



Staffordshire Police - Role Profile

Leadership & Organisational Development Manager

Grade/Rank:	I Grade
Directorate:	Enabling Services
Reports to:	Head of Learning and Organisational Development
Direct Reports:	3 x OD Trainers, 1 x Apprenticeship Manager, 2 x OD Partners

Role Purpose

The Leadership and Organisational Development Manager should represent as an internal subject matter expert across a number of specialist areas:

- Behavioural development
- Cultural change
- Engagement and Wellbeing (in conjunction with OH)
- Leadership
- Performance Management
- Induction and on-boarding
- Coaching & Mentoring
- Talent Enablement
- Organisational Change
- Apprenticeships

Building on existing knowledge, this role is responsible for development of external relationships with other Forces and College of Policing so as to establish best practice and forecast opportunities for development growth and improvement.

Work in collaboration with stakeholders, up to and including Force senior teams to develop short, mid and long term plans for Force development and cultural change in accordance with the revised Policing Plan.

The post holder will be expected to forecast and define options and opportunities to enable the Force to achieve industry leading management and leadership standards across the Force. They will be responsible for the creation, management and implementation of programmes which bring about cultural and behavioural change.

Establish and maintain ongoing coaching and development of the team in organisational development strategy / advanced facilitation and consulting and OD process responsibilities



Key Tasks and Responsibilities:

- Owns and oversees the development of the Organisational Development and Leadership portfolio, projects and initiatives to improve performance and engagement across the Force
- Designs and seeks to embed an adaptive culture of continuous improvement
- Design, develop and deliver holistic and targeted leadership and management development training across the force in support of the Policing Plan
- Responsibility for Staff Survey platform and maintaining confidentiality through data generated
- Lead on the assessment of organisational needs and the design, implementation and evaluation of programmes that facilitate CPD across the workforce, emerging talent and leaders
- Develop and own the Professional Development Review process; supporting managers and individuals to take ownership and demonstrate outcomes focussed accountability and responsibility
- Influence organisational and strategic decisions in line with desired outcomes and behaviours to promote empowerment, accountability and personal ownership
- Advise on distribution of budget associated with external development programmes and engage in tender processes where relevant
- Partner with key stakeholders to identify opportunities to implement programmes that deliver business change and improvement
- Establish and drive a cultural that motivates and inspires managers and staff to engage in development and leadership opportunities that support individual and organisational change
- Advise management and leadership on best practice and incorporate lessons learnt into all development/delivery plans and functionality across the force.
- Represent Staffordshire Police at networking events to enhance the reputation of the organisation and develop organisational development initiatives, collaboration and partnership working
- Generate robust, accurate and relevant data from internal and external sources to inform effective business decisions
- Prepare and present reports to groups, committees and boards as required up to and including the Chief Officer Team and external equivalents

And to be accountable for: (ie responsibilities held by others but measured and owned by this role)

- Programme design and development
- External benchmarking
- Internally access platforms, i.e. Hive, Pushfar
- Project deadlines
- Initiative outcomes
- Customer service
- Cultural and behavioural change strategies

Behaviours

The Behavioural Competency Framework (BCF) has six competencies that are clustered into three groups. Under each competency are six levels that show what behaviours will look like in practice.

This role should be operating at the following levels:

Resolute, compassionate and committed

We are emotionally aware	Valuing Diversity	4
	Managing Sensitivities/Political Savvy	4
We take ownership	Customer Service	4
	Maintaining Accuracy/Sustainable Working	5



Inclusive, enabling and visionary leadership			
We are collaborative		Partner Working	5
		Managing Complexity/Strategic Planning	5
We deliver, support and inspire		(self) Leadership	5
		Supporting Colleagues/Coaching & Mentoring	4
Intelligent, creative and informed policing			
We analyse critically		Problem Solving	5
		Situational Judgement	5
We are innovative and open-minded		Continuous Improvement	5
		Futurology	5

Education, Qualifications and Experience	
Essential:	Desirable:
<ul style="list-style-type: none"> Level 5 Diploma Organisational Development qualification or substantial Organisational Development experience Significant (3-5 years) management and leadership development delivery experience and/or relevant qualification Evidence of having influenced and implemented significant business wide change initiatives Significant experience working in a professional or consultancy Organisation Development role Ability to critically evaluate and analyse quantitative and qualitative data to inform decision making Evidence of implementing performance management and development initiatives Strategy development and policy ownership Performed as a strategic partner at SLT and Board Level 	<ul style="list-style-type: none"> Level 7 Organisational Development or equivalent experience Graduate member of CIPD with proven commitment to continuous professional development or be working towards this accreditation Coaching and Mentoring Qualification and / or experience

Skills Matrix (See Skills Matrix)	
Essential:	Desirable
<ul style="list-style-type: none"> Strategy development Facilitation and training delivery Leadership and management development framework design Programme development design skills Good knowledge of confidentiality and data protection issues Competent IT skills on full range of Microsoft Packages Excellent communication and interpersonal skills both written and verbal Strong problem solving skills Experience of effectively managing personal workload Strong influencing and negotiation skills Able to present balanced challenge at all levels 	<ul style="list-style-type: none"> Experience/qualification in change management Insights Practitioner qualified



Leadership Passport Level	Practitioners & Team Leaders	1 st Line Mngrs	2 nd Line Mngrs	Senior Mngrs
	1	2	3	4

* Indicates that training will be provided as part of the role in this skill

CPD Requirements

- In line with the CIPD OD Framework

Professional Registration/Licences

CIPD Level 5 – 7 or be working towards
Coaching and Mentoring Level 5 -7 or be working towards

Special Conditions

Own car for business use	Must have a full driving licence and access to a vehicle for work purposes.			
Higher level vetting required	No			
Requirement to wear Uniform	No			
Requirement for post entry training	Yes			
Fixed Hours	No			
Weekend working expected	No but may be requirement for occasional weekend or evening work			
Shift allowance	No			
Fixed term or temporary role	No			
Politically Restricted	No			
On call/standby rota	No			
Flexitime Role	Yes			
Notice Period	1 week	28 Days		3 months

Agile Profile (See Agile Matrix)

Desk	Confidentiality	Systems & Email	Telephony	Paper	Hours
4	5	4	4	4	4