**JOB DESCRIPTION**

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Head of Operations</th>
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<tbody>
<tr>
<td>Department / Unit:</td>
<td>School of Management</td>
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<tr>
<td>Grade:</td>
<td>8</td>
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<tr>
<td>Accountable to:</td>
<td>Head of School</td>
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<td>Accountable for:</td>
<td>8 direct reports – 28 FTE</td>
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**Purpose of the Post**

Among the key issues for which the School Manager is responsible are:

- To determine and review the School’s support strategy for Teaching and Research, developing and evolving administrative policies and procedures and implementing those already established;
- Strategic oversight of the operations of the School, in line with the College’s strategic plan;
- Taking the lead and participating in key projects delivering School and College objectives and initiatives, including a focus on nonstandard delivery of programmes to protect and enhance high income streams abroad;
- The effective deployment and strategic coordination of professional service staff within the School;
- Oversight of collaboration between the School and a range of central services.

**Key Tasks**

**Strategic development and planning**

To advise and assist the Head of School in identifying short, medium and long term strategic objectives and priorities, and provide background data as appropriate to support decision making processes.

- Work in partnership with the Head of School by providing the highest level of knowledge and understanding of the School’s business.
- Develop and maintain effective working relationships with key senior internal and external partners.
- Carry out critical analysis of relevant data and management information to inform decision making processes.

**Operational Management and Services**

Oversee all direct staff reports, providing guidance and solutions to fit the needs of the School and maintain the reputation of the School and College. The total of direct and indirect staff reporting to the School Manager amount to c.28 professional service staff.
• Lead on inspiring and maintaining a culture of continuous improvement, identifying additional service requirements and enhancement or service shortfalls and, design and manage the delivery of innovative solutions to maximise service quality, efficiency and continuity and shortfalls
• Develop and coordinate the workload models for academic teaching staff, identifying areas for additional teaching support, and advising the Head of School on, and implementing, recruitment strategies to meet these needs.
• Oversee the management of the Schools space and take responsibility for determining space requirements.
• Lead and manage any ad-hoc or planned projects which may arise with respect to the strategic and/or operational needs of the School.
• Develop and oversee the adaptation for scale of College's administrative policies and processes to improve and enhance the academic experience for students.
• Oversee and develop the implementation of UKVI regulations on student attendance and monitoring.
• Set service standards, ensuring that there are effective processes in place to ensure standards are met.

Staff Management
• Provide strategic advice to the Head of School on, and manage administrative elements of, the employment relationships within the School including, but not limited to, recruitment, development, employee relations, reasonable adjustment and performance management. For professional services staff in the School, manage all elements and stages of these processes.
• Design and implement an organization structure for the School's professional services staff to ensure the most effective deployment of these staff to cover the complex administrative requirements of the School.
• Provide high level professional leadership to support colleagues with ensuring that all staff are effectively managed and motivated, and have opportunities for development.
• Provides high level critical insight to formal staff disciplinary cases as appropriate
• To ensure compliance with Royal Holloway policies and procedures
• Takes full responsibility for managing and overseeing contractual and other employment-related issues for non-standard academic teaching and research staff, including undertaking several elements of performance management.
• Ensure that there is an effective professional development and training programme for all staff to meet the business needs of the School and the wider College, including opportunities for secondment to encourage personal development.
• Design and support the development plan of talented high performing staff as well as staff who are underperforming within the School's professional services, taking overall responsibility for effective people management. This includes but is not limited to coaching, mentoring, training and knowledge transfer.

Finance
Working with the Head of School contribute to the management of the operating budget for the School's professional and central administration budget, ensuring the effective deployment of financial resources (c.220k). Identify areas where additional financial resources are required to address the changing HE environment and recognise changing criteria of external bodies where they have oversight for Higher Education Institutions and Management education.
• Undertake high level responsibility for analysis of data, to help direct and determine the School's strategy for admissions, conversion and recruitment.
Any other duties as required by the Head of School.

As the needs of the College change so the above job profile, duties and location of the role within the College will be adjusted accordingly.

Other Duties

The duties listed are not exhaustive and may be varied from time to time as dictated by the changing needs of the College. The post holder will be expected to undertake other duties as appropriate and as requested by his/her manager.

The post holder may be required to work at any of the locations at which the business of Royal Holloway is conducted.