

JOB DESCRIPTION

JOB DETAILS	
Job Title	Learning and Development Manager
Reports to	Head of Culture and People Development
Band	Band 7
Department/Directorate	People Function - People Development & Education Service

JOB PURPOSE
<p>The Learning & Development Manager is accountable for ensuring management and leadership development contributes to, and influences, improved performance in the workplace at an individual, team and organisation level. They provide operational input and challenge into the scoping and design of development initiatives and facilitating and co-ordinating the delivery of People Development workstreams in line with our People Plan.</p> <p>They also provide professional expertise to support complex team dynamics and how teams can develop to work together more effectively. As well as working with teams to drive a positive culture where leaders can learn to identify problems early and deal with them proactively in a way that supports our 'Just and Learning' Culture.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>Corporate Leadership and Management:</p> <ul style="list-style-type: none"> • Contributes to the leadership and management of people and team development, helping to develop staff and processes to their maximum potential. • Works with the Head of Culture and People Development to ensure the overall learning development delivery plan aligns with the Trust's development requirements <p>Management & Team Development and Coaching:</p> <ul style="list-style-type: none"> • Takes a lead role in the design, co-ordination and delivery of the Royal Devon Leadership and Management Development programme and all elements that form part of this, ensuring that it provides an informative and purposeful learning experience for leaders and managers. • Provides specialist advice, facilitation and guidance relating to leadership and management development for teams and individuals • Supports the development of a positive performance management culture that delivers improved organisational performance and effectiveness. • Works with internal stakeholders and the data available to identify teams and services that require team dynamics and culture development support. • Supports the Head of Culture & People Development to ensure that the 'we are learning' action plan in response to the annual staff satisfaction survey addresses areas for development and is implemented successfully. • Provide coaching for leaders on both an individual and group level and leading on the delivery of our coaching and mentoring development programmes • Integrate a values-based approach into learning and development programmes that transfer into workplace practice and increase team and individual performance; • Maintains relationships with local and national delivery partners including the NHS Leadership Academy, higher education institutes, further education providers, other NHS trusts and preferred training suppliers. • Evaluates learning solutions to measure the impact and return on investment on the Trust's strategic objectives and key performance indicators

- Work collaboratively with the People Business Partners to ensure that managers and leaders have access to development opportunities that support them to meet organisational objectives.
- Utilises and implements a range of tools and training to develop and support teams to ensure they are developed to the Trust standard on well performing teams.
- Support teams in change management from traditional team working to new models of working ensuring staff involvement in shaping the change.
- Benchmark teams and support the development of individuals using psychometric profiling tools (Insights, Type Coach, 360 HCLM) to support engagement and self-awareness
- Design and delivers learning interventions in conjunction with our people development facilitators. Supports and advise other Trust subject matter experts who are responsible for training delivery, to ensure Trust-wide learning & development activities continue to meet organisational requirements and standards
- Oversee the provision of the Trust values-based induction and associated processes to ensuring the Trust achieves its wellbeing and attendance targets

KEY WORKING RELATIONSHIPS

Areas of Responsibility:

- Leading on Team and Leadership Development
- Contributing to the delivery of our People Plan
- Working collaboratively with a range of stakeholders
- Line management responsibility of staff within the Culture & People Development team

No. of Staff reporting to this role:

