

Assistant Director of Organisational Development JD, No banding

JOB TITLE: Assistant Director of Organisational Development

BAND: TBA

BASE: **XX**

RESPONSIBLE TO: Deputy Director of HR and OD

ACCOUNTABLE TO: Deputy Director of HR and OD

JOB SUMMARY

To lead, develop and implement relevant organisational development strategies and business plans to meet the needs of United Lincolnshire Hospitals NHS Trust.

Working with the Deputy Director of HR & OD, the Director of HR & OD, the Executive Board and Senior Managers, the post holder will provide highly specialised organisational development advice across all strategic change initiatives and provide line management to the OD team. This role acts as direct support to the Deputy Director of HR & OD and Executive Board in enabling the workforce to deliver strategic goals.

To develop an organisational development strategy for the Trust which supports the achievement of corporate objectives and ensures the integration of strategies to deliver staff development, equality and diversity and performance management.

To plan and facilitate transformational change in the way that people are managed within the Trust.

To lead an organisational approach to leadership & development, ensuring that wherever possible the leadership development needs and implications for the workforce are taken into account when the Trust agrees its objectives, in relation to service developments, modernisation of working practices, major policy initiatives etc.

To lead the design and implementation of organisational development strategies and plans to ensure comprehensive clinical, cultural and leadership development and skills development across all parts of the Trust.

To develop a strategy for effective employee engagement, across all staff groups ensuring regular upward feedback and acting upon the results.

To act as principal advisor on relevant aspects of organisational development and hold delegated responsibility for leading the OD function.

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To design and implement strategies and plans to enable the organisation to develop a culture of responsibility, accountability, performance and service improvement

1 DUTIES AND KEY RESPONSIBILITIES

1.1 Lead the development of the Organisational Development and employee engagement strategies and services, including the engagement of stakeholders to establish organisational development priorities. The post holder will work with all Directors, Senior Clinicians and managers in the delivery of the organisational development strategy.

1.2 Develop an annual, agreed Organisational Development Plan to support the Trust's objectives and respond to needs arising from appraisal, to include reviewing and evaluating the outcomes.

1.3 Lead the development and delivery of leadership and management training at all levels including the Executive Board, and ensure that effective people management skills are a priority for management development.

1.4 Commission leadership programmes as appropriate from external partners and ensure effective delivery and alignment with organisational values and behaviours

1.5 Ensure that OD interventions enable the delivery the high standards of patient care

1.6 Explore opportunities to strengthen the patient voice in all OD and leadership development activities

1.7 Provide strong leadership, operational management and strategic direction for the Organisational Development function, ensuring an efficient and effective service to all employees, including establishing systems to monitor the effectiveness of service delivery.

1.8 Set the strategic direction for employee wellbeing and employee engagement within the organisation, including developing a strategy for effective employee engagement, across all staff groups, including medical staff engagement, ensuring regular upward feedback and acting upon the results.

1.9 Communicate complex and sensitive information regarding development and people management issues.

1.10 Manage the annual staff survey, analyse results and develop a coherent action plan which is monitored and regularly updated in line with internal and external reporting requirements

1.11 Contribute to a dynamic organisational culture where effective performance management delivers improved performance and improved services focussed upon the needs of patients.

1.12 Manage the Organisational Development budget to ensure the delivery of financial targets, identifying new funding opportunities where appropriate and ensuring a value for money service.

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1.13 Commission and manage the contracts of any external Consultants used by the Trust to provide specialist advice.

1.14 Agree with the Deputy Director of HR & OD/Director of HR & OD on the papers to be presented to the Executive and Trust Board. Undertake delegated project work on behalf of, and within timescales agreed with the Deputy Director of HR & OD, including attendance at Board level meetings as required.

1.15 Lead on the development of progressive OD related policies and tools to help align the workforce to corporate strategy.

1.16 Work closely with the Deputy Director of HR and other senior managers within HR to ensure that an integrated organisational development and HR approach is developed and delivered for the Trust.

1.17 Support the effective implementation of listening and engagement strategy ensuring that the OD agenda is aligned with and supportive.

1.18 Develop and implement a new, simple combined appraisal and performance/talent management system that will apply to every member of staff based around organisational performance requirements and values and behaviours

1.19 Implement 360 degree appraisal linked to organisational values and behaviours

1.20 Work with senior colleagues to ensure that organisational values and behaviours are fully embedded into the employee lifecycle

1.21 Act as a coach and/mentor to support the development of colleagues within the organisation.

1.22 Ability to be seen as a confident and competent leader of the OD team and highly skilled workforce development professional.

