Director of Operations
College of Medical, Veterinary and Life Sciences
University of Glasgow  
College of Medical, Veterinary and Life Sciences  

Director of Operations  

The College of Medical, Veterinary & Life Sciences is the largest of the University’s four Colleges, with approximately 2000 staff and an annual turnover of £200M. The College operates through three Schools and seven Research Institutes, and is located across eight locations with major campuses at Gilmorehill and Garscube Estate. The College is currently developing several large capital infrastructure projects at the new South Glasgow Hospitals Campus, which will be one of the largest hospitals in Europe when it opens in 2015.

Providing vision and leadership for our core operational services, you will play a key role in College-wide process review and redesign across the breadth of support activities and will lead the development and implementation of effective support services across the College.

In this role, you will be responsible for the management of two large teams delivering professional services – IT and Facilities - including financial oversight and forward planning of future resource requirements.
The University of Glasgow, established in 1451, is a member of the UK’s Russell Group of Universities and has an excellent international reputation. Based in a cosmopolitan and vibrant city, the University offers a flexible and supportive learning environment, and is justifiably proud of its reputation for providing high-quality teaching and learning, and an excellent student experience. With a strong financial and organisational platform for development, it is committed to enhancing its position as one of the world’s great, broad-based, research intensive universities, and to that end has set ambitious targets for research, postgraduate programmes and internationalisation.

The University was ranked third for international student satisfaction among universities participating in the International Student Barometer Summer Wave 2012. In 2012 the University also achieved its best ever scores in the QS World University Rankings, soaring to 54th in the world. Glasgow’s result, as one of only three Scottish universities in the top 100, reinforces its position as one of the world’s leading teaching and research institutions.

Following the restructuring of the University in 2010, Glasgow is currently organised into four academic Colleges, each containing a number of Schools:

**College of Medical, Veterinary and Life Sciences**
- School of Life Sciences
- School of Medicine
- School of Veterinary Medicine
- Institute of Biodiversity, Animal Health & Comparative Medicine
- Institute of Cancer Sciences
- Institute of Cardiovascular & Medical Sciences
- Institute of Health & Wellbeing
- Institute of Infection, Immunity & Inflammation
- Institute of Molecular, Cell & Systems Biology
- Institute of Neuroscience & Psychology.

**College of Science and Engineering**
- School of Chemistry
- School of Computing Science
- School of Engineering
- School of Geographical & Earth Sciences
- School of Mathematics & Statistics
- School of Physics & Astronomy
- School of Psychology
- Institute for Neuroscience & Psychology.

**College of Social Sciences**
- Business School
- School of Education
- School of Interdisciplinary Studies
- School of Law
- School of Social & Political Sciences
- Adam Smith Research Foundation.

**College of Arts**
- School of Humanities
- School of Critical Studies
- School of Culture & Creative Arts
- School of Modern Languages & Cultures
Purpose, Vision and Values

The mission of the University of Glasgow is to undertake world-leading research and to provide an intellectually stimulating learning environment that benefits culture, society and the economy.

The University has four main values which define the way we work:

1. **Integrity** – being consistently honest and fair in their dealings with others. Collegiality means that individual interests and abilities are respected as faculty work together towards a common goal.

2. **Credibility** – the University’s authority is built on innovation, academic rigour and the way in which collaborations proceed in order to identify answers to the problems facing mankind today.

3. **Openness** – through a culture of inclusiveness, diversity is embraced by valuing and respecting the perspectives and contributions of all colleagues and students.

4. **Success** – Glasgow’s reputation for excellence ensures that they are continually striving to improve in everything they do. The innovation we prize sees us changing the world around us by applying creative solutions to problems.

Underpinning these values is responsiveness – our commitment to responding to the needs of their colleagues, students, research funders, sponsors and visitors in a helpful, timely and sensitive manner.

Glasgow 2020 Strategy

The University of Glasgow has developed a strategy to build on their position as one of the world’s great broad-based research-intensive universities. Over the next five years the University will continue to improve their standing nationally and internationally by focusing resources on maintaining existing and developing new, world leading activities. The strategy’s three main themes are focus, global reach, and multi-disciplinary approaches.

