

Job Description and Person Specification

Strategic Organisational Development Partner x 2 [PO-9]

A Lambeth to be proud of



Job Title: Strategic Organisational Development Partner

Department: Communities, Governance and Change

Division: Human Resources and Organisational Development

Business Unit: Organisational Development and Learning

Grade: PO9

Reports to: Assistant Director Organisational Development and Learning

Responsible for: 2 OD Consultants [PO4] – matrix management

Context

The Human Resources and Organisational Development function has an ambitious culture change programme. We are committed to engaging the workforce through our vision ‘connected by purpose,’ emphasising the importance of employees’ roles in enhancing the lives of our residents and the communities we serve. Our people are at the heart of the workforce transformation programme with a key focus on improving the workforce experience to understand the moments and things that really matter to them to help them perform at their best.

The Refreshed Workforce Transformation Programme focuses on getting the basics right and describes the following aims to ensure we have the right foundations to enable good people management practice across the council:

- A fit for purpose modern Human Resources and Organisational Development function structure which is flexible and responsive to changing needs of the business and staff with the right skills and capability to support the business
- Clarification of roles and responsibilities for managers, Human Resources and Organisational Development function and employees
- A modern recruitment service that inspires people to seek employment in the council which is simple and easy to follow
- Providing managers and leaders with the fundamental baseline information and data to make good people management decisions
- Focus on developing our leaders, managers and Human Resources and Organisational Development function professionals on the fundamentals of good people management practices
- Supporting leaders and managers to make good decisions on people management casework to minimise risk to the council and improve the experience for staff

Increased autonomy to all teams and individuals to make decisions direct to the business to resolve issues without the need for bureaucratic decision making and pushing issues to senior level.

Job Purpose

- To be responsible for delivering a collaborative culture across your service area. This will include leading and supporting HROD-wide strategic projects.
- To provide strategic leadership for workforce planning, development, and Equity and Justice initiatives ensuring that Lambeth's workforce can adapt to achieve its objectives.
- The postholder will be the organisation's expert on Organisational Development, leading on all aspects of strategic workforce planning, including talent development, diversity and inclusion, change and transformation and performance management.
- You will work closely with the organisation's expert on the Equality and Justice agenda and lead on ensuring that anti-racist and anti-discriminatory practices are embedded across the council.
- Contribute to council-wide and directorate initiatives that will achieve and implement the One Lambeth Culture Change priorities and corporate objectives as required within this role.
- To be accountable for the performance of the OD and E&J service area.
- Lead on our approach to be an employer of choice and build the employee basis for achieving Lambeth's Borough Plan.
- Be a key player in driving transformational organisational change in order to achieve excellent member, customer, and partner relationships while delivering cost-effective, high-quality services to residents.
- You will hold responsibility for collecting, maintaining, and sharing robust workforce equality data via a range of mediums to a varied audience and for creating powerful insight from it to influence council-wide decision-making.
- Provide skilled and expert advice to the directorate management teams, establishing the council's learning culture to achieve transformational change which includes some programme design, coaching, implementation, and facilitation delivered using a blended learning approach.
- Manage the allocated budget, taking appropriate action when variances occur.

Responsibilities

Strategic HR

- Set the OD and Employee Experience strategy ensuring that key priorities align with council, corporate, and service priorities, plans, and objectives, providing innovative ideas and input to the strategic direction, modernisation, and continual improvements to our workforce and the ways in which we work.
- Actively contribute to a 'One Lambeth' organisational and workforce development approach by building engagement and effective team building across the directorate, creating a supportive and collaborative culture.

Leadership

- Provide inspirational and constructive leadership to the HR and OD service area to ensure high performance within an agile and networked operating model.
- Apply effective budget management to achieve maximum value for money from the OD and Learning budgets.

- Influence key decision-makers by providing evidence and insight around workforce planning, development, and Equity and Justice initiatives using workforce data and amplifying the employee voice.

