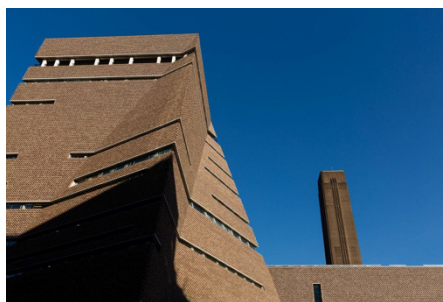


THE APPOINTMENT OF  
DIRECTOR OF PEOPLE



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# TATE

Tate's vision is to serve as artistically adventurous and culturally inclusive art museums for the UK and the world. Our purpose is to champion the right to art for everyone.

We deliver this through activities in our four galleries across the UK, our digital platforms and collaborations with our national and international partners. At the heart of Tate is our collection of art, which includes British art from the 16th century to the present day, and international modern art from 1900 to the present day.

Tate Britain at Millbank, London, was founded as the National Gallery of British art in 1897 and became the Tate Gallery in 1932. In 2000, it was renamed and became Tate Britain. It is distinctive in its remit to show British historic, modern and contemporary art from 1500 to the present day.

Tate Liverpool is one of the UK's most popular galleries of modern and contemporary art outside London. Opened in 1988, it is renowned for presenting world-class displays and exhibitions that contribute to current debates in the visual arts and wider cultural field, as well as commissioning new works.

Tate Modern at Bankside, London, was opened in 2000. Tate Modern presents the national collection of international modern and contemporary art. June 2016 saw the opening of a new, ten-storey extension to Tate Modern that redefined the museum for the 21st century, providing more space for visitors to engage with the expanding collection, including art involving photography, film, video and performance, transformative new spaces for learning and social spaces to unwind and relax in the gallery.

Tate St Ives, opened in 1993, offers a programme of international modern and contemporary art in a way that is inspired by the context of Cornwall. Tate St Ives underwent a significant transformation in October 2017, doubling the gallery spaces and creating new learning spaces. The success of the new Tate St Ives was recognised when it became the proud winner of Art Fund Museum of the Year 2018.

We are internationally-minded and also locally rooted and relevant to people across the UK. In 2017/18 over 8.1 million people came to our galleries and more than 17 million people visited our website. The collection was enhanced by 734 works with a collective value of £22.5 million and we lent 1,510 artworks to venues worldwide, with a record number of works going to UK venues. We grew our collective social media following to 9.2 million – the largest of any museum or gallery in the UK.

For more information on our recent work and achievements, please visit [www.tate.org.uk/about-us/tate-reports](http://www.tate.org.uk/about-us/tate-reports)

# OUR VISION AND OBJECTIVES

Under the leadership of our Director, Dr Maria Balshaw, the first woman to lead Tate, we have restated our vision, which will guide everything that we do for the next five years, and beyond.

Tate will serve as artistically adventurous and culturally inclusive art museums for the UK and the world. We want to celebrate the art of the past and present in its complexity and diversity, supporting artistic risk-taking and deep scholarship, shared with all our audiences, in our buildings, in exhibitions we tour, through works we loan and across our digital spaces.

We see access to art for everyone as a universal human right and we see our galleries as sites of creative learning. We want to champion the importance of making art and encourage people to explore the many ways in which art is created and develop their own creative potential. We hold the national collection of British Art, spanning 500 years, and of modern and contemporary national art that reaches across all continents: we share and celebrate access to this collection and deepen understanding of its importance.

Tate is a leading global institution and we will continue to influence critical thinking about art practice. Tate is committed to maintaining free entry for audiences to our collections. We want to welcome audiences that better reflect the towns and cities in our nation and attract a diverse international public. Our reach is already powerful. We intend to increase its impact across society, with art that will resonate around the world.

# THE OPPORTUNITY

This is an exciting period of change at Tate as we exploit new opportunities and address the challenges that come from adapting an organisation to meet future needs. The Director of People will play a pivotal role in helping us to address any challenges and ensure we have a workforce which is able to thrive in a modern work environment.

## JOB TITLE

Director of People

## REPORTING TO

Chief Operating Officer, Tate

## JOB SUMMARY

To ensure that Tate has in place a world class human resources function which facilitates the delivery of Tate's strategic and business plans across the business. To be responsible for the delivery of an outstanding operational Human Resources service to Tate which exceeds the expectations of its customers both internal and external. To inspire excellence in all aspects of people management across Tate.

