

# CANDIDATE PACK

## Reward and Recognition Business Partner

People, Culture and Wellbeing

UNIVERSITY OF  
WESTMINSTER 



# OUR UNIVERSITY

Under the inspirational leadership of Professor Peter Bonfield OBE, the University of Westminster is a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome. Serving more than 21,000 undergraduate, postgraduate, apprentice and executive students, our mission is to transform the lives of young people from all backgrounds. We seek to make the world a more inclusive, sustainable, better and healthier place through our educational, research and knowledge exchange endeavours.

Since our founding in 1838 we have stood out as innovators, committed to tackling social inequalities. In 2021, our University ranked 2nd in England out of more than 100 higher education institutions for social mobility. The ranking - produced by the Institute for Fiscal Studies and the Sutton Trust - compares the number of students from low-income backgrounds at universities, and the extent to which their studies helped them to move up the income ladder. Westminster has the second highest performance among universities in England.

As we focus forward to 2029, we will continue to do so in a way that is true to our progressive, compassionate and responsible values. Our education offer will be more personalised and authentic, giving students from all backgrounds an opportunity of transformative learning, helping them succeed in their studies and professional lives. Our curriculum will be employability-linked, leading to stronger outcomes and helping prepare our graduates for the world of work and for life. Our research and knowledge exchange will enable us to maximise our positive impact on societies in the UK and around the world in an environment where everyone is inspired to succeed. Our priorities of wellbeing, inclusion and sustainable development will help us as we navigate through the challenges and opportunities towards 2029.



# OUR PRIORITIES

The University's 2022-2029 strategy, *Being Westminster*, sets us apart and builds on our unique history and achievements. In our University, we value social justice, moral conscience, inclusivity and equality, acting positively together to make change for good.

The University of Westminster has three priorities.

## WELLBEING

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health and wellbeing of those around us as well as ourselves.

## INCLUSION

All Westminster, colleagues and students are in a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and is a place where harassment and discrimination are not tolerated. As a responsible institution, we strive to ensure and to champion equality. As a progressive institution, we take pride in our diversity. As a compassionate institution, we commit to an inclusive culture that allows students and colleagues to reach their full potential.

## SUSTAINABLE DEVELOPMENT

We take inspiration from the 17 United Nations' Sustainable Development Goals (SDGs) in how we drive our actions and activities and governance across our University. As a community, we bring together our collective energies to play our part in addressing the climate crisis and inequalities to enable a more sustainable and socially just world. We are one of the top 20 universities in the world in SDG 5 for providing equal access and supporting the academic progression of women. We are one of the top 25 universities in the world in SDG 10 tackling economic, health based and international inequalities. We are in the top 50 universities in SDG 12 for promoting resource and energy efficiency, having a sustainable infrastructure, and providing access to basic services for all.



# OUR OBJECTIVES 2022-2029

Against a backdrop of a changing and challenging higher education environment, the University has recently completed a major review of its objectives and strategy, and has published its commitments for the period 2022-29.

## EDUCATION

We will offer personalised and authentic education, underpinned by an inclusive curriculum, to enable all our students, from all backgrounds, to engage in transformative learning and to succeed in their studies and professional lives. We will address global, political, and social challenges through a relevant demand-led and forward-looking portfolio. We will do this by offering authentic teaching, learning and assessment modes which immerse students in the wider-world through live projects, work-based learning and global opportunities. We will invest in our people to enable all teaching colleagues to plan and deliver exceptional learning experiences and professional colleagues to offer exceptional support. Students will be empowered by working in partnership with colleagues and fellow students to shape the Westminster experience. We will develop an integrated physical and digital environment that supports excellent practical, active and collaborative learning for all our students.

## RESEARCH AND KNOWLEDGE EXCHANGE

Research and knowledge exchange are fundamental to our commitment to making a positive difference to the world and transforming lives. We are committed to research in four priority areas: Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture. Our excellence in research and knowledge exchange will infuse our education endeavour, inspiring and equipping our students as agents of change locally as well as globally. We will continue to grow our community of PhD researchers, ensuring that the Westminster postgraduate research experience remains sector leading and the foundation for great careers. In knowledge exchange we will focus on engagement with government, business and with the public and local community. We will achieve more when we identify shared interests and build partnerships with our communities and collaborate for the public good with a clear civic purpose.

## EMPLOYABILITY

We will ensure that all our students benefit from employability-led learning and purposeful engagement with employers, business and industry, to give students from every background the best possible preparation for the world of work and enable the best possible employability outcomes. We will do this through the further extension and embedding of programmes such as work-based and placement learning; the Westminster Employability Award; Westminster Working Cultures; mentoring; and student enterprise. Employability-related learning will be a core and critical part of the courses and curriculum we offer, right across the University. It will be front and centre of life at the University for students and colleagues.



