

**A4C Banding No: P2481**

## **Job Description**

<b>TITLE:</b>	Head of Leadership and Organisational Development (OD)
<b>DEPARTMENT:</b>	Workforce and Organisational Development
<b>LOCATION:</b>	3 Priestley Wharf
<b>PROFESSIONALLY ACCOUNTABLE TO:</b>	Associate Director of Culture and Staff Engagement
<b>BAND:</b>	8b
<b>HOURS:</b>	37.5

## **Job Purpose**

As Head of Leadership and Organisational Development (OD) the post holder will lead and be responsible for the implementation of strategic aims within their portfolio delivering a tangible difference to Trust performance. Achieved through compassionate leadership and management of a specialist team of Leadership and OD advisors in the development and delivery high quality, corporately aligned leadership and management development programmes and team level support providing evidence of return on investment.

This role will focus on all aspects of OD, (culture, leadership, engagement, health and wellbeing, change management, reward and teams) it will provide an opportunity to use your highly specialist OD knowledge and maintain competence through being action orientated in addition to strategic.

This role will be responsible for identifying, creating and implementing sustainable innovative OD interventions which facilitate cultural change, enhanced leadership and management capacity, increased engagement, improved health and wellbeing and enable us to achieve our aspiration to be the best place to work in the NHS.

This role will provide specialist expertise to senior colleagues and executive directors with regards to the development of organisational culture, leadership, management, all aspects of organisational change and development, engagement and organisational wellbeing. The post holder will be a core member of the Workforce and OD senior management team, working in collaboration with peers to deliver holistic programmes of work which address the root causes of workforce issues to support the Trust in achieving its strategic priorities.

## **Responsible for**

Direct management responsibility for the Senior Leadership and Organisational Development Consultant

Budgetary responsibilities for the OD budget (approx. 150k) and Listening into Action budget as part of the Chief Executives portfolio budget.

## **Main Duties**

### **Strategy Development and Implementation**

- To lead the development and implementation of the Organisational Development (OD) strands of the Workforce and OD strategy, managing implementation against agreed corporate time frames, budget and reporting against agreed performance measures, attending and reporting to all relevant meetings.
- To deputise on the behalf of the Associate Director of Culture and Engagement where appropriate, through the provision of updates on progress and through delivery of strategic programmes of work.
- To undertake regular research and benchmarking activity to ensure that the Leadership and OD services provided are continuously improved and in line with current thinking and best practice.
- Provision of information and analysis of team performance on a quarterly basis to the workforce committee to determine impact of strategic actions on organisational performance, levels of risk and actions to bring performance back on track.
- To coproduce strategic plans with key stakeholders (internal and external), staff and managers, in order to fully understand organisational need and engage others in the development of priority work streams.
- To develop an income generation strategy and generate revenue based upon programmes of work and consultancy offers, marketing these across external networks.
- To develop and embed a Health and Wellbeing strategy and reward offer for the organisational aligned to human resources processes and policies.

### **Leadership and Management Development**

To be accountable lead for all leadership and management development programmes delivered by the team

- Lead the development and implementation of leadership and management development programmes (including delivery of programmes) to support improving manager's performance, through the integration and embedding of practices from people management policies.
- Effectively managing the full range of leadership development programmes, sessions and blended offers delivered by the team, this includes understanding of need, quality of materials, retaining accredited status for programmes, developing new programmes in line with local and national requirements, determining impact, student performance and reporting on progress.
- Design and delivery of accredited (up to level 7) leadership and management development programmes to a range of staff including Consultants, Senior Managers and Clinical Leaders in addition to external people to generate income.
- Work with the Associate Director of Culture and Engagement in the design and delivery of executive team and Board level development programmes, support and advice.
- To design and delivery materials and training sessions which supports senior leaders to develop divisional strategies, set meaningful service goals in collaboration with multi-disciplinary colleagues and evaluate team performance in achievement of strategic aims.
- Provide action learning set facilitation / quality improvement circles to small and medium sized groups, deliver management update sessions to large groups of senior managers

## **Organisational Development**

- To define and articulate the organisational development offer to the organisation; working in partnership with divisional directors and heads of service to analyse requirements and plan resources to meet strategic objectives and divisional priorities against agreed timeframes.
- To lead on projects and programmes of work which support cultural and behavioural change at team, departmental and organisational levels e.g. implementation of values led culture, improving health and wellbeing, creating an empowered and just and learning culture etc.
- Work with the Associate Director of Culture and Engagement, Communications Team and Head of Human Resources to implement the employee brand in all practices, practices and systems so it is an embedded part of our culture and staff experience.
- To operate as a specialist internal consultant with regards to the provision of tailored team and individual specific interventions which are developed through strong

consultancy skills and designed to improve team effectiveness, culture and performance.