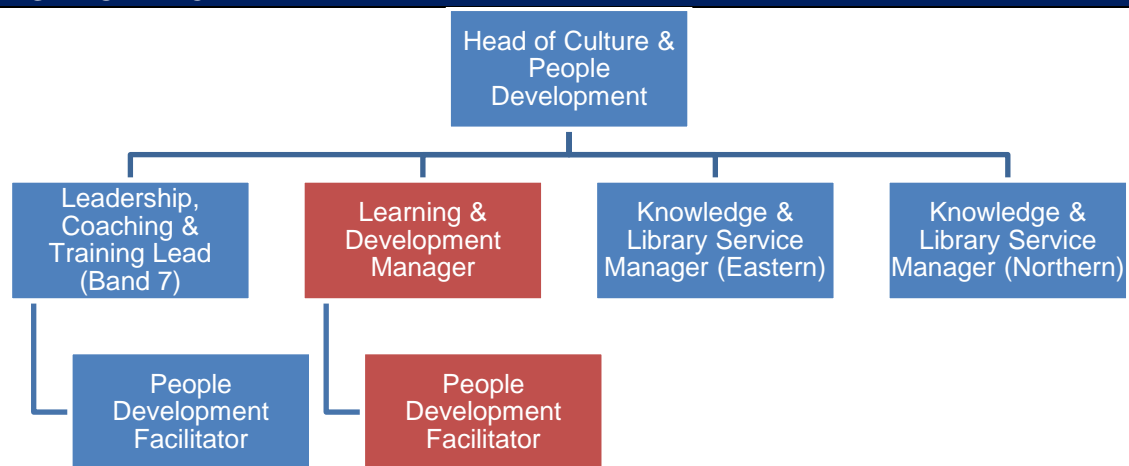
- Learning & Development Facilitator

The post holder is required to deal effectively with staff of all levels throughout the Trusts and with local and national delivery partners including the NHS Leadership Academy, higher education institutes, further education providers, other NHS trusts and preferred training suppliers. The post holder will work in collaboration with the team leads of the People Development Services Team. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> • Associate Director of People Development • Head of Apprenticeships & Early Careers • Head of Digital Learning Experience • Associate Directors of the Care Groups • Line Managers • People Development Service Team Leads • People Development Facilitators • Communication & Engagement Managers 	<ul style="list-style-type: none"> • Health Education England • NHS England • Devon ICS • Higher Education Institutions • Further Education Institutions

ORGANISATIONAL CHART



FREEDOM TO ACT

- Plan and organise own time, acting independently and with autonomy, whilst also directing the work of others.
- Operational lead for team, management and leadership development & learning requirements across the Trust
- Responsible for the performance and development of a range of learning opportunities that underpin the development of a competent, well-led and agile workforce
- Freedom to develop and implement discrete and effective learning policies, plans, and procedures, using own interpretation of broad professional and administrative policies, and advising the Trusts on how these should be interpreted.

COMMUNICATION/RELATIONSHIP SKILLS

- Develop and maintain effective relationships with the line managers across the Trust, based on professional credibility, trust and the ability to build consensus.
- Participate in relevant internal and external working groups/projects, services and initiatives to provide information, analytical advice and expertise. This will include attending meetings, providing appropriate support and challenge to others and conveying appropriate messages and corporate policy, sometimes in difficult circumstances.
- Present information and escalate issues, explaining the complexities to a wide range of internal stakeholders. Providing appropriate support and challenge to others and conveying appropriate messages.
- Occasionally deals with emotional circumstances (during training when issues arise which can be controversial or complex where there may be barriers to understanding or acceptance) and require influencing skills, when negotiating with a variety of different stakeholders.
- Demonstrate excellent communication, organisation, management skills, with an ability to communicate on an individual basis, in small departments and with large groups across a broad spectrum of internal stakeholders.
- Work collaboratively with the HR teams to deliver the People Plan, integration plans and improve inclusion and employee experience.
- Demonstrate excellent oral and written communication skills when facilitating training to large groups including overcoming barriers to understanding.
- Provide advice and interpretation of detailed information and maintain sound working links with a wide range of delivery partners and stakeholders.
- Attend multi-disciplinary management meetings as and when requested
- As part of team development support works closely with divisional representatives to build strong and influential working relationships
- Work across departments with the ultimate aim to facilitate the development of people by maximising capability within the workforce in order to develop the organisation.