A key priority will be the development of a dedicated Centre for Employability and Enterprise at 29 Marylebone Road, intended to transform our student experience and our engagement with business, industry and employers. The Centre will provide a game-changing experience through which undergraduate and postgraduate students from across Westminster will come together and practise enterprise; develop an entrepreneurial mindset and skills; access training, work, projects, business advice and mentoring; and connect directly with employers. The future-focused environment of the Centre will scale up our employability provision, helping our students to be 'fit for the future' in the most challenging of post-pandemic labour markets and economic environments. It will strengthen links between our UK-based and international employer partners and our motivated, bright, work-ready students, affording employers access to a diverse mix of people right for the needs of the contemporary workforce.

## GLOBAL ENGAGEMENT

We will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas. Overseas partnerships will remain central to our global engagements. We will prioritise the outward mobility of our students to partner institutions, contributing to students' development of employability skills and competences. We will extend and deepen our Trans-National Education relationships. These partnerships, particularly that with Westminster International University in Tashkent, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.



# OUR STRUCTURE

## ACADEMIC STRUCTURE

Our structure is built to deliver an enhanced learning environment, stronger and broader industrial, international and professional connections and pioneering and impactful research. The University comprises three Colleges:

### Westminster Business School

- School of Organisations, Economy and Society
- School of Finance and Accounting
- School of Applied Management
- School of Management and Marketing

### Design, Creative and Digital Industries

- School of Architecture and Cities
- Westminster School of Arts
- School of Computer Science and Engineering
- Westminster School of Media and Communications

### Liberal Arts and Sciences

- School of Social Sciences
- Westminster Law School
- School of Humanities
- School of Life Sciences

The University Executive Board comprises:

- Vice Chancellor and President
- Deputy Vice Chancellor (Employability and Global Engagement)
- Deputy Vice Chancellor (Education and Students)
- Deputy Vice Chancellor (Research and Knowledge Exchange)
- Chief Operating Officer and University Secretary
- Three Heads of College

## PROFESSIONAL SERVICES

Our Professional Services teams support the effective and professional delivery of our teaching, research and knowledge exchange and the management of student residences and sports facilities.

- Academic Registry
- Business Engagement
- Estates
- Finance and Commercial Activities
- Global Recruitment, Admissions, Marketing and Communications
- Information Systems and Support
- People, Culture and Wellbeing
- Strategy, Planning and Performance
- Student and Academic Services



# JOB DESCRIPTION

**Job Title: Reward and Recognition Business Partner**

**Reports to: Head of Strategic Resourcing, Reward and Insight**

**Department: People, Culture and Wellbeing**

**Grade: NG8**

## ROLE PURPOSE

To provide a high-level Reward and Recognition service to the University and external customers and partners, working with the Head of Strategic Resourcing, Reward and Insight to develop, implement and maintain a Reward and Recognition Strategy, and to work in a partnering capacity with colleagues across the University so this is embedded to continue the transformation of our pay, reward, benefit and recognition strategic offering. The post holder will bring creative and innovative ideas that reflect our diverse community to ensure the reward and recognition offering supports the attraction and retention of colleagues, contributes to the delivery of an excellent colleague experience, and supports delivery of the overall people strategy.

## PRINCIPAL ACCOUNTABILITIES

1. To support the Head of Strategic Resourcing, Reward and Insight to develop, implement, maintain and embed a Reward and Recognition Strategy, planned alongside the Senior Leadership team in People, Culture and Wellbeing (PCW), aligned to wider University strategy, objectives and values, ensuring the University is forward thinking in its approach to reward and recognition, ensuring that approaches align to University values and ambitions around diversity, inclusivity and accessibility, as well as acting in accordance with legal requirements, compliance and good practice. This will involve a strategic considered approach to pay, reward, benefits and recognition, ensuring these elements enable us to attract and retain our colleagues in a competitive market, and are in line with our values to ultimately deliver the people strategy.
2. To advise and guide College and/or Professional Services (PS) leaders/managers at all levels in their understanding and local implementation of the Reward and Recognition Strategy in the delivery of College and/or PS plans, ensuring that best practice and understanding is embedded in all activities. Alongside People Business Partners, to work proactively with colleagues to understand resourcing and retention needs, gaps and wider context, feeding into workforce planning discussions as required. To feed relevant information back to the PCW Senior Leadership Team (SLT) for planning purposes.
3. To support the Head of Strategic Resourcing, Reward and Insight in embedding a consistent and insightful approach to workforce planning, both at a University wide level, and as required in specific areas. To work with colleagues in Strategy, Planning and Performance (SPP), and Finance to ensure appropriate sharing of data and



knowledge exchange and a collaborative approach to workforce planning to support the Colleges and PS directorates in their resourcing needs. To work with People Business Partners and People Advisers to support workforce planning in Colleges and PS Directorates, ensuring that appropriate data and colleague insight and trends are available to support short, medium and long term planning. To anticipate data and information needs and ensure an annual planned approach to workforce planning data.