- To lead and manage the resources and implementation programme plan of the roll out of the Listening Into Action (or internal equivalent) Engagement and empowerment process with senior teams, reporting on milestones and updating the executive team regularly.
- To work in partnership with peers in the team to understand shared priorities and develop joint objectives, specifically in relation to equality and diversity, health and wellbeing, staff engagement, talent management and succession planning.
- To create a coaching culture in the organisation, where coaching is valued, accepted as a management skill, regularly accessed and impact is measured.
- To provide/facilitate the delivery of executive coaching/delivery of high quality action learning to senior managers and service heads across the organisation.
- To design and deliver graduate management trainee schemes, assessment centres, development centres and psychometric testing as required by recruitment activity or incorporation into development programmes delivered internally and externally.
- To engage regionally to contribute to organisational development initiatives impacting on the health economy and particularly within our sustainability transformation partnership area.
- To work collaboratively across the region and where required nationally influencing the OD agenda and delivering shared projects which bring about benefits for multiple organisations.

## Analysis and Evaluation

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.

- Delivery of a robust evaluation framework to ensure all programmes and OD interventions are evaluated thoroughly, and the team are able demonstrate impact at multiple levels including behaviour, cultural change, attrition, pass rate, student satisfaction, organisational performance, improved workforce performance and other metrics
- Hold team members to account for reporting on evaluation and identifying specific actions for improvement based on findings.

- Actively promote and develop quality standards for the team, embed the standards in the team and measure progress against standards.
- To triangulate data, proactively identify themes and trends which indicate concerns about culture, leadership, improvement, health and wellbeing or staff engagement through working with the Human resource Business Partners, Divisional Directors, Heads of Service, Strategy and Transformation Partners, Leads of staff networks, Equality and Diversity Manager and Patient Experience Lead
- To take a continual improvement approach in collaboration with peers in the team and across the organisation to target areas with holistic, multiple interventions supporting teams to improve their performance and staff members experience of work.
- To oversee the delivery of high quality and timely management information on all aspects of the leadership development and OD agenda, to report progress against agreed performance measures, evidence of return on investment, the value added to the organisation and identification of remedial actions if appropriate.
- To regularly write, attend and present complex proposals and evaluation reports to senior level audience e.g. Workforce and OD Sub Committee and Executive Team, divisional management boards.
- To evaluate and manage organisational risks in relation to the leadership and OD agenda.

### **Leadership and Management of the Management, Leadership and OD Team**

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

- All team members have a meaningful annual appraisal and annual personal development plan to ensure delivery of personal, directorate and Trust objectives.
- To hold monthly one to one meetings with staff, focusing on the achievement of actions, priorities, providing support and positive challenge.
- Delegate work to team members as appropriate in line with their individual skills, development needs and aspirations.
- Address issues and concerns that may inhibit staff from achieving both their personal and organisational goals.

- To chair the Leadership and Organisational Development Team meeting, providing items for positive and negative escalation to the Senior Team Meeting and where appropriate Workforce Committee.
- To effectively manage the budget for the team and ensure all externally consultancy work is appropriately costed and invoiced.
- To ensure the team consistently achieve and exceed income generation.
- To bid for national grants locally and across the region to secure funding for innovative and collaborative developments.
- To manage contracts with external partners and providers of services to the team.

### **Management and Leadership Responsibilities**

1. Have an understanding of the national perspective and future strategy for the NHS and related areas of health to ensure that staff in your team/s are fully aware of the implications and can contribute effectively to service improvement.
2. Develop and empower all members of your team to perform to high standards and innovate.
3. Ensure supportive staff management arrangements are in place and carry out personal development reviews for direct reports. Ensure all staff in your team/s have annual PDR's resulting in specific objectives and effective personal development plans.
4. Develop staff knowledge and skills to promote equality and diversity and address inequalities both in employment and service delivery. Ensure specific equality objective are included in PDR's.
5. Develop a culture that ensures that fairness, empowerment and inclusivity is achieved and maintained for all staff and that staff's perception about their working lives are measured and improvements made.

To undertake other duties commensurate with this grade of post in agreement with the relevant line manager.

To minimise the Trust's environmental impact wherever possible, including recycling, switching off lights, computers, monitors and equipment when not in use. Helping to reduce paper waste by minimising printing/copying and reducing water usage, reporting faults and heating/cooling concerns promptly and minimising travel. Where the role includes the ordering and use of supplies or equipment the post holder will consider the environmental impact of purchases.

Responsible for undertaking appraisal of identified staff, including identifying the learning and development needs of individuals.

Responsible for leading in training and development of identified staff.