The University will **focus** on students’ and research funders’ needs, aligning their investments with the strategic priorities. They will streamline their systems and processes to make the most of their resources, and minimise bureaucracy.

Glasgow will extend their **global reach** to become a truly international university with a multi-cultural community of students and staff. They will prepare students for political and social environments worldwide, and develop international alliances and partnerships.

Multi-disciplinary approaches will be encouraged through supporting and developing networks of researchers to create world leading, multi-disciplinary research institutes that meet the University funders’ strategic needs.

[http://www.gla.ac.uk/media/media_180610_en.pdf](http://www.gla.ac.uk/media/media_180610_en.pdf)
The College of Medical, Veterinary and Life Sciences

The College of MVLS aspires to be the UK leader in Learning and Teaching in the biomedical and life sciences and the health professions – Dentistry, Medicine, Nursing and Veterinary Medicine. We bring together internationally-renowned experts in order to advance research in medical, veterinary and life sciences.

Our collaborative, interdisciplinary approach means we can study processes at every level of their biological organization, from genes, to cells, organs, individuals, populations, and ecosystems. Our high quality research is used across the UK and internationally to improve human and animal health, quality of life and the competitiveness of the UK economy. Our annual research income exceeds £52M. The College includes seven research institutes.

Formed in 2010, the College of Medical, Veterinary & Life Sciences comprises teaching schools in:

- Life Sciences
- Medicine
- Veterinary Medicine

With Research Institutes in:

- Institute for Biodiversity, Animal Health and Comparative Medicine
- Institute for Cancer Sciences
- Institute for Cardiovascular & Medical Sciences
- Institute for Health and Wellbeing
- Institute for Infection, Immunity & Inflammation
- Institute of Molecular, Cell and Systems Biology
- Institute for Neurosciences & Psychology
- Robertson Centre for Biostatistics
- Glasgow Biomedicine

We provide a broad base of science knowledge, state-of-the-art facilities and pioneering teaching methods, preparing students for a wide variety of careers ranging from clinical medicine and veterinary medicine, to biological and environmental science, be it in the National Health Service, or academic, commercial, or public sectors.
College of MVLS
Organisation Chart

College Secretary
(Reports to VP/Head of College)

Another Post (TBC)
Director of Operations
Another Post (TBC)

Head of IT Services
(Approx 19 staff)
Head of Facilities
(Approx 34 staff)
Job Description

Job Purpose

To provide vision and leadership for core operational services and processes as part of the senior administrative management team, facilitating and enabling the operational teams to deliver high quality services for the College, providing value for money and aligned with College and University objectives. The post-holder will deputise for the College Secretary as required and play a leading role in College-wide process reviews across the breadth of support activities, leading the development and implementation of effective support services at the College’s three main campuses, including the new South Glasgow Hospitals campus.

The post-holder will be a member of the College's senior administrative management Team and, in partnership with other members, will be expected to play a lead role in strategic management of the College services.

Main Duties and Responsibilities

1. Responsible for the effective strategic leadership and management of core College services in the provision of efficient and cost-effective support services within a developing collaborative culture.

2. Responsible for effective strategic management of College IT Services, ensuring service provision is aligned to College and University requirements through the development of a College IT strategy, associated action planning and implementation of College IT resource requirements, driving change and service improvements where appropriate.

3. Responsible for effective strategic management of the College Facilities team including estates management, space planning and operation of central stores and workshops, ensuring services and resources are aligned to College and University requirements and strategic priorities, driving change and service improvements where appropriate.

4. Responsible for leading process review and redesign across the breadth of College operational support activities, liaising and consulting with relevant Schools and Institutes, ensuring business processes are streamlined and automated where possible, eliminating waste and duplication, and driving efficiency gains.