4. To oversee and manage the Resourcing and Reward team, enabling them to develop and grow their internal confidence and capabilities through an inclusive and compassionate leadership approach. The team will be subject matter experts on reward, resourcing and recognition and will be looking for new, creative and innovative ideas that will position us as an employer of choice. To lead on continuous service improvements and delivery, managing conflicting priorities and workloads, providing professional expertise and guidance to teams on more complex work and projects.
5. To undertake regular benchmarking activity of the University's reward and recognition offering against both public and private organisations, making appropriate recommendations from such activity to SLT and driving implementation of any agreed activities. This will involve presenting complex information in relation to benchmarking activities and providing reports and business cases with a strong evidence base grounding, familiarity with data, and clear course of action.
6. To be responsible for a colleague lifecycle of purpose led reward and recognition practices and processes, with aligned communication and promotion of this to colleagues. This will include regularly talking to colleagues, senior leaders and reviewing appropriate data and analysis, to understand what is important to colleagues and their priorities around reward and recognition in an ever-changing environment and responding to this strategically and effectively. To recognise and ensure that our reward and recognition offering appropriately reflects and responds to our diverse workforce and is aligned with our wider University values.
7. To have an overview of all annual recognition and reward mechanisms, including annual salary review processes for Senior colleagues and Professors, and any agreed career progression and pathway processes. To ensure a consistent and aligned approach across the University that appropriately values and rewards colleagues for behaviours and activities that support the overall University strategy and agenda. To be the lead contact for any complex cases or queries relating to salary review and progression processes, ensuring that these are managed effectively and compassionately. To support the Head of Strategic Resourcing, Reward and Insight with any pay, salary or benchmarking queries related to the Remuneration Committee as required.





8. To work with the Head of Strategic Resourcing, Reward and Insight, and colleagues across the PCW department, including within the OD team and Recruitment team, to implement an Employee Value Proposition (EVP), ensuring we remain competitive to both existing and future colleagues. To continually analyse data to drive colleague engagement activities and improvements in the reward and recognition offering. Work with colleagues as appropriate to ensure our EVP is able to appropriately attract and retain a diverse body of colleagues.
9. To be a subject expert for Job Evaluation practices and processes (current tool HAY) ensuring a consistent application of the methodology across all colleague groups, and alignment of job evaluation practices to appropriate career pathways and recognition frameworks. To lead on the overview of job evaluation for any departmental change programmes, fostering a partnering and collaborative approach to conversations with managers about the appropriate team and department structures to fulfil their needs, as aligned to workforce planning aims and objectives. To take the lead on any projects associated with job evaluation and job design as required.
10. To continually review and analyse the overall effectiveness and benefit realization of policies and practices related to reward and recognition in achieving the overall People Strategy. To create both short- and long-term strategies to address any known gaps in our reward and recognition offering, leading the delivery of any associated projects and plans as required.
11. To undertake any other PCW duties within their competence, provide reciprocal operational cover for colleagues, including absence and periods of peak workload, as required by the Head of Strategic Resourcing, Reward and Insight.

## CONTEXT

The post holder will be expected to build excellent working relationships with internal and external stakeholders, effectively communicating and influencing as needed. This role will be the lead people contact for all aspects of reward and recognition with such internal and external stakeholders. In addition, proactively join external networks to support the continued strategic development of the reward and recognition agenda.

The post holder will need to collaborate with senior colleagues and stakeholders, as well as colleagues within PCW to understand the business needs of the University and to ensure alignment of reward strategies to business needs, creating innovative ways to deliver reward solutions in a higher education environment.

The post holder will be expected to 'model' a customer-centred approach and a commitment to personal and professional development. Success will depend on bringing about change through; patient and persistent effort using strong advocacy skills; the ability to work with managers and colleagues at all levels; the courage to challenge the status quo, where needed; the deployment of a range of specialist tools and techniques and highly developed interpersonal and organisational skills.



