

# Recruitment Pack



## Learning & Organisational Development Manager

Thank you for your interest in the above vacancy.

Please ensure you read all the following documents (documents marked with \* should be completed and returned):

- ❖ CV\*
- ❖ Equality and Inclusion Monitoring Form\*
- ❖ Job Description
- ❖ Person Specification
- ❖ Main Terms and Conditions
- ❖ Diversity and Equality Statement
- ❖ Leadership Framework Poster
- ❖ Our Vision and Strategic Aims

We strive to incorporate three key values into every aspect of our work:

**Dignity** Our treatment of people should conform to a standard of behaviour that is socially acceptable to all members of the community we serve.

**Respect** the differences in groups of employees and the public. We should take into account the right for people to be different and value diversity rather than demean it.

**Welcome** people into the workplace. We should create a working environment that is open and inclusive, which offers help and support.

Cambridgeshire Fire and Rescue Service are keen to encourage applications from all parts of the community, and to ensure this is happening we need to monitor information that some may regard as personal and sensitive. This information will be held in confidence and used only for statistical monitoring purposes. It will not be used in any part of the selection process. Please complete the enclosed Equality and Inclusion Monitoring Form in full and return it with your application email or post. Please be assured that this will be separated from your application form before the selection process begins.

It is our policy to ensure, whenever possible, that the recruitment process is adapted to suit the needs of applicants who have a disability or impairment that you believe may give you rights under the Equality Act. The following conditions are given as examples: learning disabilities, dyslexia, some sight or hearing loss, diabetes, epilepsy and multiple sclerosis. Reasonable adjustment will be made for those candidates who believe that they may have an impairment or disability under the Equality Act 2010. Please inform us of any adjustment you require so that we can ensure that we have made appropriate arrangements for you during the selection process, Please do not hesitate to contact Recruitment on 01480 444500 or email [recruitment@cambsfire.gov.uk](mailto:recruitment@cambsfire.gov.uk) if you have any queries.



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Please also note that we hold the "Disability Confident" employer status, this means that we guarantee to interview all applicants who have rights under the Equality Act 2010 and who meet the essential criteria for the post. However, it is desirable that the successful candidate can travel to any part of the county as required.

In the meantime, if you have any queries, please do not hesitate to contact Recruitment on 01480 444500 or [recruitment@cambsfire.gov.uk](mailto:recruitment@cambsfire.gov.uk)

Thank you for your interest in Cambridgeshire Fire and Rescue Service.

# Main Terms & Conditions of Employment

The summary is for your general guidance and is not intended to form part of any contract of employment. As a new member of staff, you will be given a statement of your terms and conditions of employment, which then becomes part of the contractual provisions of your employment.

<b>Terms and Conditions</b>	<ul style="list-style-type: none"> <li>The salary scale and conditions of service are determined by collective agreements covering Local Government employees made at the National Joint Council, Eastern Provincial Council and locally between this Authority and the recognised unions, and as supplemented by the decisions of the Authority.</li> </ul>
<b>Location</b>	<ul style="list-style-type: none"> <li>The successful applicant will be based at <b>SHQ Huntingdon</b> but will occasionally be required to travel to other sites in Cambridgeshire and out of County.</li> <li>Cambridgeshire Fire and Rescue Service support and encourage an agile approach to working practices. Therefore, whilst the successful applicant will normally be based at <b>SHQ</b> flexible local agreements can be discussed and agreed with the line manager to support agile ways of working.</li> </ul>
<b>Salary</b>	<ul style="list-style-type: none"> <li>£45,450 – £52,767 pa (pro-rata if part-time)</li> <li>Payment is normally made 7 days before the last working day of the month by BACS transfer to your bank or building society account.</li> </ul>
<b>Type of Contract</b>	<ul style="list-style-type: none"> <li>Permanent or Fixed Term available</li> </ul>
<b>Probationary Period</b>	<ul style="list-style-type: none"> <li>There is usually a probationary period of six months.</li> </ul>
<b>Hours</b>	<ul style="list-style-type: none"> <li>A range of working hours/patterns will be considered – including Full Time/ Part Time (4 days per week)/Job Share</li> <li>A flexible approach can be taken when making local agreements around working hours. This will be agreed with the line manager.</li> </ul>
<b>Offer Subject to</b>	<ul style="list-style-type: none"> <li>Completion of Medical Questionnaire/Medical Examination.</li> <li>Receipt of references satisfactory to the Authority.</li> <li>Evidence of right to work in the UK (including Settled Status or Pre-Settled Status for most EU citizens)</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>The enclosed job description is a guide to the work you will initially be required to undertake. It may be changed from time to time to meet with changing</li> </ul>



