**OD & Culture Senior Advisor**

**Greater Manchester Combined Authority**

**Role Profile**

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| **Job Title:** | **OD & Culture Senior Advisor (Leadership)** | **Date:**  | January 2022 |
| **Reporting Line:**  | OD & Culture Manager | **Job Level:** | Grade 7 |
| **Service:** | People Services | **Business Area:** | OD & Culture |

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| JOB PURPOSE |
| To lead on the design, development, implementation and evaluation of an organisational approach to leadership & development, ensuring that wherever possible the leadership development needs and implications for the workforce are taken into account when the GMCA agrees its objectives, in relation to service developments, modernisation of working practices, major policy initiatives. To design and implement organisational development diagnostics and plans to ensure comprehensive culturaland leadership development and skills development across all parts of the organisation.To design and implement strategies and plans to enable the organisation to develop a culture of responsibility, accountability, performance and service improvement. To plan and facilitate transformational change in the way that people are managed within the organisation. Managing programmes of work and the delivery of projects, including through external contracts, to drive improvements in organizational leadership and to support cultural change.Designing, implementing and evaluating interventions to enhance organisational, team and individual performance in line with business need. Bringing an informed view and expertise to the delivery support of strategies, policies and plans to enhance the organisations culture to deliver better outcomes and to empower and engage all employees in better serving the communities of Greater Manchester. |

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| **KEY WORKING RELATIONSHIPS** |
| * OD & Culture Manager and colleagues across People Services
* Senior Leadership Teams across GMCA
* Senior Managers from across GM’s public sector and stakeholders/partners
* Political leaders
* Trade Unions
* Contractors and People Services delivery partners
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| **KEY DELIVERABLES** |
| * Design and deliver leadership programmes that support the GMCA’s ambition to create high performing leaders that deliver GMCA’s Strategic Plan.
* Develop an inclusive culture that embraces diversity: Developing leadership approaches that foster an inclusive and diverse workforce at all levels in the organisation.
* Develop and implement effective programmes to grow leadership talent and skills, including where appropriate delivering internal training and development or bringing in external expertise
* Lead a successful reward and recognition programme that values and generates high performance across the workforce.
* Proactively identify engagement and communications opportunities and activities to further organisation-level culture, integration and change initiatives.
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| **KEY RESPONSIBILITIES**  |
| **Role Specific Responsibilities**1. Lead the development and delivery of leadership and management training at all, and ensure that effective people management skills are a priority for management development
2. Commission leadership programmes as appropriate from external partners and ensure effective delivery and alignment with organisational values and behaviours
3. To work in a business partner function with managers across GMCA to deliver leadership development solutions to address business needs and to align the culture of business units within GMCA with the overall values of the organisation.
4. To build relationships across GMCA to identify and understand business needs and their relationship to leadership capabilities and capacity.
5. To demonstrate expertise and initiative in developing innovative solutions to continuously improve the leadership of services across GMCA.
6. To develop annual work programmes to deliver industry-leading leadership development interventions.
7. Analyse the gap between the desired leadership capabilities and the current state, to inform the design and costing of interventions to address leadership deficits and realise opportunities to enhance leadership capabilities.
8. To design, consult on and secure agreement to new policies that align with the strategic plan, followed by their implementation and evaluation, including regular reporting to governance structures and other stakeholders.
9. To deliver training to engaging leaders across the organisation in enhancing their skills and delighting in delivering organisational objectives.
10. To design, implement and maintain data recording and management systems to enable analysis of the OD and culture function, assessment of the leadership capabilities of the organisation and the effectiveness of leadership interventions.
11. To support the design, commission and delivery of staff development programmes which are aligned with the organisation’s business plan and strategic objectives
12. To lead on the design and delivery of the internal management coaching and mentoring services and working with other stakeholders to make available external coaching and mentoring expertise and links.
13. Collaborate on the delivery of performance management coaching programmes to meet managers’ and supervisors’ development needs, liaising with internal and external partners and ensuring programmes are evaluated appropriately.
14. In collaboration with the Diversity and Inclusivity Manager support the development of an inclusive culture that embraces diversity: Developing leadership approaches that foster an inclusive and diverse workforce at all levels in the organisation.
15. To support the development of the employee value proposition, including researching opportunities, engaging with colleagues and wider partnerships to identify good practice and promoting initiatives to maximise engagement activity and supporting a positive culture change.
16. To support the design and delivery of activities within the employee engagement cycle from induction,
17. To foster and deliver a business partner approach that manages relationships with internal customers to deliver high quality OD and cultural services, including specific advice, coaching and guidance as necessary.
18. To build relationships across GMCA to identify and understand business needs and their relationship to leadership capabilities and capacity.
19. To support OD interventions and diagnostics including team development programmes and where appropriate the procurement and management of external experts and contracts.
20. To develop, consult on and secure agreement to implement and evaluate OD and cultural policies that align with organisational priorities and strategies.
21. To support managers by giving strategic and practical advice to address specific issues and requirements of an individual business unit.
22. Where appropriate to work with colleagues across professional and public sector networks to the benefit of GMCA.

