

**NHS Lothian  
JOB DESCRIPTION**

**1. JOB IDENTIFICATION**

Job Title                    Organizational Development Consultant

Responsible to            Head of Organizational Development

Service(s):                Human Resources and Organizational Development

Directorate:                Human Resources and Organizational Development

Operating Division: NHS Lothian

Job Reference:            208088 R1

No of Job Holders: 5

Last Update:              February 2025

**2. JOB PURPOSE**

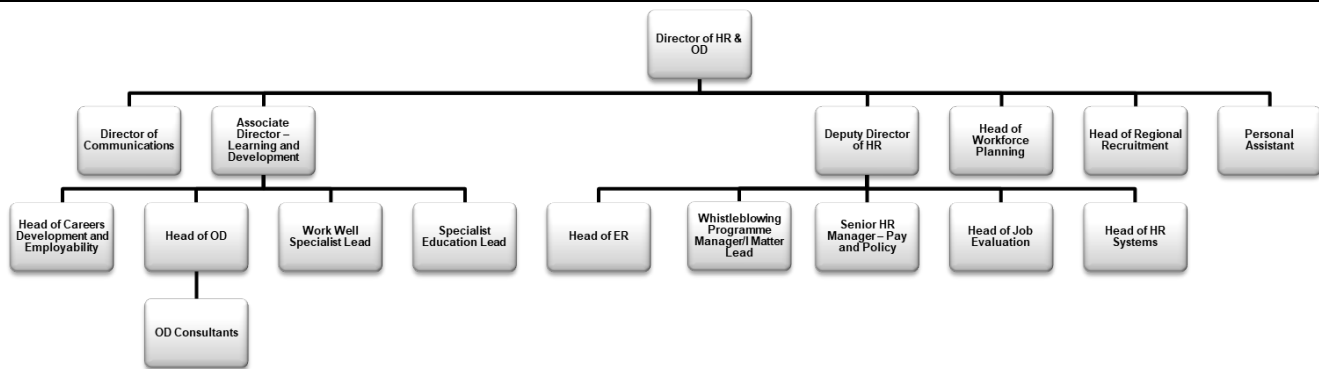
- Lead on key Organizational Development (OD) work streams within the overall Human Resources and Organizational Development Strategy, majoring on specific areas relating to people and organisational change and development, to further enable person centred service delivery and organisational improvement.
- Relationship management responsibility for defined groups of Executive and Senior Managers and their staff.
- Contribute to the wider NHS Scotland OD community work areas at both a regional and national level.

**3. DIMENSIONS**

The post-holder is a member of the Organizational Development Team and reports directly to the Head of Organizational Development. The role operates across NHS Lothian's model of leadership and work programme delivery. The post-holder has considerable autonomy to initiate, manage and deliver interventions to meet the needs of their client groups.

Direct and indirect influence in relation to directly employed staff across NHS Lothian (circa 26,000 staff) and contractor services (circa 600 GPs, 350 dentists, 320 opticians, 175 community pharmacists). There are no direct budget responsibilities with this post. NHS Lothian has an annual operating expenditure of circa £1.25 billion and serves a population of circa 800,000.

## 4.~ ORGANISATIONAL POSITION



## 5. ROLE OF DEPARTMENT

The HR & OD function in NHS Lothian comprises HR Governance, HR Services and HR Development.

The HR & OD function provides a comprehensive range of services to all managers and staff, including the development of the HR & OD strategies and frameworks, policies and procedures, organisational development interventions, learning plans and associated training programmes, workforce information and planning, recruitment and retention of staff, employee relations and partnership working, contractual terms and conditions of service, personnel administration, medical staffing procedures and occupational health and safety.

A key role is played in helping to shape NHS Lothian's approach to Staff Governance, and ensuring compliance with the national standard, which requires the development, implementation and monitoring of an annual self assessment audit and action plan, in conjunction with local Partnership Forums.

The Organisational Development Team within the HR & OD function has a responsibility to contribute to shaping and improving organisational culture within the organisation through the design and delivery of organisational development services. These are aligned to strategic and operational planning, service delivery, performance management, workforce modernisation and partnership working.

