



Glasgow
Kelvin
College

Head of Human Resources & Organisational Development

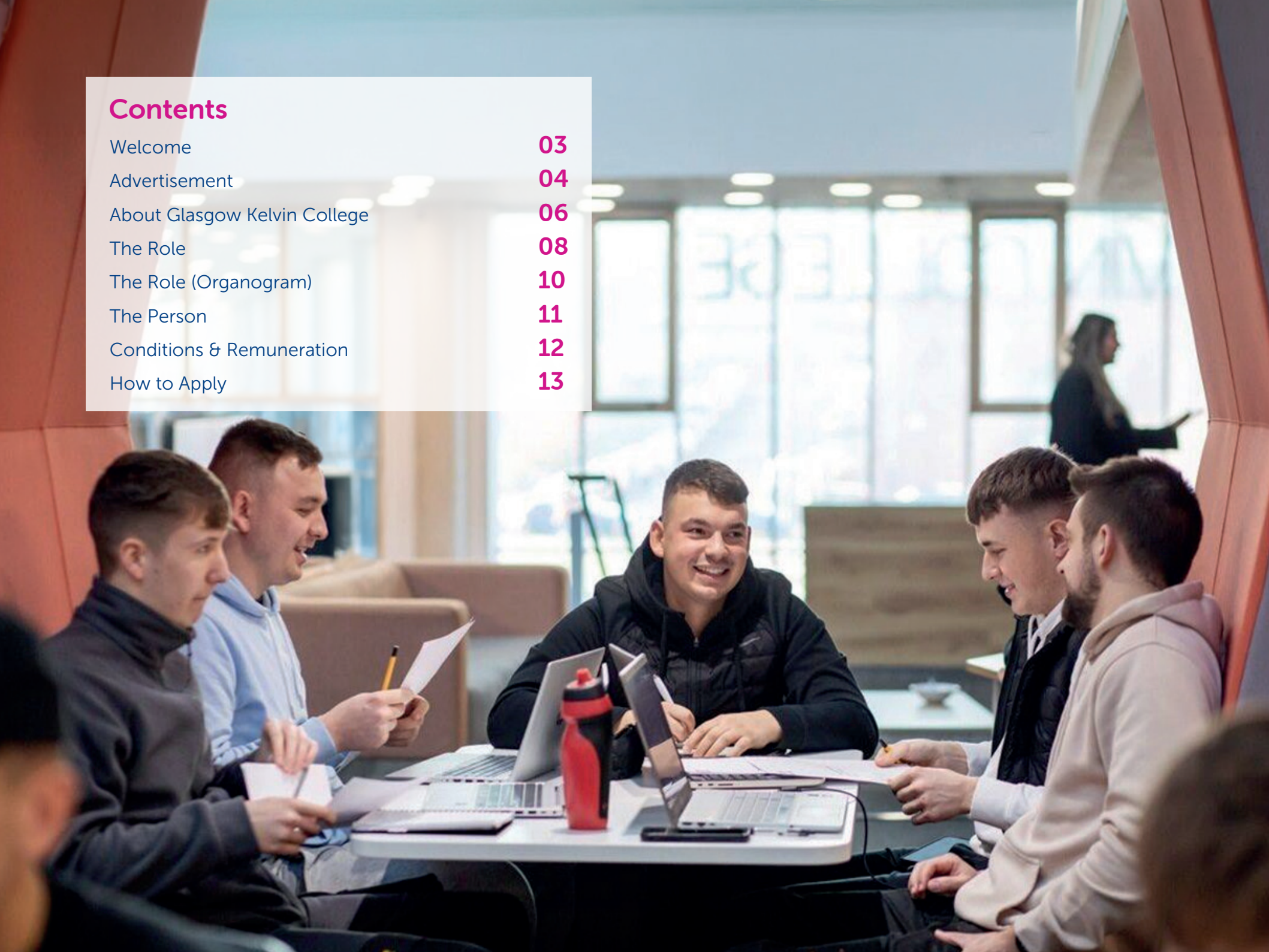
October 2026

LHH



Contents

Welcome	03
Advertisement	04
About Glasgow Kelvin College	06
The Role	08
The Role (Organogram)	10
The Person	11
Conditions & Remuneration	12
How to Apply	13



WELCOME

Doreen Shiels, Assistant Principal – People and Culture

03

WELCOME FROM AN ORGANISATION WITH A POWERFUL SOCIAL PURPOSE



Thank you for your interest in the role of Head of Human Resources & Organisational Development at Glasgow Kelvin College.

