



Role Profile

C6144 SSG2 Head of Learning

Role Description

Lead, manage and develop efficient and effective departmental operations and teams within the designated multi-faceted function to deliver services which meet the strategy and objectives, working together to make Avon and Somerset Constabulary an outstanding police force.

Ensure the effective and efficient development, oversight and coordination of policies, procedures, systems and practices to meet ethical, legal and professional standards and wider business requirements.

Support and inform the development of corporate plans and strategies and ensure the effective and efficient provision of general and specific professional and technical information, advice and guidance.

Promote and embed a culture of learning and continuous improvement, innovation, health and wellbeing, inclusion and high-performance leadership within the department.

Main Responsibilities

Head of Learning, Portfolio role responsibilities

1. Contribute to development and delivery of the people strategy and plans to drive improvement in policing outcomes through a healthy, inclusive, engaged and productive workforce.
2. Develop, implement and monitor, a workforce learning and development (short, medium and long-term) strategy and plans, along with policies, procedures and practices to meet known and future requirements, ensuring compliance with all relevant applicable standards and regulations.
3. Lead and manage the processes for commissioning, development, delivery and evaluation of corporate learning and development.
4. Drive the development and implementation of overall learning strategies and activities to reduce costs, introduce innovation, increase value and achieve best practice.
5. Using relevant channels of engagement influence the development of national strategy on police learning.
6. Develop and implement an assurance framework to ensure that learning and development activities demonstrate their quality and appropriateness against required models and standards as well as their impact on performance improvement, providing management evidence, analysis and reporting.
7. Lead the management of the learning and development resources and budget, ensuring decisions reflect best value and properly balance individual needs and organisational requirements.
8. Embed an inclusive culture into all training, learning and development, making sure it reflects the principles of valuing diversity, fairness and equality.
9. Incorporate the outcomes from organisational learning into the people development process in force.
10. Contribute to and develop regional and other collaborative arrangements and activities to maximise impact and best use of resources.

Core Head of Department main responsibilities

Managing self

- Develop your knowledge, skills and competence in relation to your departmental and functional areas of responsibility.
- Develop and maintain your professional networks.

Departmental management

- Manage the department effectively and provide leadership in the designated area of responsibility.
- Evaluate the operating environment and use the analysis to inform decisions in relation to service provision.
- Develop operational delivery and improvement plans for the department and its areas of responsibility.
- Manage risks to the organisation relating to the department and its areas of responsibility.
- Develop, lead and deliver the Constabulary's sustainability and energy management programme and strategy, identify opportunities and embed into core business and decision making.
- Develop, maintain and evaluate business continuity plan and arrangements within your areas of responsibility.
- Ensure compliance with legal, regulatory, ethical and professional standards and requirements within your areas of responsibility.
- Promote and embed a culture of learning and continuous improvement, health and wellbeing, inclusion and high performance leadership within the department.
- Ensure effective working with related functions.

Facilitating innovation and change

- Ensure that the department identifies and evaluates opportunities for innovation and improvement.
- Ensure that changes affecting or involving the department are well planned, engage people and are implemented and evaluated effectively.

Manage human resources

- Ensure effective and efficient departmental workforce planning, recruitment, selection and retention.
- Ensure that staff are effectively inducted, developed and trained.
- Manage any redeployment and redundancies.
- Ensure that the Constabulary's policies and procedures are adhered to within the department.
- Build and sustain effective teams and collaborative working with colleagues and stakeholders within and beyond the department.
- Allocate work effectively recognising resource planning and priorities.
- Quality assure work in the department.
- Ensure that performance of individuals and the department is well managed including helping individuals address problems affecting performance.



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- Ensure effective departmental communication.
- Manage flexible working to ensure operational efficiency and support remote/virtual teams.
- Promote staff wellbeing, equality of opportunity, diversity and inclusion within the department.
- Ensure that individuals' learning and development needs within the department are identified and met; support and enable succession planning and talent management.
- Mentor and coach members of the department.
- Lead departmental and other meetings within your areas of responsibility to achieve specific objectives and represent your area of responsibility within meetings.

Using resources

- Identify and justify requirements for financial resources relating to the department and area of responsibility.
- Manage departmental budgets, monitoring and utilisation of financial resources including authorisations within delegated limits.