Organisational Development and Culture Change

- Lead the council's approach and strategy to employee engagement and experience including working with Strategic HR Business Partners, Equity and Justice, Research and Insight and Workforce Intelligence team to run and produce a Workforce Opinion Survey every 2 years.
- Work with Corporate Directors and their leadership teams to support development of Workforce Opinion Survey actions in the Business Planning process to evidence development.
- Effectively lead the OD and Culture Change service to ensure that the organisation's workforce priorities are identified and meet the aims of a representative council.
- Provide a strategic approach to Organisational Development and Learning supporting the council's transformation programme ensuring that the resourcing, development, and cultural aspects of change programmes are managed.
- Liaise closely with internal communications to identify appropriate employee engagement programmes which support cultural change, new ways of working, and improvements to the employee journey.
- Actively promote change and innovation, building a working culture that encourages innovative, smart, and collaborative working both within the HR team and across the Council.
- Identify smart ways of managing performance and implement new procedures and policies to ensure that managers have the tools to manage their teams effectively.
- Work with the Management Board, the wider leadership community and Strategic HR Business Partners to identify leadership talent and capability gaps and then design and commission leadership development programmes and solutions in collaboration with Learning, Change and Development Team.
- Lead on the development and delivery of a corporate learning and development offer, ensuring business priorities are met through high-quality design of programmes, including the implementation and management of the national Graduate scheme.
- Lead the development of a strategic approach to workforce planning, working with Strategic HR Business Partners, Workforce Intelligence and the Resourcing and Recruitment team to identify long-term organisational needs, forecast resourcing requirements and link these with internal and external supply.
- Work with the HR Teams to apply sophisticated, evidence-based people analytics to talent development, retention and organisational design strategies and plans.
- Develop a structured and consistent approach to workforce development planning, aligned to the OD and EDI Strategy, that enables HR Business Partners to work with services to anticipate and plan workforce development needs and feed these into budget forecasting and resource allocation.

Equity and Justice

(in collaboration with the Equity and Justice Lead)

- Actively make use of the employee voice and workforce data to identify gaps and issues and in collaboration with the Equity and Justice Lead develop a range of interventions which promote inclusion.
- Ensure that all resourcing and development activities are sufficiently differentiated to meet the needs of a diverse workforce.
- Work with leadership teams to promote diversity champions and support the various employee forums.
- Ensure that all HR policies and procedures promote inclusion by working with the Strategic HR Business Partners on new initiatives and routinely reviewing and revising policies.

Operational Delivery and Customer Support:

- Provide accurate advice in response to enquiries from staff, management, other departments, and external bodies both written and verbal, in all matters relating to OD and Equity and Justice using research and independent judgement consistently and appropriately.
- Advise and support Directorates at all levels including Directors and Heads of Service on a varied range of operational, strategic, and complex workforce planning and Equity and Justice matters.

Community and Engagement:

- Build effective relationships with all internal and external stakeholders.
- Provide oversight of all communications coming from HR to ensure that we are sending consistent and effective messages.
- Ensure that the OD and Equity and Justice offer is effectively promoted with colleagues to ensure high levels of take-up.

Resource Management:

- Responsible for managing and nurturing a team of OD professionals, allowing them to develop skills and experience through a mentoring relationship and involving them in projects where they will gain the experience they need to progress and in networks where they will benefit from relationship building and profile raising. Role-modelling this approach to employee development and demonstrating the positive impact it can have.

Flexibility

- The above is not an exhaustive list and the role holder may be required to undertake additional or alternative tasks and duties as the needs of the business dictate, provided they are within the individual's capabilities and skills set at an appropriate level.

Variation

- This is a description of the job as required at the date shown. It is the practice of this Authority to periodically examine job descriptions, update them and ensure that they relate

to the job performed, or to incorporate any proposed changes. This procedure will be conducted by the appropriate manager in consultation with the postholder.

- In these circumstances it will be the aim to reach agreement on reasonable changes, but if agreement is not possible the Assistant Director reserves the right to make changes to your job description following consultation.

