

Head of Organisational Development and Learning JD, Not banded

<b>JOB TITLE:</b>	Head of Organisational Development and Learning
<b>BAND:</b>	TBA
<b>BASE:</b>	<b>XX</b>
<b>RESPONSIBLE TO:</b>	Director Human Resources & Organisational Development
<b>ACCOUNTABLE TO:</b>	Director Human Resources & Organisational Development

## **JOB SUMMARY**

The purpose of this job is to:

Define and implement corporate organizational development (OD) and learning and development (L&D) strategies, plans and policies which are aligned with and facilitate the delivery of the organisation's Strategic Plan.

Provide specialist expertise to the Director HR & OD and the Executive Team in the development of organisational culture, performance management, leadership, employee engagement and all aspects of organisational change and development.

Lead and manage a specialist team of OD and learning practitioners in the development and delivery of aligned programmes, including the provision of team and individual solutions across the organisation aligned with the Strategic Plan.

### **Key Relationships:**

#### **Internal**

- Director HR & OD: - to develop plans, review progress and the performance of the OD & Learning team.
- Chief Executive, Executive Team, Staff Governance Committee, Partnership Forum and Directorate senior management teams – for the purposes of winning agreement to reviews and policies, report progress, working with individual directors and management teams on executive coaching and advising on organisational and learning solutions
- Senior managers:- presenting training, facilitating workshops and leading cross-organisational working groups and action learning sets
- National Leadership Academy —collaborative working on national and local delivery plans
- Performance Improvement Unit —supporting organisational development required to deliver on agreed performance improvement programmes

Head of Organisational Development and Learning JD, Not banded

- Corporate Planning Unit- working collaboratively on corporate and organisational development planning
- Leading and being a member of ad hoc cross Directorate Working Groups

#### **External**

- OD Leads network - information sharing and exchange, facilitating learning workshops, OD strategy development.
- Providers of organisational development solutions (e.g. management consultants, education providers) to secure appropriate organisational/learning solutions to meet People & OD Strategy requirements.

### **DUTIES AND KEY RESPONSIBILITIES**

#### **1. Key Result Areas**

1.1 To lead the development and implementation of the corporate Organisational Development and Learning & Development Strategies, Plans and Policies managing implementation against agreed corporate time frames, budget and reporting against agreed performance measures.

1.2 Lead the OD and Learning function, managing the implementation of plans and strategies by maximising the resource of the whole team and contracting with external partners as required to deliver on agreed plans.

1.3 In partnership with the Director HR & OD and Deputy HR Director, develop the corporate People & OD Strategy and Operational Plan and support the Director HR & OD in the management and development of the Directorate. This involves medium to long term strategic planning to ensure operational plans are aligned with the People & Organisational Development Strategy and national developments.

1.4 Lead the development and implementation of the Staff Performance Management Strategy delivering against agreed performance measures and project plans over the lifetime of the Strategic Framework; to lead the integration and embedding of KSF and eKSF in supporting effective objective setting, personal development planning and performance management.

1.5 To lead the development and oversee the implementation of a culture of continuous learning and development aligned with the requirements of the Strategic Plan and multiple directorate operational plans. Lead the development of integrated systems to support learning, objective setting and development planning maximising the potential of national systems such as KSF. Lead the development of effective local learning and development enabling the achievement of objectives and organisational change.

1.6 Lead the development and implementation of the Leadership & Management Development Framework, delivering key performance targets and key corporate objectives such as the implementation of learning and development solutions to support reflective leadership and management practice, objective setting and personal development planning.

Head of Organisational Development and Learning JD, Not banded

1.7 To advise the Director HR & OD and the Chief Executive on  
(a) Executive team development designing and facilitating the implementation of agreed programmes of activity;  
(b) the development of objective setting and personal development planning for the Executive Team including the development of common core objectives aligned with the Strategic Plan.

1.8 To provide/facilitate the delivery of executive coaching/delivery of high quality action learning to senior Directors and service heads across the organisation.

1.9 To set the direction and provide leadership for the development and implementation of the Corporate Learning & Development Plan ensuring all activity across both the OD & Corporate Learning Plans is organised to ensure a coordinated approach to delivery. This involves the management of limited budgets and resources and requires the post holder to develop innovative solutions to service design and delivery.

1.10 To review strategy and policy development and provide specialist, authoritative advice on the implications for the organisation and to design policy solutions that meet NHS and organisational strategic requirements.

1.11 To design and facilitate the implementation of change management programmes to support cultural & organisational change and performance improvement in line with organisational values; facilitate the development, embedding and application of quality improvement skills in support of performance improvement programmes across the organisation. This involves assessing the analysis of a range of complex situations which require the post holder to decide on the way forward where no precedent exists or options conflict.

1.12 To set the direction and operationally manage the development and alignment of key organisational systems, e.g. KSF and eKSF, to support the delivery of NHS and organisational objectives and to maximise their potential in terms organisational development and corporate planning.

1.13 Work with the Deputy HR Director to ensure the implications of operational & organisational development activity are fully understood and there is an integrated response to delivery across both these functions. This involves joint planning to ensure maximisation of resources and monitoring the effective delivery of HR and OD services against operational plans.

1.14 Working with key stakeholders, participate in the delivery of national programmes for senior staff groups across the NHS maximising the opportunities for our staff; present to Executive and the Staff Governance Committee on complex and strategic development projects (e.g. performance management and staff engagement); work in partnership through the Partnership Forum to reach agreement on sensitive and potentially contentious strategy developments.