The post holder will need to gain a full understanding of the University's Strategy and be able to articulate how the People Strategy enables and supports the implementation of objectives and underpins all PCW policy and practice. The post holder will also be able to articulate what other professional roles and teams in PCW contribute to the work of the College and/or PS departments and to ensure appropriate access to those roles as required during the academic year.

The post holder will place high emphasis on colleague learning and development for employee engagement and wellbeing purposes, and will ensure that the standards, quality and participation of the PCW services provided make a major contribution to developing University relationships and delivering excellence in individual and organisation performance.

The PCW teams work in a matrix structure so each individual is expected to take every opportunity to foster cross-team working and to develop a culture of sharing knowledge and information across the PCW department.

The postholder should have an understanding of individual health and safety responsibilities and an awareness of the risks in the work environment, together with their potential impact on both individual work and that of others.

## **DIMENSIONS**

The University employs circa 2800 colleagues, in a unionised environment, located across four main sites within the West End of London and at Harrow.

Role holder will be responsible for line management of 2 colleagues in the Resourcing and Reward team.



# PERSON SPECIFICATION

## QUALIFICATIONS

### Essential

- Relevant first degree or practical experience that demonstrates relevant levels of knowledge and skill in either human resources, people and culture and/or reward and recognition or similar area of experience.
- CIPD qualified or equivalent professional qualification or equivalent levels of significant experience in a reward and recognition role.

## TRAINING AND EXPERIENCE

### Essential

- Significant successful experience of applying reward and recognition processes in practice in a large and complex organisation.
- Demonstrable track record of successful HR/people generalist experience in a highly customer focused and preferably unionised organisation.
- A trained user of the Hay Group Job Evaluation methodology and tools (or similar)
- Demonstrable track record of successful project management across a range of activities including workforce planning and implementing new policy changes.
- Experience of involvement in HR/People strategy and policy development, including preparing business cases and proposals for internal clients and designing new ways of working within legislative requirements and frameworks
- Experience of working with statistical information to inform reward practices e.g. collating and interpreting information from a range of sources and drafting reports based on the information.
- Proven ability to manage others, including the ability to motivate colleagues, manage workloads across a team and ensure priorities are delivered.
- Significant working knowledge of employment legislation and proven ability to apply this in practice.
- Convey complex and sometimes data driven information to a range of audiences including senior managers and non-specialists both verbally and in writing.
- Experience of dealing with confidential data and an understanding of the implications of the Data Protection Act and Freedom of Information requests.



- Demonstrate evidence of working independently to high professional standards and tight deadlines, preferably in a multi-site unionised environment.
- Demonstrate the ability to work effectively as a member of a team, to a high professional standard and tight deadlines.
- Confident and effective when communicating with people at all levels i.e. building effective relationships; facilitating discussions with individuals and groups; dealing sensitively, patiently and diplomatically with complex situations.
- Excellent knowledge of Microsoft Office technologies commensurate with the role, specifically Excel or equivalent.
- Proven excellent presentation skills and the ability to tailor a presentation for different audiences.
- Proven experience of implementing and managing continuous service improvement to ensure high quality services are delivered.
- Competent in the use of computerised systems and applications, including using a computerised HR & Payroll system; HR database systems with employee and manager self-service, and working with applications such as Word, Excel, Outlook and PowerPoint.

#### Desirable

- Evidence of working in both the public and private sectors would be beneficial.
- Knowledge of UK Visas and Immigration legislation and practices would be helpful to support current resourcing practices but is not essential.

### APTITUDES, ABILITIES AND PERSONAL ATTRIBUTES

- Well planned and organised, both personally and as a team member, being able to break down a course of action into smaller steps and making allowance for potential issues
- Ability to effectively deliver conflicting priorities and challenging workloads by maintaining focus on agreed objectives and deliverables whatever the circumstances, making decisions at the appropriate time and monitoring progress against targets.
- Ability to work under pressure to tight deadlines while applying quality standards to all tasks and ensuring that nothing is overlooked.
- Ability to work flexibly by taking account of new information or changed circumstances and modifying understanding of a problem or situation accordingly.
- Ability to deal sensitively, patiently and diplomatically with complex and emotionally charged situations.



- Able to identify customer needs and expectations and keep them in mind when taking actions or making decisions.
- Able to identify gaps in available information required to understand a problem or situation and to devise means of remedying such gaps.
- Exemplify and be a role-model for the University's values.
- Self-motivated and comfortable with working both in a tightly knit team setting and individually on a discrete portfolio of work.
- Efficient and reliable with a preference for openness and transparency.
- Flexible, adaptable and comfortable with ambiguity and rapidly changing agendas.
- Fully committed to creating a stimulating learning and working environment which is supportive and fair, based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.



