

Performance Development and Organisational Development Manager JD, Band 8a

JOB TITLE: Performance Development and Organisational Development Manager
BAND: AFC 8a
BASE: XX
RESPONSIBLE TO: Associate Director – Education and Development
ACCOUNTABLE TO: Associate Director – Education and Development

JOB SUMMARY

To work with Divisions and Directorates and Human Resources Managers to implement and progress the Organisation Development Strategy for the enlarged organisation. To introduce best practice Organisation Development (OD) approaches to maximise divisional, team and individual competence in order to provide high quality and effective healthcare to the Trust's patients.

To develop a thorough understanding of divisional plans for the integrated services to ensure that they incorporate Organisational Development needs and that these are addresses in a timely and cost effective way.

To develop the knowledge and skills of the Divisional teams in OD to ensure confidence in leading strategic change management.

DUTIES AND KEY RESPONSIBILITIES

1. Organisational Development

1.1 Ensures that the Trust's overall OD Strategy is effectively implemented in specific divisions and directorates.

1.2 Act as an OD consultant to the business to maximise the performance of teams through diagnostics of team dynamics, and through design and implementation of team building solutions.

1.3 Lead specific OD projects to support the overall OD Strategy.

1.4 Support team working across EDT by ensuring that individual effort is co-ordinated with other team members to meet overall team goals.

1.5 In conjunction with the change management team support the divisions by providing change management consulting for major change initiatives.

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1.6 Lead the personal and professional development of individuals and teams through the use of targeted interventions using complex assessment, development and psychometric tools to support personal, team and organisational developments; such as Action Learning Sets, Myers Briggs Assessments, Aston Team Performance Inventory, Leadership Qualities Framework, coaching for performance, mentoring etc.

2. Staff Performance Development

2.1 To contribute to a Succession Planning and Talent Management Strategy for the Trust.

2.2 To devise a project plan for the implementation of the Succession Planning and Talent Management Strategy in conjunction with the other post holder.

2.3 To roll out the Trust's Succession Planning and Talent Management processes, ensuring that these become embedded within divisions. Work with divisions to ensure effective identification of and strategic management of staff potential to deliver Trust objectives.

2.4 Provide individual and team coaching to deliver key performance indicators.

2.5 Ensure that staff appraisal is recognised as a tool for individual/organisational development, and as a way of equipping staff to meet changing role requirements.

2.6 To liaise with HR Managers and Divisional and Corporate Leads to improve the quality of appraisals.

2.7 To provide coaching and support to managers undertaking appraisals.

2.8 To ensure that managers in divisions and corporate teams are planning their annual appraisals to meet Trust KPIs, and that staff incremental progression is managed in line with the Trust process.

2.9 To ensure that managers/reviewers record appraisals using the Trust's documentation, either on eKSF or on the local appraisal documentation.

2.10 To provide relevant support to managers and staff where required (i.e. this may include providing coaching, facilitation, mediation and mentoring to individuals and groups).

3. Organisational Values

3.1 Support the culture development agenda and the embedding of values and behaviours of the Trust across the enlarged organisation.

3.2 Promote the benefits of the organisational values. Assist in the development of a brief for managers and a support package.

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- 3.3 Deliver open sessions for managers.
- 3.4 Facilitate group work around the values, with particular emphasis on the patient experience.
- 3.5 Provide support and facilitation around established team meetings.

4. Listening Events

- 4.1 To work with the Director of Nursing, the Medical Director, Associate Directors of HR, Corporate Communications, and Change Leaders Team to devise a credible strategy and methodology for staff feedback.
- 4.2 To facilitate Listening Events, and to ensure that actions and outcomes arising as result are fed back to staff.
- 4.3 To develop skills of managers and clinical leaders to facilitate their own events.
- 4.4 To evaluate outcomes from the listening events. To devise follow up organisation development interventions which make a difference to how divisions are performing and interacting with staff and their concerns.

5 Induction

- 5.1 The postholder will contribute to the design and development of Corporate Induction for the enlarged organisation, ensuring the organisational values are promoted to new staff.
- 5.2 The postholder will be expected to facilitate Corporate Induction on a rostered basis

GENERAL REQUIREMENTS

- 1. The post holder has a general duty of care for their own health, safety and well being and that of work colleagues, visitors and patients within the hospital, in addition to any specific risk management or clinical governance accountabilities associated with this post.
- 2. To observe the rules, policies, procedures and standards of the Trust together with all relevant statutory and professional obligations.
- 3. To observe and maintain strict confidentiality of personal information relating to patients and staff.
- 4. To be responsible, with management support, for their own personal development and to actively contribute to the development of colleagues.

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5. All employees must hold an 'nhs.net' email account which will be the Trust's formal route for email communication. You are therefore required to check this regularly and to deal with such communication promptly.

This job description is intended as a guide to the general scope of duties and is not intended to be definitive or restrictive. It is expected that some of the duties will change over time and this description will be subject to review in consultation with the post holder.

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Person Specification

	Essential	Desirable
Experience	<ul style="list-style-type: none"> • Demonstrable experience of NHS policy, and particularly working in the NHS or a large organisation. • Leading and managing people • Managing and developing effective teams • Performance management • Working with senior teams • Devising programmes specifically to aid in team development • Facilitation and delivery of training programmes • Evaluating programmes • Data analysis and report writing 	<ul style="list-style-type: none"> • Healthcare professional
Qualifications	<ul style="list-style-type: none"> • Relevant masters level qualification • Postgraduate Diploma or Postgraduate CIPD qualification 	<ul style="list-style-type: none"> • MBTI • LQF • ATPI • Coaching Certificate
Skills and knowledge	<ul style="list-style-type: none"> • Excellent written and oral communication skills • Excellent numerical, verbal and critical reasoning • Ability to motivate colleagues and staff • Excellent organizational skills with the ability to respond effectively to multiple priorities • Experience of dealing positively with organisational politics • Analytical and strategic visioning skills to support analysis of complex training and organisational development solutions where no precedent exists • Handle highly complex, contentious and sensitive information in a confidential, tactful and appropriate manner in delivering difficult messages, when dealing with very personal business issues and dysfunctional team dynamics. • Effective negotiation and influencing skills • Able to take the lead and facilitate new initiatives/change • Able to deal with conflict proactively • Able to provide and receive highly complex, sensitive or contentious information • Goal oriented and delivery focused ensuring agreed outcomes are delivered • An expert level of knowledge in leadership & management development issues generally and in relation to NHS policy, 	

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	<p>and best practice</p> <ul style="list-style-type: none"> • Up to date knowledge of key current issues in leadership & management development and in local, regional and national networks and issues outside the organisation and how these impact on the Trust 	
Personal qualities	<ul style="list-style-type: none"> • Team player, flexible and responsive to the needs of colleagues • Proactive and enthusiastic • Self-motivated • Commitment to improving equal opportunities and managing diversity in the workplace • Well-developed IT skills (e.g. Microsoft office package, email systems) • Ability to establish strong working relationships 	