## **Key Relationships**

To establish effective working relation with the following:

- Executive Directors
- Divisional Directors
- Heads of Service (Nursing, Allied Health Professionals Governance, Performance Digital Services, Human Resource Business Partners)
- Sustainability Transformation Partners accountable for same portfolio
- Universities and corporate business leads
- Staff Networks leads
- Head of Communications
- Patient Experience Lead

## **Performance Management**

All employees have a responsibility to participate in regular appraisal with their manager and to identify performance standards of the post. As part of the appraisal process every employee is responsible for participating in identifying their own training and development need

## **Health & Safety at Work**

Attention is drawn to the responsibility of all employees to take reasonable care for the health & safety of themselves and other people who may be affected by their actions at work.

## **Equal Opportunities**

Birmingham Community Healthcare NHS Foundation Trust is committed to being an equal opportunities employer and welcomes applicants from people irrespective of age, gender, race and disability.

## **Safeguarding**

It is the responsibility of all staff to safeguard and protect children and adults at risk at all times and staff must report any concerns as per Safeguarding Children and Safeguarding Adults policies, which are available on the Trust's intranet. Every member of staff must undertake regular mandatory safeguarding training at a level relevant to the role.



## **Smoking**

The Trust operates a No Smoking policy.

## **Mobility**

Whilst the postholder will be based at Priestly Wharf this is a Trust wide appointment and travel around the Trust will be required regularly and potentially to various sites per day in addition to infrequent attendance for regional and national meetings and conferences.

## **Confidentiality**

Your attention is drawn to the confidential nature of information collected within the National Health Service. The unauthorised use or disclosures of patient or other personal information is regarded as gross misconduct and will be subject to the Trust's Disciplinary Procedure and, in the case of both computerised and paper-based information, could result in a prosecution for an offence or action for civil damages under the Data Protection Act 1998.

## **Sustainability**

The Trust attaches great importance to sustainability and Corporate Social Responsibility. It is therefore the responsibility of all members of staff to ensure that the Trust's resources are used efficiently with minimum wastage throughout their daily activities

## **Dignity in Care**

Birmingham Community Healthcare NHS Foundation Trust (BCHC) is committed to providing dignity in care for all our patients and service users across the Trust.

All staff, workers, volunteers, students and individuals undertaking work experience/shadowing, irrespective of the role they specifically undertake, are required to adhere to BCHC's vision, values and professional standards. This also involves working with and alongside colleagues and partners, demonstrating a duty of candour (i.e. honesty and straightforwardness), openness and accountability in order to achieve high quality and the best possible care outcomes for our patients, service users and the local community.

## **Infection Prevention and Control**

The Trust is committed to minimising any risks of healthcare associated infection to patients, visitors and staff. All employees must attend Infection Prevention and Control training as required for their post. Employees must be familiar with and comply with Infection Prevention and Control policies available on the Intranet.



## Job Description

This job description will be subject to discussion and reviewed on an annual basis within the appraisal process.

**POST HOLDER'S SIGNATURE:**

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**DATE:**

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A4C Banding No: P2481

### PERSON SPECIFICATION

Title	Head of Leadership and Organisational Development	Band	8b
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Example key areas	Job requirements	W	How identified	Candidate score	Comments
<b>Qualifications training</b> / Level of education; Professional qualifications; Vocational training; Post basic qualifications; Training and learning programmes/courses	<ul style="list-style-type: none"> <li>Master's degree qualification or equivalent experience (in relevant subject area such as MSc Organisational Psychology, Organisational Development or Leadership/Management).</li> </ul>	E	Application Form/ Certificates		
	<ul style="list-style-type: none"> <li>Member of Chartered Institute of Personnel and Development (CIPD) Chartered Institute of Management (CMI) or working towards being a qualified Chartered Organisational Psychologist.</li> </ul>	E			
	<ul style="list-style-type: none"> <li>Evidence of structured professional and career development.</li> </ul>	E			
	<ul style="list-style-type: none"> <li>Coaching qualification</li> </ul>	E			
	<ul style="list-style-type: none"> <li>Training / facilitation qualifications or equivalent experience</li> </ul>	E			
	<ul style="list-style-type: none"> <li>Psychometric test qualifications</li> </ul>	D			
	<ul style="list-style-type: none"> <li>Action Learning Set facilitation/ Schwartz Round / Quality Improvement</li> </ul>	D			

<b>Qualifications training</b> /	<ul style="list-style-type: none"> <li>• Qualified in project management techniques.</li> <li>• Qualified or experienced in project management techniques.</li> <li>• Teaching qualification at Certificate of Education level or equivalent.</li> <li>• Certificate in workplace mediation.</li> </ul>	D D D D	Application Form/ Certificates		
<b>Experience</b> Length and type of experience Level at which experience gained	<p>Significant and recent experience of working in a senior management position in a large complex organisation.</p> <p>Proven strategic skills with demonstrated ability to translate organisational strategy into efficient and measureable outcomes.</p> <p>Significant and recent experience of working as an internal or external consultant and providing a consultancy service including experience of scoping, design, analytical and diagnostic skills to implement OD interventions to meet a range of different stakeholder needs.</p> <p>Experience in collaboratively implementing governance arrangements around OD outcomes</p>	E  E  E  E	Application Interview  Assessment Centre		