This is an important leadership appointment for the College at a time when the environment in which further education operates continues to change. Our ability to respond successfully – while continuing to provide an outstanding experience for our students and the communities we serve – depends fundamentally upon our people and the support we provide to them.

Glasgow Kelvin College is a distinctive organisation with a strong sense of purpose. Our vision is simple but ambitious: Transforming lives through education. We serve some of Glasgow's most diverse communities and provide accessible, inclusive and high-quality learning which helps people develop their skills, fulfil their potential and progress in their working, personal and civic lives.

Our colleagues make that possible.

The Head of HR & OD has a central role in ensuring that colleagues and managers across the College receive a responsive, professional and high-quality HR and organisational development service.

Reporting to me and working closely with managers and senior leaders across the College, you will provide practical leadership across HR service delivery and support the effective delivery of the wider HR & OD portfolio, ensuring our people policies, processes and practices effectively support the needs of the organisation.

This is a broad and hands-on leadership role. You will lead our HR & OD team, provide expert advice on complex employee relations and people management matters, support managers through organisational change and ensure a fair and consistent approach to HR practice across the College. You will also oversee important areas including recruitment and resourcing, attendance and performance management, employee engagement and wellbeing, while coordinating and supporting the delivery of organisational development and professional learning activity.

Strong relationships will be fundamental to your success. You will work closely with managers throughout the College, providing advice, coaching and support which helps them manage their people confidently and effectively. You will also develop constructive relationships with our recognised Trade Unions and ensure that our policies and practices are fair, inclusive, legally compliant and consistently applied.

You will lead a talented HR & OD team, including specialist organisational development support through an OD Manager and OD Business Partner, while working closely with colleagues across the wider People and Culture function, including Equality and Inclusion, and Payroll and Management Information. We want these areas to operate as an integrated, responsive and professional service which adds real value to colleagues and managers across the College.

We are therefore looking for an accomplished HR and organisational development professional with strong generalist expertise, excellent judgement and a track record of leading high-quality

HR services. You will be comfortable dealing personally with complex and sensitive issues, supporting and challenging managers appropriately, developing your team and continually looking for practical ways to improve the service we provide.

For the right person, this is an opportunity to make a tangible contribution to an organisation with a powerful social purpose. You will have the opportunity to lead a valued HR & OD service, support our managers and colleagues and help ensure Glasgow Kelvin College remains an inclusive, supportive and rewarding place to work.

I hope this pack gives you a sense of both the role and the College, and that you are excited by the opportunity to contribute to our continued development.

I look forward to hearing from you.

Doreen Shiels

Assistant Principal – People and Culture
Glasgow Kelvin College

ADVERTISEMENT

Head of Human Resources & Organisational Development,
Glasgow Kelvin College

Location On site at the College campuses as appropriate.
Some hybrid working may be considered.

Salary £63,163 - £68,601

Glasgow Kelvin College is seeking an experienced Head of Human Resources & Organisational Development to lead the delivery and continuous improvement of our HR & OD services.

With around 13,000 student enrolments each year and approximately 420 colleagues, we provide accessible, inclusive and high-quality learning across three main campuses and an extensive network of community-based provision. Our work is deeply connected to the communities we serve and to the skills and employment needs of Glasgow and the wider region, reflecting our vision: Transforming lives through education.

Reporting to the Assistant Principal - People and Culture, you will lead and develop a professional HR & OD team and ensure managers and colleagues across the College receive responsive, consistent and high-quality advice and support.

This is a broad and hands-on leadership role. You will provide expert guidance on complex employee relations and people management matters, support managers through organisational change and ensure our policies, processes and practices are fair, effective and legally compliant.

You will also coordinate and support organisational development activity, including leadership and management development, professional learning and workforce planning, recognising the important contribution that people development makes to achieving HR objectives and organisational performance. You will lead key areas including employee engagement and wellbeing and, with support from specialist organisational development expertise within the team, provide strong operational HR leadership while ensuring effective delivery across the wider HR & OD portfolio.