The OD team works with professional groups, functional groups, departments, teams and individuals in delivering its services. Organisational Development is the means by which NHS Lothian describes and delivers investment in the development and transition of its staff and services, with the purpose of further improve our organisational culture and performance in ways that tangibly benefit our clients, patients, workforce and the wider community.

Accordingly, the function is the HR &OD tactical arm on the organisational development implications of strategic service changes and modernisation programmes as they impact on people and models of service delivery.

## 6. KEY RESULT AREAS

- Delivery of an Organisational Development consultancy service to senior managers of aligned service areas and deliver a wide range of OD interventions that will support managers and teams to facilitate cultural change; develop partnership and team working; and implement new organisational systems and processes to meet the changing agenda described in the 2020 Vision for NHSScotland

and contemporary Scottish and UK Health and Public Sector policy direction.

- Collaborate in the development and delivery of a responsive HR&OD Strategy for NHS Lothian within the framework of national and regional approaches, ensuring it forms an integral part of the overall NHS Lothian's Strategic Development Framework (LSDF), in line with agreed priorities for strategic change, people and team development, patient safety and quality improvement.
- Work with key individuals in the operational and corporate management and leadership communities to contract for and deliver bespoke interventions relevant to the situation, in line with best practice.
- Research and delivery of projects relating to OD contemporary practice, tools and guidance, ensuring the NHS Lothian OD community is up to date, ethical and relevant in the suite of OD interventions used to support people and organisational change and development.
- Provide confidential coaching to senior individuals and teams, in line with International Coaching Federation (ICF) and European Mentoring and Coaching Council (EMCC) core competencies and ethical standards.
- Design and deliver interventions to facilitate service improvement and/or organisational change, using techniques and interventions relevant to the situation, ensuring a clear contract of agreement on purpose and outcomes with the lead sponsor for the work programme.
- Understand and represent the strategic longer-term direction of the organisation and openly promote this during all interactions and activities.

#### **7a. EQUIPMENT AND MACHINERY**

The jobholder uses Microsoft Office packages for progressing many of the tasks – Word, PowerPoint, Excel, Teams, etc. E-mail and Microsoft Teams are two of the main methods of communication.

A wide range of coaching and development tools are used – these include technical people development and change management models and materials, questionnaires, assessment tools for analysis purposes, templates for goal setting and action planning.

A range of media aids (laptop, data projector, overhead projector) are also used in creating and delivering materials to groups.

Mobility across NHS Lothian and the NHS in Scotland. Ability to drive and / or use of public transport.

#### **7b. SYSTEMS**

The OD Consultant is influential in identifying and supporting major system changes relating to people transition, organisational change and service improvement initiatives. The post holder personally creates and maintains paper and electronic records and resource systems for holding information on specific projects, (for example relating to scoping phases of work projects and materials development) and ensures that all data is held securely. Additionally, information is regularly provided each month on key work plan activities. This latter exercise contributes to the wider HR&OD function planning systems.

#### **8. ASSIGNMENT AND REVIEW OF WORK**

Annual objectives are drafted by the post holder and agreed with the Head of OD. These are then reviewed in line with the current appraisal arrangements, incorporating the knowledge and skills framework for this role.

At a more detailed level, work is generated from a number of sources, for example

- Human Resources and Organisational Development Strategy
- NHS Lothian Strategic Development Framework (LSDF)
- Workforce modernisation plans at Lothian and regional/national levels
- Local business planning cycles

The above strategies are used to develop the OD Work Plan

## **9. DECISIONS AND JUDGEMENTS**

Decisions on how the engagement and intervention is carried are within the scope of the postholder, seeking advice from the Director of HR & OD, as required. Decisions on timescales are generally made between the client / sponsor but will take account of the other OD Team priorities, availability of the postholder and formally scheduled meetings.

The post holder is expected to work relatively independently, using their own initiative in relation to decisions about their own work priorities, service provision and to manage the complexities present in the dynamic environment of the organisation. These decisions would directly relate to the job dimensions and key performance areas. Independent working is normal and expected, under the auspices of line management and departmental philosophy related to teamwork, quality assurance, ethical practice and continuing personal and OD practice development.