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	<p>circumstances. You may on occasion be required to undertake work outside of your normal duties to meet the needs of the Service.</p>
<b>Pension</b>	<ul style="list-style-type: none"> <li>• Membership of the Local Government Pension Scheme, this is funded by contributions both from you and the Fire Authority. Your contribution is dependent upon salary and will be between 5.5% and 7.5% of your salary. Transfer of contributions from previous employment is possible under certain circumstances. You will receive an explanatory booklet if appointed.</li> </ul>
<b>Annual Leave</b>	<ul style="list-style-type: none"> <li>• The annual leave year runs from 1 April to 31 March. The leave entitlement for full time staff is 28 days per annum; annual leave for part-time staff is given on a pro-rata basis. If you are new to local government your entitlement in your first year will be calculated on a pro rata basis. After five years Local Government Service you will be entitled to five extra days' annual leave. After 10 and 15 years' service in this Service you will receive an extra 1 day of annual leave, giving a maximum of 30 days. In addition, you will receive paid leave on eight public holidays if you normally work on that day (pro-rata for part-time employees).</li> <li>• Other leave: Special leave arrangements exist covering bereavement, nursing sick relatives, adoption, paternity, maternity and parental leave, and jury service. Subject to operational requirements special leave arrangements also exist covering certain public duties, e.g. magistrate, school governor, etc.</li> </ul>
<b>Sickness</b>	<ul style="list-style-type: none"> <li>• The Authority operates a nationally agreed scheme, which provides for varying periods of sickness absence on full pay followed by half pay, according to the length of recognised continuous Local Government service. There is a minimum of one month on full pay and one month on half pay, rising to a maximum of six months on full pay and six months on half pay after five years' service.</li> </ul>
<b>Training and Development</b>	<ul style="list-style-type: none"> <li>• Training and Development has a high priority in the Authority. It is seen as a continuous process and you will be encouraged to develop relevant skills. You may be offered financial or other assistance where appropriate and subject to affordability.</li> </ul>
<b>Equal Opportunities</b>	<ul style="list-style-type: none"> <li>• The Fire Authority is committed to providing equality of opportunity in employment and service provision.</li> </ul>
<b>Additional benefits</b>	<ul style="list-style-type: none"> <li>• No smoking environment.</li> <li>• Family friendly policies.</li> <li>• Employee Assistance Programme.</li> <li>• Flexible &amp; agile ways of working (including location &amp; hours)</li> <li>• Health Cash Plan.</li> </ul>
<b>Legal Right to Work in the UK</b>	<ul style="list-style-type: none"> <li>• Asylum and Immigration legislation requires all employers to obtain proof that prospective employees have a legal right to work in the United Kingdom. You</li> </ul>

	will therefore be asked for a National Insurance number and documentary evidence such as a valid passport or other identity documents.
<b>Other Employment</b>	<ul style="list-style-type: none"><li>• You must notify the Authority if you hold or take up other employment, to meet the requirements of the Working Time Regulations, and must limit your working hours over all employment to 48 hours per week on average.</li></ul>

# Job Description



**DEPARTMENT:** People Group

**JOB TITLE:** Learning & Organisational Development Manager

**Responsible to:** Head of People  
**Responsible for:** L&OD Team direct reports of Senior Partners and Partners – generalist and specialist.

## JOB PURPOSE

To act as an internal consultant on all matters relating to individual and organisational learning & development, drawing upon appropriate internal and external resources to deliver a professional, high quality, and customer focused service which implements the agreed strategy.

To play an active role as a member of the People Group and the wider Service management team promoting and role-modelling the behaviours, values, and culture that the Service seeks to embed.

**Date of last review:** July 2020

**Salary grading:** MB3

## MAIN DUTIES & ACCOUNTABILITIES

### 1. Delivery of a professional Learning & Organisational Development service

- Promote and deliver a professional, customer focussed and high-quality learning & organisational development service, by supporting and advising employees at all levels of the Service on all aspects of the learning and organisational development function and its application in practice, and by designing and delivering plans and solutions to the organisation, bringing in external expertise where necessary and appropriate.
- Work with the Service to identify learning and organisational development needs, research, scope, plan, implement and evaluate appropriate solutions, ensuring value for money and fit to organisational need.
- Coach and influence colleagues from all levels across the organisation from a learning and organisational development perspective, supporting their on-going development and with a focus on developing and embedding positive behaviours, our values and culture.
- Maintain awareness/knowledge of new and emerging learning and organisational development approaches/initiatives/issues and technological advancements to maintain relevance of the service delivered.

