

CANDIDATE BRIEFING FOR

DIRECTOR OF ORGANISATIONAL  
DEVELOPMENT AND LEARNING

&

DIRECTOR OF WORKFORCE

FOR

## CONTENTS

- Copy of Advertisement
- Director of Organisational Development and Learning Job Description and Person Specification
- Director of Workforce Job Description and Person Specification
- Application and Selection Process
- Link to <http://www.royalfree.nhs.uk/>

This job is unlikely to attract a work permit. Applications from candidates who require a permit to work in the UK may not be considered if there are a sufficient number of other suitable candidates.

## COPY OF ADVERTISEMENT



**Ultimately,  
you'll report to our patients.**

*"We put the patient at the centre of everything we do"*

The Royal Free Hampstead NHS Trust has around 900 beds and sees about half a million patients a year from all over the world. We employ 4,900 people and have a turnover of €€450m. We are renowned for our specialist services and are also a leading transplant centre. The hospitals and associated medical school conduct medical research, much of which is of international status, and constitute a leading site for the training of doctors, nurses, midwives and professions allied to medicine.

Our foremost priority is to put the patient and carer at the centre of everything we do. We have a highly committed and motivated senior management team and an excellent workforce, with a successful future ahead of us as a leading teaching hospital in North London. Fundamental to this is our CARE change programme, which is critical to our continued and future success.

**Royal Free Hampstead   
NHS Trust**

In order to assist us in the delivery of this exciting change programme we are seeking two exceptional individuals:

**Director of Organisational Development and Learning**

Leading on our CARE change programme and reporting to our Medical Director Adrian Tookman, you will devise, implement and lead organisational development solutions which meet our strategic business needs. Through developing positive and constructive relationships with staff and managers from all disciplines at all levels of the organisation you will deliver positive and practical outcomes across a range of priorities.

**Director of Workforce**

Reporting to the Director of Clinical Service Improvement, this post will manage core themes of the organisation's human resources strategy including, workforce planning, workforce well-being and employee relations. You will lead on quality of care delivery through efficiency, excellence and innovation. Working alongside the Director of Organisation Development and Learning you will support change as a strategic theme complimenting existing good practice with an awareness raising programme designed to equip our Trust with an enhanced capability to adapt to change.

For further information please contact either Krystyna Ruskiewicz or Linda McCue at Acertus, telephone 01730 234554 or email [enquiries@acertus.co.uk](mailto:enquiries@acertus.co.uk). Further details can also be viewed at [www.acertus.co.uk/royalfree](http://www.acertus.co.uk/royalfree).

Closing date is 28th July; final interviews will take place late August 2008.

  
**ACERTUS**  
SEARCH | SELECT

## DIRECTOR OF OD & LEARNING JOB DESCRIPTION

**JOB TITLE:** Director of Organisational Development and Learning

**ACCOUNTABLE TO:** Medical Director

### **JOB SUMMARY**

- Develop and lead the Trust's Organisational Development programme.
- Collective responsibility as a member of senior management team for generic roles and responsibilities which are applicable for all senior managers (both Board and non-Board directors).
- Specific responsibilities related to the Director of Organisational Development and Learning post

### **ROLE AND RESPONSIBILITIES**

#### **Generic responsibilities applicable for all senior managers:**

- Collective responsibility, as a member of the senior management team, for the consideration of key issues facing the Trust.
- Responsibility to challenge constructively the decisions of colleagues.
- Within a framework of effective and prudent controls ensure key risks are assessed and managed.
- Contribute to setting the Trust's strategic aims.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements
- Contribute to forming and reinforcing the Trust's values and standards of conduct, ensuring its obligations to members, patients and stakeholders are understood and met.
- Contribute to the Trust's effectiveness, efficiency and economy and quality of healthcare delivery and reporting thereof.
- Ensure the Trust and its staff operate in accordance with NHS values and accepted standards of behaviour in public life, which include the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership (The Nolan Principles).
- Comply at all times with the Trust's established health and safety policies, In particular, by following agreed safe working procedures and reporting incidents using the Trust's risk reporting systems.
- Practice at all times in accordance with the infection control standards specified in Trust policies and procedures and with the Health Act 2006 code of practice for the prevention and control of health care associated infections.

