

Organisational Development Practitioner JD, Band 7

**JOB TITLE:** OD Practitioner  
**BAND:** AFC 7  
**BASE:** XX  
**RESPONSIBLE TO:** OD Consultant (OD Lead)  
**ACCOUNTABLE TO:** Director of OD and L&D

## **JOB SUMMARY**

The Organisational Development Practitioner is responsible for delivering a professional, client-centred, internal Organisational Development consultancy service to meet the needs of the organisation.

In conjunction with the OD/L&D Project and Implementation groups, the post holder(s) will develop, lead on and evaluate a programme of organisational development in accordance with the delivery of the Trust strategy, vision, values and desired culture to ensure that the Trust is equipped to provide a world class patient experience and a great place to work for its staff.

## **1 DUTIES AND KEY RESPONSIBILITIES**

- 1.1 Contributes to the Trust's Organisational Development strategy to improve overall organisational performance and effectiveness
- 1.2 Enables all leaders to develop and deliver a strategic approach to performance improvement, engagement and change management to support the achievement of the Trust's desired culture and behaviours
- 1.3 Works alongside customers in the business planning process to identify, diagnose and plan to address OD needs through a clear strategic framework and a pragmatic, tailored support to services to enable performance improvement and increased engagement
- 1.4 Provides a professional internal organisational development consultancy service to promote team working, improve performance and engagement and enable successful delivery of the organisation's objectives
- 1.5 Demonstrates engaging, pragmatic and business focused leadership and expertise on organisational development interventions across both the Trust and with key stakeholders

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1.6 Manages and prioritises own portfolio of work, consisting of organisational development, learning and development and project-based responsibilities to meet required deadlines and objectives

1.7 Designs, delivers and evaluates learning & development interventions including facilitation of workshops, and/or team development as part of work portfolio

1.8 Regularly undertakes research and development in relation to organisational development, including horizon scanning of upcoming good practice, benchmarking with other organisations/industries to add value to our internal OD services, triangulation of data to provide meaningful analysis of organisational trends and regularly maintains own continuous professional development

1.9 Champions a continuous improvement mindset and a 'can do' approach to ensuring OD delivers added value through its services

1.10 Works collaboratively with R&D, Quality, Governance and L&D to ensure organisational learning is effective and knowledge and behavioural change is embedded to prevent incidents arising wherever possible and improve overall organisational performance and effectiveness

1.11 Provides support, advice and guidance to managers and teams on how to successfully manage change and is able to offer pragmatic solutions that meet the needs of customers' service areas

1.12 Leads on the effective implementation and on-going value delivery of OD-related development, including talent management and succession planning, coaching and mentoring, performance management, KSF and development planning and leadership and line manager development

1.13 Working with the L&D team, develops leadership capacity and capability across the organisation, through a range of methods including training, coaching, mentoring, self-development, on the job development, e-learning and organisation/role design

1.14 Works collaboratively with key partners including HR Business Partners, the Learning & Development team and Business planning to ensure OD needs are identified and consistent, joined up approaches are implemented to support services

1.15 Developing and implementing a framework for 360 degree feedback and the integration of behavioural based competencies into organisational processes and systems

1.16 Designs, manages and runs development centres as required, including the use of psychometric (behavioural and aptitude tools), and competency analysis frameworks

1.17 To deputise for the OD Consultant (OD Lead)

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## **2 Key Relationships**

2.1 Pro-actively engages in relationship-building with key stakeholders including; the Board, Executive Team & Directors, Senior Managers, Line Managers, other corporate services, staff, Staffside/representatives and clinicians/medical staff.

2.2 Works collaboratively with partner organisations including:- other NHS Trusts, Local Authorities, NHS Commissioning organisations, primary care, secondary care, private sector organisations and community based and/or voluntary organisations in order to develop a consolidated and shared approach.

2.3 Works collaboratively and supportively with the network of internal OD associates, co-working on projects and interventions in a partnership way.

2.4 Establishes effective partnerships with staff side colleagues to inform and enhance the development of the workforce

2.5 Focuses upon partnership working, taking a lead in the development of principles and ways of working, to promote staff engagement in the improvement of organisational performance and effectiveness.