# HOW TO APPLY

To apply for this vacancy, please visit our [vacancies page](#) where you will be able to download our application form template. You will then be requested to complete a quick registration before being able to upload completed application form and any supporting documentation.

## Applications should include:

- A concise statement in support (ideally no longer than two pages), addressing the criteria in the Person Specification and motivation for applying.
- You may also include an up to date curriculum vitae;
- names and contact details of two referees (although referees will only be approached at offer stage).

**The deadline for receipt of applications is midnight on 05 December 2024**

**Interviews will take place on 13 December 2024.**

An appointment will be made subject to proof of eligibility to work in the UK and satisfactory references being obtained.

At the University of Westminster, diversity, inclusion and equality of opportunity are at the core of how we engage with students, colleagues, applicants, visitors and all our stakeholders.

We are fully committed to enabling a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

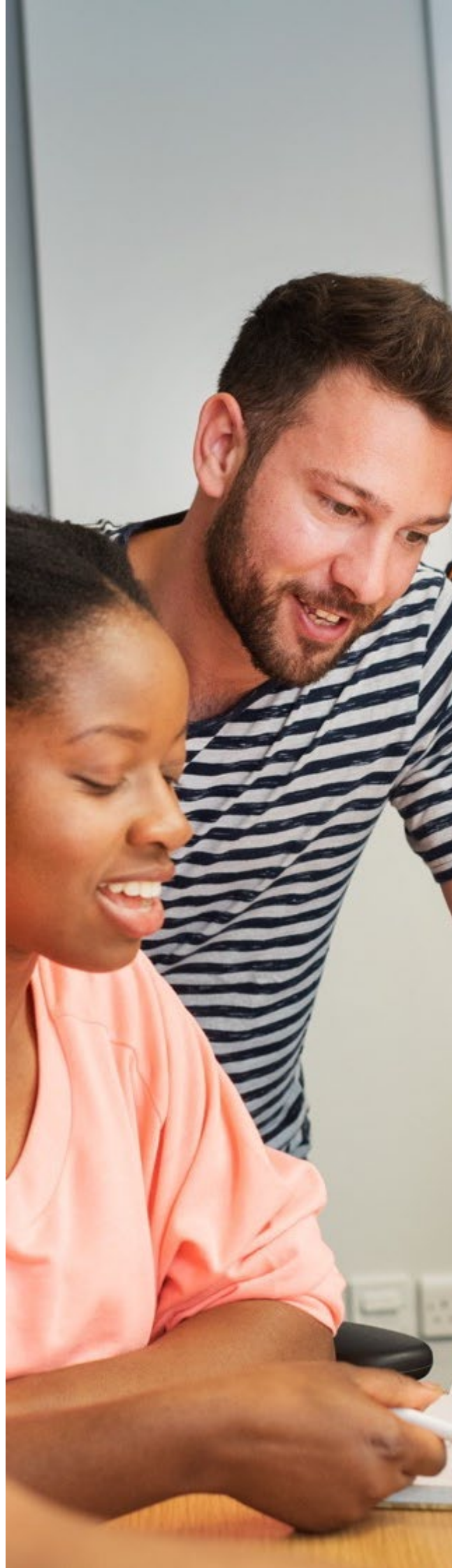
*The University has adopted Smart Working principles to support and further our Equality, Diversity and Inclusion aims of being an inclusive, collaborative and flexible employer. Further details of Smart Working can be discussed at interview stage.*



# OUR BENEFITS

The University offers a range of wellbeing and work-life balance benefits to recognise and reward the essential contribution our colleagues make to success and growth. Our benefits are inclusive for colleagues of all backgrounds including LGBTQ+ colleagues, disabled colleagues, pregnant colleagues, parents and carers, as well as colleagues of all genders, age, ethnicities, nationalities, religion and beliefs, and marriage and civil partnership status.

- 35 days annual leave per year, plus bank/national holidays and University of Westminster closure days (pro-rata for part-time staff).
- A generous occupational pension scheme.
- Annual incremental progression and/or cost of living reviews.
- Generous maternity, paternity and adoption leave.
- Flexible working and smart working.
- Learning and development opportunities.
- Free membership rates for a wide range of sporting facilities, including gyms at Regent Street and Harrow campuses, as well as the Chiswick Sports Ground.
- Employee assistance programme.
- The opportunity to participate in other attractive employee benefit schemes such as Cycle to Work, Eye Care Vouchers, Season Ticket Loans, and Give As You Earn.





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