,500 sq.ms) will include a 400-seat concert hall, recital rooms and exhibitions spaces that will showcase the work of over 3000 students of music, drama, media and the visual arts. The 35,000sq m. Central Quad will include state-of-the-art laboratories for a range of science disciplines; kitchens and training restaurant for culinary arts and hospitality; and some of the largest teaching spaces on the campus, including a 250-seat lecture theatre. The next phase of construction will commence in mid-2020 and will deliver the West Quad to accommodate 5000 students of Business, and the Academic Hub which will see the development of an iconic library building incorporating ancillary facilities. A final phase will see the development of additional research capacity and the remaining disciplines, predominate

## Job Description

### Overview:

TU Dublin recognises the importance and value of its people. The Vice President for Organisation, Change and Culture will provide leadership, strategic direction and oversight for the coordination and management of the University's organisational development and culture, change management, organisation design and professional development and training of its staff.

The Vice President Organisation, Change and Culture will lead efforts to drive forward the development of TU Dublin's academic and professional services staff, implementing the university's strategic intent to foster individual talent in an ever changing world.

The Vice President for Organisation, Change and Culture will have responsibility for:

- Having a strategic overview of human resources within TU Dublin.
- The evaluation of overall organisational development needs in relation to its people, and the development of a strategy to meet these and future needs within TU Dublin.
- Driving change management initiatives within TU Dublin during the implementation of the Organisational Design.
- Develop strategy to lead the development of Organisational Culture and cultural alignment with the values and Strategic Intent of TU Dublin.
- Ensuring the culture of TU Dublin is embedded throughout the organisation.

## **Key responsibilities:**

### **University Leadership**

- To make an active contribution to delivering on the University mission and share responsibility for evolving the overall University strategy as a member University Executive Team
- To represent and promote the interests of the University internally and externally
- To contribute to building a culture of respect, trust, collaboration, understanding, shared accountability and purpose across TU Dublin
- To work with and report to the University Governing body on performance against the Strategic Plan targets
- Assist the President in driving the University's efforts in discharging its legal obligations as set out in the Technological Universities Act 2018

### **Change Management**

- To drive implementation of the Organisational Design, and change management initiatives to help maintain a high-performing, collaborative and innovative University.
- To apply a change management process and tools to create a strategy to support adoption of the changes required by the organisational design and any other projects or initiatives.
- To support the design, development, delivery and management of communications around change.
- To provide input, document requirements and support the design and delivery of training programmes.
- To define and measure success metrics and monitor change progress.
- To identify, analyse and prepare risk mitigation tactics.

### **Professional Development and Training**

- To work with management within TU Dublin to understand and anticipate development needs against the capabilities needed to deliver business objectives.
- To help drive leadership development and project sponsorship, ensure executive alignment and drive performance aligned with business strategy.
- To build scalable learning and organisational development programmes that aid in growing staff capabilities and drive employee retention.
- To assess the success of development planning and help employees make the most of learning opportunities.
- To develop a professional development and training strategy that is aligned with the organisation's objectives.
- To assess the success of the development plans and modify where necessary.
- To stay abreast of the latest developments in learning trends, changes in learning theory, and developments in learning technologies.
- To drive scalable solutions around making our leaders better more effective at managing people.

## **Culture**

- To work with the leadership team, and the rest of the University, to collaboratively build upon and execute on the long-term visions for people and culture.
- To encourage creativity and enable effective delivery across a suite of activities to build culture and ways of working across.
- To ensure our culture and other issues impacting upon the working environment and wellbeing of our staff and student community are taken into consideration in decision making.
- To work with the University to ensure that resources in relation to people, culture and inclusion (including professional training and development, equality, diversity and inclusion enrichment activities and other staff and student support initiatives) are allocated in a manner which maximises the impact on the people.
- To build and maintain strong working relationships with relevant external bodies and agencies in order to anticipate and respond to challenges and changes in the wider environment, ensuring that TU Dublin is an exemplar institution in this area.

## **People Management**

- To lead by example by preparing effectively for regular planning, development and review meetings with staff, to support and monitor performance and to enable staff development
- To actively develop and promote strategies and processes to ensure an equitable and inclusive workplace that values diversity.

## **Governance**

- To provide accurate, timely and comprehensive information and guidance on all pertinent matters within the portfolio of the Vice President for Organisation, Change and Culture to the Executive Team, the Governing Body and associated committees
- To actively represent the activities under this role on relevant committees of the University, presenting papers and leading where appropriate
- To work closely with leadership teams to support academic and professional services staff engage with external partners.

## **General**

- To produce management and other reports as required
- To undertake any other activities assigned from time to time by the President.

In undertaking these responsibilities, the Vice President for Organisation, Change and Culture will clearly be able to delegate specific functions, but not accountability for them, to other individuals.