5. Responsible for leading due diligence work and transitional support including reviewing provision, processes and operations (at College, School and Institute level) with significant input to process re-engineering to ensure efficient, cost effective integrated and functional solutions aligned to College strategic priorities.
6 Leading complex operational planning for future infrastructure at the new South Glasgow Hospital, including the Learning & Teaching Facility, jointly managed with NHS Greater Glasgow & Clyde, and accommodating Stratified Medicines Scotland Innovation Centre, including commercial incubator space for industry innovation, to ensure effective and cost-efficient operations to meet College needs.

7 Deputise for College Secretary, particularly on matters relating to College operations and processes, with potential to cover broader remit as and when required, therefore developing and maintaining a detailed knowledge of College strategic priorities, current activities and contributing to the development of the College’s vision and strategy.

8 Direct line management responsibility for the Heads of IT and Facilities and indirect management of over 50 staff in these areas, building and leading effective and cohesive teams to ensure the provision of efficient cost effective services, implementing effective operational plans and ensuring the adoption of effective management practices in accordance with University policy.

9 Financial management responsibility of all relevant budgets including those for IT and Facilities to ensure strict financial control in accordance with standing University financial instructions and facilitating value for money solutions.

10 Project oversight and coordination of the College's current and future infrastructure developments, including the new South Glasgow Hospitals Campus (due to open in 2015), including close partnership with University Estates & Buildings; liaison and consultation with relevant Schools and Institutes; and NHS Greater Glasgow & Clyde to ensure successful delivery and operation of the College's planned Teaching & Learning Facility and Clinical Research Facilities.

11 Review, development and implementation of space management policy and processes with regard to the College’s current estate.

12 Responsibility for the development of service operational policies in line with legislation and University regulations. Actively contributing to University policies and practices as appropriate. Responsible for ensuring the College’s compliance with Health & Safety requirements.

13 Ensuring compliance in all operational areas of the College with all required legislative requirements and University policy including data protection, purchasing, financial and HR/Equality and Diversity.
Knowledge, Skills and Experience

Knowledge/Qualifications

**Essential:**
A1 Educated to degree level in a relevant discipline.
A2 Demonstrable knowledge of and exposure to a broad range of functional areas including service operations, finance and IT, and evidence of effective cross-functional collaboration to deliver professional support services.
A3 Evidence of applying effective leadership and management to complex business challenges involving cross-functional collaboration.
A4 Sound understanding and experience of change management in a complex, matrixed organisation.
A5 Understanding of and experience in a higher education institution and the challenges of delivering support services and implementing service improvements within an academic environment.
A6 Certification in a recognised structured problem-solving methodology (e.g. 6 Sigma, Lean) and experience of its application to deliver quality and service improvements.
A7 Certification or training in project management and demonstrable experience of its formal application via structured projects to deliver effective solutions and positive results on a range of complex continuous improvement and/or transformational change initiatives.
A8 In-depth knowledge and experience of financial management and cost control covering multiple functions.

**Desirable:**
B1 Higher degree in a business-related discipline linking theory and practice (e.g. MBA).
b2 Broad understanding of legislative requirements relevant to the role.

Skills

**Essential:**
C1 Ability to lead, manage, guide and support at all levels of operation.
C2 Ability to actively scan for, identify and prioritise projects.
C3 Strong organisational skills with the ability to manage multiple high-value projects simultaneously in a matrixed organisation.
C4 Demonstrable ability to deliver complex, multi-faceted projects on time, to the required specifications and within budget.
C5 Strong process management skills with the ability to deliver functional and cross-functional continuous and transformational service improvements.
C6 Strong customer service orientation and focus.
C7 Strong financial management skills.
C8 Outstanding written and verbal communication skills, demonstrating clarity and focus and the ability to influence, guide and challenge.
C9 Strong negotiation and persuasion skills.
C10 Integrative thinker.

**Desirable:**
D1 Well-developed, experience-based commercial awareness and knowledge which can be appropriately applied in a higher education environment.

