

**LANCASHIRE TEACHING HOSPITAL NHS TRUST
WORKFORCE AND ORGANISATIONAL DEVELOPMENT**

JOB DESCRIPTION

JOB TITLE: Head of Organisational Development (OD) Programmes

DIRECTORATE: Workforce and Education

REPORTS TO: Deputy Director Workforce and Organisational Development

ACCOUNTABLE TO: Workforce and Education Director

KEY RELATIONSHIPS: Colleagues within the Workforce and OD team, Executive Directors, Non-Executive Directors, Senior Managers (e.g. Divisional Directors, Heads of Service, Heads of Nursing, Clinical Directors, Consultants and middle managers from all professions)

DIRECT REPORTS: Staff Engagement and OD Advisor (1 colleague), Retention and On-boarding Lead (1 colleague), Recognition Advisor (1 colleague), OD Practitioner (Lead for national roll out of TED tool), OD Administrator (Supporting national programme, 1 colleague)

HOURS: 37.5

LOCATION: Royal Preston Hospital

BAND: 8b

NB: The Post holder may be required to work in other departments across the Trust including across Trust sites

DBS (Criminal Record) Check Level required for role:

Please indicate the level of DBS Check required in this role	Standard	Enhanced without Barred List Checks	Enhanced with Child only Barred List Check	Enhanced with Adult only Barred List Check	Enhanced with Child and Adult Barred List Checks
	X				

KSF Core Dimension Levels for Role

Communication	Personal & People development	Health, Safety & Security	Service Improvement	Quality	Equality & Diversity
4	4	3	3	3	4

Role Summary

Key Duties and Responsibilities:

As Head of Organisational Development (OD) Programmes has a dual role, with internally facing and externally facing responsibilities. Internally the post holder will lead and be responsible for the implementation of strategic aims within their portfolio delivering a tangible difference to Trust performance. The post holder will be responsible for ensuring the delivery of the engagement, recognition and retention plans so that our workforce have a positive experience of work, feel engaged with their team and our vision, want to go the extra mile and want to build their future with us. They will lead and manage engagement, recognition and retention interventions. This will include scoping, designing, implementing and evaluating the impact of interventions. This role will provide specialist expertise to senior colleagues and executive directors with regards to the development of colleague engagement plans, approaches to improving staff satisfaction, improving retention, recognition as well as taking a wider OD approach to supporting the achievement of corporate aims.

The second aspect of this role is high profile and externally focussed, with the post holder leading the national roll out of our in house team engagement tool called TED Tool. The Head of OD Programmes will ensure the smooth roll out of the tool, will proactively engage with client organisations, grow our brand, further commercialise our offer and make a national difference to levels of team engagement within the healthcare sector and potentially beyond.

Leadership Framework Profile for Role

Inspiring Others	Responsibility for the Team	Leading from the Front	Conscious Leadership	Delivering the Service
4	3	4	4	4

(Level of capability required: 0 – Not Required, 1 – Developing, 2 – Capable, 3 – Strong, 4 – Outstanding)

Leadership Behaviour Clusters Overview

INSPIRING OTHERS - Motivates staff by involving them in the planning process, utilising their strengths, providing support and delegating to empower others. Role modelling desired behaviours by showing passion, communicating the Trust vision with pride and behaving consistently with the Trust Values.

RESPONSIBILITY FOR THE TEAM - Provides direction, feedback and understands the challenges faced by the team. Willing to pitch in and work as part of the team when necessary. Tackles conflict proactively and constructively. Demonstrates honest and trust.

LEADING FROM THE FRONT - Able to take charge when necessary, overcoming challenges caused by conflicting priorities, lack of resources, difficult or demanding situations in the internal and external environment. Displays determination and resilience to raise performance levels. Learns from mistakes and develops creative and innovative solutions.

CONSCIOUS LEADERSHIP - Self-awareness of who they are, what they stand for, what others need from them and their impact on others. Considers different perspectives, follows up on promises and works in line with the Values. Reflects on performance using information to identify what needs to be done differently.

DELIVERING THE SERVICE - Focuses on quality and service provided. Continually tries to identify the most effective way of making the service responsive to meet changing demands. Articulates the vision with clarity, keeping focus on improving services and inspiring others to be positively involved. Manages short and long-term priorities, balancing the big picture with detail to ensure the highest standards are achieved.