Manage physical and technical resources

- Ensure healthy, safe, secure and productive working environments and practices within the department.
- Ensure effective and sustainable management of physical resources and of the environmental and social impacts of the department's work.
- Ensure optimised use of technology within the department.

Manage information and knowledge

- Promote effective knowledge and information management, sharing and governance within the department.
 - Ensure effective management of information, knowledge and communication systems within the department.
 - Develop and communicate knowledge and information relating to your department and responsibilities.
 - Analyse, interpret and utilise a wide range of information to take and inform effective decisions
- Contracts, stakeholder relations and procurement.
- Manage designated contracts and stakeholder relations and supplier performance relating to the department or areas of responsibility in accordance with agreed policies, procedures and standards.
 - Support and inform the effective procurement of products and/or services to meet departmental and organisational requirements including involvement in supplier selection and outsourcing of business processes where appropriate/applicable.

Manage business operations and projects

- Ensure effective implementation and evaluation of departmental and team operational plans.
- Ensure effective management of business processes owned by the department.
- Manage continuous improvement change projects/initiatives within the department and designated areas of responsibility.
- Contribute to the successful realisation of corporate project and programme benefits

Achieving results, scrutiny and accountability.

- Ensure effective and efficient management of quality assurance systems within the department.
- Prepare for, participate in and manage quality audits and inspections relating to the department and its areas of responsibility.
- Ensure the preparation and delivery of high quality assurance and other reports to internal and external bodies as required relating to the department and its areas of responsibility.
- Develop a 'customer-focused' department and manage 'customer' service.
- Ensure effective mechanisms for the department to understand customer/operational needs and requirements.
- Ensure effective management of departmental continuous improvement.

Rank\Scale

SSG 2

Reports To

Deputy Director

Supervisory Responsibility

A number of direct reports

Additional Information



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In accordance with the National Vetting Policy: MV/SC – Management Vetting & Security Clearance.

Reasonable Adjustments

Following consideration, reasonable adjustments will be implemented to enable disabled staff covered by the provisions of the Equality Act to undertake the core duties and responsibilities of a post in line with the Equality and Human Rights Commission (EHRC) guidance and code of practice on employment.

Additional Responsibilities

You may be required to perform other duties which are not necessarily specified on the role profile, but which are commensurate with the responsibilities of the role holder.

Behaviours

All roles are expected to know, understand and act in accordance with the ethics and values of the police service. The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. This role should be operating or working towards level 3 of the CVF. These are the senior manager/executive level competencies within the framework.

Experience and Qualifications

- Recognised HR/L&D qualification (at CIPD Level 7 Advanced Diploma or equivalent) (essential)
- Chartered MCIPD (desirable).

Qualifications:

- Educated to degree level 6 by qualification or a significant level of relevant experience of equivalence.
- Membership of a relevant professional body where applicable.
- The post holder should ideally hold a full current driving licence or be able to travel around the force using alternative transport.

Experience and knowledge:

- Has held a management role in a relevant setting of commensurate responsibility and a demonstrable track record of successful people management, accountability for effective performance management and effective management of budgets.

Experience of implementing successful development, change and innovation.

- Knowledge of relevant legal, political, economic, social, technological and environmental factors and an understanding of the implications for the department and key areas of responsibility.
- Knowledge of relevant local, regional and national priorities, strategies and initiatives and their implications for the department and key areas of responsibility.

Skills:

- Able to effectively lead, manage, develop and support teams of people and specialist functions.
- Able to develop and manage effective operational plans and strategies.
- Able to communicate and influence effectively using different channels and in a variety of situations and settings.
- Able to develop and manage effective operational governance arrangements.
- Able to facilitate innovation and change to drive improvement.
- Able to build and sustain successful working relationships and collaborations.
- Able to manage physical and technical resources, financial resources and working environments and practices effectively.
- Able to manage contracts and supplier relations and performance.
- Able to manage business operations/services and projects/initiatives.
- Able to interpret and respond effectively to customer needs and requirements in developing and delivering services.
- Able to effectively manage quality assurance, performance and continuous improvement.

Shortlisting

SHORTLIST

Criteria relevant to the job

ESSENTIAL

Requirements necessary for safe and effective performance in the job



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ADDITIONAL/USEFUL

Where available, elements that contribute to improved/immediate performance in the job

Qualifications

Recognised HR/L&D qualification (at CIPD Level 7 Advanced Diploma or equivalent)

QE1

The post holder should ideally hold a full current driving licence or be able to travel around the force using alternative transport.