**Responsibilities specific to the Director of Organisational Development and Learning post**

**Leadership**

- Develop and implement an effective strategy for organisational development. The programme will be developed from the Work already undertaken as part of the CARE programme.
- Ensure that all training and development activities offered directly or funded by the Trust are supporting the Trust's OD programme and are aligned to its aims and values.
- Provide or procure professional development opportunities for all staff for their effective performance and put in place arrangements to support them in performing effectively in the context of the aims and values of the Trust's OD programme.
- Ensure appropriate development opportunities are available to clinical and non-clinical management to support them in their day-to-day activities and to deliver the Trust's OD programme.
- Be responsible for ensuring that the Trust's workforce development programme is devised and delivered effectively.
- Lead jointly with the Director of Workforce on the development of the Trust's Human Resource Strategy which supports the Trust's business objectives and is approved by the Board, and develop plans to implement strategies approved.
- Jointly with the Director of Workforce be responsible for ensuring that the Trust follows a suitable human resources strategy, which ensures that it has a high quality workforce, in the right number, with the right skills and diversity, managed and organised effectively, to achieve the Trust's objectives.
- Support the Head of Communications in reviewing and implementing effective internal staff communications
- Develop and maintain effective links with external bodies and relevant professional networks and, with the Director of Workforce, other trusts' directors of human resources.

**Governance**

- Contribute to Trust strategy, plans, policies and provide professional advice to the Board, Chief Executive and Directors on organisational development, learning and training, risks relating to Organisational Development, and actions needed to mitigate them.
- Responsible for the Trust's organisational development and learning such as identifying the Trust's development needs with Chief Executive, Board and the Executive team and developing and implementing plans to meet them.
- Ensure effective talent management and succession plans are in place throughout the Trust.
- Ensure the provision of, and attendance of all staff at, all statutory and mandatory training, ensuring that appropriate records are kept of such activities to provide assurance that the Trust's obligations are being met

- Jointly with the Director of Workforce, ensure processes are in place to support equal employment opportunities and workforce diversity.
- Actively participate as a member of the HR and Diversity Committee which is a sub-committee of the Board seeking assurance over the Trust's HR, equality and diversity performance.
- Actively participate as a member of the Research and Education Governance Committee which is a scrutiny sub-committee of the Board.

### **Management Activities and Operations**

- Ensure that the culture of the Trust supports performance management and an effective performance management framework is in place which includes an appropriate appraisal system, competence management, dealing with poor performers and absence management and is underpinned by the aims and values of the Trust's OD programme.
- Ensure that all staff have an annual appraisal and are involved in continuous professional development arising from these appraisals and personal development plans based on the aims and values of the Trust's OD programme are contained within them. Ensure that appropriate data management arrangements exist to support the process.
- Responsible for line management of the Organisational Development and Learning Directorate which includes ensuring the delivery of excellent and efficient services and support, staff development and agreed budgets
- Ensure that appropriate training opportunities are available through a comprehensive training policy, coordinated delivery of training, accurate training records are maintained and all compliance training is delivered as required. These activities should be informed by a training needs analysis
- Ensure that managers are supported such as through coaching, counselling, mentoring, advice and training.
- Develop the leadership and management skills of medical staff across the Trust (together with the Medical Director).

### **Key Working Relationships**

- Board of Directors
- Senior Management Team
- All clinical and non-clinical Staff
- Other Health Economy Partners/trusts
- Professional networks
- Risk Manager

### **GENERAL**

The post holder is expected to be appropriately qualified for the post to which he / she has been appointed.

This job description is indicative of the range of duties for the post holder. It is not intended to be exhaustive and changes will be discussed with the post holder.

## DIRECTOR OF OD & LEARNING PERSON SPECIFICATION

1. Education to postgraduate degree level or equivalent. CFCIPD or equivalent qualification. Evidence of continuing professional development and of learning from practical experience.
2. Extensive organisational development experience, gained in a complex, customer-orientated, multi-disciplinary organisational environment.
3. Strong leadership and management skills and experience, with well-developed negotiating and influencing skills.
4. The motivation, enthusiasm, persistence, determination and flair needed to make things happen in an NHS environment.
5. Effective oral and written communications skills. Confident presentational skills.
6. The ability to:
  - Devise, implement and lead organisational development solutions which meet strategic business needs
  - Develop positive and constructive relationships with staff and managers from all disciplines at all levels of the organisation
  - Lead, and work effectively in, teams
  - Understand the complexities of the NHS environment and the operation of an NHS foundation trust
  - Analyse complex situations and develop clear, logical and succinct recommendations
  - Deliver positive and practical outcomes across a range of conflicting priorities
  - Deal with ambiguity, uncertainty and paradox.
7. Sound knowledge and experience of:
  - Approaches to organisational development and cultural change.
  - Coaching, mentoring and consultancy techniques
  - Approaches to personal development planning and training needs analysis
  - Training techniques
  - The requirements of a multicultural environment.