## **3. Communication**

3.1 Designs and delivers effective presentations tailored to the perspective and communication needs of the audience

3.2 Demonstrates sophisticated and effective influencing and negotiation skills to achieve effective outcomes

3.3 Actively communicates through a range of styles appropriate to the situation and acknowledges, recognises and encourages the contribution of others

3.4 Develops understanding of the wider organisational direction, objectives and perspectives

3.5 Communicates complex and highly sensitive information effectively and appropriately

3.6 Recognises and celebrates the success and achievements of own team and others

3.7 Communicates updates, ideas and shares developments in order to develop themselves, the team and the wider organisation

3.8 Works with teams or individuals on a range of issues requiring sensitivity and tact in delivering difficult messages.

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#### **4. Analytical Tasks**

- 4.1 Assists the Board and relevant management teams/forums to understand, support and challenge the current OD position
- 4.2 Assists the Board, Executive and Senior Management teams in addressing the implications of developments and shifts in national and local policy and objectives
- 4.3 Supports the translation of national policies and initiatives into effective local action, by supporting the development of long term strategies and action plans across the spectrum of the Trust, by planning and delivering organisational development interventions to support necessary organisational and service developments

#### **5. Planning and Organisation**

- 5.1 Leads and supports the effective delivery and implementation of allocated OD initiatives through multi-functional teams and ensures stakeholder input and reporting is included
- 5.2 Works with the L&D team and/or providers on required development outcomes, evaluation methods and measures
- 5.3 Provide expert facilitation, coaching and personal and team development to improve individual and team effectiveness and to enable people in the organisation to deliver the organisation's objectives
- 5.4 Uses assessment, development and psychometric tools to support personal, team and organisational developments as required
- 5.5 Responds to competing demands and changing priorities
- 5.6 Ability to prioritise own workload and that of relevant projects in order to meet specified deadlines

#### **6 Managing Self**

- 6.1 Continuously improving own knowledge of OD practice, benchmarking, knowledge management, and technology
- 6.2 Continuously developing understanding of the business operations of the directorates, and the needs of all customer groups
- 6.3 Engaging with external professional bodies and networks to ensure advice to the organisation are current in all aspects of OD practice

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*This job description is not exhaustive, but is intended to give an overall picture of the role. Other duties within the general scope of the post may be required from time to time. The duties of the post and job description can be reviewed through the agreed process.*

## **7 General Duties of all post holders**

7.1 To undertake any other reasonable duty, which is appropriate to the band, when requested by Senior Staff

7.2 To be familiar with and comply with all Trust and departmental policies, procedures, protocols and guidelines

7.3 To be aware of and work towards the Trust's strategic goals

## **8 Standards of Business Conduct**

8.1 The post holder will be required to comply with the organisations standing order and standing financial instructions and at all times, deal honestly with the organisation with colleagues and all those who have dealing with the organisation including patients, relative and suppliers

8.2 The post holder must ensure that their behaviour and interests inside and outside work do not conflict with their Trust position, duties and/or responsibilities

8.3 The post holder must comply with and support the development of the performance standards within the service/department to ensure the service is responsive to and meets the needs of its customers.

8.4 The post holder will be required to develop and maintain good working relationships with all patients, service users, staff, contractors and where appropriate, members of the public.

8.5 The Trust aims to maintain the good will and confidence of its own staff, patients, service users, NHS contractors and the general public. To assist in achieving this objective it is essential that at all times, the post holder carries out their duties in a courteous, sympathetic and professional manager.

8.6 All post holders who are members of a professional body must comply with standards of professional practice / conduct. It is the post holders' responsibilities to ensure they are both familiar with and adhere to these requirements and maintain their professional membership to the relevant body.

## **9 Equality and Diversity & Equal Opportunities**

9.1 The post holder must carry out all duties and responsibilities of the post in accordance with the Trust's Equal Opportunities and Equality and Diversity policies, avoiding unlawful discriminatory behaviour and actions when dealing with colleagues, service users, members of the public and all other stakeholders.

9.2 The post holder must promote awareness of and respect for equality and diversity in accordance with Trust policies and procedures.

9.3 The post holder is responsible for treating all staff, patients, service users, NHS contractors and the general public with dignity and respect at all times.