Our Values



Being Caring and Compassionate

Being caring and compassionate is at the heart of everything we do, it is about understanding what each person needs and striving to make a positive difference in whatever way we can.



Recognising Individuality

Appreciating differences, making staff and patients feel respected and valued.



Seeking to Involve

Actively gets involved and encourages others to contribute and share their ideas, information, knowledge and skills in order to provide a joined up service.



Building Team Spirit

Working together as one team with shared goals doing what it takes to provide the best possible service.


















Taking Personal Responsibility









Individuals are accountable for achieving improvements to obtain the highest standards of care in the most professional way, resulting in a service we can all be proud of.

ROLE DUTIES	MEASURABLE OUTCOMES					
<p>Strategy Development and Implementation Oversight of performance against aspects of the Workforce and OD Strategy, driving forward progress to deliver improved outcome measures.</p>	<ul style="list-style-type: none"> To lead the development and implementation of aspects of the Organisational Development (OD) strands relevant to portfolio of the Workforce and OD strategy, managing implementation against agreed corporate time frames, budget and reporting against agreed performance measures. To deputise on the behalf of the Deputy Director for Workforce and OD 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 services under area of responsibility provided are continuously improved and in line with current thinking and best practice. 					

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	<ul style="list-style-type: none"> • Provision of information and analysis of team performance on a regular basis to the Workforce Committee in line with cycle of business to determine impact of strategic actions on organisational performance, levels of risk and actions to bring performance back on track. • To coproduce strategic plans for areas of responsibility with key stakeholders, colleagues, and managers, in order to fully understand organisational need and engage others in the development of priority work streams. 					
<p>Staff Engagement and Satisfaction Maintaining strategic oversight of the staff engagement agenda, increasing uptake and levels of satisfaction as measured through the annual staff survey and TED Tool.</p>	<ul style="list-style-type: none"> • Development of a staff engagement framework which contributes to improved staff experience to ensure all staff feel valued, supported and engaged as measured through year on year improvements in the staff satisfaction survey. • To support the systematic roll out of the Team Engagement and Development (TED) Tool internally with all teams undertaking TED tool on an annual basis through integration with Ward Audit mechanisms and annual planning cycle aligned to the Trust Big Plan. • Act as Subject Matter Expert and use specialist knowledge to advise a range of internal stakeholders, including the Trust Board, colleagues who author policies and individual members of staff, on all aspects of workforce engagement, motivation and satisfaction. • To promote the work achieved by staff within the Trust both internally and externally, helping to raise the profile of the Trust and celebrate the achievements made. • To oversee the annual staff opinion survey and other staff feedback mechanisms and use the results in the planning and delivery of improvements to staff support and development. This will be measured by increased participation and measurable improvements to levels of staff satisfaction and engagement levels through implementation of actions. 					
<p>Organisational Development To provide strategic oversight of a range of OD programmes designed to bring about culture change and organisation improvement such as (but not limited to) engagement, recognition, retention.</p>	<ul style="list-style-type: none"> • To lead on programmes of work which support cultural and workforce performance metric improvements at team, departmental and organisational levels e.g. reward and recognition schemes, retention interventions, enhancing engagement with corporate priorities (e.g. Big Plan), implementation of Employment Brand and offer. • To operate as an internal consultant with regards to the provision of innovative engagement and OD interventions through strong 					

