

## LONDON BOROUGH OF LEWISHAM

### JOB DESCRIPTION

<b>Designation:</b>	Head of Organisation Development	<b>Grade:</b>	SMG3
<b>Reports to (Designation):</b>	Director of People and OD  Current interim arrangements: Director of Strategy, Transformation, Equalities and Performance	<b>Grade:</b>	JNC3
<b>Directorate:</b>	Chief Executive's Directorate	<b>Section:</b>	People and OD

#### Main Purpose of the job:

To be the strategic lead, developing, delivering and managing all aspects of the Council's Organisational Development provision; ensuring it is aligned to the strategic direction and ambitions of the Council. Embedding continuous improvement and culture change through the organisation, including leadership development. Facilitating change and innovation, building a working culture that encourages innovative, smart and collaborative working.

1. To lead, develop and manage all aspects of the Council's corporate learning and development, talent, OD and People strategies and plans. As part of this, develop strategies which support the Council's role as a major employer in Lewisham, especially in relation to underrepresented groups.
2. To lead and direct teams providing proactive support on all aspects of employee development, ensuring the delivery of customer focused and professional services and excellent candidate experience.
3. To set the strategic direction for organisational learning: ensuring design, development and commissioning of the Council's learning and development provision that meets the needs of corporate and service priorities and enhances individual, team, and organisational effectiveness through creative, experiential and effective learning. As part of this, procure and manage relationships with learning and development providers to ensure the delivery of effective and value for money provision.
4. To contribute to the Council's change agenda, working in partnership with Communications and the Digital Transformation teams, leading on OD strategy, Equality, Diversity and Inclusion (EDI) strategic development and implementation, related learning, development and Talent growth and reward interventions; collaborating closely with other corporate teams and with external initiatives coordinated by London Councils and other relevant partnership bodies.
5. As a member of the HR Leadership team, contribute to the overall leadership and

management of the HR function and make a proactive contribution to the development of HR strategy and policy, using data, metrics, and evidence to inform and drive decision making and change.

6. To be the Council's lead on the pan-London Tackling Racial Inequality Working Group (TRIG), sponsored by London Councils.

### **Summary of Responsibilities and Personal Duties:**

1. Develop and deliver comprehensive and progressive employee talent, learning and development strategies for the Council that maximise potential, inspire people to want to work for the Council and ensure that the right capabilities are in place in the Directorates to deliver corporate and service aims and priorities.
2. Develop and deliver an effective strategic OD and People Plan, working in partnership with the Council's Communications and Engagement division.
3. Create and implement leading edge OD, learning and development, and talent management programmes and plans based on strong workforce insights, using data, metrics and evidence to inform and drive decision making and change across the business areas. This to include design and development of Staff Surveys, and Pulse surveys used in a targeted and tactical way to inform and shape organisational development, particularly continuous improvement of the Council culture.
4. As part of this, develop and implement measures which ensure that the Council can retain staff in hard-to-recruit/skill shortage posts.
5. Lead the development of a strong approach to employee talent and development, working closely with colleagues in the HR Leadership team to ensure the people plan for employee resourcing, workforce planning and learning and development is aligned across the Council.
6. Design and deliver development centres (DCs) for aspiring managers and managers wishing to progress as leaders through the organisation: with special emphasis on enhancing our approach to Equality and Inclusion by using DCs to help our Black and other minority groups identify their strengths and areas of development that will enable them to maximise their potential, grow and thrive.
7. Lead the development of a strong learning culture, challenging and supporting colleagues to understand the benefits of embracing new ideas and innovation in their approach to learning. As part of this, support the delivery of digital learning, ensuring that digital technologies are part of the Council's Learning and Development Strategy.
8. Lead, develop and support a strong employee recognition culture across the Council, ensuring recognition is an integrated part of appraisal and performance management guidance and development activities.
9. Lead on behalf of the Director of STEP the design of an EDI strategy and practical approach to diversity and inclusion in the workplace to ensure the development of an inclusive culture where individuals can thrive. Also to be responsible for the implementation, monitoring and evaluation of the Council's approach.

