

Head of Organisational Effectiveness, and Staff Engagement and Wellbeing JD, Band 8c

JOB TITLE:	Head of Organisational Effectiveness and Staff Engagement and Wellbeing
BAND:	AFC 8c
BASE:	XX
RESPONSIBLE TO:	Director of Workforce and OD
ACCOUNTABLE TO:	Director of Workforce and OD

JOB SUMMARY

Reporting to the Director of Workforce and Organisational Development, the post holder will be responsible for leading the strategic development of organisational effectiveness, leadership, staff engagement, workforce wellbeing, performance management and culture change aligned to the delivery of national and corporate objectives and delivery plans.

The post holder will be required to continuously develop engaging approaches and methodologies that underpin the creation of organisational culture which develops and supports a management and leadership style that empowers clinicians and frontline staff in decision-making, driving change and improving services.

Key Relationships:

- Executive Team Members
- Board of Directors
- Head of Lean Transformation
- Deputy Director of Workforce and OD
- HR Business Units
- Head of Workforce Transformation
- Head of Clinical Practice
- Divisional General Managers
- Associate Medical Directors
- Divisional Nurses
- Head of Governance
- Trade Union/Staff Representatives
- Director of Medical Education
- Leadership Academy and Higher and Further Education institutions
- Awarding Bodies for professional and vocational education and registration

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SPECIFIC DUTIES AND MAIN RESPONSIBILITIES

- To oversee the design and delivery of the Trust's Staff Engagement and Wellbeing programme in support of the organisation's culture change.
- To support Staff Engagement and Wellbeing developments to ensure key targets are achieved.
- To ensure that the Trust's approach to staff engagement and wellbeing is adopted, spread and embedded in to the organisation's strategies and processes.
- To oversee the evaluation of the effectiveness of the Trust's Staff Engagement and Wellbeing programmes.
- To promote Staff Engagement and Workforce Wellbeing success stories internally and externally.
- To oversee the OD/Learning Team supporting them, in partnership with the Leadership Academy, in responding to changes in interventions in line with the needs to the service.
- To oversee the Professional Development Team supporting improvement in engaging the nursing workforce to drive improvements in best possible care to patients.
- To oversee the Occupational Health and Wellbeing Team in developing a Health and Wellbeing Strategy and in providing excellent services to the workforce and other organisations where OH services are provided.
- To manage the non-medical Professional Education agenda (Pre and Post registration) and associated clinical placement, commissioning requirements and associated funding streams.

DUTIES AND KEY RESPONSIBILITIES

1. Staff Engagement and Workforce Wellbeing

- 1.1 To take the lead in the on-going design and delivery of the Staff Engagement and Wellbeing programme to underpin the Trust's organisational development philosophy and approach to engaging staff.
- 1.2 To be a visible leader, facilitating staff and clinicians to contribute to the overall strategic direction of services.
- 1.3 To work closely with clinicians to implement Staff Engagement and Wellbeing ideas/initiatives including new ways of working that will improve service delivery and patient care, in line with the organisational approach.
- 1.4 To provide specialist advice to the Board of Directors and Executive Board and to coach individual members as Staff Engagement/Workforce Wellbeing sponsors.

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- 1.5 To chair and service the Best Employers Steering Group.
- 1.6 To programme manage the Staff Engagement programme and developments to ensure that key milestones and targets are achieved, including reporting progress to the Board of Directors.
- 1.7 To provide consultancy support to Divisional Management teams as required.
- 1.8 To lobby key influencers and decision makers across the Trust to adopt the Staff Engagement approach to drive change and service improvements, consistent with organisational principles
- 1.9 Accountable for all allocated Staff Engagement/Wellbeing resources in the Workforce Directorate including relevant budgets, ensuring they are managed appropriately by the relevant head of department.
- 1.10 To design and undertake an evaluation of the programme and present findings as appropriate.
- 1.11 Promote Staff Engagement/Workforce Wellbeing success stories internally within the Trust and externally.
- 1.12 To formulate and oversee the delivery of effective corporate communication strategies to assist in embedding Staff Engagement as a new way of working.
- 1.13 To support Divisional Managers and Departmental Managers with the implementation of innovative local communication strategies and effective techniques.
- 1.14 To develop – maintain and manage a Trust-wide network of Staff Engagement/Wellbeing experts i.e. sponsors, coaches etc.
- 1.15 To ensure that the Trust's Staff Engagement/Workforce Wellbeing intranet site is user friendly/interactive and promotes the benefits of the programme.
- 1.16 To ensure that good practice is celebrated and support Divisions to showcase good practice as part of recruitment and retention strategies.
- 1.17 To develop an in-house resource, including a team of Best Employer/Staff Engagement/Workforce Wellbeing Champions.
- 1.18 To represent the organisation on relevant committees and meeting infrastructures externally.
- 1.19 To encourage the organisation's approach to organisational culture that empowers front line

