



THE ROYAL COLLEGE OF NURSING OF THE UNITED KINGDOM

JOB DESCRIPTION FORM

Job title: Head of Operations

Department: RCN England, West Midlands Region

Location: RCN Birmingham office with hybrid working

Responsible to: Regional Director

Hours: 35 hours per week

Tenure: Permanent

Grade: D

RCN Purpose:

The RCN is the largest professional association and union of nursing staff and students in the world. The RCN promotes nursing interests, represents, and campaigns on behalf of its members and the people they care for, and is a leading player in the development of nursing policy and practice, and standards of care.

JOB PURPOSE

The Head of Operations is a member of the regional management team and key to managing the overall service delivery of the region and ensuring the effective provision of advice, support and representation to RCN members. Responsible for the line management of Senior RCN Officers and overseeing the work and development for RCN Reps and Activists in the region. The regional management team lead on member and activist recruitment and retention. You will promote integrated working between the professional and trade union elements of RCN work, liaising and working with other RCN staff and departments as appropriate. As an inclusive leader you will role model RCN values and ensure the region works to challenge the discrimination our members experience in the workplace.

KEY RESPONSIBILITIES

Management responsibilities

- With the Regional Director and as part of the Regional Management Team (RMT), responsible for the management of RCN work for both staff and members,

including the production of an Annual Operational Plan and management of the regional budget.

- Deputising when needed for the Regional Director and providing cover for other staff as required.
- Line managing the Senior RCN Officers, ensuring that the RCN Officers are supported and developed through regular one-to-ones and development reviews to deliver work within budget, on time and to the behavioural standard set out within the RCN's core competencies.
- Line managing other officer and lead roles as agreed with the Regional Director.
- Provide guidance, coaching and mentoring to reports and the wider officer team.
- Responsible for managing recruitment and induction to the regional officer team and other roles as required.
- Ensure reports and officer team compliance with RCN policies and GDPR requirements overseeing their implementation and monitoring their outcomes.
- Lead the Senior RCN Officers to ensure both staff and accredited representatives are aware of regional and national developments effecting their employment or professional role.
- Work with Regional Director and as part of RMT on the region's development and performance, producing reports and undertaking analysis to inform decision making.
- Undertake media interviews, keeping members and the public informed of RCN positions on health, social care and employment matters.
- Contribute to RCN England projects and Organisation-wide pieces of work as requested.

Case management

- Responsible for having in place systems for managing and regularly supporting, reviewing, and monitoring the quality, compliance and volume of workload of Senior RCN Officers/RCN Officers, including regular audits.
- Undertake complex case management.
- As a part of RMT identify new ways of working designed to maximise efficiency and increase capacity, identify potential problems in service delivery and to lead on taking action to resolve them.
- Ensure the regional team identify and challenge discrimination in case work.

Membership

- Responsible for ensuring all regional staff implement the recruitment strategy for the region to increase RCN membership locally.
- As part of RMT work with the Regional Learning and Development Facilitator to ensure local Branches and Branch Officers are supported and developed in line with national and regional policy.
- Working with Senior RCN Officers and Regional Learning and Development, facilitators, responsible for ensuring consistent support, development and mentorship of RCN Stewards, Safety Representative and Learning Representatives
- Support local RCN activities and activists and members serving local and national RCN committees etc.
- Participate in membership and activist learning and development programmes in collaboration with other Regional and RCN Institute staff and departments.
- Work with the Learning Development Facilitator to ensure appropriate Learning and Development is requested and planned with the Activist Academy. Ensure appropriate support is given to the Learning Development Facilitator in delivery of respective modules.
- Prepare and present papers to the Regional Board

- Responsible for monitoring and investigating complaints from members within the region, ensuring swift resolution in line with the RCN Complaints Policy and translate any learning from complaints into service developments as necessary.
- Undertake complaint and other investigations relating to other regions or departments as requested.
- Contribute to regional responses to subject access requests.

Strategic

- Working with the Regional Director, RMT and the RCN Regional Board to develop the annual regional operational plan.
- Responsible for ensuring RCN representation in local forums (e.g. social partnership forum) as appropriate.
- Liaise with other professional organisations and Trade Unions on areas of mutual concern or interest.
- With the Regional Director and as a part of the RMT ensure that the RCN can respond effectively to national initiatives affecting the delivery of health and social care.

Performance responsibilities

- Work with the Regional Director to ensure that the region achieves its Key Performance Indicators
- As a part of RMT provide assistance and advice to help ensure that services to members are provided within the allocated regional budget.

Additional responsibilities

- Champion equity, diversity, inclusion and human rights and be responsible for contributing to achieving the commitments set out in the RCN Group equality, diversity and inclusion statement.
- Treat colleagues, members, customers and others with respect in line with our values and Our Respect Charter.
- Maximise all opportunities available to:
 - encourage member recruitment and promote the benefits of joining the RCN
 - promote the RCN as the organisation that represents nurses and nursing, and that promotes excellent in practice and shapes health policies
- Support member ballot and industrial action activities when required.
- Comply with the RCN Data Protection Policy, Retention Schedule and department procedures to ensure personal data is always protected.
- Undertake any other duties as requested in line with the job role.

Job description updated by:
Regional Director
August 2026

PERSON SPECIFICATION

Job title: Head of Operations

Department: RCN England, West Midlands Region

The person specification sets out the essential and desirable criteria required for this role. The selection process will look for evidence that you meet these criteria as well as the core behaviour competencies described further below.