PERSON SPECIFICATION

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| It is essential that in you can meet the following requirements for the role and be able to give evidence or examples of your proven experience in each of the short-listing criteria marked Application (A). | | | Shortlisting Criteria |
| You should expect that all areas listed below will be assessed as part of the interview and assessment process should you be shortlisted. | | | |
| If you are applying under the Disability Confident scheme, you will need to give evidence or examples of your proven experience in the areas marked with “Ticks” (ü) on the person specification when you complete the application form. | | | |
| For link/career graded post, please mark knowledge, experience, and behaviours clearly for each grade. | | | |
| Key Knowledge | K1 | An understanding of organisational development practice and culture change | A |
| | K2 | Demonstrable understanding of the equity and justice agenda and how this related to OD interventions | |
| | K4 | Knowledge or experience of working in a highly unionised environment. | |
| | K5 | An understanding working strategically in a complex public sector organisation | A |
| Relevant Experience | E1 | Experience in developing employee engagement programmes | A |
| | E2 | Experience in developing OD interventions to enhance organisational performance and drive change | A |
| | E3 | Experience in budgetary management/planning and adherence to budget governance principles | |
| Skills and Abilities | S1 | Able to influence, engage and work collaboratively with managers, elected members, trade unions, employee groups, and external stakeholders and partners, as required. | A |
| | S2 | Excellent organisational and time management skills, with the ability to coordinate multiple tasks simultaneously with good attention to detail, whilst also managing overall team demand, priorities, and resource allocation. | A |
| | S4 | Ability to work using own initiative and make decisions quickly and to assess the implications of these decisions based on the information available. | |
| | S5 | Analytical skills, ability to not only accurately analyse and interpret data but to identify trends and translate this to effectively provide advice and make decisions on all OD/EDI/People-related issues. | |
| Qualification | Q1 | Excellent knowledge of OD and EDI that may be evidenced by qualifications including a Masters | |

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| | | <p>degree; Postgraduate certificates and diplomas; chartered professions; and equivalent qualifications, or evidence of demonstrable application in the course of experience.</p> <p>Or</p> <p>Evidenced by being a Chartered Member of the Chartered Institute of Personnel and Development (CIPD), equivalent qualification and/or evidence of equivalent knowledge and experience.</p> | |
| Core Values and Behaviours | | <p>Equity</p> <ul style="list-style-type: none"> • Listen to the views of others and ask for their opinions making sure that everyone in my team inputs into the things that matter. • Ensure fairness and justice is at the heart of my decision making and support to my team and others. • Take time to build trust, building the respect of our stakeholders and ensuring as a team we take accountability for doing what we agree to do. • Develop others and ensure we work as one team for Lambeth, encouraging everyone to play their part • Take positive action to ensure everyone in my team has opportunities to learn and grow at work • Encourage everyone to be themselves at work and value who they are • I am inclusive and actively celebrate diversity, recognising everyone in my team as individuals. | |
| | | <p>Kindness</p> <ul style="list-style-type: none"> • Treat each member of my team with respect and dignity just as I would want for myself. • Encourage each member of my team to do their very best work and am available to them to provide support and guidance. • Personalise my support to each team members and look out for them, lending a hand wherever I can • Encourage everyone to try and learn from mistakes and use integrity to take action with my team to put things right together • Work with empathy seeking to understand each and every member of team, their unique perspective and circumstances and ensure everyone is heard • Take the time to communicate, being honest, open and genuine and taking the time to get to know team members as individuals. | |

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| | | <ul style="list-style-type: none"> • Show compassion and patience recognising that everyone in the team has unique experience and celebrating the great work they do for Lambeth. • Look after the health and wellbeing of my team members and encourage open and regular discussions about the issues that impact on them, working together to find solutions. | |
| | | Accountability <ul style="list-style-type: none"> • I encourage and support my team to do the right thing even when it's tough and we communicate our decisions in a timely way • I ensure my team and employees take individual and collective accountability for performance and delivery, making sure that they have clear plans and performance objectives. • I ensure my team plan ahead, getting the basics right and take swift action when problems arise • I encourage my team to be risk aware and ensuring that our decisions and actions are informed and understood and communicated to others. • I provide regular, timely and constructive feedback to my team members on their performance and behaviours and act quickly when performance is not on track. • I share my learning, knowledge and skills with others thorough coaching and mentoring and encourage others to do the same. • I ensure that my team and I put residents, communities, customers and their needs at the centre of everything we do. • I encourage my team to learn and grow and ask questions to find the information they need to do their jobs | |
| | | Ambition <ul style="list-style-type: none"> • Am proud of our borough and my team and encourage everyone in the team to aim for the highest possible standards of excellence in everything we do. • Encourage my team to be flexible and try new things when it's appropriate to do so and tell me what could be improved. • Promote a one team for Lambeth approach reaching out to our stakeholders to face our challenges together • Encourage and support my team to be courageous for our residents and communities and stop at nothing to ensure they have the best possible outcomes | |

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| | | <ul style="list-style-type: none"> • I make time for the team to Innovate and look for creative ways to do things better, being curious about possibilities. • Positively challenge and encourage the team to collaborate and look for solutions together across service and team boundaries. • Make time for my team to grow and develop taking advantage of opportunities to learn from each other and others. We plan our learning and career growth. | |
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