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staff to influence and redefine how their work is undertaken to further enhance a patient centred focus and new ways of working and daily problem-solving.

2. Leadership and Performance Improvement

2.1 In partnership with the Head of Transformation, deliver an integrated leadership and performance improvement approach for the divisions which is aligned to business strategy and key drivers and aims to improve business performance, leadership capability, culture change and employee engagement.

2.2 Develop front line managers' leadership and engagement knowledge, skills and behaviours/facilitation techniques as part of the Trust's management and leadership development programmes.

2.3 Develop and implement leadership and organisational capability solutions, appropriate for each division. Leverage best practice across divisions, while ensuring solutions are tailored to meet specific functional objectives.

2.4 Work with identified key leaders/managers and clinicians to support leadership and engagement effectiveness aligned to performance objectives and development requirements.

2.5 Develop effective working relationships with HR Business Partners, sharing best practice and knowledge and working together to promote a consistent approach to leadership, engagement and organisational capability development across divisions.

2.6 Lead on the specific leadership and performance management improvements required to support HR Capacity and Capability review, and Clinical Quality accreditation schemes.

2.7 Develop a strategy for the identification and development of leaders (both clinical and non-clinical) within the organisation to support internal capability building, utilising the talent the Trust already employs.

2.8 Monitor and evaluate the leadership and organisational capability proposition to ensure it remains appropriate for business needs and is regularly refreshed as divisional requirements evolve.

2.9 Measure the ongoing effectiveness of the proposition and drive forward a culture of continuous improvement.

2.10 In partnership with key business and HR stakeholders, ensure maximum value is derived for divisions from the implementation of leadership and organisational capability initiatives.

2.11 Build subject matter expertise in engagement, leadership and organisational capability developing links with local health economy providers, professional bodies and academia.

2.12 Manage projects and assignments to deliver on time, to budget and to professional standards.

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2.13 Provide specific clinical, professional and OD and Learning expertise to support the improvement initiatives in the quality of patient care and clinical leadership.

2.14 Deputise for the Director of Workforce and Organisational Development as appropriate.

3. Workforce Strategy and Performance Improvement

3.1 Provide analytical and specialist knowledge and expertise to the Board of Directors, senior managers and professional groups regarding excellence in leadership and people management in order to fully implement strategic plans for leadership and performance improvement at all levels in the organisation.

3.2 Support the ongoing development and implementation of the Workforce strategy and HR performance improvement.

3.3 Drive and establish the definition and development of leadership and performance management aligned to corporate objectives and priorities and through the policy deployment process.

3.4 Represent the Workforce Directorate through attendance at internal and external meetings/events.

4. Management Responsibilities

4.1 Provide leadership and management support to the OD/Learning, Occupational Health and Wellbeing and Clinical Professional Development teams.

4.2 Manage associated budgets and resources linked to functional areas in scope of responsibility.

4.3 Manage associated service level agreements for the provision of service and achievements of specific project objectives.

4.4 Oversee associated service level agreements for the provision of services to internal and external stakeholders.

4.5 Be responsible for the timely development and revision of relevant policies and guidance in partnership with staff side.

5 Communications and Relationships

5.1 Provide timely and effective communications and disseminating reports and information from a variety of sources using a range of appropriate information and media.