Each criterion is assessed at one or more stage of the process as indicated by a ✓

- **AF (application)** your application needs to address all criteria ✓ in this column
- **A (assessment)** if you're shortlisted you'll do assessments that test these criteria
- **I (interview)** if you're invited to interview you'll be asked questions to assess these criteria

CRITERIA		A/F	A	I
1. Knowledge, Training and Qualifications	Essential			
	• Knowledge of issues affecting nurses, nursing support workers, and health and care	✓	✓	✓
	• Knowledge of contemporary nursing, health and social care policy	✓	✓	✓
	• Knowledge of best practice in relation to employment practices, equity, diversity and inclusion, and human rights	✓	✓	✓
	• Evidence of relevant Continuous Professional Development	✓		✓
	• Ability to develop positive internal and external relationships	✓	✓	✓
	Desirable			
	• Current and active NMC Registration	✓		
	• Management or HR Qualification	✓		
2. Experience	Essential			
	• Significant experience of managing teams and complex services	✓	✓	✓
	• Experience of project/programme management	✓		✓
	• Experience of making a positive contribution to promoting and embedding equity, diversity and inclusion	✓	✓	✓
	• Experience of managing complex investigations	✓		✓
	• Experience of negotiations	✓	✓	✓
3. Skills	Leadership and Change Management			
	• Management and leadership skills	✓	✓	✓

	• An ability to lead and manage successful change	✓		✓
	• Ability to maintain emotional resilience and lead others effectively during periods of pressure or challenge.		✓	✓
	• Ability to delegate appropriately		✓	✓
	Strategic Delivery and Planning			
	• Ability to develop and implement plans and evaluate their success	✓	✓	✓
	• Planning and organisation skills and identify clear measures for progress and success	✓	✓	✓
	Interpersonal Influence & Relationship Management			
	• Ability to work effectively and influence a range of people at different levels	✓	✓	✓
	• Negotiation skills	✓	✓	✓
	• Ability to manage difficult conversations and situations	✓	✓	✓
	Communication & External Engagement			
	• Ability to plan, prepare and deliver presentations to diverse individuals and groups of people	✓	✓	
	• Ability to handle media enquiries and present to media	✓	✓	
4. Other Requirements	Essential			
	• A demonstrated commitment to trade union values and worker rights	✓	✓	✓
	• Strong personal commitment to promoting and embedding equity, diversity and inclusion	✓	✓	✓
	• Ability to travel with occasional overnight stays	✓		✓

The RCN Core Behavioural Competency Framework

informs the key behaviours our employees need to demonstrate in their role and these will be assessed throughout the recruitment and selection process.

Inspire others to greater heights  <i>Be passionate about developing yourself and others and push yourself beyond your comfort zone</i>	Value those around you  <i>Prize diversity and deal fairly and consistently with people while recognising individual differences</i>	Show passion for our services  <i>Have members' and customers' interests at the heart of everything you do and go out of your way to manage and exceed their expectations</i>	Build outstanding relationships  <i>Lead and contribute to your team's success and collaborate with people around you and those beyond your immediate team</i>	Get to the heart of the business  <i>Have the business interests of the RCN at the forefront of all you do and seek out opportunities to develop your business know-how</i>	Stay one step ahead  <i>Be inquisitive, think differently and embrace opportunities for change, helping others to adapt and encouraging new ideas</i>
Use the strengths of those around you to maximum effect	Challenge unacceptable behavior where it exists	Demonstrate pride in the RCN and passion for its services	Understand how your team impacts on others	Learn all aspects of the business with enthusiasm	Improve how things are done
Take personal ownership of all that you do	Treat everyone with respect regardless of their position	Ensure all you do has a benefit to members and customers	Focus on your team's primary goals	See yourself as a shareholder in the RCN	Adapt enthusiastically to change and different ways of working
Persist in the face of difficulties and overcome obstacles	Recognise the benefit of different viewpoints	Empower members and customers to help them become more involved	Share knowledge within your team and across other teams	Generate viable opportunities to help the RCN grow and develop	Tackle unfamiliar situations with confidence
Articulate your views and be open to others' opinions	Communicate openly and actively listen to those around you	Stay calm and focused when dealing with challenging situations	Support and help those around you	Work within tight timescales when needed	Help others to respond positively to change
Coach others and share your expertise	Treat everyone fairly and consistently	Go the extra mile	Demonstrate pride in your team and its work	Prioritise work to respond to urgent needs	Be prepared to do things differently and learn from any mistakes
Trust those around you to do their jobs	Encourage mature discussion of differences	Build strong partnerships with outside agencies	Plan projects to involve key people from the start	Show efficiency and value in your use of resources	Adapt your thinking according to the needs of the situation
Seek feedback and learn from what you hear	Be approachable and give time to others	See a task through to the end	Identify opportunities for cross-team working	Translate plans into realistic targets and objectives	Show positive energy even in times of pressure
Lead by example and act as a role model	Respect individual and cultural differences	See things from the members' and customers' perspectives	Understand your strengths and play to them when you can	Understand the impact of your actions on the business	Keep an open mind and think creatively about problems at work
Empower and develop yourself and those around you	Recognise the impact of your behaviour on those around you	Build rapport with members and customers	Seek expertise from outside the team where necessary	Focus on the purpose of your role	Encourage constructive discussion about change
Speak up if you can see a better way to do things	Seek out stakeholders' views where possible	Keep members and customers informed	Ensure all team members have a meaningful part to play	Concentrate on delivering best value	Show your initiative in all that you do