- Identify and nurture partnership working with external training suppliers and educational providers
- Provide on-going advice, support and coaching to leaders ensuring confidentiality of highly sensitive and personal information.

ANALYTICAL/JUDGEMENTAL SKILLS

- Assess situations and identify the root cause of a complex problem in environments that are unfamiliar, complex and unpredictable and have many interacting factors.
- Seek different points of view and evaluate them on the basis of facts and opinions of others.
- Readily use highly specialised theoretical and practical knowledge to think, gain and share information, solve problems and make decisions.
- Provide robust intelligence and triangulation of data to enable the continuous review of team and staff learning experience.
- Analyse and evaluate learning and development programmes in order to ensure delivery of a good learning experience, organisational outcomes and value for money/return of investment of public funds.
- Acts as a principal source of advice for people development & learning for behavioural/cultural/team dynamics and development for the Trust.
- Report on inclusivity of development opportunities for all colleagues.

PLANNING/ORGANISATIONAL SKILLS

- Demonstrate excellent time management skills, acting independently and with autonomy, whilst also directing the work of others.
- Plan and organise a broad range of activities, formulating and adjusting plans to reflect changing circumstances.
- Enable systems and process that ensure effective and supportive learning environments throughout the Trust.
- Co-ordinate working groups on projects within the Trust
- Support the performance and development review process, advising and developing managers in carrying out effective appraisals, 121's and appraisals.
- Ensure the provision of the Trusts corporate induction and provide robust guidance to manage the local induction requirement and monitoring arrangements.
- Identify and facilitate the development of leadership programmes within the organisation
- Supports the Head of Culture and People Development with all people development & cultural requirements across the Trust including being responsible for the performance and development of a range of learning opportunities that underpin team development, management development and coaching to ensure a competent, agile and well-led workforce in order to deliver the Trusts' strategies.

PATIENT/CLIENT CARE

- Provides assistance to patients/clients when necessary

POLICY/SERVICE DEVELOPMENT

- Take responsibility for the development, implementation & monitoring of the Trusts' Training and Development Plans as well as guidance, policies and procedures relating to learning and development.
- Support the Trusts' people development work programmes including appraisals, leadership development, induction ensuring compliance with local requirements and the corporate agenda.
- Ensure that feedback from learning events is incorporated into training materials and learning projects.
- Develop a team culture of continuous evaluation and improvement to ensure teams are consistency seeking qualitative and quantitative feedback on the effectiveness of programmes and make changes to improve experience and outcomes for learners.

- Responsible for the formulation, planning, commissioning, and delivery of development programmes in relation to leadership, management and team effectiveness for all staff across the organisation.
- Development and implementation of Trust-wide management strategies and programmes to develop and retain talented individuals.
- Ensure the delivery of high-quality learning activities across the Trusts.

FINANCIAL/PHYSICAL RESOURCES

- Design and deliver high quality learning and development solutions through the team at the most effective cost, which meets stakeholder needs;
- Supports the Head of Culture and People Development to commission external training suppliers ensuring value for money, quality assurance, and that learning and development activity is aligned with service needs
- Make decisions that maximises the use of the Trust learning and development budget
- Uses Trust resources efficiently and suggest alternative solutions where learning and development cost savings can be made.
- Support with the planning and understanding the development budget we need to ringfence for specific development across the Trust
- Has delegated responsibility for signing off payroll rosters and travel expenses

HUMAN RESOURCES

- Supports and has line management responsibility for a people development facilitator within people development to include appraisals, recruitment and selection, allocation & delegation of work, mandatory training, absence management disciplinary and grievance procedures.
- Forges positive working relationships with wider teams, in order to support an effective matrix approach to achieve objectives and effectively manage the interdependencies between the wider People Function

INFORMATION RESOURCES

- Develops and analyses' staff development programme absence and feedback data to support development programme reviews
- Regularly utilises databases, Microsoft packages and other software to develop performance management reports to evaluate the effectiveness of learning requiring the use of formulae and queries.
- Produces information to be presented to senior colleagues around the impact of team and cultural development interventions
- Works with the Head of Culture and People Development to produce learning data to be shared across the Devon ICS

RESEARCH AND DEVELOPMENT

- Carry out surveys, evaluations and ensure feedback both numbers and qualitative is completed by colleagues to understand and further improve our learner experience.
- Present and explain results clearly and accurately using numerical, graphical and written formats fit for purpose.