## MAIN DUTIES AND RESPONSIBILITIES

- As a member of Tate Directors' Group input into the formulation of Tate's overall strategy and decision-making, acting as the subject matter expert on issues relating to people and organisational development.
- Work with senior colleagues and staff representatives to conceive and develop a People Vision and Strategy for Tate which enables the organisation to deliver its overall vision and objectives and is aligned with Tate's values. Ensure that the strategy is updated regularly and an annual report on progress is provided to the Executive Group, Directors' Group, Finance and Operations Committee and Trustees.
- Develop an implementation plan to deliver the objectives set out in the People Vision and Strategy with measurable outcomes and clear indicators of success set out in advance.
- Review the overall approach to operational and strategic HR at Tate and develop a proposal for rationalising HR delivery in Tate into a single People Department which uses modern and legally compliant standard operating procedures, policies, technology, systems and ways of working across all aspects of the HR function to underpin a dynamic, diverse and capable workforce.
- Review current ways of working and culture in the department and establish a solutions-focussed approach to HR which is tailored to the needs of customers internal and external, embraces technology and delivers a world class service in line with industry best practice.
- Act as an exemplary leader to the People Team ensuring all team members meet or exceed the requirements of their roles and work positively and proactively with the stakeholders they support.
- Support the Director of Tate and take the lead, with other senior colleagues, on the delivery of the people and culture aspects of Tate's Diversity and Inclusion Plan. Foster an environment where equality and diversity are both valued and supported.
- Lead on the identification of the main drivers for engagement and attrition across our workforce. Design and implement targeted interventions to increase levels of engagement and reduce voluntary turnover in areas where talent is not being retained. Oversee employee surveys to measure staff engagement.
- Advise the Director and Chief Operating Officer on strategic and operational HR matters including staff terms and conditions, compliance with employment law, significant employee/industrial relations issues; to ensure that a pragmatic and enabling approach is taken, and that senior staff feel both supported and empowered by a high-quality HR function.

- Develop and implement remuneration and reward policies and procedures as appropriate to support the developing needs of Tate and to attract and retain key staff. Recommend improvements as needed to the existing arrangements to ensure Tate is an employer which has a culture which rewards and celebrates success.
- Create a succession planning framework which covers all key positions.
- Help to promote a positive working culture within the organisation which is focussed on collaboration at all levels and in all functions. Act as an ambassador for Tate’s values.
- Establish a programme of measurable Learning and Development interventions, including talent management and leadership development programmes.
- Keep abreast of developments and changes in employment law and best practice and ensure all policies and procedures are regularly reviewed and updated to ensure compliance.
- Develop positive working relations with trade union representatives and other key internal stakeholders, including the Staff Council and the staff diversity networks.
- Proactively manage all departmental costs in line with budget and business need.
- Assume responsibility as Designated Safeguarding Representative for Tate. Take action as needed to ensure effective safeguarding is in place.
- Undertake such other duties as Tate may reasonably require, commensurate with the seniority of the post.

# PERSON SPECIFICATION

## KNOWLEDGE, SKILLS AND EXPERIENCE

- Demonstrable senior leadership and senior generalist HR experience gained in a large, complex organisation that has undergone significant change in a unionised environment.
- A broad HR background with a strong emphasis on the development and delivery of high-quality operational HR.
- Recent senior level experience in the development and implementation of strategic and operational HR plans in a complex organisation with competing priorities.
- A proven track-record in leading client-focussed, results-oriented HR teams with a strong customer and quality commitment.
- Experience of using credibility, gravitas and personal style to influence, challenge and negotiate with senior colleagues.
- Demonstrable ability to use a range of influencing styles to build trust and develop effective working relationships with employees at all levels within the organisation.
- Excellent written communication skills with the ability to convey information clearly and concisely, and in a way that is accessible to a diverse range of people.
- Evidence of a commercial and business-focussed approach to HR delivery in a high-pressure environment.
- Demonstrable track record of leading and working collaboratively across a complex organisation to achieve results.
- Proven ability to manage a multi-faceted budget including, planning, forecasting and monitoring spend.
- Demonstrable commitment to the principles of diversity and inclusion and the proven ability to apply and promote these in practice at work.
- Demonstrable ability to analyse issues and look at situations from more than one perspective, effectively assess risks when making decisions and use discretion and judgement when dealing with sensitive issues.
- Evidence of having used targeted interventions to address issues relating to conduct or performance.
- Excellent organisational skills - able to prioritise a wide range and high volume of activities and use available resources to ensure tasks are completed to deadline.
- Experience of delivering systems change projects and business improvement approaches.