## Person Specification

Technology University Dublin is committed to being a fully inclusive University which actively recruits, supports and retains staff from all sectors of society. We value diversity as well as celebrate, support and thrive on the contributions of all our employees and the community they represent. We are proud to be an equal opportunities employer and encourage applications from everybody, regardless of race, sex, ethnicity, religion, nationality, sexual orientation, age, disability, gender identity, marital status/civil partnership, pregnancy and maternity, as well as being open to flexible working practices.

During the recruitment and selection process, candidates will be expected to demonstrate an appropriate mix of knowledge, experience and skills described below. For shortlisting purposes, candidates will be expected to demonstrate the degree to which they meet both the essential and desirable criteria set out below.

### Personal Attributes:

- A strong sense of alignment with the University's vision and values.
- Commitment to respect and dignity for all including a commitment to the University's inclusion, diversity and equality agenda, together with the ability to work positively with staff and students from a diverse range of backgrounds.

### Essential:

- A relevant level 8 honours degree and/or equivalent professional qualification together with a post graduate qualification at a minimum level 9
- A minimum of 7 years experience of successfully developing and implementing strategy at an institutional level in relation to organisation development, change, and culture.
- A minimum of 5 years demonstrated experience in strategic and business planning, financial management and governance and in leading effective change in these
- Demonstrable experience of successful senior management leadership within large, complex institutions.
- Demonstrable understanding of the challenges of people development and ways of working within the HE sector and evidence of successfully overcoming these.
- Demonstrable experience of operating at and working with senior level leadership in Government, the Public Sector, an external organisation(s) or industry(ies).
- Demonstrable experience of providing effective leadership at a cross-institutional level, including an awareness of the appropriateness or otherwise of delegation.
- Demonstrable experience in delivering high-impact people programmes around performance management, team engagement and team retention
- Demonstrable experience of influencing and driving change with management teams, aligning people strategy with values and goals
- Demonstrable experience of leadership in advancing gender equality

### Desirable:

- A PhD (level 10) or equivalent professional qualification
- Demonstrable experience of collaborative engagement across a variety of functional areas as well as demonstrated capability to interface and maintain effective relationships with functions and staff
- An experienced coach across the full spectrum of seniority

### Other requirements for the role:

- Excellent interpersonal skills and experience of communicating effectively with a wide variety of stakeholders
- Excellent verbal and written communication skills, including negotiation skills, presentation skills, and report writing

## Eligibility to compete

### Former Public Service employees:

Eligibility to compete may be affected where applicants were formerly employed by the Irish Public Service and previously availed of an Irish Public Service Scheme including:

- Incentivised Scheme for Early Retirement (ISER)
- Department of Health and Children Circular (7/2010)
- Collective Agreement: Redundancy Payments to Public Servants

Applicants should ensure that they are not precluded from re-engagement in the Irish Public Service under the terms of such Schemes. This is a non-exhaustive list and any queries should be directed to an applicant's former Irish Public Service Employer in the first instance.

## Terms and Conditions of Employment

A full statement of terms and conditions of employment will be given to the successful applicant in accordance with the Terms of Employment (Information) Acts 1994 and 2001.

The main terms and conditions of employment are as follows:

<b>Tenure:</b>	This post is offered on a fixed term wholetime basis for a period of 5 years subject to renewal on one occasion to a maximum of 10 years. Such an extension will be at the discretion of the President, subject to agreement between the appointee and the President.
<b>Location:</b>	The post will be based at one of the TU Dublin Campuses i.e. Grangegorman, Blanchardstown or Tallaght. The location of this post may vary at the discretion of the President.
<b>Salary:</b>	This post is aligned to the Director salary i.e. €154,521 @ 1 October 2020. Remuneration may be adjusted from time to time in line with Government pay policy.
<b>Hours of work:</b>	A 37-hour working week is in operation. This can be reviewed by collective agreement, with the Minister for Education & Skills. Having regard to the nature of the work, attendance outside these hours may be required from time-to-time.
<b>Probation:</b>	The terms of the University's Staff Induction policy and Probation procedure may apply.
<b>Annual leave:</b>	Annual Leave and Public Holidays shall be granted as per the Holidays (Employees) Act 1973 and Organisation of Working Time Act 1997. The

	annual leave entitlement for this post is 30 days per annum this is inclusive of the University closure days.
<b>Retirement:</b>	<p>This is a pensionable post. Specific details of the scheme will be dependent on the successful appointee's individual status and therefore such details will be provided at the time of appointment.</p> <p>Applicants should note that they may be required to complete a Pre-Employment Declaration to confirm whether or not they have previously availed of an Irish Public Service Scheme of incentivised early retirement or enhanced redundancy payment. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Irish Public Service employment.</p>
<b>Sick Leave:</b>	The terms of the TU Dublin Sick Leave policy will apply. Sick leave will be in accordance with arrangements authorised from time to time by the Minister for Education & Skills.

