HEAD OF TECHNOLOGY DIRECTORATE

1. **Role Overview**

Reporting to the Executive Pro-Vice-Chancellor for the Faculty and as a member of the Faculty Executive Management Team, the Head of the Technology Directorate will provide leadership and management at a business delivery level in support of the Faculty's core research facilities and the wider Institutional Strategic Plan Key Ambitions.

The Technology Directorate is the body responsible for the inception, effective operation and in some instance, closure of Shared Research Facilities (SRFs). It will be charged with a developmental role, anticipating technology trends and ensuring that the University maintains a position as one in which research excellence is not inhibited by availability or access to core capacities and associated support.

The Head of the Technology Directorate will be appropriately supported in the management of Administrative and Professional Services functions and staff by a dedicated Professional Services lead, who will also be a member of the Directorate Management Team.

2. **Core Accountabilities**

i Shaping and driving a research infrastructure that optimises research performance and embeds research excellence at the core of all activities. Performance to be measured according to standards and targets agreed with the University and will include:-

- Leading in the establishment of a series of University SRFs, advising Faculty Management Team on the required support for SRFs, such as capital investment, staff, and loan facilities;
- Driving an effective cross-faculty response to identified funding opportunities;
- Maintaining an appropriate leadership structure to facilitate maximum benefit from SRFs;
- Maintaining and developing a model of usage and deployment of SRFs that maximises benefits and outcomes;
- Inclusive engagement of staff in developing collectively agreed strategy, drawing on the strengths of component facilities;
- Oversight of the activities of each SRF and the maximisation of Faculty engagement;
- Oversight and resourcing of infrastructure capacity;
- Maintaining an appropriate framework to enable monitoring and support of individual SRFs;
- Promoting world-class research infrastructure at all levels, internally and externally to raise the profile of the facilities at the University of Liverpool.

ii The leadership of an ambitious, flexible, collaborative and globally-oriented Directorate, including:-

- Awareness of international policy agendas;
- Oversight of engagement with national and international research networks;
- Initiating and developing appropriate International partnerships; exploiting faculty/university partnerships.

iii Contributing to a plan to increase research-driven Knowledge Exchange (KE) activity that maximises the exploitation of core facilities and that increases external engagement. Performance to be measured according to standards and targets agreed with the University and will include:-

- Awareness of the needs of industry and society;
- Promotion of KE, both for profit and non-profit making;
- Agreeing a focussed strategy for engagement;
- Ensuring appropriate infrastructure resource for the effective delivery of KE.

iv Developing a leadership strategy to optimise contribution and performance, including:-

- Maintaining a leadership and professional support structure appropriate to component facilities;
- Providing strategic guidance and support for Facility Heads;
- Ensuring awareness of line management responsibilities at all levels;
- Responsible, together with a dedicated Professional Services lead, for the appropriate Academic input, administrative and technical staff to ensure optimal deployment, career development and skill retraining;
- Conduct regular reviews of all SRFs and report to Faculty Senior Management Team.

v Overarching management of staff, focussing and enhancing staff contribution to achieve business excellence, including:-

- Identifying a line management and reviewer structure for staff and ensuring that the individuals carrying out these responsibilities undertake training;
- Ensuring a consistent approach to the implementation of PDR across the Directorate;
- Contributing to PDR for Facility Heads;
- Supporting Facility Heads in matters of staff management;
- Monitoring the outputs from PDR across the Directorate and using those outputs to inform business planning;
- Maintaining standards for recruitment/appointment/new staff induction;
- Ensuring common principles for workload management across the Directorate;
- Oversight and review of staff contribution;
- Ensuring a consistent approach to the implementation of HR Policy across the Directorate, using the advice and training available from the Human Resources Department.

vi Developing a strategy to engage staff actively in shaping and implementing institutional priorities, policies and plans, including:-

- Using (and encouraging) an appropriate blend of communication mechanisms at all levels (formal, informal, face-to-face);
- Communicating institutional expectations of leaders (to all staff);
- Interpreting and communicating institutional context to all staff, ensuring clarity and responsiveness;
- Encouraging staff to engage in, inform and shape university priorities, policies and plans;
- Agreeing and promoting an appropriate electronic communications strategy;
- Communicating the relevance of targets and standards, providing clarity regarding resources;
- Managing and enhancing staff morale through inclusiveness and clarity of communication;
- Supporting PDR as a vehicle for staff engagement;
- Developing a framework to enable sharing of best practice.