**General Responsibilities** 1. Contribute to the design and delivery of key HROD projects and interventions aligned to performance improvement
2. Have a flexible approach to supporting All HROD portfolios with business need requirements.
3. To ensure that your colleagues receive clear direction and that you will seek clarity in order to understand what is expected of you where appropriate.
4. To help research and draft reports and presentations within your area for circulation throughout the organisation
5. To develop trusted partnerships within the organisation, practicing internal client management; establish and develop external networks throughout GM.
6. To monitor the non-pay budgets across your area including maintain information relating to contract management where applicable.
7. Actively engage with the wider workforce to seek and listen to the views of staff, GM partners and trade unions to influence and improve workforce practices.
8. To support the development of policies relevant to your area of expertise
9. To be committed to maintain your own skills and expertise.
10. To ensure high standards of accuracy, professionalism and customer care.
11. To provide support and guidance with strict adherence to confidentiality of personal information and GDPR legislation.
12. To hold yourself and others to a high standard of professionalism at all times, demonstrating your commitment to our values and behaviours as well as ensuring service confidentiality is maintained throughout all we do
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| **KNOWLEDGE AND EXPERIENCE** |
| **Qualifications**1. CIPD membership or equivalent professional accreditation
2. Accredited award in Coaching and/or Action learning (Desirable)
3. Commitment to CPD

**Experience**1. Proven practical experience of delivering Organisational Development initiatives and processes to improve organisation effectiveness.
2. Extensive experience of the diagnosis, design, delivery and evaluation of reactive OD interventions aimed at intervening within an environment which has become dysfunctional
3. Demonstrable experience of the design and delivery of organisation wide leadership and management development programmes.
4. Demonstrable practical experience in OD strategic development and project management
5. Engaging with key stakeholders, gaining credibility and establishing effective working relationships, including, facilitation and delivery of training programmes
6. The ability to work with senior management and other staff, to make sound judgments and respond positively to a rapidly changing environment.
7. Experience of analysing workforce data and intelligence analytical skills to drive organisational decision making and planning
8. Demonstrable experience of delivering results and meeting expectation
9. Demonstrable experience in managing budgets and departmental resources
10. Experience of policy development and cultural implementation
11. Experience of managing a budget

**Knowledge and Skills** 1. Excellent relationship building and management skills; high level of emotional intelligence to build rapport and trust.
2. The ability to work effectively with different types of people at all levels, strong persuasive and influencing skills to provide consultancy and solutions to different levels of stakeholders.
3. The credibility, presence, and communication skills to be an influential business partner and coach to executive teams and maintain effective relationships with staff at all levels
4. Ability to step above the day to day challenges to ensure you are driving change and offering coaching support at a management / leadership level.
5. Resilient, resourceful and able to effectively manage workload and conflicting priorities, familiar working within a fast-paced and challenging environment
6. Strategic thinking, planning and analysis, with the ability to develop creative solutions to support the management of change
7. Presence and credibility to work with the executive team and senior colleagues across the organisation and partner organisations
8. Exellent planning and organising skills - ability to manage multiple teams/ projects/ relationships, with definitive project analysis
9. The ability to make quick decisions and initiate action in a fast-paced environment
10. Excellent verbal and written communication; Strong facilitation and presentation skills, as well as the ability to write and articulate complex information into simple, easy to understand language for employees and stakeholders.
11. The ability to think strategically; work with concepts, contribute to strategy and translate business strategy into practical people solutions
12. IT Literate, with good knowledge of Microsoft Word, Excel and PowerPoint
13. Ability to contribute to policy which meets both internal and external Greater Manchester requirements.
14. Able to prioritise own work effectively and be able to direct activities of others where required.

**Behaviours**1. A desire to network internally across the group and to build visibility externally
2. Excellent relationship management skills including the ability to develop effective relationships with key stakeholders and colleagues including the ability to influence, negotiate and coach at senior levels
3. Demonstrates a high standard of integrity and ethics in all workplace interactions, has the ability to maintain professional standards and honours personal commitments
4. Understanding of and commitment to promotion of equality and diversity.
5. A desire to constantly learn and research the latest techniques or changes
6. Flexible and adaptable approach
7. Ability to maintain confidentiality of the service at all times
8. The capacity to cope with challenges, pressures and setbacks, and the ability to navigate through difficult situations
9. Deep belief in the value of the HR & OD function, and their own ability to make a valuable difference to the organisation
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**Corporate Duties -** Avoid any behaviour which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.

- Safeguard at all times confidentiality of information relating to staff and pensioners.

- Refrain from smoking in any areas of Service premises.

- Behave in a manner that ensures the security of property and resources.

- Abide by all relevant organisational Policies and Procedures.

**Records Management/ Data Protection -** As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

**Confidentiality and Information Security -** As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.

**Data Quality -** All staff are personally responsiblefor the quality of data entered by themselves, or on their behalf, on GMCAs computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols.

To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.

**Health and Safety -** All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service’s undertakings.

**Service Policies -** All GMCA employees must observe and adhere to the provisions outlined in these policies.

**Equal Opportunities -** GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background