<b>Experience</b> Cont...	and developing relevant ROI measures, KPIs and reporting mechanisms as an integral part of the design phase.				
	Extensive experience of carrying out organisational reviews (such as cultural audits, training needs analysis at organisation wide level) analytical, (qualitative, quantitative and statistical) and diagnostic skills.	E			
	Experience of presenting complex and sensitive findings to mixed group of stakeholders, senior leaders and executive directors.	E			
	Knowledge and evidence of practical application of a range of organisational development interventions, modernisation techniques and facilitation techniques.	E			
	Experienced in the design and delivery of a range of accredited, non-accredited and blended leadership and management development programmes specifically for senior managers, leaders and directors.	E			

<b>Experience</b> Cont...	Experience of evaluation, measurement of return on investment and proof of impact of learning and development programmes, OD interventions and culture change.	E			
	Knowledge of a range of organisational development interventions, and facilitation techniques.	E			
	Proven experience of developing and implementing OD strategy and bringing about strategic level, whole system change.	E			
	Experience of delivering multiple projects and balancing conflicting demands through planning, prioritisation and coordination.	E			
	Experience of influencing senior leaders to engage and actively participate in OD interventions.	E			
	Extensive experience in implementing proactive, sustainable engagement techniques to maximise inclusion	E			
	Extensive experience, knowledge and	E			

<b>Experience</b> Cont....	<p>proven ability in delivering transformational/cultural change within a large diverse organisation.</p> <p>Experience of managing a budget.</p> <p>Experience of leading a Health and wellbeing agenda and dealing with sensitive, confidential information</p> <p>Experience of working in the public sector or NHS.</p> <p>Experience of assessment or development centre design.</p>	<p>E</p> <p>D</p> <p>D</p> <p>D</p> <p>D</p>			
<b>Skills/knowledge</b> Range and level of skills Depth and extent of knowledge	<p>Strong system leadership skills, able to work across boundaries and encourage collaboration.</p> <p>Ability to think strategically, exercise sound judgement and understand range of factors, issues and stakeholder views in order to develop most impactful OD solution.</p> <p>Ability to quickly establish credibility at a senior level and be seen as a senior colleague who provides considered, relevant advice and</p>	<p>E</p> <p>E</p> <p>E</p>	<p>Application</p> <p>Interview</p> <p>Assessment Centre</p>		

<b>Skills/knowledge</b> Cont...	guidance.				
	Highly developed analytical and problem solving skills that can be applied to multiple projects.	E			
	Innovative, with the ability to 'think differently' and challenge current behaviours and mind-sets.	E			
	Ability to collate and compare complex data and information, to identify and develop potential solutions, and recommend courses of action.	E			
	Intermediate IT Skills	E			
	Highly effective verbal and written communication skills, able to write complex reports and develop practical action plans.	E			
	Ability to manage own workload and work independently to manage multiple deadlines.	E			
	Excellent consultation, facilitation, presentation and teaching skills.	E			
	Strong leadership skills with the	E			



<b>Skills/knowledge</b> Cont...	ability to influence and motivate both direct reports and colleagues from across the organisation.				
	Strong management skills, able to bring a team together to achieve stretching objectives in a supportive manner.	E			
	Able to work with staff at all levels and professions.	E			
	Strong relationship management skills, able to develop networks both internally and externally.	E			
	Able to tactfully challenge and influence.	E			
	Well organised and methodical	E			
	Advanced IT Skills	D			
	Systematic observation skills, using observations to provide feedback to individuals and teams	D			

<b>Personal qualities</b>	Delivery focused ability to set targets and get things done to achieve continuous improvement.	E	Application		
			Interview		
	Ability to lead by example. High personal standards of conduct, professional integrity and behaviour. Effective team worker with the ability to motivate others.	E	Assessment Centre		
		E			
	Flexible, enthusiastic and committed.	E			
	Professional, credible, respectful and tactful.	E			
	Acts as a role model for the profession and has a strong commitment to the organisational values and NHS constitution.	E			
<b>Other job requirements</b>	Ability to travel across trust sites on a regular basis	E			
	Ability to attend local, and ad hoc regional and national events	E			
Overall Candidate score					

**W (Weighting) - E = Essential D= Desirable**

**How identified = Application = AF; Interview = I; Test = T; Presentation = P.**