## Application Process

Applications will be accepted through the online application service at [www.tudublin.ie/vacancies](http://www.tudublin.ie/vacancies). A CV and cover letter will be required in addition to the application form. All correspondence from the University regarding your application will be by email. Please ensure that the security filters on your email provider will accept emails from TU Dublin.

Shortlisting will take place on the basis of information received in the application, so candidates are asked to address how they meet the role requirements outlined above.

## Closing Date

The closing date for applications is **5pm on Friday 15<sup>th</sup> January 2021**. **Late applications will not be accepted.**

It is anticipated that interviews for this post will take place on week beginning **15<sup>th</sup> March 2021**. Due to the current global pandemic of Covid-19 interviews will be conducted remotely.

## Contact information

For further information about this post or the application process please contact:  
**Michael.Quinlan@tudublin.ie**

## Appeals

If a candidate wishes to appeal either a shortlisting decision or a Selection Board decision, they must indicate their intention to do so by submitting an email to the Resourcing Manager (referred to as HR Management throughout this appeals process) within 2 working days of the date upon which written notification to the unsuccessful candidate is issued. The email notice of intent must be followed by the submission of the Appeal Form to HR Management. The completed Appeal Form must be submitted no later than 5 working days of the date upon which written notification to the unsuccessful candidate is issued or up to 3 working days after the submission of the email notice of

intent. Further details in relation to the University's Recruitment, Selection & Appointment Policy, including details in relation to the Appeals Procedure, can be found at the following link:

[Recruitment, Selection and Appointment \(HRP008\)](#)

## Further information for Candidates

- Canvassing will automatically disqualify.
- Late applications will not be accepted. You will not be able to submit an application on the online system once the deadline is passed. Therefore, you should ensure you allow sufficient time to make your application in advance of the closing time.
- You may only submit one application per competition. Should you have any issues with your submission, please contact [Michael.Quinlan@tudublin.ie](mailto:Michael.Quinlan@tudublin.ie)
- TU Dublin applies a shortlisting process for all competitions. Therefore, you should ensure that the information provided clearly and fully describes how you satisfy the essential, desirable, and any of the other role requirements set out in the Person Specification. It is important to ensure that your application clearly demonstrates that you hold the qualifications, knowledge and experience required for the role.
- It is University policy to seek two written references which are to the satisfaction of TU Dublin from your referees, one of whom must be your current or most recent employer. Candidates are advised to please ensure the nominated referees are aware of this requirement.
- TU Dublin is an equal opportunities employer and is committed to the employment policies, procedures and practices which do not discriminate on grounds such as gender, civil status, family status, age, disability, race, religious belief, sexual orientation or membership of the travelling community
- TU Dublin operates a policy of Garda Vetting & Disclosure of Criminal Convictions. All applicants will be asked to disclose criminal convictions and will undergo Garda Vetting as part of the selection process.
- Persons recommended for appointment to a whole-time position within the University are required to furnish:
  - a satisfactory Health Certificate from a medical practitioner nominated by the University;
  - as evidence of age, a certified extract from a Public Register of Birth;
  - a passport (if a passport is not currently held, a birth certificate and a form of photographic identification is required);
  - Proof of PPS Number (e.g. social services card);
  - Qualifications: the successful candidate will be required to submit parchments of Degrees, Diplomas, Certificates and other professional qualifications

## Guidance on completing your Application

*“Technological University Dublin (TU Dublin) is committed to attracting, recruiting, developing and retaining the highest calibre of staff to build a diversified, supportive, innovative and inclusive workforce reflective of the wider community. TU Dublin aims to attract the best people who have the experience, knowledge, skills, abilities and competencies to support the University’s mission. TU Dublin supports equality of opportunity, diversity and inclusion and encourages underrepresented groups to make applications and accommodates candidates with disability to apply for posts”*

### [Recruitment, Selection and Appointment Policy](#)

1. In accordance to TU Dublin’s commitment to equality of opportunity for all job applicants, if you have a disability that prevents the use of the online system, will be supported in your application and HR will send you an application pack. You are asked to request any reasonable accommodation in sufficient time to ensure you can participate fully in the process
2. In order to make a valid application for the post advertised, you must complete all sections of the Application form and you must also submit a CV. In relation to Academic or Research posts, unless otherwise directed in this document, you should limit the number of **publications/attachments to a maximum of three.**
3. In Section E of the application form, you are asked to provide the details of two referees. If we contact your referees (following interview) they will be given a copy of the job description for the post and the requirements of the role and in this context, they will be asked to comment on your professional work/ability and on your character. TU Dublin also reserves the right to contact referees directly.
4. In the supporting statement, at Section F, you have the opportunity to highlight particular skills, competencies, achievements and personal qualities to support your application. This section carries a word limit of 2,000 characters including spaces. You should adhere to this word limit if you choose to submit this statement by uploading a word document.
5. For further information regarding TU Dublin please log onto <https://www.tudublin.ie/>