CANDIDATE INFORMATION PACK



04

ADVERTISEMENT

Head of Human Resources & Organisational Development,
Glasgow Kelvin College

Building strong relationships will be critical. You will work closely with managers and senior leaders, coaching and supporting them to manage their people effectively, while developing constructive relationships with our recognised Trade Unions.

We are looking for an accomplished HR & OD professional with strong generalist expertise and significant experience of leading high-quality HR services within a complex organisation. You will bring excellent professional judgement, strong employment law knowledge and the confidence to deal personally with complex and sensitive issues. Just as importantly, you will possess outstanding interpersonal and influencing skills, with

the ability to establish credibility, build trust and work effectively with colleagues, managers and stakeholders at all levels to achieve positive people outcomes.

You will be a visible and approachable leader who develops and empowers others, fosters a positive and high-performing team culture, and continually seeks practical ways to improve the quality and effectiveness of the service we provide.

This is an opportunity to lead a valued HR & OD function within an inclusive and purpose-driven College, making a tangible contribution to the experience of our colleagues and, ultimately, the students and communities we serve.

TO APPLY

Please send a tailored CV and covering letter to **ScotlandExecutive@LHH.com**. The covering letter should be no more than two pages of A4 and should summarise your relevant experience, leadership achievements and motivation for applying.

For a confidential, informal discussion about the role, please contact LHH on **+44 (0)141 220 6460** or email the above address.

CANDIDATE INFORMATION PACK



ABOUT GLASGOW KELVIN COLLEGE

TRANSFORMING LIVES THROUGH EDUCATION

06

Glasgow Kelvin College is one of Scotland's leading further education institutions, providing accessible, inclusive and high-quality learning to communities across Glasgow and beyond.

Our vision is Transforming lives through education, and that purpose runs through everything we do. We believe education has the power to raise aspirations, create opportunity and change lives. Our mission is to enhance our learners' aspirations, careers and lives through accessible, inclusive and high-quality lifelong learning.

With around 13,000 student enrolments each year, Glasgow Kelvin College serves an exceptionally diverse student population. Around 69% of our students come from the Glasgow area, approximately 45% are aged 25 or over and around 40% live within Scotland's 10% most deprived communities. We are proud of our role in widening access to education and creating routes into learning, employment and further study for people from a wide range of backgrounds.

The College operates from three main

campuses at Springburn, East End and Easterhouse, alongside an extensive network of community-based learning provision across the north and east of Glasgow. This strong presence within our communities is fundamental to who we are and enables us to bring learning closer to the people we serve.

Our curriculum is broad, ambitious and closely connected to the needs of employers and the economy. We provide opportunities ranging from introductory and community-based learning through National Qualifications and Higher Nationals to degree-level study, alongside apprenticeships, Foundation Apprenticeships and an extensive Senior Phase schools programme.

The College has particular strengths in areas including Civil Engineering, Heating, Ventilation & Air Conditioning, Renewables, Science, Care and the Creative Industries. Through close collaboration with employers, industry partners, schools, public bodies and community organisations, we aim to equip our students with the skills, knowledge



ABOUT GLASGOW KELVIN COLLEGE

TRANSFORMING LIVES THROUGH EDUCATION

07

and confidence they need to progress into employment or further learning.

Glasgow Kelvin College was formed in 2013 through the merger of Stow College, North Glasgow College and John Wheatley College. Today, we employ around 420 colleagues across teaching, professional and support services. Our workforce brings together a wide range of professional expertise, united by a shared commitment to our students and the communities we serve.

We are also a strongly partnership-based organisation. We work constructively with

our recognised Trade Unions, EIS-FELA and UNISON, and believe that effective engagement with colleagues and their representatives is an important part of creating a positive working environment.

OUR CULTURE AND VALUES

Our ambition for the College extends beyond what we deliver to our students. We want Glasgow Kelvin to be an organisation where people are proud to work, where colleagues feel valued and supported, and where strong leadership and collaboration enable everyone to contribute at their best.

Our College Values were recently refreshed through collaborative workshops involving our staff and approved by the Board of Management in December 2025. They are supported by a behaviour framework which sets clear expectations for how we work, communicate, lead and treat one another.