	<p>consultancy skills and designed to deliver a tangible impact measured through robust evaluation.</p> <ul style="list-style-type: none"> • To maximise the utilisation of the systems and interventions (e.g. Thank You Scheme, Fab Feedback Friday, An Audience with, Peer to Peer recognition, Stay Conversations). • To work in partnership with peers in the team to understand shared priorities and develop joint objectives, specifically in relation to equality, diversity and inclusion, leadership development, health and wellbeing, staff engagement, recruitment, selection and succession planning. • To provide/facilitate the delivery of executive coaching/delivery of high quality action learning to senior managers and service heads across the organisation. • 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. 					
<p>National Programme Lead for the Roll Out of Team Engagement and Development (TED) Tool To lead the national roll out and commercialisation of the TED Tool, bringing about improvements to team engagement across the NHS and other sectors.</p>	<ul style="list-style-type: none"> • To deliver and grow an effective commercial service which seeks to promote the TED tool and approach, bringing about national improvements to team engagement. • To oversee client relationships and contract management to ensure a high quality service is delivered that leads to ongoing licence renewal. • To strengthen relationships with key stakeholders and delivery partners (e.g. NHSI/E, Regional People Boards, ICS Level OD Networks) to demonstrate performance against contract, evaluation measures and to consult on future developments to the TED tool. • To work as an external consultant with client organisations, helping to scope organisational readiness, integration and embedding of the TED tool by working in partnership with clients to ensure organisational performance improvements, helping find innovative ways to overcome barriers. • To deliver national and regional presentations promoting the TED tool approach to NHS organisations and other sectors as required. • To set up a national learning collaborative across the NHS for Team Engagement, bringing together colleagues to share experiences, best practice and opportunities to scale up. • To oversee the TED tool and external web platform, keeping the tool 					

	current, supported by robust research base, associated resources meet client needs and best practice.					
<p>Analysis and Evaluation Developing and embedding an approach to the evaluation of organisational development and learning activities. Using findings to determine the effectiveness of interventions and update/refresh these as required optimizing impact.</p>	<ul style="list-style-type: none"> • Delivery of a robust evaluation framework to ensure all streams are evaluated thoroughly, and the team are able demonstrate impact at multiple levels including attrition, pass rate, colleague satisfaction, behaviour, organisational performance, improved workforce performance metrics and cultural change. • 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 or staff engagement through working with the Business Partner Team, Staff Engagement Lead and Leadership and OD team and divisional managers. • 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 portfolio, 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 write and present complex proposals and evaluation reports to senior level audience e.g. Workforce Committee and Executive Team. • To evaluate and manage organisational risks in relation to areas of responsibility. 					
<p>Team Leadership Provide effective team leadership by managing the implementation of plans and strategies through the whole team.</p>	<ul style="list-style-type: none"> • 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 					

	<p>both their personal and organisational goals.</p> <ul style="list-style-type: none">• 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 and apprenticeship targets.• 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.					
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Occupational hazards or exposures relevant to this job (please tick)			
Physical			
Patient moving & handling	<input type="checkbox"/>	Regular DSE work	X
Regular equipment / material moving & handling > 10kg	<input type="checkbox"/>	Climbing ladders and / or working at height	<input type="checkbox"/>
Noise (LEP,d > 80)	<input type="checkbox"/>	Hand Arm Vibration	<input type="checkbox"/>
Hot or cold conditions	<input type="checkbox"/>	Exposure to Ionising Radiations	<input type="checkbox"/>
Entry into confined spaces	<input type="checkbox"/>	Other potential ergonomic problems	<input type="checkbox"/>
Driving on Trust business	<input type="checkbox"/>	Vocational driving (C1,D1, LGV, PCV)	<input type="checkbox"/>
Chemical			
Exposure to known respiratory irritants or sensitisers	<input type="checkbox"/>	Exposure to known skin irritants or sensitisers (including latex)	<input type="checkbox"/>
Exposure to asbestos (non-licenced work)	<input type="checkbox"/>	Exposure to any other chemicals	<input type="checkbox"/>
Biological			
Exposure-prone procedures	<input type="checkbox"/>	Laboratory exposure to pathogens	<input type="checkbox"/>
Other			
Night work	<input type="checkbox"/>	On-call duties/ lone working	<input type="checkbox"/>

Governance

The post holder will operate at all times to high standards of probity. This will include compliance with:

- Health and safety regulations
- All policies and procedures approved by the Trust
- Trust Standing Financial Instructions
- Working within the Data Protection act 1984, Health & Safety at work Act 1974, Maintain confidentiality at all times, as required by legislation and Trust Policy
- Working to defined policies and procedures, actively implementing the development of the electronic solution
- Work within the limitations of the role
- Professional codes of conduct including the NHS Managers Code of Conduct (where these apply)
- All policies and procedures related to infection prevention and control as relevant to their post
- To raise any concerns as soon as possible, as per whistle blowing policy, relating to any:-
 - Healthcare matters, e.g. suspected negligence, mistreatment or abuse of patients; the quality of care provided
 - Concerns about the professional or clinical practice or competence of staff
 - The treatment of other staff, including suspected harassment, discrimination or victimisation
 - Health, safety and environment issues
 - Suspicion or knowledge of theft, fraud, corruption, bribery allegations or other financial malpractice
 - Employment standards and/or working practices
 - Criminal offences or miscarriages of justice
 - Failure to comply with any other legal obligation
 - Deliberate concealment of any of the above

