

## Head of HR Operations

### Role Summary:

The role holder will be responsible for the delivery of effective generalist HR services across the University. This will include HR partnering; reward including payroll and pensions; recruitment; workforce planning; policy; employee relations; HR systems; legal compliance including visa and immigration; as well as case management.

The Head of HR Operations will work closely with the Senior Leadership Team to ensure that the people strategy supports the delivery of the University's strategic goals. They will provide advice, support and effective challenge to ensure Edinburgh Napier is great place to work and provides opportunities to allow staff to progress their career.

Frequent and thorough workforce planning will help to ensure that Edinburgh Napier has the correct skills in place to successfully deliver its objectives. Attracting and nurturing talent as well as supporting a culture of regular performance and development conversations will ensure that Edinburgh Napier grows its academic reputation and supports the career aspirations of colleagues.

Effective policies and regular engagement with the trade union will help to ensure positive employee relations. The provision of customer focused HR services will ensure queries and cases are resolved quickly and effectively. The Head of HR Operations will regularly seek out feedback to explore how the service can be improved to ensure it consistently exceeds expectations.

### Your Team:

Reporting to the Director of People and Services, the Head of HR Operations will line manage a team of HR Partners; the Head of Reward; Senior HR Partner and the Talent and Resourcing Manager.

The Head of HR Operations will work with their direct team to ensure that they display the Edinburgh Napier values and leadership behaviours to ensure a highly engaged and productive team.

There are approximately 29 people within the HR Operations team.

### The Role:

- To make a significant contribution to the achievement of the People Strategy and University Strategy by ensuring all functions within the HR Operations Team are effective and efficient and that resources are allocated accordingly.
- Drive the strategic direction of the team, maintain a professional and proactive service which promotes and supports best practice in the provision of HR services; organisational design; workforce planning; culture change; effective employee relations; and the creation of high performing teams.
- To consider future ways of working which support successful delivery of outcomes as well as supporting staff with flexible working opportunities.
- Lead employee relations and the strategic direction of the trade union relationship. Play an active role in consultation and negotiation of strategic change.
- Support leaders and the HR Operations Team in assessing and managing risk of complex employee relations cases and the application of employment legislation.
- Lead the development of policies and procedures to ensure Edinburgh Napier is fully compliant with UK employment legislation and that line managers are fully equipped to deal with issues effectively and in a timely manner.
- Collaborate with the business to fully understand the key performance issues, objectives and drivers that Edinburgh Napier will face both now and in the future.
- Support and design activities and interventions to develop and support organisational culture.

- Champion change including the streamlining/improvement of all HR transactional processes to align the HR service more effectively with business needs to ensure that they deliver a highly efficient and effective HR Service.
- Recommend and deliver strategies for reward ensuring that they reflect the direction of the University as a 'great place to work' to enable us to recruit, retain and reward people who can achieve excellence. Develop a reward strategy which reflects staff preferences and feedback, ensuring staff feel recognised and appropriately compensated for the work they do whilst being financially viable.
- Play a key role in the development of the HR & Payroll System including directing developments for reporting functionality to provide value-add, high quality management information and systems to support workforce planning.
- Identify high performing individuals and potential talent through effective workforce planning and develop strategies to ensure that they are given the right opportunities and support to fulfil their potential.
- Develop the University's talent strategy; ensuring that all supporting processes and plans support the aim of being the home for top talent.
- Lead the recruitment team to develop and implement recruitment tools which will support managers to make the best possible appointments. Ensure all recruitment activity supports our inclusion agenda and encourages a diverse field of applicants.
- In collaboration with senior leaders and colleagues across the University, support the achievement of the University's strategy ensuring effective integration and alignment of HR strategies with other deliverables.
- Support each School or Professional Services function with the development of their vision and strategic direction and ensure that this is fully embedded within the relevant function.
- Develop a coherent plan to address any areas of employee dissatisfaction within the Schools/Professional Services and strive for top quartile engagement results.
- Strive to ensure that the Senior Leadership Team is operating as a high performing team and working together to meet the group's objectives. Act as a coach and confidante to all senior leaders. Ensure that you and your team support their development and challenge thinking to encourage high performing effective leaders.
- Develop a plan to support the development of academic reputation and enhance student satisfaction across the University.
- Establish a performance culture by ensuring that any performance issues are addressed in a timely manner and that the School/Professional services function has the right leadership behaviours and skills to successfully achieve their vision.
- Support the development of our international strategy by providing HR expertise and guidance on the best fit organisational model.
- The HR Operations Team may undertake project work in support of the broader HR team and this should be successfully project managed to ensure that business benefits are realised and projects are delivered on time and on budget.
- Ensure all projects encourage a diverse workforce and that we proactively remove barriers to entry, to foster a diverse culture.
- The Head of HR Operations will work closely with the Head of Capability and Engagement and will act as a deputy to the Director of People & Services as and when required.