The framework establishes expectations at three levels – Core Behaviours, Management Behaviours and Senior Leadership Behaviours – helping us translate our values into everyday practice and strengthen the culture we need to deliver our strategic priorities.

For our next Head of HR & OD, this provides an exciting opportunity. The successful candidate will play an important role in ensuring our colleagues and managers receive high-quality HR & OD support, helping us build on our strengths, develop our people and ensure Glasgow Kelvin remains an inclusive, progressive and rewarding place to work.

And as we say here – ‘There’s nowhere like Kelvin!’

www.glasgowkelvin.ac.uk

TRUST THROUGH TRANSPARENCY

**We communicate clearly
and openly**

Act with integrity

Listen actively & respond

Deliver on promises

INCLUSIVE AND WELCOMING

**We create a true sense of
belonging**

Act with respect & dignity

Embrace diversity & value everyone

Support & encourage

MAKE MEANINGFUL OPPORTUNITIES

**We are committed to our
communities**

Place communities at the centre,
learners at the heart

Support learning for life

Provide accessible routes to
meet students needs

EXCELLENCE CREATED TOGETHER

**We move forward
as a team**

Give people skills to
empower themselves

Encourage innovation & continuous
development

Collaborate & share learning

THE ROLE

Head of Human Resources & Organisational Development, Glasgow Kelvin College

08

LEADING A HIGH-QUALITY, RESPONSIVE HR & OD SERVICE

The Head of Human Resources & Organisational Development is a key leadership role within Glasgow Kelvin College, responsible for the effective delivery and continuous improvement of our HR and organisational development services.

Reporting to the Assistant Principal – People and Culture, you will lead and develop the HR & OD team, with specialist organisational development expertise provided through the OD Manager and OD Business Partner. You will ensure managers and colleagues receive responsive, consistent and high-quality professional advice and support across the full range of people matters.

This is a broad and hands-on role. You will provide leadership on complex employee relations matters, support managers through organisational change and strengthen people management practice across the College. You will also ensure that our policies, processes and systems remain effective, legally compliant and aligned with the needs of the organisation.

Alongside core HR delivery, you will coordinate and support organisational development activity, including leadership and management development, professional learning and workforce planning, recognising the important contribution people development makes to organisational performance and HR outcomes. Through strong partnership working across the College, you will lead activity relating to employee engagement and wellbeing, helping to build an inclusive, high-performing and positive workplace culture.

KEY RESPONSIBILITIES

HR Leadership and Employee Relations

- Lead the effective delivery of HR services across recruitment and resourcing, attendance and performance management, employee relations, discipline, grievance and organisational change.

- Provide expert advice and support on complex and sensitive people matters, ensuring fair, consistent and legally compliant outcomes.
- Coach and support managers to build confidence and capability in managing their people effectively.
- Lead on employee engagement and wellbeing, including the development, implementation and review of the College Organisational Stress Risk Assessment and associated action plans.
- Develop and maintain constructive relationships with the College's recognised Trade Unions.
- Ensure HR policies, procedures and terms and conditions remain current, effective and consistently applied.

Organisational Development and People Management

- Coordinate and support the delivery of leadership and management development activity, drawing on appropriate internal and external learning and development resources.
- Support the implementation of organisational development initiatives approved by the College.
- Support workforce planning through the provision of workforce information, analysis and operational insight.
- Oversee effective approaches to induction, professional learning and development and succession planning.
- Support reflective practice, professional development and innovation across the College.
- Ensure relevant HR & OD activity meets regulatory, funding and quality assurance requirements.

THE ROLE

Head of Human Resources & Organisational Development, Glasgow Kelvin College

09

Team and Service Leadership

- Lead, develop and support the HR & OD team, including specialist organisational development resource through the OD Manager and OD Business Partner, setting clear expectations and ensuring the delivery of a responsive, professional and customer-focused service.
- Develop the capability of HR & OD colleagues and promote effective business partnering with managers across the College.
- Work closely with Equality and Inclusion and Payroll and Management Information to provide an integrated People and Culture service.
- Deputise for the Assistant Principal - People and Culture as required.