## **10 Professional and Personal Development**

10.1 The post holder must ensure that they are aware of their responsibilities by attending the Trust Mandatory Training and Induction Programme

10.2 The post holder will be involved in a formal IPDR/KSF review with his or her manager at least every 12 months. Once performance / training objectives have been set, the staff member's progress will be reviewed on a regular basis, so that new objectives can be agreed and set, in order to maintain progress in the service delivery

10.3 The post holder will be expected to take responsibility for their own professional development and will be supported by the Trust to achieve development opportunities as appropriate

## **11 Confidentiality & Information Governance**

11.1 Confidentiality is of prime importance. In the normal course of duties, the post holder will have access to confidential documents and information relating to patients, service users, staff and contractors, as well as information of a commercially sensitive nature. Such information should not be communicated to anyone outside or inside the NHS unless done in the normal course of carrying out the duties of the post. Disciplinary action will be considered where a breach of confidence has been established.

11.2 All information obtained or held during the post-holders period of employment that relates to the business of the Trust and its service users and employees will remain the property of the Trust. Information may be subject to disclosure under legislation at the Trust's discretion and in line with national rules on exemption.

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11.3 The post holder must maintain high standards of quality in corporate and clinical record keeping ensuring information is always recorded accurately, appropriately and kept up to date. The post holder must only access information, whether paper, electronic or in other media, which is authorised to them as part of their duties.

11.4 The post holder must ensure compliance with the Data Protection Act 1998.

## **12 Health & Safety at Work**

12.1 The post holder is required to take reasonable care of the health and safety of themselves and other persons who may be affected by their acts or omissions at work and to co-operate with the Trust in adhering to statutory and departmental safety regulations.

12.2 The post holder is responsible for ensuring that they do not intentionally or recklessly misuse or interfere with anything provided in the interests of health safety or welfare e.g. misuse of equipment.

12.3 The post holder is required to contribute to the control of risk and must report immediately, using the Trust Incident reporting system, any incident, accident or near miss involving patients, service users, carers, staff, contractors or members of the public.

12.4 All Trust sites have been designated a no smoking area. The post holder is therefore advised smoking is not permitted within the hospital premises or grounds or whilst representing the Trust in the course of their duty. While the Trust will not discriminate against employing smokers, all prospective employees should be aware of this policy.

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**Person Specification**

	Essential	Desirable
Experience	<ul style="list-style-type: none"> <li>• Experience of working in OD at a senior level, in a complex environment.</li> <li>• Experience of developing OD strategies, plans, policies and procedures</li> <li>• Experience of supporting teams and or individuals through change</li> <li>• Design team development activities and facilitate bespoke learning with multi-professional teams</li> <li>• Competency based learning, and designing assessments of learning</li> <li>• Work as a team member</li> <li>• Working independently and managing own workload</li> <li>• Managing working/ project groups</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working in OD within the NHS</li> <li>• Business planning</li> <li>• Experienced coach</li> </ul>
Qualifications	<ul style="list-style-type: none"> <li>• Degree or equivalent.</li> <li>• Appropriate professional qualification in organisational development or L&amp;D e.g. CIPD</li> <li>• Evidence of continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching or mentoring qualification</li> <li>• MBTI or similar development tool</li> <li>• ECDL</li> </ul>
Skills and knowledge	<ul style="list-style-type: none"> <li>• Principles and theories of change management and leadership</li> <li>• Broad understanding of the OD and L&amp;D development agenda within the NHS</li> <li>• Up to date knowledge of development and facilitation techniques and best practice methodology</li> <li>• Understanding of Performance and Development Review processes and assessment of individuals' knowledge and skills</li> <li>• Exceptional verbal and written communication skills</li> <li>• Project management skills and ability</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic OD</li> <li>• Organisation design</li> <li>• HR / employment</li> <li>• Development of e-learning packages</li> </ul>

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	<p>to see projects through to conclusion.</p> <ul style="list-style-type: none"><li>• Ability to influence and persuade, adapting personal style to meet different situations</li><li>• Excellent presentation/facilitation skills</li><li>• Confident in presenting to groups at all levels and disciplines</li><li>• Good organisational and problem solving skills</li></ul>	
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