



Role Profile

Role Details			
Role Title	Head of HR Operations	Section	People Services
Division	Support Services	Report To	Director of HR, OD & Training
Grade / Salary	SCP64 – 66 (£86,308-£90,506)	Date Completed	16/01/2026
Company Overview			
<p>City Building provides a range of repairs and maintenance, manufacturing, construction and refurbishment activities for Glasgow City Council and Wheatley Housing Group's citizens and customers as well as other public, private and third sector organisations.</p> <p>City Building operates both the largest construction craft apprenticeship programme in Scotland, and Royal Strathclyde Blindcraft Industries (RSBi), one of the largest supported manufacturing businesses in Europe, around 200 people, more than 50% of whom have a disability.</p> <p>Our accreditations include, ISO45001, ISO 14001 and ISO 9001:2015. We are current recipients of a Queen's Award for Enterprise Promoting Opportunity and Investors in Young People Platinum award. Both these accolades recognise our focus on investing in and growing a skilled staff base.</p>			
Our Values			
Excellence:	to deliver quality in everything we do.		
Honesty:	to be open, honest and transparent with all stakeholders, promoting partnerships and sustainability.		
Trust:	to be trusted by our employees, clients and partners.		
Inclusion:	we are a welcoming, diverse and supportive organisation, that supports all to reach their full potential by building trust.		
Community:	to play an important role in the communities of Glasgow we serve. Providing first class services together with jobs and training opportunities for local people.		
Ambition:	to build a culture of excellence, through continuous improvement to deliver outstanding services for all of our customers. All whilst being an employer of choice within the city providing high quality and skilled jobs		
Our Vision			
Our residents, customers and partners will recognise us as delivering outstanding levels of customer focus, quality and value. We will play a key role in supporting our members to address our common priorities through our unwavering focus on resident/customer			

residents' satisfaction, resident/customer value and resident/customer trust. In doing so we will be recognised by our residents, customers and partners as playing a significant role in making Glasgow a great place to live.

Role Summary

Strategic Leadership and People Strategy

The Head of HR Operations is a key member of the Extended Executive Leadership Team and holds strategic responsibility for ensuring that City Building has a skilled, motivated, and supported workforce capable of delivering high-quality services across both businesses. As the organisational lead for HR Operations, the postholder will shape and drive the delivery of an effective People Strategy, ensuring employment practices are modern, legally compliant, and reflective of our ambition to be an exemplar employer.

Workforce Planning and Employee Lifecycle Leadership

In this senior leadership role, you will provide direction and oversight across all aspects of the employee lifecycle, including resourcing, workforce planning, employee relations, policy development, health and wellbeing, and performance improvement. You will ensure that HR services are forward-looking, customer-focused, and driven by high-quality workforce data, enabling leaders to make informed decisions and respond proactively to changing business needs.

Culture, Change and Continuous Improvement

You will play a critical role in influencing and embedding a positive, inclusive, and high-performance culture across City Building. This includes contributing to organisational change initiatives, supporting service reform and modernisation, and championing continuous improvement across HR processes and wider business practices. Working closely with the Head of OD, Transformation and Training, you will jointly lead on equality matters, advancing our commitment to diversity, inclusion, and reduction of the gender pay gap.

Employee Relations and Trade Union Partnership

Strong and constructive industrial relations form a core element of this role. The postholder will lead effective engagement with trade union partners, ensuring transparency, trust, and early intervention to maintain positive employment relations. You will act as a senior representative for City Building across internal and external forums, presenting key workforce updates, insights, and recommendations on HR performance, strategic risks, and compliance matters.

Governance, Insight and Senior Leadership Contribution

You will represent HR Operations at Committees, Boards, and senior governance meetings, ensuring high-quality reporting and providing assurance on workforce performance and HR standards. This includes leading the development of robust management information, identification of workforce trends, and provision of strategic advice to support both current operations and long-term organisational objectives.

Business-Focused Workforce Solutions

This role requires a forward-thinking HR leader capable of translating complex workforce challenges into practical solutions. You will be instrumental in ensuring the organisation remains resilient and fit for the future through the development of progressive employment practices, effective workforce planning, and a strong focus on continuous service improvement.

At the date of preparation this role profile provides a comprehensive overview of the position. It is not an exhaustive list of all possible duties, and it is recognised that this role may evolve over time. Consequently, this is not a contractual document, and the

post holder will be required to perform any other duties to the equivalent level that are necessary to fulfil the purpose of the job.

Role Outputs

Role Output:	Includes the Requirement to:
Organisational Strategy	<ul style="list-style-type: none"> – Lead the development and implementation of the Human Resource strategy. – Develop, implement and drive strategic workforce planning programmes. – Ensure correct structures are in place to meet current and future organisational demands
Culture and Development	<ul style="list-style-type: none"> – Create and embed a learning culture within City Building, to ensure all staff have the skills and competence to carry out their roles effectively.
Workforce Performance and Delivery	<ul style="list-style-type: none"> – Develop and improve the performance of the workforce, ensuring the provision of accurate workforce data to identify areas where quality and efficiency can be enhanced, working with the management team to interpret and analyse often highly complex, contentious or sensitive data. – Continue to development performance indicators for HR to ensure accurate data is presented at the Executive Leadership Team. – Contribute to the development and implementation of workforce systems including new payroll system – ensuring effective and appropriate reports can be utilised.
Employee Engagement	<ul style="list-style-type: none"> – Develop and implement an ER strategy to enable a positive climate and maintain good working relationships with Trade Unions/ management. – Ensure HR best practice is in place and influence leaders to ensure effective and consistent management of employees through fair and consistent application of policy, employment legislation, case law, advising risk and where organisational development can take place / benefit. – Increase Employee Engagement statistics through value-add HR initiatives.
Decisions & Judgement	<ul style="list-style-type: none"> – Sound decision maker able to work independently. – Responsible for planning and achieving objectives, requiring a high level of expertise, drive and initiative.
Health and Safety	<ul style="list-style-type: none"> – To carry out work in accordance with the Health and Safety at Work Act 1974 – To ensure that all Health and Safety requirements are adhered. – Report all Incidents and Accidents at the earliest opportunity. – Ensure a safe working site at all times. – Ensure wellbeing is a priority.
Compliance with professional, regulatory, statutory, and corporate requirements.	<ul style="list-style-type: none"> – Comply with and implement all City Building Policies and Procedures. – Compliance with all relevant employment legislation – Act ethically and with integrity.
General	<ul style="list-style-type: none"> – Attend all Training, Meetings, Reviews, and Toolbox Talks assigned to your role.

