

Role profile

Head of HR Operations

Our values:

We are dedicated, respectful, collaborative. We are Milton Keynes City Council.

Service	Finance and Resourcing
Reports to	Chief People Officer
Job family	Strategic Leadership
Grade	M
Political restricted?	N
DBS required?	N
Date	December 2023
JE Code	JE2580

Key deliverables

1	Lead and manage a large team of HR professionals, ensuring their development and performance align with the council's strategic objectives. Creating a responsive, agile operational team, adding value and delivering effective business-focused, and commercially viable solutions, providing expert and pragmatic advice in all areas of HR. Deputise for the Chief People Officer as required.
2	Establish and develop a trusted customer-focused relationship with directors and senior leadership teams of the assigned business areas to support the identification and delivery of service priorities, initiatives and agreed outcomes. Understand the business area's objectives and challenges and enable effective people management solutions through technical expertise, advice and professional, intelligent challenge and influencing.
3	Contribute professional expertise to the development and implementation of the Council wide HR People Plan.
4	Line manage, coach and develop a flexible and resilient team of HR professionals, ensuring performance delivery is high-quality and consistent. Ensure that advisors and partners are solution focused and risk is managed in an equitable manner council wide.
5	Provide strategic and operational advice on escalated complex cases, including appeals, work performance, disciplinary, grievance, TUPE, absence management and whistle blowing cases. Be responsible for creating and using metrics and analytics to inform decision-making, identify trends, and measure the effectiveness of HR initiatives and program. Ensure that HR solutions and best practice is applied across all areas of the council.
6	Work closely with Directors and senior managers across various departments, including Adult Social Care, Corporate Areas, Resources, Legal and Democratic Services, to ensure alignment and cooperation in achieving the council's goals. To encourage council wide collaboration and consistent approach to management.
7	Build effective and constructive working relationships with Trade Union representatives.
8	Work in partnership with managers and other HR professionals to drive organisational change and enable continuous improvement to services. This will include developing and

	implementing a robust talent management strategy to attract, retain, and develop the best talent. This includes overseeing succession planning, and employee development, supported by the L&D Business Partner.
9	To be the Senior HR lead for all corporate areas, taking direct responsibility for all aspects of agency staffing provision. Ensuring compliance with IR35 regulation and employment law.

Within reason these key deliverables may evolve to meet service need and it is expected that you will be flexible and adaptable in your delivery to meet both service and city council wide needs

Essential requirements Key skills, expertise, and qualifications

1	Educated to degree level or equivalent. CIPD qualified to current Level 7 and MCIPD or hold equivalent experience. Considerable demonstrable experience leading a HR team in a complex organisation.
2	Extensive demonstrable HR experience with in-depth knowledge and experience of case work and change management initiatives and evidenced extensive experience of handling employee relation issues in a unionised environment.
3	Extensive demonstrable knowledge of employment law.
4	Demonstrable experience of working with senior managers and in a business partner model.
5	Evidence of being a flexible, highly motivated self-starter, capable of working autonomously and also in a team.
6	Demonstrable influencing skills and ability to positively challenge across all levels of the organisation, particularly at a senior level.
7	Evidence of having excellent communication skills, verbally and in writing combined with strong interpersonal, consultative skills, with the ability to form effective working relationships with a wide range of audiences.

Job family

Strategic Leadership (Grade M)

Colleague expectations

- Be professional at all times
- Work together for the good of the team, city council and local people
- Promote a supportive culture
- Challenge assumptions
- Take ownership
- Be willing to change and do things differently
- Always work in a safe manner

Manager expectations

- Be a role model by displaying positive behaviours at all times
- Make well-considered decisions
- Support, coach and communicate with my team
- Be accountable for my team's performance

The essential characteristic of strategic leadership jobs is that they bear responsibility for the planning and development of the city council's approach to its statutory and elective aims, maximising efficiency, value for money and the quality of service delivery across entire operating functions.

This element of the profile, taken from the job family descriptor for this grade, provides a general understanding of the level of work and demands required.

Role characteristics

At this level job holders report to a Group Head or Director and are responsible for the development and implementation of strategy relating to several services within that group.

Role carry significant responsibilities for finance and a range of other non-financial assets.

Job holders make autonomous decisions and lead the management of change throughout their area of influence within the group.

The knowledge and skills required

Job holders require advanced theoretical knowledge to make appropriate judgements and decisions at this level. In addition, job holders will maintain ongoing professional development and have a thorough understanding of external legislative and societal change, as well as a deep understanding of the city council's operational structures which both support and depend upon the job holder's actions and advice. Roles will be professional experts, providing expert leadership across a number of services.

Thinking, planning and communication

Job holders will use their professional expertise to deal with highly complex, pressing issues including change initiatives and risk management across a range of services. They will also look well ahead and take a long-term, strategic view of their project and service delivery objectives over several years into the future, shaping their service's composition, approach and operating procedures in accordance with wider goals mandated by group management.

The information exchanged at this level will be routinely complex, contentious in nature and/or highly significant to the city council's reputation. Job holders will have additional demands placed upon them by the need to persuade others to adopt courses of action they may not otherwise wish to take, based on evidence based and reasoned argument. This will occur in written interactions but can also be the case in face to face verbal exchanges where job holders will advocate the city council's position in response to opposing opinion in a formal or informal setting.

Decision making and innovation

The limitations to job holders' decision making will be only the broad policy and practice guidelines that exist at both a corporate and even national/professional level. At this level of autonomy, job holders will be the final arbiter of many escalated technical and professional disputes and problems. They will report to a Group Head or Director and will devise and implement strategic plans and policy in relation to several service areas.

Areas of responsibility

With a diverse range of jobs being represented at this level, the precise blend of responsibilities for which the job holder is accountable will depend upon the service in which they operate.

Roles will focus on the needs of external service users or partners and will be responsible for critical day to day decisions with legal and reputational dimensions and the development of directorate level policy and functional procedures.

In addition, such roles are likely to have very high levels of responsibility for such elements as finance (very substantial budget management), information assets (council-wide systems) or premises (of extremely high value and critical operational importance).

Job holders will have full line management responsibility over several service areas, each with their own full management structure and featuring highly diverse specialties and employee profiles.

Impacts and demands

The combination of both tactical and strategic matters that job holders deal with means that roles are inherently very complex, demanding of particularly lengthy periods of concentrated mental attention while also managing very high levels of work-related pressure from deadlines, interruptions or conflicting demands.

At this level, tasks and duties will be generally carried out in a sedentary position but there will always be a requirement for standing and walking from time to time, and the occasional need to lift or carry items.

Job holders will not be required to develop and maintain working relationships with people who, through their circumstances or behaviour, place particular emotional demands on the job holder.

Job holders at this level will find themselves very occasionally exposed to some disagreeable, unpleasant or hazardous working conditions.