



Children's Hospices Across Scotland

JOB DESCRIPTION – HEAD OF LEARNING AND ORGANISATIONAL DEVELOPMENT

Job Details

Job Title – **Head of Learning and Organisational Development** Location – **Flexible location with frequent travel across Scotland**
Responsible to– **Director for People and Strategy** Salary – **Sector Band 8**
Job Family – **Manager – Non Care**

Job Purpose

Working within the culture, ethos and philosophy of CHAS:

- Provide leadership, vision and direction for Learning and Organisational Development (L&OD) to enable our people to provide the best possible care to children and families.
- Develop, implement and evaluate CHAS's L&OD strategy, ensuring alignment between strategic and operational needs.
- Partner the Senior Leadership team (SLT) and managers across CHAS, supporting them to identify creative learning and OD solutions to drive performance.
- Design and ensure successful delivery of L&OD initiatives that align with People and Strategy objectives across CHAS
- Contribute as a senior member of the People and Strategy directorate to People policy and decision making

Main Tasks

- Lead L&OD strategy development, planning and delivery
- L&OD partnering across CHAS – key customers are Senior Leadership team, trustees and managers across CHAS.
- Employee engagement and co-production through partnership working
- Provide expert L&OD advice and role model good L&OD practice
- Manage L&OD team and resources
- Ensure effective governance of L&OD related priorities

Job Activities

Strategy Development, Planning and Delivery

- Develop, deliver and monitor CHAS's L&OD short and long-term strategy, ensuring its alignment with CHAS Plan objectives

- Manage and develop CHAS's L&OD function and ensure appropriate resource allocation for L&OD priorities
- Contribute as a senior member of the People and Strategy directorate to policy and decision making
- Professional Lead for CHAS's coaching provision and responsible for developing the organisation's coaching capability and embedding a coaching culture in CHAS.
- Support the development of CHAS's approach to talent management and succession planning, aligning closely with workforce planning
- Provide change management support to managers across CHAS

Provision of L&OD and Partnering

- Play a key role in facilitating the development of a values-based, shared leadership culture throughout CHAS
- Oversee CHAS's L&OD provision and ensure its alignment to safety requirements and priorities related to culture and values
- Effectively and compassionately address the people and culture priorities by working in partnership with senior members of the HR team and other managers in CHAS
- Oversee the management, development and maintenance of CHAS' e-learning system and other technological methods for learning management
- Support senior managers in making informed business decisions on L&OD priorities to enable improved performance
- Influence SLT Directors and act as an advocate of change in leading L&OD initiatives and developing culture
- Support the Chair of the Board with the learning and development of trustees,
- Work with senior nursing and medical leaders to align L&OD strategies to the professional development of care staff.

Expert Advice and Role-Model

- Champion best practice in L&OD, influence key business decisions to ensure effective L&OD practice in CHAS,
- Role model positive behaviours as a senior member of the People and Strategy leadership team
- Coach managers to develop the skills and competencies for effective people management necessary for them to fulfil their roles,
- Support CHAS subject experts to develop learning material and L&OD interventions
- Represent CHAS in a professional capacity in professional and public arenas
- Maintain an up to date knowledge of developments in L&OD, nurture professional links and networks with Public and Third Sector organisations

Leadership and Line Management

- Lead, manage, motivate and develop the L&OD team in promoting a positive culture of learning, engagement and delivery to support the values and aims of CHAS
- Manage performance of the L&OD Team, developing talent, addressing absence and employee relations issues if required.
- Support the Senior Leadership team with workforce planning for their respective directorates.

Governance and Finance

- Responsible for developing and implementing L&OD related policy and procedures
- Research, implement and embed appropriate systems and processes for managing and supporting staff L&D that ensure CHAS meets industry good practice standards
- Authorised signatory on expenditure and purchases up to £5,000. Budget-holder for the CHAS wide L&OD budget of over £100k

- Manage L&OD budget of over £100k and support SLT and managers in planning, implementing and monitoring L&OD spend for their teams
- Oversee the maintenance of accurate employee learning records and processes that provide assurance on budget spend against activity
- Evaluate monthly, quarterly and annual monitoring and reporting on L&D compliance and budget spend
- Identify and proactively manage any L&OD related risks to CHAS
- Responsible for ensuring GDPR compliance of staff training records and any other sensitive data held by the L&OD team.
- Responsible for evaluating and reviewing new and existing L&OD contracts, ensuring they meet service standards
- Oversight of all information governance matters pertaining to L&OD initiatives, learning systems and records. Undertake the role of Information Asset Administrator (IAA) to ensure policies and procedures are followed (incident management, actual of potential security risks/incidents, asset registers).
- e, draft and present papers and reports to People and Strategy directorate, SLT and the Board, providing options, recommendation and reporting on key performance indicators

Health and Safety

- Responsible for coaching L&OD staff, adhering to and monitoring compliance with the CHAS Health and Safety Management Policy and Information Governance Framework and associated procedures and co-operating with CHAS in complying with its legal duties
- Keep up to date with relevant legislative and regulatory requirements and liaise with Facilities teams to oversee L&D solutions that ensure compliance with procedures

Volunteer Engagement

- Work constructively with volunteers by planning their work, providing advice and information and actively involving them in team activities. Ensure volunteer management is included in team KPIs, staff are held accountable and volunteers receive a quality experience with CHAS.

This list is neither exclusive nor exhaustive and you may from time to time be required to undertake such tasks as may be reasonably expected within the scope and grading of your post in order to meet the needs of the operation of CHAS.