Systems and Continuous Improvement

- Use workforce data and management information to identify trends, monitor performance and improve HR & OD delivery.
- Lead improvements to HR systems, processes and ways of working, improving efficiency and the experience of managers and colleagues.
- Lead operational HR projects and service improvement initiatives, managing relevant resources and budgets effectively.

External Liaison and Partnerships

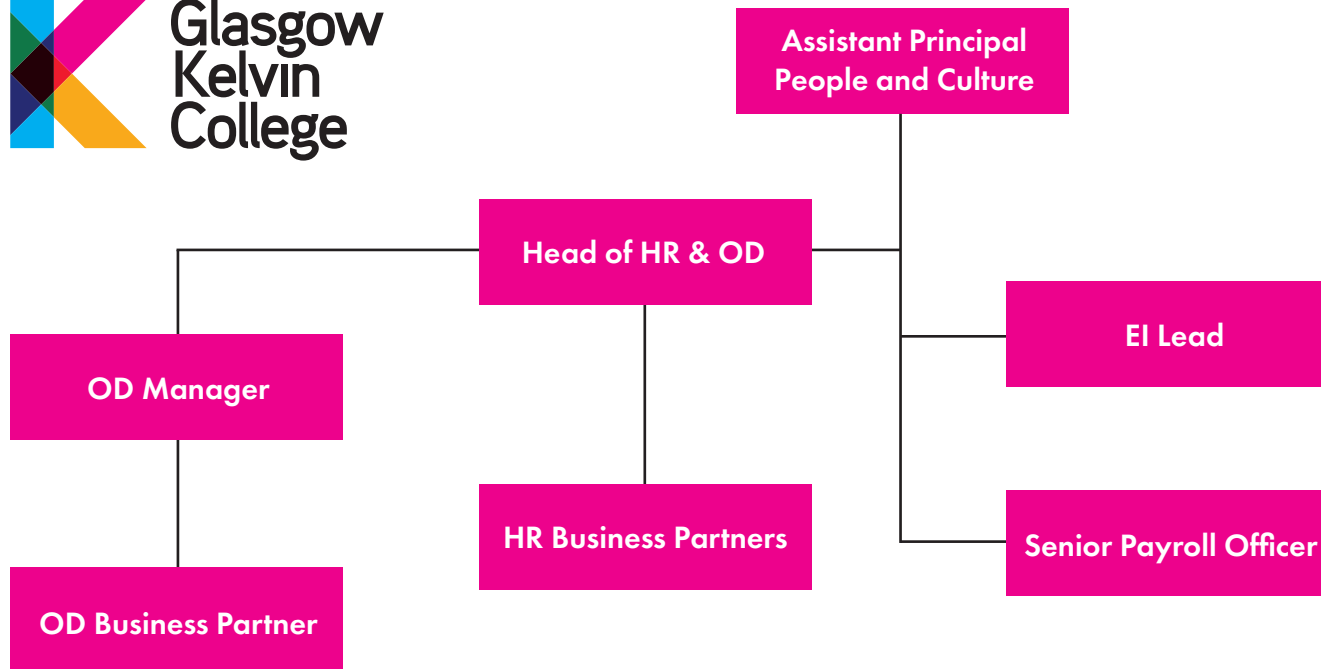
- Liaise and work with internal and external contacts, such as Colleges Employer Scotland, Colleges Development Network, National Equality Network and Glasgow Regional Equality Group.
- Represent the College on operational HR matters with relevant external organisations and professional networks.



THE ROLE

Head of Human Resources & Organisational Development, Glasgow Kelvin College

10



THE PERSON

Head of Human Resources & Organisational Development, Glasgow Kelvin College

An experienced HR & OD leader with the expertise and judgement to deliver an excellent service

We are looking for an accomplished HR and organisational development professional who combines strong technical expertise with excellent leadership, judgement and relationship-building skills.

You will be comfortable operating in a broad and hands-on role, leading a professional team while remaining personally involved in complex employee relations and people management matters. You will build credibility with managers, colleagues and Trade Unions through pragmatic advice, sound judgement and a fair and consistent approach.

You will also bring a genuine commitment to developing people, improving services and creating a positive and inclusive working environment.