vii Performance against standards and targets, set through business plans agreed with the institution, through the effective and efficient use of resources, including:-

- Formal engagement with strategic planning;

- Leading an inclusive process for the development and agreement of a Directorate plan;
- Recommending the establishment, sustainability or disestablishment of SRFs through a combination of academic need and the ability to work to agreed business models;
- Oversight of procedures to create, monitor and develop all SRFs;
- Developing a workforce plan which supports the Directorate's business plan;
- Monitoring progress against the plan;
- Developing, monitoring and regularly updating a risk management strategy;
- Devising, in partnership with Facility Heads, a business mix appropriate to the Faculty;
- Oversight of a business model for each SRF within the Technology Directorate;
- Monitoring additional income streams;
- Management and allocation of budgets;
- Management of any allocated capital budget, access to infrastructure (building) support and loan facilities for SRFs;
- Setting and monitoring of appropriate performance standards and targets for Facilities;
- Ensuring cost-effective & efficient use of resources;
- Seek to ensure all SRFs are self-sustaining.

3. **Person Specification**

i **Significant leadership experience at a business and planning level in a research led University including:-**

- Shaping and driving strategies to support delivery of standards and objectives;
- Developing key working relationships, building partnerships and able to quickly establish credibility at all levels;
- Developing, maintaining and implementing strategies and relevant structures to deliver high quality academic support;
- Leading and managing a team of committed and able academic leaders, providing support and guidance across the full range of activities;
- Establishing a high performance culture with an understanding of the importance of standards, targets and key performance indicators;
- Developing, implementing and measuring achievement of business plans, academic planning, financial and budgetary control;
- Supporting the development of Knowledge Exchange and international partnerships, building relationships with partners to facilitate the exchanges of staff and students or commercial activities relating to Knowledge Exchange;
- Working effectively with Professional Services Support to ensure integration of academic and supporting administrative activities;
- Developing a communications structure to ensure information is shared appropriately, timely and consistently as well as encouraging engagement at all levels;
- Balancing needs and priorities of the Directorate with the wider Faculty and University demands and priorities.

ii **Well developed leadership skills including:**
- People management skills; ability to set and review objectives and standards and provide feedback, guidance and direction;
- Well developed interpersonal skills enabling the use of different communication styles to engage others and promote clarity and understanding;
- Strong analytical skills including, scenario planning, analysis, problem solving and decision making.

iii   Values and Behaviours

Core Values
- Globally -focussed
- Roles at the University are rooted in delivering or supporting the delivery of world-leading research excellence
- Commitment to academic freedom and to guaranteeing the integrity of research in the context of clear accountability and personal responsibility
- Business excellence
- Maximising the strengths of diversity and offering equal access and opportunities
- Transparency, robustness and efficiency of decision making processes
- Ensuring institutional sustainability
- Consultation with staff, students and alumni

Behaviours
- Treating colleagues and stakeholders with respect, dignity and courtesy at all times
- Behaving fairly and consistently
- Displaying leadership within your sphere of influence
- Communicating and consulting with stakeholders regularly
- Team working and collaboration
- Focussing on outputs and achievements
- Being motivated and seeking to fulfil potential through continuous improvement
- Be accountable and take personal responsibility for your own work and actions

Leadership Values
- Creating a sense of common purpose within the University
- Supporting excellence and innovation in delivery of the Strategic Plan
- Having integrity, showing respect and ensuring dignity for all
- Empowering colleagues through delegation and trust
- Building a learning culture and encouraging learning from mistakes
- Encouraging teamwork and collaboration
- Motivating and supporting people to reach their highest potential and celebrate their success
- Being accountable and taking personal responsibility

iii   Awareness of the national and international factors which impact on the University and how this affects strategy, policy and day to day business.

iv   In order to be successful in this role it is expected that a demonstrably successful research and academic profile will be required along with the business, academic management and leadership skills identified above.