Dimensions

- Responsible for implementing CHAS L&OD Strategy for staff
- Overall responsibility for ensuring effective L&OD practice for the full workforce and monitoring expenditure and compliance
- Directly responsible for line-management of L&OD Manager post, including absence management, training and appraisal
- Responsible for developing the aspects of the People and Strategy budget that relate to L&OD
- Responsible for L&OD provision affecting all staff in all departments across CHAS.
- Very frequently has contact with Board, SLT and managers, all members of staff, volunteers and external suppliers; sales representatives, and consultants
- Likely to have contact with children and families who use the service through supporting the Family Involvement Lead to enhance the skills and confidence of families to engage meaningfully in participation.
- Also likely to have contact and networks with representatives from the NHS, Local Government; other voluntary organisations and hospices and the private sector.

- Has significant influence on the development of L&OD solutions and delivery of activity to support business priorities across CHAS
- Through the People and Strategy leadership team, contributes to the planning, implementation and delivery of the CHAS strategy.
- In line with changes in health and safety legislation, supports the shared responsibility for CHAS's compliance
- Responsible for management of risk in the L&OD team

Decisions and Communications

Decisions

The Head of Learning and OD role requires accurate analyses of highly complex situations and provision of advice on people development issues. The post-holder is involved in providing guidance and direction on implementing new organisational initiatives that requires any L&OD support by CHAS staff and volunteers. The post holder communicates with a wide range of people both internal and external and works with a high degree of autonomy within the agreed management structure of CHAS.

The Head of Learning and OD takes decisions regarding the function of L&OD, having significant discretion to work within a set of defined organisational parameters. The post also requires the Head of Learning and OD to evaluate and review L&OD contracts, tenders and reports, taking decisions on issues arising and negotiating solutions within financial authority limit.

The Head of Learning and OD contributes as an essential member of the People and Strategy directorate to policy and decision making and all aspects of Learning and OD including budgets and strategic planning. Work is almost entirely self-generated derived from the CHAS Strategy, Learning and OD Strategy, SLT/Board/Manager initiatives and employment legislation/best practice. Some work is responsive to meet organisational needs.

The post-holder is expected to anticipate problems which may be complex, sensitive or contentious and use sound, judgement skills to find solutions and provide advice.

The Head of Learning and OD is responsible for identifying and mitigating risks in relation to the L&OD function. The post-holder will be responsible for updating the operational risk register as and when new risks and mitigating actions are identified.

Communications

On a daily basis, communicates complex information (sometimes sensitive) about the management of learning, staff and physical or financial resources. The Head of Learning and OD also influences and negotiates with SLT, the Board of Trustees, line managers, organisational groups, subject experts and external suppliers, sales representatives and partners.

Internal Communications

- Provide advice to SLT Directors, Board of Directors and senior managers on a variety of Learning and OD issues and share best practice in the field of Learning and OD
- Regular communication with Director for People and Strategy, People and Strategy directorate, staff and volunteer teams
- Work closely with Communications team on key Learning and OD messages for staff
- Liaise with key stakeholders on operational issues and Learning and OD projects and initiatives

External Communications

- Keep abreast of best practice developments in Learning and OD and as a source of professional expertise, provide advice and ensure effective collaboration and networking with colleagues in professional organisations and other local, third sector, private and NHS bodies
- As a senior member of the People and Strategy directorate leadership team, act as a role model demonstrating positive leadership traits and behaviours whilst also representing CHAS in a professional capacity, internally and externally, in professional and public arenas



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PERSON SPECIFICATION – HEAD OF LEARNING AND ORGANISATIONAL DEVELOPMENT

Education, Qualifications, and Training

Essential

- Educated to post-graduate level or equivalent experience
- Certificate in Training Practice (CIPD) or other relevant qualifications and/ or experience related to Learning and/or Organisational Development.
- CIPD membership (or willingness to work towards membership)

Desirable

- Certificate in Coaching or other relevant coaching qualification / experience

Method of Assessment – Application Form

Skills, Abilities, and Knowledge

Essential

- Able to demonstrate an up to date knowledge of theory and good practice in the key areas of culture change, coaching, leadership, management development, performance management and behavioural competencies
- Strong written and verbal communication skills
- Excellent management and interpersonal skills including influencing and negotiating
- Excellent presentation and facilitation skills
- Ability to plan and deliver for short, medium and long-term
- Strong organisational skills
- Strong IT skills particularly in MS Office 2010: Outlook, Word, PowerPoint, Excel
- Highly effective team working skills with an ability to collaborate with others and develop strong and effective working relationships
- Ability to lead the strategic direction of OD, change and direction as well as business partnering

Desirable

- None

Method of Assessment – Application Form and Interview

Experience

Essential

- Significant experience of designing and delivering strategic L&OD initiatives that support business needs
- Experience in an OD or L&D leadership role

- Demonstrable experience of engaging with diverse stakeholders and partnering / collaborative working
- Significant experience leading initiatives in people development, culture and staff engagement with a sound record of achievement
- Experience of team management and development
- Experience of identifying learning needs and making recommendations for solutions to address these
- Experience of coaching at all levels and supporting the development of leaders and managers

Desirable

- Experience of health and voluntary sector
- Experience of Learning Management Systems / E-learning platform

Method of Assessment – Application Form and Interview

Personal Qualities

Essential

- Demonstrates CHAS values - Caring, Honest, Accountable and Respectful
- Role models positive behaviours and attitude
- Self-motivated and enthusiastic
- Forward-thinking, creative and exceptional at building relationships
- Flexible, adaptable and comfortable with ambiguity
- Pragmatic and solution focussed
- Committed to the continuing professional development of self and others
- Commitment to working with/supporting volunteers

Desirable

- None

Method of Assessment – Interview

Other Requirements

Essential

- Willingness to travel between CHAS sites
- Driving licence and access to a car

Desirable

- None

Method of Assessment – Application Form and Interview