## **2. Implement Learning & Organisational Development initiatives**

- Work in partnership with internal colleagues and external partners to manage and implement a range of learning & organisational development initiatives, work programmes and specific projects within agreed timescales, budgets and to appropriate standards to support the delivery of Service objectives.
- Proactively seek opportunities and make recommendations for new, innovative, and collaborative ways of working, seeking to continuously deliver improvements to the Service's learning & organisational development offering.

## **3. Relationship management and communications**

- Develop and promote effective and credible working relationships and clear channels of communication to ensure effective delivery of learning & organisational development. In doing so, demonstrate, promote and role-model our values, One Team behaviours and culture.
- Hold constructive conversations to identify underlying issues that may be constraining individual and organisational development and work collaboratively to identify and implement innovative and credible solutions.
- Work closely with colleagues in other areas of the People Group to ensure a seamless and joined up delivery of service
- Work closely with other fire and rescue services and partner agencies to share best practice regarding learning and organisational development opportunities
- Represent the function and/or Service at meetings and committees, as required.

## **4. Leadership & Management of Direct Reports**

- Coach and develop direct reports to help them contribute and develop both professionally and personally to achieve their full potential.
- Recruit, manage, and review team member's performance with the aim of development of skills and knowledge through a culture of learning, collaborative working, and excellence to build and role-model a culture of high performance.
- Provide effective management of the L&OD team resources, through the appropriate allocation of work, setting of objectives and the reviewing of performance.
- Ensure the Head of People is kept appropriately advised of overall performance and workload of the team, and any key live issues.

## **CORPORATE ACCOUNTABILITIES (applicable to all personnel)**

### **1. Equality and Inclusion**

- Support and promote the Service's statement, policies and procedures on Equality and Inclusion in employment and service delivery.

### **2. Health, Safety and Risk**

- Ensure that health, safety, and risk issues are factored into all areas of activity
- Support and promote the Service's Health and Safety policies and procedures to maintain a safe and healthy working environment.

### **3. Personal Development**

- Responsible for updating own practices and professional knowledge.
- Undertaking personal development activities as agreed with line manager.

## 5. General

- To undertake such other duties as may be required from time to time, commensurate with the grade and positioning of the post.

## OTHER GENERAL REQUIREMENTS OF THE JOB

### 1. CPD

- The post holder must be willing to continuously develop their professional knowledge, experience and understanding

### 2. TRAVEL

- Travelling across the county may be required to facilitate the effective delivery of the role and to participate in meetings etc.



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# Person Specification



CORE COMPETENCIES	CRITERIA	ESSENTIAL	DESIRABLE	MEASUREMENT	
QUALIFICATIONS/ EDUCATION	Membership of the CIPD or equivalent alternative recognised professional learning and organisational development qualification	X	Relevant degree Coaching qualification	Application form	
	Strong commitment to continuing professional development, demonstrated by evidence of own ongoing professional and learning and development	X			
KNOWLEDGE & EXPERIENCE	Knowledge and understanding of learning & organisational development practice and its contribution to organisational effectiveness, and experience of focusing delivery on transformational activities, with tangible examples to demonstrate added value.	X		Application form and selection process	
	Strong experience of working in a learning and organisational development specialist role, developing, planning, implementing, and evaluating initiatives that meet organisational need	X	Experience of commissioning others (e.g., external suppliers) to deliver against a specified brief. Experience of identifying and delivering needs which may not be well articulated/ understood by the recipient	Application form and selection process	
	Experience of engaging with and advising employees at all levels of the organisation, coaching them in learning & organisational development issues	X	Experience of engaging and influencing at all levels	Application form and selection process	
	Understanding and knowledge of the key issues facing CFRS and the wider fire sector, and the implications of this for learning & organisational development			X	Application form and selection process
	Experience of working on and seeing projects through to completion, and understanding of project and change management techniques			X	Application form and selection process

	Experience of leading a small team to deliver a learning & organisational development service		X	Application form and selection process
<b>SKILLS</b>	Ability to build rapport to develop and maintain constructive working relationships with all employee groups and relevant external contacts	X		Application form and selection process
	Ability to advise on full remit of learning & organisational development related issues and to engage the appropriate internal or external resources to develop and implement initiatives	X		Application form and selection process
	Ability to research and analyse information, using it to make sound judgements	X		Application form and selection process
	Strong customer service skillset – delivering high quality work that meets business need	X	Well-developed influencing and negotiating skills. Seeks 'win/win' where possible	Application form and selection process
	Articulate and effective communicator, able to present and explain issues verbally and in writing to diverse audiences	X		Application form and selection process
	Able to prioritise varying demands and manage time effectively – able to remain focused on the 'important few' rather than the 'trivial many' without compromising on quality or negatively affecting customer relationships.	X	Ability to balance the 'here and now' with longer term objectives, and can plan, prioritise, and meet deadlines accordingly.	Application form and selection process
	Demonstrates commitment to the principles of equality, diversity, inclusion, and fairness	X		Application form and selection process