- An interest in and commitment to the work of Tate.

## COMPETENCIES

- Excellent interpersonal skills with the ability to manage relationships positively and engage with staff at all levels.
- In-depth knowledge of and ability to use information technology to improve service delivery and reduce costs.
- Good understanding of all aspects of human resources management.
- A high degree of self-awareness and emotional intelligence.
- Demonstrable maturity, professionalism and gravitas.
- Ability to work calmly under pressure and meet deadlines. Ability to inspire confidence and a measured approach in the team during periods when the workload is high.
- Highly motivated, positive, innovative and solutions focussed.
- Works to a high degree of accuracy and with attention to detail.
- Demonstrable ability to address issues directly and not display avoidant behaviour.
- Good understanding of employment legislation and its practical application in the workplace.
- Excellent leadership abilities and able to inspire others to give of their best.
- Strong commercial awareness and business acumen.
- Displays empathy and has active listening skills: able to understand other people's opinions and tolerate differing needs and viewpoints. Operates with tact and is able to manage conflict effectively.
- Strong negotiating skills.
- Excellent project management skills from inception through planning to delivery.
- Self-confident and assertive when the situation demands. Able to hold their own in a measured way without being aggressive or being unduly influenced by peer-pressure.
- Self-starter who acts on their own initiative, has the ability to work autonomously, takes responsibility for their own actions and makes decisions with minimal direction.

# SUMMARY OF TERMS AND CONDITIONS

Location:  
Millbank, London.

Salary:  
c£90,000 dependant on the skills and experience of the successful candidate

Safer Recruitment:

Tate is committed to providing a safe environment for all those who work at Tate and all those who come into contact with Tate as visitors to the galleries, as participants in Tate activities, and online. The safe recruitment of all those who undertake work on behalf of Tate is the first step to ensuring that we are fulfilling this commitment.

All positions at Tate are offered subject to the following conditions:

- Receipt of satisfactory references covering the last 3 years of your employment or education.
- Health clearance.
- A satisfactory Disclosure Check.
- Proof that you are legally entitled to work in the UK.

You can find out more information about our pre-employment checks and what they mean for you in our 'Guidance Notes for Applicants' document.

## DIVERSITY AND INCLUSION

Our aim is to become a truly inclusive organisation with a workforce and audience as diverse as the communities we serve. This is fundamental to Tate's future success and our ability to continue to contribute to culture and society in the UK.

Tate is committed to increasing diversity in its workforce and particularly welcomes applications from black, Asian and minority ethnic and/or disabled applicants as these groups are currently underrepresented in the cultural sector.

In recognition of Tate's commitment to disability equality and inclusion, Tate has signed up to the Disability Confident Scheme. This scheme aims to help employers make the most of the opportunities provided by employing disabled people. We guarantee to interview all disabled applicants who meet the minimum criteria for a vacancy. You will be invited to participate in the guaranteed interview scheme if you have declared that you have a disability on your diversity monitoring form and indicated that you do not wish to opt out the scheme. Provided that you meet the essential criteria for the vacancy as set out in the person specification, you will be invited for interview. If you do not wish to be invited in the guaranteed interview scheme, please tick the relevant box on your diversity monitoring form.

More information about diversity and inclusion at Tate can be found on the Tate website.

# HOW TO APPLY

To apply for this role please submit the following to [annis.kooshesh@tate.org.uk](mailto:annis.kooshesh@tate.org.uk) quoting reference TG2525:

- A full CV.
- A covering letter of not more than two pages summarising your strengths against the requirements of the role as set out in the person specification above.
- A Diversity Monitoring form.

For an informal discussion about the role please contact Vicky Cheetham, Chief Operating Officer, on 020 7887 8915.

The closing date for the submission of completed application forms is 5pm on Thursday 12 December 2019. Interviews will be held on Thursday 19 December 2019.

Our jobs are like our galleries, open to all.