1.15 To oversee the delivery of high quality and timely management information on all aspects of learning & development activity across the organisation and information to report progress against agreed performance measures in the OD Plan. This information informs the allocation learning and

Head of Organisational Development and Learning JD, Not banded

development funding in line with the Corporate Plan and will inform the development of the HR & OD Operational Plan. Management information on learning also supports reporting against the Staff Governance Standard and our equality duties under the Equality Act 2010.

1.16 Developing and embedding an approach to the evaluation of organisational development and learning activities consistent with the corporate approach to Return on Investment and Quality Improvement. This should be used to determine the effectiveness of interventions and update/refresh these as required to optimize their beneficial impact.

1.17 Work with the Director of HR & OD and the Deputy HR Director to implement and embed a Balanced Scorecard measurement framework for the HR & OD function that enables the demonstration of value added by the Directorate to the wider organisation.

## **2. Physical Resources**

2.1 Use software on a regular basis, when developing and creating reports. The post holder requires an understanding of Workforce (HR system), eKSF, Domino, Learn Pro and organisational Operational Planning systems.

2.2 Set the direction and operationally manage the development and alignment of key organisational systems e.g. KSF and eKSF, Domino (executive performance management system) and Learn Pro training administration system to support the delivery of NHS and organisational objectives.

2.3 This post requires advanced keyboards skills, including the need for speed and accuracy when producing spreadsheets, survey tools, presentations and when using graphics to present models.

## **3. Communications and Working Relationships**

3.1 The communication, influencing, relationship management and partnership working skills required for this post are significant internally and externally to the organisation. The post holder requires to be sensitive to the needs and different perspectives of Executive Directors and other NHS Boards particularly when delivering national training programmes.

3.2 Present complex ideas to Executive and Board colleagues e.g. on performance management and management development frameworks seeking co-operation and support for the implementation of proposed plans.

3.3 Deliver presentations to large groups at internal events (e.g: staff roadshows or other information events) and at external workshops and conferences.

Head of Organisational Development and Learning JD, Not banded

3.4 Active facilitation of small and medium sized group events (e.g. Action Learning Sets of 6-8 people; Leadership Programmes of 1520 people; Stakeholder engagement workshops of 30-40 people).

#### **4. Effort Required to Deliver the Requirements of this Post**

##### **4.1 Physical Effort**

4.1.1 This is primarily a desk based role with the requirement to deliver training course which involves standing and meet with managers and staff and external partners at any location across the country.

##### **4.2 Mental Effort**

4.2.1 Frequent periods of prolonged concentration when strategically analysing a wide range of complex information and data including undertaking research and synthesizing findings into coherent and comprehensive reports, presentations and learning design.

4.2.2 The post holder has to manage across a range of challenging priorities and requires to react quickly to deliver strategic presentations and reports at short notice. The post holder cannot always work to a predictable pattern of activity and needs to respond to requests for information and advice from senior colleagues.

4.2.3 Delivering on senior staff development programmes internally and externally is demanding in terms of concentration, maintaining robust standards of personal governance

often in challenging circumstances and being able to change direction if e.g. workshops are not going to plan.

4.2.4 The post holder needs to respond on the spot to challenging questions when delivering presentations e.g. to the Executive Team drawing on extensive specialist expertise providing credible and sensitive/calm responses.

##### **4.3 Emotional Effort**

4.3.1 Occasional direct exposure to difficult circumstances, for example when delivering difficult, unwelcome, messages to senior colleagues during training or coaching sessions and when challenging organisational culture and behaviour.

4.3.2 In providing individual executive coaching and in delivery development programmes the post holder will hear and be required to maintain strict confidentiality and trust at all times. These conversations could involve personal disclosure of difficult personal or work challenges.

Head of Organisational Development and Learning JD, Not banded

4.3.3 In working on the development of organisational change, significant ambiguity and uncertainty may be experienced that will prove challenging for all those connected with the change. The postholder will need to manage their own emotions in respect of this uncertainty effectively in order to maintain the confidence of stakeholders.

#### 4.4 **Working Conditions**

4.4.1 Long periods of VDU use on most days.

4.4.2 There is also a requirement to travel regularly (e.g. to OD Leads meetings or conferences) throughout the UK.

Head of Organisational Development and Learning JD, Not banded

## Head of Organisational Development and Learning

### Person Specification

Factors	Essential	Desirable
Experience	<ul style="list-style-type: none"> <li>• Extensive, highly developed specialist knowledge in organisational and learning and development gained in an HR &amp; OD function</li> <li>• Extensive senior management experience in a complex delivery environment demonstrating delivery of change and operational planning</li> <li>• Considerable experience in the design and delivery of organisation wide change management programmes</li> <li>• Significant Leadership and management experience working with executive and senior management teams in complex environments</li> <li>• Experience of policy development and implementation that reflects both corporate and system wide directives</li> </ul>	<ul style="list-style-type: none"> <li>• Previous experience within the NHS</li> <li>• Experience of NHS large scale change programmes</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• Educated to MCIPD or relevant masters level qualification</li> <li>• Management qualification or equivalent experience</li> <li>• Accredited award in Coaching and/or Action learning</li> </ul>	
Personal Competencies	<ul style="list-style-type: none"> <li>• High quality relationship management, influencing, facilitation and presentation skills</li> <li>• Strategic thinking, planning and analysis skills, with the ability to develop creative solutions to support the management of change</li> <li>• Presence and credibility to work with the executive team and senior colleagues across the NHS</li> <li>• Highly organized and able to manage a broad portfolio of activities</li> <li>• Evidence of strong customer focus, with the ability to create excellent working relationships at all levels</li> <li>• Excellent verbal and written communication skills</li> <li>• IT Literate, with good knowledge of Microsoft Word, Excel and PowerPoint</li> <li>• High quality personal governance and commitment to NHS and organisational values</li> </ul>	