PHYSICAL SKILLS

- Possess standard keyboard skills.
- Be proficient in the use of Microsoft Office (PowerPoint, Word, Excel, Outlook and Teams).

PHYSICAL EFFORT

- Carry out tasks involving a mixture of sitting, standing and walking.
- Requirement to travel to other sites and providers as required.

MENTAL EFFORT

- There is a frequent requirement for concentration when engaging and facilitating team conversations and interventions. This can include occasional prolonged concentration when;
 - Developing training materials
 - Researching and applying learning and development models to training content and team dynamic work
 - Researching and preparing reports and other documents which will be distributed to internal and external stakeholders.
 - Facilitating workshops with staff at all levels in both Trust.
- Be highly self-disciplined with regard to time-management and have an emotional resilience appropriate to the level and demands of this role.
- Deal with priority changes in order to meet deadlines and changing demands.
- Respond accurately and timely to external demands which cannot be controlled. These demands are unpredictable and occur regularly.

EMOTIONAL EFFORT

- Occasional exposure to challenging, sensitive conversations such as communicating issues of misconduct, managing poor performance, discussing issues of redeployment or grievance matters when managing own team.
- As an internal coach, the post holder will have to deal with personnel issues/situations, often of a confidential and/or sensitive nature, and may encounter resistance.

WORKING CONDITIONS

- Working across various locations East/North a combination of both on site and working remotely.
- Uses visual display screen equipment for desk-based work.

OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Leading the team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

DISCLOSURE AND BARRING SERVICE CHECKS

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

PERSON SPECIFICATION

Job Title	Learning & Development Manager
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING <ul style="list-style-type: none"> Masters qualification in training / teaching or equivalent experience Significant experience in HR/LD/team development role in a large complex organisation. Qualification in team psychometric profiling tools e.g. Insights, MBTI Level 5 Diploma in coaching 	E E E	D
KNOWLEDGE/SKILLS Demonstrates a highly specialist knowledge of Human Resources, Learning and Team Development and Staff Engagement. <ul style="list-style-type: none"> Microsoft Office skills Report writing skills Understanding of quality assurance frameworks in relation to education Experience of working and influencing at a senior level and leading a team Demonstrable experience of developing staff and teams. Demonstrable experience of implementing and managing change effectively. Thorough and up to date knowledge of educational theory and application Strong organisational skills – able to organise own workload and take responsibility for actions and systems / standards across area of responsibility. Highly effective verbal and written communication skills Experience delivery to large groups of staff at mid-manager level 	E E E E E E E E E E	
EXPERIENCE <ul style="list-style-type: none"> Experience of designing and delivering management and leadership development interventions/ facilitation of groups. Equivalent to a master level of practice Proven track record in managing and implementing team development intervention 	E E E	
PERSONAL ATTRIBUTES <ul style="list-style-type: none"> Self-motivated Able to work on own initiative and take responsibility for decisions Able to work under pressure and with competing priorities Able to concentrate for long periods and deal effectively with unpredictable interruptions Innovative and flexible Ability to deal with conflict within areas of responsibility including service users. 	E E E E E E	

OTHER REQUIREMENTS <ul style="list-style-type: none"> The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust. Ability to travel to other locations as required. 	E E	

WORKING CONDITIONS/HAZARDS		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y			X	
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	N				
Mental Effort	Y			X	
Emotional Effort	Y			X	
Working in isolation	N				
Challenging behaviour	Y			X	