## **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

- The post holder will be required to work with diverse professional and multi-disciplinary staff groups within the organisation.
- Building trust and credibility with a wide range of Senior and Executives Managers, Senior Medical Staff and other Clinicians across the Organisation, in times of transition and change as well as during more stable periods of the NHS Scotland policy lifecycle.
- Required to establish and maintain trust and rapport with a range of people and groups often with competing interests.
- To work closely with leaders and staff at all levels to identify key issues in what are often complex and unstructured situations, with the ability to quickly establish the most effective and timely solutions.
- Ability to effectively manage concurrent initiatives / developments and delivering results within agreed timescales.
- Providing organisational development support for planned changes in clinical and corporate service delivery models and organisational systems for leadership and management in line with NHS Lothian's Organisational Change and related policies and the commitments of the strategic plan and HR&OD Strategy.
- Identifying and responding to the emotions, tensions, and conflicts inherent in groups and individuals experiencing change. The job holder must convey a calm manner while displaying empathy with the client, enabling them to speak freely in a relationship of trust, whilst avoiding collusion or a conflict of interest.
- Demonstrating personal resilience and managing the edge of personal wellbeing and complex work programme portfolios.
- Maintaining and extending understanding of the wider NHS Lothian and NHS in Scotland and UK policy environments and handling any potential conflict between personal areas of responsibility and other change and development initiatives in the organisation.

- Having a tenacious yet flexible attitude when faced with obstacles, issues and resistance to change, striking a balance between pragmatism and focus on the task.

## 11. COMMUNICATIONS AND RELATIONSHIPS

### Internal:

- Executive Management Team;
- Members of HR & OD Senior Team
- Medical and Nursing Directors;
- Senior / Clinical Management Teams of Service / Structures;
- Senior clinical and Public Health staff;
- Partnership and Staff Side Representatives;
- Corporate department peer groups

The jobholder can be engaged in professional OD relationships with the above in a variety of different ways, often requiring strict confidentiality, honesty and trust. It is incumbent on the jobholder to create a climate of service, willingness to learn, change and develop both on an individual and service provision basis, by building positive relationships at all levels in the organisation. Open communication, personal support and putting others' needs first contribute to this aim.

### External:

- Other NHS Boards, regional structures and Managed Clinical Networks as appropriate or required by job engagement;
- Organisational Development community in NHS Scotland
- Senior staff of relevant voluntary and private sector agencies.
- Professional Networks

Externally, there can be contact with senior staff of partner organisations, such as local authorities and other Health Boards. These contacts are concerned with progressing projects, giving advice and networking to share learning, pool experience and expertise and avoid duplication.

## 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

The post requires a level of general physical fitness to allow the post holder to work across a number of sites and services. The ability to use a laptop and the equipment referred to earlier. There is a requirement to be flexible and responsive to both the OD team and client need by, for example, being willing to travel to various sites and locations, most of which can be geographically distant from the designated work base and often take place at irregular times. Space is at a premium and managing travel concerns and technology access add pressures to the environmental complexities.

The work is intellectually demanding requiring the management of competing corporate and personal portfolio agendas, and sustained emotional continence, with the postholder often working with influence rather than authority.

The postholder can come into possession of sensitive information relating to groups or individuals and must manage this confidentially and consistently. Judgements must be exercised regarding the appropriate use of such information.

### 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

#### QUALIFICATIONS (MINIMUM):

- Masters level degree qualification or equivalent in a human resources or health related subject
- Psychometric and/or coaching development training evidence e.g. Myers Briggs Type Inventory (MBTI) and coaching training from a recognised institution e.g. Chartered Institute for Personnel Development.

#### EXPERIENCE (MINIMUM):

- Extensive relevant experience in Human Resources, Organisational Development, and/or Operational Service Leadership or work requiring commissioning programmes of work, diagnostic processes with teams and individuals, application of behavioural tools and methods.
- Experience in thinking strategically and contributing to tactical decision making.
- A proven ability to plan, manage and deliver complex projects and assignments.
- Highly developed internal consultancy and contracting skills.
- Experience of facilitation tools and techniques and working with people and groups at times of change, transition and challenge.

Communication skills, written and oral, must be highly developed together with the ability to quickly establish trust and credibility with clients at all levels.

### 14. JOB DESCRIPTION AGREEMENT

Job Holder's Signature:	Date:
Head of Department Signature:	Date: