

## JOB DESCRIPTION

**Job Title:** Head of Operations

**Department:** Mails division

**Location:** Post Office Headquarters, Douglas, Isle of Man

Whilst this is an operational role and an onsite presence is required, elements of the role can be undertaken offsite and therefore this role is included within the working from home and flexible working policy

**Responsible to:** Chief Operating Officer

**Responsible for:** Head of Delivery and Processing & Fleet Manager with their reporting management teams and full and part time staff across four sites – POHQ (Douglas), Northern Delivery Office (Ramsey), Southern Delivery Office (Ballasalla) and Peel Delivery Office.

Additional temporary and casual staff volumes fluctuate during the year due to volume peaks

### Role Purpose Statement

Effectively lead the Mails operational team to efficiently provide line haul and distribution arrangements to/from the Island, collection, delivery and processing of parcels, letters and ancillary postal services for our customers (which are both on and off the Island)

Oversee the planning, development, implementation of the Mails' 5-year strategy and the design and achievement of the annual operating plan in line with the business' strategy

### Dimensions

Divisional costs of circa. £14m

Staff numbers\* – circa. 9 managers, 2 engineers, 200 postal staff across four sites

\*Will fluctuate from time to time. A further team of temporary and casual staff augment the postal team during the year

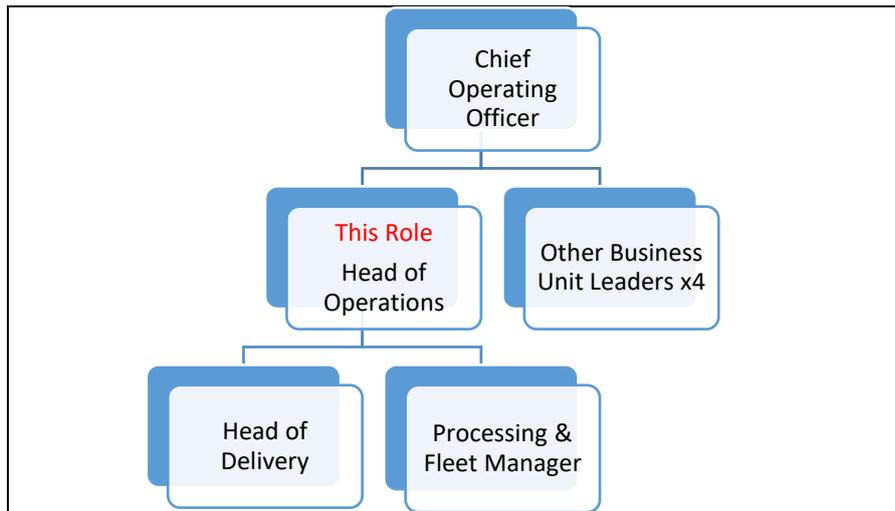
Fleet of circ. 120 vehicles (owned, mixed type vehicles including EV)

Total mail volume – circa. 14.5million (delivered and processed for forwarding)

Building costs and maintenance at POHQ, lease arrangements in place at other three sites

Automation machinery of parcel and letter sorting machines

## Organisation Chart



## Knowledge, Skills & Experience

### **Operational Efficiency**

Experience in the Postal and/or Logistics industry, business, operations management or related field

Experience in meeting targeted throughputs from both letter and parcel automation

Operational excellence, leading large teams across multiple sites and optimising staffing

Extensive financial and volume forecasting experience and data analysis skills with the ability to review and act upon the data to improve quality, forecasting and cost control, production capacity to drive efficiencies and increased profitability

Lean management skills, demonstrating a track record of designing new processes to enhance quality, productivity and continuous improvement

Cost control with a track record of driving efficiencies and productivity

Strategic planning, project delivery oversight (with working knowledge of project methodology and documentation used) and change management

Oversee and develop line haul and distribution arrangements to/from the Island, including the response to changes in postal volumes and supply chain disruptions to minimise customer disruption

Lead the delivery of a Fleet Strategy, transitioning to an electric vehicle fleet and optimising fleet maintenance