Information Governance

- To be fully aware of and committed to all Policies, Procedures and Initiatives relating to Information Governance - this will include, but not limited to, Data Quality improvements, Confidentiality and Information Security
- To take personal responsibility for safeguarding and ensuring the quality of information.

Behaviour

The post holder will be expected to:

- Support the aims and vision of the Trust
- Act with honesty and integrity at all times
- Be a positive ambassador for the Trust
- Demonstrate high standards of personal conduct

- set an example and encourage openness and honesty (particularly in reporting incidents and near misses) and will actively foster a culture of learning and improvement
- Value and respect colleagues, other members of staff and patients
- Work with others to develop and improve our services
- Uphold the Trust’s commitment to equality and diversity
- Take personal responsibility for their words, deed and actions and the quality of the service they deliver

Job Review

This job description will be reviewed periodically to take into account changes and developments in service requirements. Any changes will be discussed fully with the post holder.

Signature of Post Holder:

Date:

Signature of Manager:

Date:

LANCASHIRE TEACHING HOSPITAL NHS FOUNDATION TRUST

PERSON SPECIFICATION

POST: Head of Organisational Development Programmes

Band: 8b

DIRECTORATE / DIVISION: Workforce and Organisational Development

ATTRIBUTE	ESSENTIAL	DESIRABLE	HOW ASSESSED
Qualifications & Education	<ul style="list-style-type: none"> • Master’s degree qualification (or equivalent postgraduate level ability or experience). • Management qualification at diploma level or equivalent experience. • Coaching qualification or substantial experience of coaching a range of senior staff in multidisciplinary roles. • Psychometric test qualifications. 	<ul style="list-style-type: none"> • Specialist qualification in relevant field • Certificate in workplace mediation. • Member of the Chartered Institute of Personnel and Development (CIPD) or Chartered Organisational Psychologist. 	<p>Application form</p> <p>View Certificates</p>
Knowledge & Experience	<ul style="list-style-type: none"> • Significant and recent experience of working in a senior management position in a large complex organisation. • Proven strategic skills with demonstrated ability to translate organisational strategy into efficient and measureable outcomes through consultation and co-production. • 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 and diversity and inclusion interventions to meet a range of different stakeholder needs. • Experience in collaboratively implementing governance arrangements around OD outcomes 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 staff satisfaction surveys, cultural reviews, training needs analysis at organisation wide level) analytical, (qualitative, quantitative and statistical) and diagnostic skills. • Experience of presenting complex and sensitive findings to mixed group of stakeholders, senior leaders and executive directors. • Knowledge and evidence of practical application of a range of 	<ul style="list-style-type: none"> • Experience of assessment or development centre design. • Knowledge of the apprenticeship framework, apprenticeship levy and leadership/management development apprenticeships. • Experience of dealing with complex issues in relation to supporting colleagues with equality, diversity and inclusion issues. • Experience of income generation and delivering services to client organisations. • Experience in contract management and maintaining high standards of customer satisfaction. 	<p>Application Form</p> <p>Interview</p> <p>Assessment Centre</p>