	<ul style="list-style-type: none"> – Complete all compulsory GOLD and Safety Media training for your role. – Establish, develop, and maintain effective working relationships with all work colleagues, clients, and stakeholders.
Key Behaviours and Competencies	
Our Head of HR Operations will demonstrate the following behaviours and competencies:	
Behaviours and Competencies:	Includes the Requirement to:
Leadership & Team Management	<ul style="list-style-type: none"> – Ability to inspire, motivate, and develop a high-performing team. – Skilled in coaching, mentoring, and providing constructive feedback. – Strong delegation and workload management capabilities. – Fosters a collaborative and inclusive team culture focused on internal customer service
Communication	<ul style="list-style-type: none"> – Excellent verbal and written communication skills. – Ability to communicate complex HR concepts clearly to diverse audiences. – Proficient in stakeholder management, including influencing and negotiation. – Active listening and empathetic interpersonal skills
Organisational & Planning Skills	<ul style="list-style-type: none"> – Strong ability to prioritise, plan, and manage multiple concurrent projects. – Detail-oriented with excellent follow-through to ensure deadlines and quality standards are met. – Adept at resource planning and capacity management.
HR Expertise	<ul style="list-style-type: none"> – Knowledgeable of employment laws, regulations, and compliance requirements. – Familiarity with job evaluation methodologies and grading frameworks. – Experience with recruitment workflows and workforce planning.
Analytical & Problem-Solving Skills	<ul style="list-style-type: none"> – Ability to analyse HR data and generate actionable insights. – Skilled in identifying process inefficiencies and recommending improvements. – Proactive in resolving operational challenges and mitigating risks.
Change Management & Continuous Improvement	<ul style="list-style-type: none"> – Open and adaptable to change, leading continuous improvement initiatives. – Ability to manage projects that enhance HR operational effectiveness. – Promotes a culture of innovation and learning within the team.

Customer Focus	<ul style="list-style-type: none"> - Strong commitment to delivering excellent service to internal customers (employees, managers, leadership). - Understands business needs and aligns HR operations accordingly. - Responsive and proactive in addressing stakeholder requirements and concerns.
Ethics & Confidentiality	<ul style="list-style-type: none"> - Maintains the highest level of integrity and confidentiality. - Demonstrates ethical decision-making in all HR activities. - Ensures compliance with company policies and legal requirements.

Person Specification

You will be an experienced senior HR professional with substantial expertise in leading HR Operations within highly unionised and complex organisational environments. You will have a demonstrable track record of successfully managing operational HR functions, applying sound judgement, and delivering high-quality, business-aligned outcomes.

You will be a highly capable leader with proven experience in developing and implementing corporate projects and improvement initiatives that directly support organisational objectives and strategic priorities. Your ability to translate new ideas into practical, value-adding solutions will be a key strength in driving continuous improvement across the organisation.

You will bring extensive experience in financial and resource management, including leading and developing teams, optimising workforce performance, and delivering effective operational management. You will have demonstrable success in workforce planning, employee relations, resource deployment, change management, and modernisation initiatives that enhance productivity and future capability.

You will be an influential communicator with the ability to confidently present ideas, proposals, and recommendations at senior levels. You will apply strong analytical and creative thinking skills, underpinned by a robust understanding of risk management and option appraisal principles. Excellent interpersonal, communication, assessment, and analytical skills are essential, together with the capacity to produce clear, concise, and strategically focused reports.

You will have up-to-date and comprehensive knowledge of employment legislation and HR best practice, adopting an innovative and forward-looking approach to emerging developments. With proven management experience and a strong commitment to personal and team development, you will champion succession planning and talent development to build organisational capacity. As a role model, you will motivate, inspire, and guide your teams to deliver high performance and excellent customer service, ensuring the workforce maintains a strong blend of skills and professional expertise.

You will be fully comfortable operating at Senior Leadership Team level and engaging with the Executive Leadership Team and Boards. A flexible, resilient, and solution-focused approach is essential, alongside a commitment to contributing positively and strategically to the ongoing success and development of the organisation.

Requirements

Qualifications/Licence/Certification/Experience level...

Essential

- CIPD qualified to Chartered Member level.
- Educated to master's degree level in a relevant discipline or equivalent experience.
- Extensive experience of working in a senior HR role in a public sector organisation.

Desirable

- Fellow of CIPD

Interdependencies

- HR and Payroll teams
- Executive/Senior Leadership Team
- Trade Union
- All personnel within City Building, Glasgow City Council, and Wheatley Housing Group

Conditions

Your normal place of work will be 350 Darnick Street, Glasgow G21 4BA, but City Building has the discretion to place you in any establishment within their control.

Your contracted hours of work will be 35 hours per week to be worked to suit the needs of the business.

You will operate at all times within the framework of the LLP terms and conditions and with due regard to all Health and Safety and welfare legislation.