**The Individual:**

- Degree and CIPD qualification with evidence of ongoing professional development.
- Strong generalist HR background within academia or industry at a senior level.
- Confident in all aspects of HR and strong grounding in employment law including experience of providing complex HR advice
- Commercially minded with the ability to ensure that decisions are based on value and robust analysis.



- Experience of working in a customer focused environment and a passion for delivering excellent customer service.
- Management experience at both strategic and implementation levels including leading, engaging and developing a team of professional staff.
- Knowledge and understanding of talent, reward & performance management practices.
- Significant experience in leading and delivering organisational design and strategic change management programmes.
- Experience of diagnosing capability gaps and developing learning and development initiatives to address such gaps.
- Experience of writing and managing papers/ proposals or strategies for high level boards or committees.
- Experience of developing and implementing policy within a large organisation and experience of engaging diverse groups in changes to existing processes and procedures including consultation/negotiation with trade unions.
- Budget management experience.
- Experience of working with and influencing senior management.
- Strong organisation skills, project management skills and ability to manage multiple priorities.
- Ability to analyse, develop and implement strategy.
- Ability to set clear objectives and ensure performance against these.
- Ability to use effective leadership and management skills to empower and motivate staff to deliver a high-performance culture.
- An empathy with and understanding of the key challenges facing the University.
- Desire to work as part of a bigger team who work together to achieve broader team goals.
- Passion to develop the culture of the University and ensure that it is seen and felt to be a great place to work by all employees.
- Ability to provide leadership and motivate staff at all levels building engagement with the people strategy.
- Ability to be decisive and display excellent time management skills.
- Excellent oral and written communications skills.
- Strong interpersonal skills combined with resilience.
- Highly developed negotiation and influencing skills.
- High quality written and verbal presentation skills
- Ability to work flexibly and within a fast-paced environment.
- Ability to deputise for the Director of People and Services if required

## **The Edinburgh Napier Leadership Behaviours:**

These are standard leadership behaviours that we expect all of our senior leaders to demonstrate so are not specific to this role.

### **Leading by Example**

- Set and share a 'big picture' vision to support the communication of the University strategy
- Bold, inventive and courageous
- Bring the what, why and how to life
- Inspire others by sharing your ambition and demonstrating wisdom
- Do what you say you will (or explain why not)
- Lead and positively represent the University inside and outside
- Enhance University's reputation by ensuring ongoing focus on student needs
- Create and maintain an inclusive culture across the University

### **Championing Change**

- Accountable for delivering benefits of change strategy / initiatives
- Demonstrate agility, resilience and pace when going through change
- Ensure that all changes are consistent with University strategy
- Champion and positively communicate a compelling need for transformational and operational change across the University
- Evaluate impact of change using return on investment / benefits

### **Effective Communication**

- Role model energy, enthusiasm and commitment to the University through communications
- Use effective communication to gain commitment and buy-in to University strategy
- Develop and implement effective University-wide communication in challenging times
- Champion employee engagement initiatives across the University
- Communicate and celebrate success

### **Delivering Successful Outcomes**

- Demonstrate and encourage the identification of creative and innovative opportunities for the University
- Champion and implement a continuous high-performance culture across the University, throughout all aspects of team management

### **Working Collaboratively**

- Champion collaborative and partnership working across the University and other industries
- Generate cross-disciplinary and strategic partnerships
- Share learnings with students and other customers as well as from them across the University
- Drive the exchange of best practice thinking, establishing strong external and international partnerships that contribute to University success
- Influence sector changing/leading work

### **Analysis and Problem Solving**

- Focus and prioritise based on what matters to the University
- Initiate new and original approaches to managing projects and delivering University strategy
- Identify and resolve complex problems across the University, taking industry insight into account
- See themes and patterns between complex problems and seek appropriate solutions
- Make tough, potentially unpopular decisions for the University when required and have the commitment to follow them through
- Promote sound financial acumen

### **Managing Resources, Performance and Risk**

- Accountable for delivering University objectives and KPIs
- Clarify connection between key messages and strategic objectives at every opportunity

- Proactively manage and build good relationships with internal/external stakeholders to provide opportunities/ support for future growth
- Monitor team, departmental and University performance, seeking ways to improve or address issues as they arise

**Continuous Personal Development**

- Manage the breadth of University-wide learning needs
- Recognised as a champion for learning whose actions/convictions create the environment to learn and grow.
- Focus on personal development

**Grade & Salary:**

Grade 8

Excellent base salary + benefits

**Location:** Sighthill Campus, Edinburgh

**Line Manager:** Director of People and Services