### **Leadership**

Experience of leadership and evidence of delivery in operational excellence

Demonstration of the business' values, attitudes and behaviours

Mentoring and developing a team to ensure high performance

Management of numerous key suppliers and partners

Knowledge of compliance, procurement processes and contract management

Negotiations skills

Knowledge of IOMPO policies and procedures

Knowledge of IOM health and safety legislation and business procedures, including dangerous goods restrictions in the post

Working with a unionised workforce, building and maintaining an effective relationship

Management of time and priorities with a varied workload

Media trained to give interviews to local media

Creation of business cases, Executive/Board papers and presentations  
Compliance with appropriate legislation including GDPR and data protection  
Creation of draft responses to Freedom of Information requests, Subject Access Requests, Tynwald and House of Keys questions  
Creation and review of business continuity plans and risk registers

## **Key Result Areas**

**Strategy** – Oversee the planning, development, implementation and achievement of the Mails annual operating plans, created from the business' 5 year rolling strategy  
Ensure division meets all targets set via KPIs, regularly reviewing and re-forecasting, adjusting the operation accordingly

**Logistics** – Maintain effective relationships with line haul and delivery partners, dealing with disruption to the operation, investigating and minimising operational impact to maintain customer SLAs

**Productivity Optimisation** – Analyse productivity data and optimise staffing and production / delivery capacity. Provide staffing and other financial cost forecasting on a quarterly basis for Executive approval

**Management information** – Review monthly data provided to you, acting on it as appropriate introducing corrective measures. Produce a monthly performance report for presentation to the Executive team. The report should include commentary on operational performance, KPI's, costs, updates on progress of projects and operational plan and risks

**Process Improvement** – Continually review and design new processes to enhance quality, productivity, and efficiency to provide operational excellence. Embrace new technologies, staying up to date with the latest logistics technologies and trends to enhance the operation

**Partner relationships** – Ensure quality of service for the delivery and dispatch of mail is achieved in line with agreed delivery partner contracts. Ensure performance to SLAs and KPIs are introduced, constantly monitored and successfully achieved, with corrective measures taken if required. Implement changes to the operation as a result of new business or changing requirements in the most cost effective way, changing resourcing as appropriate

Undertake regular meetings with suppliers to ensure effective relationships and where relevant they are complying with contractual service levels

**Project delivery** – Project sponsor for strategic and revision projects, approving project terms of reference, objectives, timescales and outcomes, ensuring projects are delivered as agreed. Provide input and options into how change can be achieved. Ensure agreed project methodology is used with project resource as applicable

**Effective leadership and people management** - Develop and maintain a high performing mails management team, ensure the management structure is appropriate with relevant training and development plans created, making recommendations to change the structure for line manager approval as required.

Create and implement an appropriate 5-year succession plan to ensure the medium-term staff management matches the delivery of the divisional strategy, review and monitor progress.

Set and review objectives and monthly KPIs to ensure the team are delivering to agreed targets  
Ensure the management team develop talent and utilise effectively the performance management system including appraisals.  
Coach and mentor the team to ensure high performance

**Effective relationship with the recognised unions** – creation and maintenance of an effective relationship with the CWU both locally and nationally. Discuss, negotiate and agree terms to existing/new agreements that are in the best interests of staff and the business. Lead negotiations on changes in working arrangements or terms and conditions (excluding pay/pension)  
Ensure mails management team develop effective communication with postal colleagues and their representatives on day to day issues within the operation and that matters are dealt with at the appropriate level avoiding the need for escalation

**Fleet management** – Ensure delivery of the Business' Fleet Strategy, overseeing the conversion of the diesel fleet to lower emission vehicles over the course of the next five years and reviewing the changing maintenance needs of the entire fleet to ensure optimisation, in addition to providing input into the business' overall green initiatives as appropriate

### **Additional Duties**

Review and agree all support service annual activities via the corporate operating plan including HR requirements, commercial new business targets, marketing activities for the promotion of Mails products and services, IT development and projects and procurement activities are included within the tender plan

Review activities monthly, changing activities as required to ensure successful delivery of your strategy and annual operating plans, ensuring they provide bi-monthly updates for your management performance report to the Executive

Ensure high performance of the management of divisional staff by the mails management team. Oversee overall personnel issues within the department, including recruitment, training, discipline and grievance, ensuring a good working relationship with the HR Business Partnering team and usage as appropriate