## DIRECTOR OF WORKFORCE JOB DESCRIPTION

**JOB TITLE:** Director of Workforce

**ACCOUNTABLE TO:** Director of Clinical Service Improvement

### **JOB SUMMARY**

- Lead the Workforce function in the provision of professional advice on workforce issues and of related services to the Trust and in the management of supporting systems and processes.
- Collective responsibility as a member of senior management team for generic roles and responsibilities which are applicable for all senior managers (both Board and non-Board directors).
- Specific responsibilities related to the Director of Workforce post

### **ROLE AND RESPONSIBILITIES**

#### **Generic responsibilities applicable for all senior managers:**

- Collective responsibility, as a member of the senior management team, for the consideration of key issues facing the Trust.
- Responsibility to challenge constructively the decisions of colleagues.
- Within a framework of effective and prudent controls ensure key risks are assessed and managed.
- Contribute to setting the Trust's strategic aims.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform with best practice and statutory requirements
- Contribute to forming and reinforcing the Trust's values and standards of conduct, ensuring its obligations to members, patients and stakeholders are understood and met.
- Contribute to the Trust's effectiveness, efficiency and economy and quality of healthcare delivery and reporting thereof.
- Ensure the Trust and its staff operate in accordance with NHS values and accepted standards of behaviour in public life, which include the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership (The Nolan Principles).
- Comply at all times with the Trust's established health and safety policies, In particular, by following agreed safe working procedures and reporting incidents using the Trust's risk reporting systems.
- Practice at all times in accordance with the infection control standards specified in Trust policies and procedures and with the Health Act 2006 code of practice for the prevention and control of health care associated infections.

**Responsibilities specific to the Director of Workforce post**

**Leadership**

- Ensure the effective provision of workforce services to the Trust. This includes human resources and employee relations advice to directorates, a recruitment service, an occupational health service and nursery provision for the children of eligible staff.
- To liaise with the Head of Medical Workforce to ensure consistent application of employment policies, terms and conditions, etc.
- To review the scope, performance and value for money of all workforce services. In particular, to review and explicitly supply against agreed, defined service agreements, recruitment, occupational health and nursery services.
- Lead jointly with the Director of Organisational Development and Learning on the development of the Trust's Human Resource Strategy which supports the Trust's business objectives and is approved by the Board, and develop plans to implement strategies approved.
- Jointly with the Director of Organisational Development and Learning, be responsible for ensuring that the Trust follows a suitable human resources strategy, which ensures that it has a high quality workforce, in the right number, with the right skills and diversity, managed and organised effectively, to achieve the Trust's objectives.
- Be responsible for ensuring that the Trust implements effectively major national human resources initiatives (e.g. Agenda for Change) and manages effectively challenges presented by employment legislation.
- The Director with lead organisational responsibility for the Human Rights Act, and equality and diversity in employment.
- Develop and maintain effective links with external bodies and relevant professional networks and, with the Director of Organisational Development and Learning, other trusts' directors of human resources.

**Governance**

- Contribute to Trust strategy, plans, policies, providing professional advice to the Board, Chief Executive and Directors on the following:
  - HR, industrial relations and employment issues
  - Remuneration and terms and conditions, including any staff benefits arrangements
  - Employment law and other employment-related compliance issues
  - Risks relating to Human Resources, and Occupational Health and actions needed to mitigate those.
- Responsible for overall management of the Human Resource and Diversity subcommittee of the Board, and the Human Resources Management Group.
- Actively participate as a member of the HR and Diversity Committee which is a sub-committee of the Board seeking assurance over the Trust's HR, equality and diversity performance.

- Jointly with the Director of Organisational Development and Learning, ensure processes are in place to support equal employment opportunities and workforce diversity.
- Lead on the implementation of new human resources related legislation, such as the European Working Time Directive 2009.
- Review the provision of HR advice to directorates with a view to further moves towards a “business partnership” model of service.