Experience

**Essential:**
E1 More than 7 years' relevant experience of service operations management and leadership, with proven involvement in influencing strategic decisions and successfully implementing strategic initiatives.
E2 Experience of working with and influencing senior management.
E3 Significant experience of leading and managing change.
E4 Experience of managing major system implementation.
E5 Proven experience in financial management and governance including ownership and control of functional budgets. Experience of managing large operational budgets to deliver cost-effective, value-adding services.
E6 Experience of delivering complex process improvements involving effective functional and cross-functional collaboration.
E7 Experience of leading and managing complex projects using structured methodologies appropriate to their scale and complexity to deliver positive results.
E8 Experience of managing staff and teams at a professional level and across multiple sites.

**Desirable:**
F1 Operational experience in a corporate, non-University environment, with the ability to apply best practices in a higher education environment.
F2 Experience of working in a complex, geographically diverse, multi-site organisation.
Planning and Organising
The postholder will make a significant contribution to the development of the College’s strategy, and will be expected to develop operational plans for the future delivery of professional support services College-wide (1-2 year horizon initially, and beyond). Will contribute to the annual budget setting process by planning for future resource requirements, particularly with regard to IT and estates. Will manage two large teams of staff, including prioritisation of work on a weekly/monthly basis.

Decision Making
• The postholder will regularly deputise for the College Secretary, particularly on matters relating to College operations and processes, and will have authority to make day-to-day decisions to improve support services, and make recommendations with regard to longer term process improvements and resource requirements.

Internal/External Relationships
Senior management of the College, including College Secretary, Head of Finance, Head of College, Heads of Schools/Research Institutes, HR Manager Heads of School/RI Administration Head of Academic and Student Support Head of College IT, Head of Facilities (and teams) University Director of IT University Director and Deputy Director of Estates

Problem Solving
The postholder will have significant input to process review and reengineering of support services across the College. Large amount of complex problem solving, which will involve negotiation and persuasion skills alongside strong operational management.

Other
The postholder will be responsible for driving change in line with planned developments in line with College priorities and University objectives.

The Director of Operations will not need to be a specialist in IT or Facilities but will need to understand the fundamentals of each area to provide challenge and oversight, whilst providing the strategic direction that these areas require.

Additional School/RI/US Department Information - In addition to the information listed above please provide and any other information about your School/RI/US Department that may be of interest to applicants.

Terms and Conditions of Employment

Salary will be based on knowledge and experience.

New entrants to the University will be required to serve a probationary period of 6 months.

The successful applicant will be eligible to join the Universities’ Superannuation Scheme. Further information regarding the scheme is available from the Superannuation Officer, who is also prepared to advise on questions relating to the transfer of Superannuation benefits.

Relocation assistance will be provided where appropriate.

Other information
Please see the Staff Handbook for further information on the terms and conditions of employment:

http://www.gla.ac.uk/media/media_287368_en.pdf
How to Apply

Candidates are asked to provide two supporting documents:

- A full and current CV, detailing most recent appointments, salary and level of responsibility;
- A brief Application Statement, outlining and entitled, ‘The relevance of my individual achievements to the position of Director of Operations, College of Medical, Veterinary and Life Sciences at the University of Glasgow.’

Please ensure you have included all relevant contact details including work and home telephone numbers, email address and full postal address. Please also ensure you have completed the personal information form (available for download at: www.edenscott.com/directorofoperations)

Finally, please provide the details of three referees (one of whom should be your current employer) including name, nature of relationship, position and telephone contact details. If you do not wish any referees to be contacted without prior permission, please clearly indicate this.

Applications should be sent to:
Alan Walter
Eden Scott Executive
26 St Andrew Square
Edinburgh
EH2 1 AF

Or via email to: alan.walter@edenscott.com

Key Dates for your dairy:

Closing date for application:
Closing date for applications is Friday 23rd May

Preliminary interviews with Eden Scott:
Week commencing Monday 26th May

Formal Interviews and final processes:
Final interviews will be held week commencing 16th June 2014

Key Contacts:
Alan Walter—Head of Executive Search
Tel. 0131 550 1148
Mobile 07584 676 007