10. Lead and manage the OD, Talent, and learning and development teams, ensuring the provision of pro-active consultancy services covering planned change initiatives and the end-to-end employee life cycle. To include, ensuring internal consultants and business partners within HR are equipped with consultancy, advisory and facilitation skills.
11. Develop and maintain policies and procedures for all assessment, learning and development processes, including the content of learning and development information on the intranet, ensuring it is up to date, accessible and user friendly, enabling effective manager and employee self-service and self-sufficiency.
12. Develop the Council's corporate apprenticeship programme, ensuring the apprenticeship levy is fully utilised and that all apprentices are well supported with effective development and training plans.
13. Provide outplacement/employability skills training services to our people displaced by organisational change, and ensuring that all staff are well supported through change, for leavers, movers and stayers
14. In collaboration with the Council's Scrutiny team, contribute to the development of a framework of support for Councillors on member development and personal development plans.
15. Support the development of a working environment where every individual's unique contribution is valued and respected, enabling all employees to thrive and achieve their full potential.
16. Ensure the training, coaching and mentoring of managers to improve recruitment practice and learning and development support across the Council.
17. Procure, commission and implement a leadership development programme: supporting and working with the external providers in partnership

## **Management Roles & Expectations**

### **As a Lewisham Head of Service, you will:**

1. Ensure corporate and strategic modelling through demonstrating commitment to council values and translating the vision into strategic intent
2. Ensure performance and quality improvement through leading and nurturing others to lead and manage innovative approaches to achieving results
3. Ensure best use of resources through defining priorities and securing appropriate resources to achieve the Council's objectives
4. Ensure services contribute to the corporate whole through interpreting external needs and trends and creating synergies to achieve corporate goals

### **Business Continuity:**

1. Responsible for ensuring robust business continuity plans are in place, tested annually, and embedded within your service.
2. Ensure your services can deliver any required functions during an emergency and provide resources to the incident where required.

**All employees are required to:**

1. Actively promote equality, diversity and inclusion in the workplace
2. Participate in the Appraisal and Performance Management schemes and to undertake appropriate training and development identified to enhance their work
3. Take ownership of their own learning: utilising the learning and development facilities such as the online Learning Academy and advertised courses, together with other relevant development opportunities both within and outside the Council
4. Carry out the duties of the post with due regard to the Council's Dignity at Work Policy and core values.
5. Comply with the Council's Health & Safety policies and procedures at all times, taking due care for themselves, colleagues and members of the public
6. Assist in carrying out the Council's environmental policy within the day-to-day activities of the post
7. Undertake other duties, commensurate with the grade, as may reasonably be required
8. Treat all information acquired through employment, both formally and informally, in strict confidence.

**Internal Contacts:** Executive Directors and Directors, the Mayor, Cabinet and other elected Members, members of the Chief Executive's Directorate, the Mayor's Office, trade unions and senior staff in other Directorates

**External Contacts:** HR leads and senior managers at key partner organisations in Lewisham, other London local authorities, London Councils, the GLA and the LGA.

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- To carry out the duties of the post with due regard to the Council's relevant codes and procedures.
  - To carry out duties with due regard to the Council's values and behaviours
  - All employees are required to participate in Appraisal and Performance Management processes and to undertake appropriate training and development, including mandatory induction training, identified to enhance their work.
  - Undertake other duties, commensurate with the grade, as may reasonably be required.
  - Consideration will be given to restructuring the duties of this post for a disabled postholder

THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO  
MEET THE CHANGING NEEDS OF THE SERVICE.

Number of fully managed staff: 4

<b>Title</b>	<b>Grade</b>	<b>No of posts</b>
Senior OD Consultant	PO8	2
L&D Manager	PO6	1
Talent Management & Reward Manager	PO6	1

Number of partially managed staff: 0

<b>Title</b>	<b>Grade</b>	<b>No of posts</b>
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## PERSON SPECIFICATION

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### **Note to Candidates**

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post. Those categories marked 'S' will be used especially for the purpose of shortlisting.

Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.