### **Management Activities and Operations**

- Responsible for line management of the Workforce Directorate which includes ensuring the delivery of excellent and efficient services and support and staff development within budget
- Develop indicators for Trust human resources management performance (workforce scorecard) and monitoring organisational and Workforce Directorate performance against them
- Ensure that the trust has an effective recruitment service to facilitate the recruitment of the right staff, in accordance with the aims and values of the Trust’s OD programme and that the process is efficient and the administration is accurate.
- Ensure that the Trust offers attractive and appropriate terms and conditions of employment, that staff accommodation is suitable and there is appropriate facilities to support working families such as a day nursery.
- Ensure that concerns about staff performance and conduct are dealt with in line with Trust policies and procedures
- Ensure effective input to medical and non-medical workforce planning which is linked to financial planning.
- Ensure processes are in place to support partnership working, employee relations and staff involvement.
- Ensure human resources administration and systems are robust.

### **Key Working Relationships**

- Board of Directors
- Senior Management Team
- All clinical and non-clinical Staff
- Other Health Economy Partners/trusts
- Professional networks
- Risk Manager
- Trade Union Representatives.

### **GENERAL**

The post holder is expected to be appropriately qualified for the post to which he / she has been appointed.

This job description is indicative of the range of duties for the post holder. It is not intended to be exhaustive and changes will be discussed with the post holder.

## DIRECTOR OF WORKFORCE PERSON SPECIFICATION

- 1 Education to postgraduate degree level or equivalent. CFCIPD or equivalent qualification. Evidence of continuing professional development and of learning from practical experience.
- 2 Extensive human resources management experience, gained in a complex, customer-orientated, multi-disciplinary organisational environment. Demonstrate the development and delivery of a dynamic workforce development strategy.
- 3 Dynamic, open, participative and supportive leadership and management style. An ability to inspire. Demonstrate a team builder and an ability to delegate. Able to make decisions and take charge of events through performance management approach. Possess well-developed negotiating and influencing skills.
- 4 Experience of employee relations in a complex multi-union environment
- 5 Personal impact, motivation, enthusiasm, persistence, determination and flair needed to make things happen in an NHS environment.
- 6 Effective oral and written communications skills. Confident presentational skills.
- 7 The ability to:
  - Demonstrate strategic vision and planning
  - Able to demonstrate a proven track record of achievement at a senior level
  - Experience of managing large complex projects
  - Understanding of the importance of equality and diversity in managing and providing health services
  - Experience of leading and implementing new ways of working requiring staff groups to have developed new skills and competences for transformational change programmes in a large and complex organisation
  - Develop and implement human resources strategy to support achievement of business objectives
  - Devise, implement and lead innovative solutions to human resources issues and the provision of human resources services to the organisation to meet strategic business needs
  - Build effective partnership working with trade union representatives
  - Develop positive and constructive relationships with staff and managers at all levels of the organisation
  - Understand the complexities of the NHS environment and the operation of an NHS foundation trust
  - Analyse complex situations and develop clear, logical and succinct recommendations

- Deliver positive and practical outcomes across a range of conflicting priorities
  - Deal with ambiguity, uncertainty and paradox.
8. Sound knowledge and experience of:
- Development of employment policy
  - Employment law
  - Workforce planning
  - The requirements of a multicultural environment.

## APPLICATION AND SELECTION PROCESS

Candidates wishing to apply for either role should forward, preferably via email, an up to date CV accompanied by a covering letter to:

Linda McCue or Krystyna Ruszkiewicz  
Acertus  
Antrobus House  
18 College Street  
Petersfield  
Hampshire  
GU31 4AD

[Linda.mccue@acertus.co.uk](mailto:Linda.mccue@acertus.co.uk)

Tel: 01730 234554 / 07958 032839

All information will be treated in the strictest confidence.

**Your application should demonstrate how you meet the requirements of the role you are applying for.**

**The closing date for applications is 28<sup>th</sup> July 2008**

Candidates will be longlisted by Royal Free Hampstead NHS Trust by scrutiny of their application.

Candidates taken forward will then meet with a representative from Acertus for a competency based interview. These preliminary interviews will take place during the week commencing **28<sup>th</sup> July through to 22<sup>nd</sup> August 2008.**

Following this Royal Free Hampstead NHS Trust will select shortlisted candidates for final panel interview;

Director of Organisational Development and Learning **27<sup>th</sup> August 2008**

Director of Workforce **29<sup>th</sup> August 2008**

**Appointment will be subject to the receipt of two satisfactory references.**