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- 5.2 Establish effective coaching, mentoring and supervisory relationships to support individual and team performance improvement of identified leaders.
- 5.3 Undertake performance effectiveness assessments using a variety of licensed and quality assured tools and techniques.
- 5.4 Operate in an ethical manner, ensuring confidentiality and security of assessment and performance information.
- 5.5 Liaise effectively with all internal and external stakeholders and build effective and productive working relationships.
- 5.6 To establish effective partnerships with other key internal and external stakeholders.

This Job Profile is an outline of the key tasks and responsibilities and is not intended as an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services, as well as the personal development needs of the post holder.

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WORKFORCE DIRECTORATE CORE REQUIREMENTS FOR ALL STAFF

- 1 Maintain a broad understanding of the work of the Workforce Directorate and of the Trust as a whole, and actively contribute your ideas for the improvement of service provision.
- 2 Ensure own actions contribute to the maintenance of a quality service provision.
- 3 Be responsible for the self-development of skills and competencies through participation in learning and development activities and to maintain up to date technical and professional knowledge relevant to the post.
- 4 Participate in the Trust's performance appraisal system and to undertake any identified training and development related to the post.
- 5 Develop and maintain effective working relationships with colleagues.
- 6 Be aware of and work within the Trust's Equal Opportunities Policy and to treat all contacts, staff or clients, with dignity and respect.
- 7 Abide by all relevant Trust and Departmental policies including Confidentiality and Data Protection. The post holder is reminded that any breach of the Trust's confidentiality policies and procedures will result in disciplinary action.
- 8 All staff have a duty to ensure the Health and safety of themselves and others whilst at work. Safe working practices and health and safety precautions are a legal requirement. ALL accidents must be reported to your manager and in line with the general philosophy of the Trust; you must participate in accident prevention by reporting hazards and following policies and procedures including Moving and Handling guidelines.
- 9 You are required to contribute to the control of risk and use the incident reporting system to alert the Trust of incidents or near misses that may compromise the quality of services.

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Person Specification

	Essential	Desirable
Experience	<ul style="list-style-type: none"> • Demonstrable experience in a senior role, including management of a range of Change and Leadership programmes delivering organisational effectiveness and transition. • Understanding of improving services using improvement sciences. • Experience of working in a complex fast moving organisation. • Proven track record of implementing tactical Change and Leadership initiatives within a complex environment. • Able to plan, deliver and evaluate change/transformational solutions at a senior level. • Experience of driving organisational improvement in clinical and non-clinical settings by applying knowledge and effective influencing strategies. • Managing change programmes at a senior level. • Experience of defining and assessing levels of competence and capability as a starting point for supporting career management and development. • Experience of managing and developing effective teams • Proven experience of creating opportunities through partnership working. • Experience of applying and evaluating a range of learning tools/activities in order to prepare people for work and enhance organisational performance. 	<ul style="list-style-type: none"> • Experience of NHS agenda and an understanding of NHS organisation and culture. • Experience of working in patient care delivery settings • Experience of working across whole health economies. • Experience of working in Higher Education. • Managing education in other settings. • Experience in delivery of clinical services
Qualifications	<ul style="list-style-type: none"> • Recordable healthcare or HR professional qualification. • First degree or equivalent qualifications. • Evidence of continuing professional development. 	<ul style="list-style-type: none"> • Post graduate level qualification • Chartered MCIPD or equivalent. Experience • Recognised coaching qualification • Recordable Teaching Qualification(s) • Licensed practitioner in the use of nationally recognised OD tools

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<p>Knowledge</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the healthcare agenda and broad organisation perspectives and how HR and OD impacts on these. • Demonstrates an understanding of the significance of national developments. • Knowledge of NHS workforce development issues. • Knowledge of the range of the healthcare workforce and competence requirements. • Knowledge of national policy including leadership strategies and how they apply to healthcare workforce development. • Sound knowledge and experience of workforce and service redesign and associated techniques. • Experience of dealing positively with organisational politics. • Demonstrates a practical knowledge of the diversity agenda, and appreciates the impact of proactive approach to diversity on patient care. • Detailed understanding of Organisational Development techniques. 	<ul style="list-style-type: none"> • Contemporary issues within the NHS.
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