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	<p>organisational development interventions, modernisation techniques and facilitation techniques.</p> <ul style="list-style-type: none"> • Experience of evaluation, measurement of return on investment and proof of impact of OD interventions. • Experience of delivering multiple projects and balancing conflicting demands through planning, prioritisation and coordination. • Experience of influencing senior leaders to engage and actively participate in OD interventions. • Experience of managing a budget. 		
Skills & Abilities	<ul style="list-style-type: none"> • Strong system leadership skills, able to work across boundaries, quickly establish credibility and encourage collaboration. • Ability to think strategically, exercise sound judgement and understand range of factors, issues and stakeholder views in order to develop most impactful OD solution. • Able to 'think differently', challenge ways of working and through analytical and problem solving skills create innovative solutions. • Ability to collate and compare complex data and information, to identify and develop potential solutions, and recommend courses of action. • Intermediate IT Skills. • Highly effective verbal and written communication skills, able to write complex reports and develop practical action plans. • Ability to manage own workload and work independently to manage multiple deadlines. • Excellent consultation, facilitation, presentation and teaching skills. • Strong leadership skills with the 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. • Able to work with staff at all levels and professions. • Strong relationship management skills, able to develop networks both internally and externally. • Able to tactfully challenge and influence. • Well organised and methodical. 	<ul style="list-style-type: none"> • Advanced IT skills. • Systematic observations skills, using observations to provide feedback to individuals and teams. 	<p>Application Form</p> <p>Assessment Centre</p> <p>Interview</p>
Values &	<ul style="list-style-type: none"> • Delivery focussed ability to set targets and get things done to achieve continuous improvement. 		Application Form

Behaviours	<ul style="list-style-type: none"> • Ability to lead by example. High personal standards of conduct, professional integrity and behaviour. • Effective team worker with the ability to motivate others. • Flexible, enthusiastic and committed. • Professional, credible, respectful and tactful. • Acts as a role model for the profession and has a strong commitment to the organisational values and NHS constitution. 		Assessment Centre Interview
Leadership Framework Behaviours	<p>INSPIRING OTHERS</p> <ul style="list-style-type: none"> • Motivates a wide range of individuals, actively encourages and supports their colleagues to work to the best of their ability • Encourages staff to take ownership for their own development. • Demonstrates high levels of personal performance and conduct at all times, makes clear to staff that they are expected to do the same. • Involves relevant colleagues in decision-making, listens but takes the final decision themselves. <p>RESPONSIBILITY FOR THE TEAM</p> <ul style="list-style-type: none"> • Can alternate between working as part of the team and taking control. • Clearly communicates key performance priorities and objectives to their teams eliminating ambiguity. • Exhibits foresight to identify and defuse conflict before it occurs. Creates an environment where conflict is managed, resolved and a way forward is found. • Encourages multi-way feedback environment, e.g. openly between team members; uses feedback as a motivational tool. <p>LEADING FROM THE FRONT</p> <ul style="list-style-type: none"> • Is confident taking charge, and is able to effectively deal with and influence more challenging individuals. • Shows optimism and resilience under the most stressful circumstances. Inspires others, keeps the positive message going even when others have ceased to believe. • Is prepared to be held accountable for agreed goals. Sets targets for performance, providing staff with clarity of purpose and direction. • Sees through conflicting or complex information to find a solution that tackles the problem at source. Requires staff to propose solutions when raising problems. Delivers solutions that have a positive and far reaching impact, influencing future direction of the Trust. <p>CONSCIOUS LEADERSHIP</p> <ul style="list-style-type: none"> • Uses talents to the full by participating in a variety of events to build strengths. Is dedicated to continuous learning and self-improvement, undertakes activities to enrich knowledge build new skills and hone existing skills. • Acknowledges and respects others' diverse perspectives. Takes the time to get to know individual team members, willing to listen non-judgementally to others' opinions and contributions regardless of whether they agree to them. • Recognises the impact their behaviour has on others and seeks to regulate behaviour to have a positive outcome. • Is known to support and apply a high set of ethical and moral principles. Stays true to personal/Trust values regardless of internal and external pressures. <p>DELIVERING THE SERVICE</p> <ul style="list-style-type: none"> • Designs, implements and drives forward improvement initiatives, can measure the impact process improvements have at all 	<ul style="list-style-type: none"> • Application form • Interview 	

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	<p>levels (e.g. patient, team, department). Takes a proactive approach, bringing about improvements before being asked.</p> <ul style="list-style-type: none">• Maintains an overview of team progress, taking steps to ensure that targets are attained and staff make the best use of their time. the progress being made and predicts potential failures, developing contingency plans in advance.• Has a long term vision that sets out stretching goals, using them to motivate their team to improve service standards.• Creates an environment where poor performance or conduct is tackled promptly and directly, empowering staff members to challenge poor performance in one another.	
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