**Buildings and maintenance - Renegotiate lease agreements with landlords**

Agree annual programme of works for POHQ building, monitor progress to ensure successful completion

Ensure that all activities comply with health and safety requirements. Create and promote a culture of continuous improvement in health and safety and supporting the ongoing development of safe systems of work at all Mails operational units

Understanding of transportation legislation regarding restricted and prohibited items to ensure mail items are being posted safely. Responsible for ensuring IOMPO remains fully compliant with all Civil Aviation Authority (UK and IOM) requirements including maintaining our regulated agent status with the resubmission and renewal of our regulated agent status with the UK CAA

Customs and Police – maintain effective relationships with both parties, ensuring that IOMPO complies with the agreed Memorandum of Understanding, reviewing periodically

Stay informed of industry challenges, new technologies and opportunities

Provide assistance and support to the Chief Operating Officer as requested

## **Communications and Working Relationships**

This is a senior role within IOMPO, a member of the business unit leadership team it works closely with colleagues at all levels within the business including the Executive and Board

The role has many varied external relationships including customers, delivery partners, suppliers, landlords, IOM Government including the Steam Packet Company, CAA, Small Post & Islands Forum, Postal Committees and other International Posts

Review and approve mails-related press releases and undertake interviews with the local media as required by the business

The role may also be required to respond to Freedom of Information requests, Subject Access Requests, Tywald and House of Keys questions

Communication should be adaptable to relevant situations and audience, decisive and confident decision making, strong and flexible negotiator with high quality presentations and written papers created

## **Scope for Impact**

**Strategy** – Creation and delivery of the Mail's strategy is key to increasing the division's efficiency and thus profitability. This is the business' largest division and has a fundamental impact to the business' overall success and profitability. A clear strategy ensures all stakeholders understand what is required and why and how individual roles fit into this

**Logistics** – Oversee and develop line haul and distribution arrangements to/from the Island, including the response to changes in postal volumes and supply chain disruptions to maintain customer SLAs

**Productivity Optimisation** – Work with data analysts, review data and act upon it, ensuring throughput targets for our sortation machines are achieved, optimise staffing and production capacity to drive efficiencies and increased profitability

**Management information** – Effective review allows the role to make changes, decisions and recommendations to alter all manner of activities within the division. Project sponsor of a key strategy strand of work to ensure delivery of new, enhanced and additional management information ensuring the management team can more effectively manage and monitor staff and supplier performance and take action as necessary to make decisions as appropriate

**Process Improvement** – Using lean management skills to lead the review and design of new processes to enhance quality, productivity, and efficiency to provide operational excellence with agreed annual targets

**Partner relationships** – Effective and strong relationships ensures a smooth running of the division as the business is so reliant on third parties, it ensures business is retained and where appropriate grown. The division is considering where it may be appropriate to outsource activities that are currently done in house to create efficiencies. Ensure any new business won is successfully implemented into the operation. This may require changing working methods, patterns of duty,

increase in resource, providing costs to the commercial team, negotiating with the Communication Workers Union (CWU) to change or introduce agreements

**Project delivery** – project delivery is instrumental to the success of the strategy. The business is changing as the mail mix changes and IOMPO moves to being the Island’s leading parcel delivery business

**Effective leadership and people management** – this is a key area given the size of the workforce in the division and the changing nature of our business and therefore effective management of a large workforce is critical. As volumes and the mix of mail changes, operational revisions will need to be identified, initiated and implemented to ensure resource is matching volume quickly and optimally

This role builds support, relationships and lobbies effectively with colleagues and external partners; consistently succeeds in gaining agreement to proposals; prepares thoroughly for negotiations, meetings and presentations

The role ensure the management team is strong with a good relationship with the HR partnering team. Strong robust succession and training plans need to be developed along with the identification of talent

**Effective relationship with the recognised unions** – another key area, working with the CWU predominantly, to ensure they understand the need for change, obtaining their ideas and suggestions, trialling where appropriate, ensuring successful outcomes to negotiations by discussing, negotiating and agreeing terms to existing/new agreements that are in the best interests of the business and our customers

**Fleet management** – ensure a safe, well maintained and cost effective fleet that meets the needs of the operation. Convert the diesel fleet to lower emission vehicles over the course of the next five years

Consider the changing needs of the business regarding vehicles including size, type and the option of electric vehicles. Provide input into IOMPO’s response to the Isle of Man Government commitment of achieving net-zero emissions by 2050

**Agreement**

Approved by: (line manager)	_____	
Signed:	_____	Date: _____
Agreed by: (post holder)	_____	
Signed:	_____	Date: _____

You are expected to attend all relevant training courses that are deemed necessary for the role in which you are employed.