If you are a disabled person and are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

<b>Knowledge</b>	
In-depth and up to date knowledge of corporate and business challenges facing local authorities and public bodies and how to deliver solutions that address those challenges.	
Substantial knowledge of organisational learning and development, talent management, employee engagement, employment law, and best practice to deliver key outcomes that support the organisation's priorities and objectives.	<b>S</b>
Experience and knowledge of equality diversity and inclusion (EDI): putting effective EDI learning and integration activity into practice. Including understanding how development centres can be implemented for the identification of talent within a BAME community and address their development in a targeted and tactical way.	<b>S</b>
<b>Aptitude</b>	
Ability to use information technology including MS Office and financial and human resources management systems.	

Astute, with the ability to identify long and short-term risks and opportunities, and to think creatively and work collaboratively to develop and deliver practical solutions	
<b>Skills - Skills can only be used as shortlisting criteria if the skill is to be tested</b>	
Strong communication skills – able to speak confidently, persuasively and articulately and to write clearly and effectively.	
Highly organised, able to prioritise and handle change, and to lead a team to work calmly and effectively under pressure and to meet deadlines	
Excellent facilitation skills.	
<b>Experience</b>	
Successful track record as a senior practitioner within organisational learning and talent management, with some experience of devising and developing OD, EDI and people strategies, in a complex environment/organisation.	<b>S</b>
Experience of managing others and setting performance targets.	
Successful track record in devising, leading and delivering people management initiatives and interventions to improve talent identification and development, and the employee experience.	<b>S</b>
Experience of creating recognition and reward solutions which attract, motivate and retain employees.	<b>S</b>
Substantial experience of designing and delivering learning via virtual, web based and eLearning systems.	<b>S</b>
Experience of commissioning and liaising with external providers/suppliers and contract management.	<b>S</b>
Substantial experience of successfully developing and implementing a broad range of organisational learning and development solutions to deliver agreed organisational outcomes	
Successful track record in devising, leading and delivering learning initiatives and interventions to improve organisational, team and individual learning and development and the employee experience.	
Good understanding and experience of the political interface in a local authority and the role and needs of elected members.	
Substantial experience of successfully managing relationships and stakeholders within a political environment and at a senior executive level.	
Extensive project management and financial (budget) management experience.	
<b>General Education</b>	
Chartered membership of the Institute of Personnel and Development or demonstrable equivalent experience.	<b>S</b>

<b>Equality &amp; Diversity</b>	
Commitment to implement the Council's Equal Opportunities Policies and EDI strategy	
Awareness of and a commitment to Equality of Access and Opportunity in a diverse community	<b>S</b>
Understanding of how equality and diversity relates to this post	<b>S</b>
An understanding of how to develop and implement an EDI strategy for a local authority	
<b>Personal Qualities and Behaviours</b>	
Be <b>resident focused</b> . With the ability to listen to learn, think broadly and find solutions, make decisions and take action.	
Be <b>ambitious to improve</b> . A person who takes responsibility, creates and innovates, measures and evaluates.	
Take a one council approach. Inspiring and communicating, trusting and empowering, collaborating.	
A strong and highly motivated leader and team player with energy and credibility who commands the confidence of Members, senior managers, staff, partners and stakeholders.	
Personal authority and stature to lead by example, achieve successful outcomes and able to act firmly and decisively both corporately and collaboratively.	
A strong commitment to probity, honesty and openness, treating people consistently, fairly and with respect	
Ability to work collegiately in a matrix environment and to provide training, development and coaching to colleagues and direct reports.	
Proactive, positive, customer centric and determined to add value.	
Evidence of commitment to continued professional development.	
<b>Circumstances</b>	
Able to attend meetings in the evenings; to work outside normal office hours; and to work beyond minimum hours as and when required to achieve deadlines.	
<b>Physical</b>	
Generally candidates must meet the standard Lewisham requirements for the post	

**DBS Disclosure Required**    **Basic** ☐    **Standard** ☐    **Enhanced**

*(Tick as appropriate – guidance available from your HR Advisor, if a DBS is not required please leave boxes blank)*