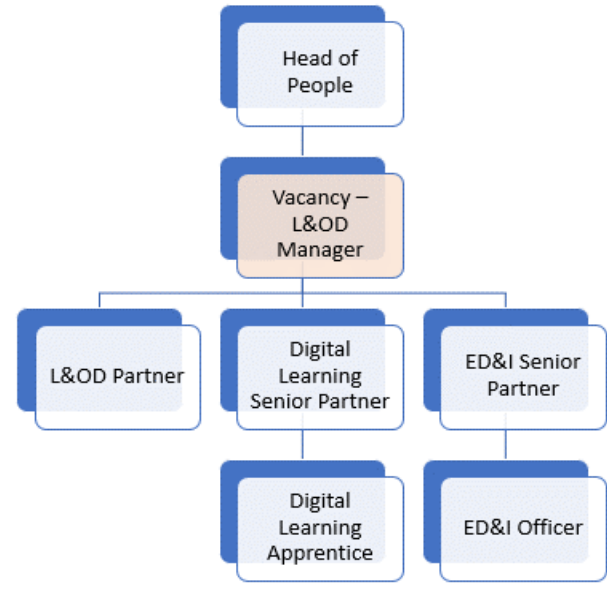
<b>MOTIVATION/ DISPOSITION</b>	Self-motivated and genuinely enthusiastic about learning & organisational development, with a “can-do” approach	X		Application form and selection process
	Ability to work as an individual and as a team member	X		Application form and selection process
<b>GENERAL</b>	Full, current driving licence (Reasonable adjustment will be made for disabled candidates within the requirements of the Equality Act. However, it is essential that the successful candidate can travel to any part of the county on a regular basis).	X		Application form and selection process

\*Reasonable adjustment will be made for those candidates who may have a disability under the Equality Act 2010

# L&OD Structure Chart



## L&OD



## Training Centre



## Our Commitment to **Equality and Inclusion**

Cambridgeshire and Peterborough Fire Authority  
values diversity and actively promotes equality and  
inclusion in all aspects of our work

This is achieved by:

Recognising, respecting and listening to the varied  
needs of our communities and staff

Providing different solutions for different  
needs and requirements

Valuing and encouraging better understanding of  
people's differences and the things we have in common

Treating everyone with dignity and respect

Ensuring employment practices are fair  
and non-discriminatory

Fostering an inclusive and trusting culture

Challenging prejudice and discrimination



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# Our vision and strategic aims



Our vision is for a safe community where there are no preventable deaths or injuries in fires or other emergencies.

Put simply, we want to reduce risk and save lives. To achieve this we need to strive for operational and community safety excellence, demonstrate value for money, and put people, in the communities we serve and our staff, at the centre of everything we do.

These are our strategic aims.

## Operational Excellence

- We have competent, confident, and skilled staff.
- We have the right skills, equipment, and resources in the right places.
- We have a learning culture looking to continually improve what we do and how we do it.



## Community Safety Excellence

- We understand the risk in our communities
- We are inclusive in our approach and tailor our services to meet the needs of our diverse communities.
- We work with partner agencies in a targeted, proactive, and effective manner and are perceived as a key contributor to community safety
- We have a high level of customer satisfaction in our activities.

## People

- We continually strive to improve the service we deliver.
- We listen and engage with staff, communities and our partners to improve what we do.
- We develop our staff and encourage them to reach their potential

## Value for Money

- We actively seek collaborations.
- We have effective and efficient working practices.
- We continuously monitor how we are performing, sharing what we do and taking best practice from others.

# Introducing the leadership development framework

The framework is built around the four quadrants shown below and is measured at four levels, with each level building on the previous one.

The critical feature of our leadership development framework is that it is relevant to

all roles within the organisation and uses defined and observable statements to assess potential and performance.

It is worth noting that our leadership development framework is very similar to the one produced by the National

Fire Chiefs Council (NFCC). We had produced our own prior to the national one being published. To balance consistency nationally and our individual leadership development aspirations, we have created a hybrid version of the two.





# What we believe in

## What we do

### Trust

- I talk straight
- I do what I say I will do
- I genuinely listen to others

### Respect

- I praise and give credit to others
- I help others to succeed
- I value all people equally

### Results

- I try to improve things
- I seek feedback and I act on it
- I get the right things done

### Commitment

- I get the job done but not at others' expense
- I show loyalty for the Service, not just my own area
- I support decisions

### Honesty

- I admit if I'm wrong, graciously
- I challenge inappropriate behaviour
- I'm open and honest