The above statements are intended to describe the general nature and level of work being performed by the employee undertaking this role. They are not an exhaustive list of all responsibilities, duties, and skills required for the role. Employees may be required to carry out other duties and responsibilities not listed according to the needs of Isle of Man Post Office. This will be subject to consultation with the post holder with as much advance notice as possible.

## Competency levels

The competency levels for this role are:

Competency	Expected Level
<p><b>Leadership &amp; Direction</b> Provides leadership and direction to own area of responsibility. Is a credible leader who motivates staff by providing a clear sense of purpose and direction. Provides a positive role model and instils respect and confidence. Delegates responsibility and authority to operational manager</p>	E
<p><b>Building Partnerships, Communicating &amp; Influencing</b> Communicates clearly and concisely and is effective in communicating with colleagues at all levels. Prepares thoroughly and puts forward balanced proposals highlighting costs and risks as well as the benefits; a flexible negotiator who is adept at finding 'win-win' solutions</p>	D
<p><b>Achieving Results</b> Plays an active role in developing and successfully implementing the business plans Manages own time effectively, prioritising and focusing on key tasks. Solves non-routine or complex problems using specialist/professional knowledge Makes timely logical and thought through decisions</p>	D
<p><b>Delivering a quality service: Treating customers and customer service as top priority</b> Shows a passion for providing excellent service to internal and external customers; sets standards for the Division/Department and high expectations of work from themselves and colleagues; communicates strong expectations for the improvement of service delivery; reviews benefits, costs and value for money and encourages colleagues to look for ways to improve performance</p>	D
<p><b>Development &amp; Adaptability</b> Is positive towards change and leads the change process within the organisation; quick to respond to corporate initiatives and help others to understand the rationale and benefits; identifies new ideas and opportunities to improve services and efficiency; identifies development opportunities for individuals and teams within own area of responsibility and is actively involved in their development; applies specialist knowledge and skills, rapidly absorbing new specialist information and taking steps to stay abreast of specialist developments in their field</p>	E
<p><b>Personal Management</b> Demonstrates clear and sustained drive and determination to deliver and to succeed. Able to cope with difficulty and frustration and remain committed and positive. Calm and confident under pressure</p>	D

## PERSON SPECIFICATION

Role: Head of Operations		
Attributes	Essential/Desirable	Method of Assessment
<b>Qualifications</b> <ul style="list-style-type: none"> <li>Degree and/or proven experience at a senior level in Logistics/ Business/ Operations Management or similar</li> </ul>	Essential	Application Form/Pre-Employment Checks/Interview
<b>Experience</b> <ul style="list-style-type: none"> <li>Proven experience in leading delivery of operation excellence</li> <li>Demonstrable track record for reducing costs/driving productivity &amp; efficiencies</li> <li>Versed in Innovation and Implementation of new technologies/automation</li> <li>Successful leadership of managing &amp; motivating a large operation team across multiple sites</li> </ul>	Essential Essential Essential Essential	CV/Interview CV/Interview CV/Interview CV/Interview
<b>Knowledge &amp; Skills</b> <ul style="list-style-type: none"> <li>Strategic planning/identification &amp; implementation of best practices</li> <li>Proficiency in financial planning, forecasting and analysis</li> <li>Change delivery</li> <li>Communication &amp; Motivation</li> </ul>	Essential Essential Essential Essential	CV/Interview CV/Interview CV/Interview CV/Interview
<b>Personal Attributes</b> <ul style="list-style-type: none"> <li>Self-motivated</li> <li>Resilient</li> <li>Versatile</li> <li>Confident Influencer</li> </ul>	Essential Essential Essential Essential	Interview Interview Interview Interview
<b>Circumstances</b>  Isle of Man Worker Satisfactory Police Check	Desirable/Not Essential Essential	Application Form/Pre Employment Checks Pre-Employment Checks