1.23 Requirement to manage highly complex and confidential workforce issues at a senior management level e.g. change management, workforce development strategies, employee relations. Requires highly developed written and verbal communication skills

2 SKILLS REQUIRED TO DELIVER THE REQUIRMENTS OF THIS POST

2.1 Analytical and judgement skills

Financial and activity reports will require highly complex level of analysis and interpretation. Ability to interpret and initiate local plans to implement national and local strategies where little precedent exists or options conflict.

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2.2 Planning and organisational skills

Ability to create an Organisational development vision, long term sustainable strategy and operational implementation plan to enable delivery of high quality healthcare through skilled individuals.

Ability to plan and co-ordinate a broad range of activities, including multiple short and long term projects in line with organisational initiatives.

Planning periods from 1 – 5+ years.

2.3 Physical skills

Advanced keyboard skills including word processing, spreadsheets, database and PowerPoint.

Ability to travel extensively throughout Lincolnshire and to regional/national meetings on a regular basis.

3. RESPONSIBILITIES OF THE POSTHOLDER

3.1 Responsibility for direct/indirect patient care

Incidental direct contact with patients.

3.2 Responsibility for service development

Manage client service developments, ensuring the individual/organisational learning needs of staff are identified and resourced.

Manage organisational development data and knowledge, and enable effective monitoring and risk management associated with mandatory training compliance

Manage client negotiations, and organisational change and development programmes.

Develop and review OD strategies/policies

3.3 Responsibility for financial and physical resources

Manage pay/non-pay budget for Organisational Development.

Ability to negotiate service level agreements (where applicable), associated budgets and manage external funding contracts.

Identify new funding opportunities when appropriate and ensuring a value for money service.

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3.4 Responsibility for human resources

Manages the Organisational Development team, including direct line manager for senior team members.

Delivery of training for HR, leadership development, change management, and other training delivery as required.

Required to deliver presentations to all staff including board members on complex and highly sensitive workforce issues.

Responsible for interpreting legislation and policy and developing OD Strategy.

3.5 Responsibility for information resources

Liaise with HR information manager on ESR, and agree ways of capturing data for OD purposes , including reporting of gaps in provision, equality of access and compliance with external audit bodies.

Use PowerPoint and other software to produce high quality marketing/publicity material.

3.6 Responsibilities for research and development

Support the development of the Trust approach to implementing national initiatives e.g. Talent Management & Succession Planning, to ensure appropriate provision of learning and development needs.

Develop own practice by actively participating in CPD.

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Person Specification

	Essential	Desirable
Experience	<ul style="list-style-type: none"> • Demonstrable practical experience in Organisational Development strategic development and programme management at a senior management level • Proven practical experience of delivering Organisational Development initiatives and processes to improve organisation effectiveness. This will include extensive experience of the diagnosis, design, delivery and evaluation of reactive (crisis) OD interventions aimed at intervening within an environment which has become dysfunctional • Experience of managing a diverse, multi-site team, including performance management. • Experience of managing a budget 	<ul style="list-style-type: none"> • Previous experience within the NHS or other public sector • Experience of managing an occupational health service.
Qualifications	<ul style="list-style-type: none"> • Educated to masters level 	<ul style="list-style-type: none"> • MCIPD
Skills and knowledge	<ul style="list-style-type: none"> • Substantial knowledge of organisational development and change management • Strategic comprehension – ability to understand the strategic implications of decisions across Trust and sector • Ability to develop an OD vision and to clearly demonstrate how that vision can be implemented. • Ability to lead others to plan ahead, scan the horizon, develop work plans and manage multiple priorities in a logical and calm manner. • Leadership and influencing skills with a range of stakeholders including Board level • Ability to positively champion and facilitate change and proactively seek to remove obstacles that stand in the way of progress. • Highly developed interpersonal and communication skills both written and verbal, including presentation, negotiation, influencing and assertiveness • Ability to facilitate senior management learning and development. • Ability to demonstrate a clear understanding of evaluation techniques • Ability to work under pressure, manage high workloads and achieve high quality outcomes 	<ul style="list-style-type: none"> • Knowledge of current NHS agenda • Highly developed programme/project management skills that identify clear outcomes, resources required etc.