Essential Experience and Skills

- Significant experience of leading and delivering high-quality HR & OD services in a complex organisation.
- Strong generalist HR expertise, including complex employee relations, attendance and performance management, resourcing and organisational change.
- Experience of leading, developing and motivating a professional HR and/or OD team.
- Strong knowledge of employment law and contemporary HR practice, with the ability to provide pragmatic and credible professional advice.
- Experience of leading operational HR projects and service improvement initiatives, using data and insight to improve delivery.
- Experience of coaching and supporting managers to strengthen people management capability and performance.
- Experience of working constructively with recognised Trade Unions and

managing sensitive employee relations issues.

- Experience of supporting the delivery of organisational development and learning and development initiatives, alongside employee engagement activity.
- Ability to use workforce data and management information to improve decision-making and service delivery.
- Excellent communication and relationship-building skills, with the confidence to influence and challenge appropriately at all levels.
- A demonstrable commitment to equality, diversity, inclusion and employee wellbeing.
- Resilience, sound judgement and the ability to manage competing priorities within a busy and changing environment.
- Evidence of continuing professional development.

Desirable

- Experience within further education, the wider education sector or another complex public service environment.
- Experience of supporting significant organisational or cultural change.
- Experience in developing and delivering health and wellbeing initiatives for the benefit of the organisation.

Qualifications

Essential:

- Qualified to degree level and possess an HRM (SCQF 10) qualification or equivalent level of experience as an alternative to formal qualifications.
- Chartered Membership of the CIPD.
- Evidence of continuing professional development.

Desirable:

- Recognised mediation qualification.

CONDITIONS & REMUNERATION

Head of Human Resources & Organisational Development, Glasgow Kelvin College

Salary £63,163 - £68,601

Place of Work: On site at the College campuses as appropriate. Some hybrid working may be considered.

Other Benefits

- You are encouraged to join (or remain) with the Local Government Pension Scheme. The College is a member of the Strathclyde Pension Scheme. The Scheme changed from a final salary scheme to a career average scheme on 1 April 2015.
- Annual Leave and Public Holidays - 45 days (inclusive of 12 days fixed public holiday). Two-week closure over the festive period supported by 6 days leave from the 45 days entitlement.
- Access to an extensive range of staff development opportunities and events to support you in your role, helping you reach your full potential and plan for your future.
- Employee Assistance Programme - 24-hour service that supports your health and wellbeing and that of your family.
- Family Friendly and Flexible Working Policy - access to flexible working, maternity leave, parental leave, paternity leave, adoption leave and other paid leave to support you and your loved ones.

Timescales

- Closing date for applications: midnight Sunday 25 October 2026
- Interviews: Monday 16 November 2026



HOW TO APPLY

To apply for the post, please send a tailored CV and covering letter to
ScotlandExecutive@LHH.com

Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact Fizza Islam, LHH on **+44 (0)141 220 6460** or email the above address.

Equality, Diversity and Inclusion (EDI) is an important priority for Glasgow Kelvin College. We encourage applications from people from all backgrounds and are committed to creating an inclusive environment in which everyone feels valued and has a sense of belonging. We continually review our approach to equality and diversity in recruitment and would be grateful if you could complete an Equalities Monitoring Form.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.



**LHH Recruitment is Scotland's leading Executive Search team.
We connect Scotland's top businesses with exceptional candidates –
and we do it really well.**

We count innovators, creatives and leaders among the professionals we work with, and our clients and candidates span a diverse range of sectors and functions. From procurement and supply chain, medical, engineering, project management, accountancy, legal, transport and business transformation, to banking, the arts, government, technology, marketing and communications, not-for-profit and HR, our expertise is wide-reaching and our reach unparalleled.

We pride ourselves on our ability to give clients and candidates a competitive edge while making the recruitment process smooth, straightforward and – dare we say it – enjoyable. Whether you're taking the next step on the career ladder or building a bespoke and targeted recruitment strategy, our Scottish team will work hard to deliver a first-class service that meets your exact requirements.

LHH Recruitment is the Professional Services and Executive Search arm of Adecco, a Fortune 500 business headquartered in Zurich and the world's largest human resource consulting and recruitment company. This means we have national and international networks at our fingertips to help clients and candidates make the right connections.

Your time is precious. Let us do the legwork for you.

www.lhh.com

LHH





Thank you for your interest and support
of Glasgow Kelvin College

www.glasgowkelvin.ac.uk