

Direct Line: 0161 275 2045
Ref: ASM/BM/ref/o'toole
Date: 4 May 2005

To whom it may concern

Dear Sir or Madam

Shane O'Toole has been employed at the University since January 2004 in the following capacities:

- i. from January to December 2004 as a Human Resources Officer;
and
- ii. from January 2005 to date as a Job Analyst.

Copies of job descriptions for both posts are attached.

Shane's time as a Human Resources Officer was marked by a rapid period of change as preparations were made for the merger of the former University of Manchester with UMIST in October 2004. Shane's work in this capacity had two facets:

- i. backfilling for permanent HR colleagues who were spending most of their time on merger related work;
- ii. providing support to the Students' Union as an independent employer in the merger of the institutions' unions.


The former activity required Shane to work on issues across both institutions with a significant component of casework such as absence management, ill health, grievance and disciplinary cases. This exposed him to dealings with a wide variety of staff from across the organisations, and all campus trade unions. In this role Shane contributed to the resolution of a number of issues. Both activities demanded a focused and sophisticated approach to employee relations issues with a high level of political acumen and an ability to adapt to the various sub-cultures in existence.

The Role Analyst job is part of a team created to assist with the introduction of a new pay and grading system. Shane was trained in the Higher Education Role Analysis (HERA) Job Evaluation Scheme and has been required to interview staff and assess jobs using this methodology.

In both roles Shane has shown a conscientious and serious minded approach to his work. His attendance has been exemplary and Shane has the ability to get on with colleagues, staff and trade unions in any situation even where conflict is normally a feature.

Please do not hesitate to contact me should you require any additional information.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Andrew Mullen', written in a cursive style.

Andrew Mullen
Head of Faculty Human Resources &
Assistant Director of HR