QA1

Chartered MCIPD

QA2

Educated to degree level 6 by qualification or a significant level of relevant experience of equivalence

QE3

Experience



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Membership of a relevant professional body where applicable

EE1

Has held a management role in a relevant setting of commensurate responsibility and a demonstrable track record of successful people management, accountability for effective performance management and effective management of budgets.

EE2

Experience of implementing successful development, change and innovation

EE3



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Knowledge of relevant legal, political, economic, social, technological and environmental factors and an understanding of the implications for the department and key areas of responsibility.

EE4

Knowledge of relevant local, regional and national priorities, strategies and initiatives and their implications for the department and key areas of responsibility.

EE5

Skills

Skill Category	Skill Name	Skill Level	Skill Description	For PDR
Core Values	Impartiality	Senior Manager/Executive	<p>Behaviours:</p> <ul style="list-style-type: none">• I take into account individual needs and requirements in all of my actions• I understand that treating everyone fairly does not mean everyone is treated the same• I always give people an equal opportunity to express their views• I communicate with everyone, making sure the most relevant message is provided to all• I value everyone's views and opinions by actively listening to understand their perspective• I make fair and objective decisions using the best available evidence• I enable everyone to have equal access to services and information, where appropriate	No



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Core Values	Integrity	Senior Manager/Executive	Behaviours: <ul style="list-style-type: none"> • I always act in line with the values of the police service and the Code of Ethics for the benefit of the public • I demonstrate courage in doing the right thing, even in challenging situations • I enhance the reputation of my organisation and the wider police service through my actions and behaviours • I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations • I am open and responsive to challenge about my actions and words • I declare any conflicts of interest at the earliest opportunity • I am respectful of the authority and influence my position gives me • I use resources effectively and efficiently and not for personal benefit 	No
Core Values	Public Service	Senior Manager/Executive	Behaviours: <ul style="list-style-type: none"> • I act in the interest of the public, first and foremost • I am motivated by serving the public, ensuring that I provide the best service possible at all times • I seek to understand the needs of others to act in their best interests • I adapt to address the needs and concerns of different communities • I tailor my communication to be appropriate and respectful to my audience • I take into consideration how others want to be treated when interacting with them • I treat people respectfully regardless of the circumstances • I share credit with everyone involved in delivering services 	No
Core Values	Transparency	Senior Manager/Executive	Behaviours: <ul style="list-style-type: none"> • I ensure that my decision-making rationale is clear and considered so that it is easily understood by others • I am clear and comprehensive when communicating with others • I am open and honest about my areas for development and I strive to improve • I give an accurate representation of my actions and records • I recognise the value of feedback and act on it • I give constructive and accurate feedback • I represent the opinions of others accurately and consistently • I am consistent and truthful in my communications • I maintain confidentiality appropriately 	No



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Intelligent, Creative and Informed Policing	We analyse critically	Senior Manager/Executive	<p>I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.</p> <p>I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.</p> <p>I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.</p> <p>I use my knowledge of the wider external environment and long-term situations to inform effective decision making.</p> <p>I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.</p>	No
Inclusive, Enabling and Visionary Leadership	We are collaborative	Senior Manager/Executive	<p>I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.</p> <p>I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).</p> <p>I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.</p> <p>I create an environment where partnership working flourishes and creates tangible benefits for all.</p>	No



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Resolute, Compassionate and Committed	We are emotionally aware	Senior Manager/Executive	<p>I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.</p> <p>I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.</p> <p>I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.</p> <p>I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.</p> <p>I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.</p>	No
Intelligent, Creative and Informed Policing	We are innovative and open-minded	Senior Manager/Executive	<p>I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.</p> <p>I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.</p> <p>I work to create an innovative learning culture, recognising and promoting innovative activities.</p> <p>I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.</p> <p>I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.</p>	No



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Inclusive, Enabling and Visionary Leadership	We deliver, support and inspire	Senior Manager/Executive	<p>I challenge myself and others to bear in mind the police services vision to provide the best possible service in every decision made.</p> <p>I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.</p> <p>I ensure that everyone understands their role in helping the police service to achieve this vision.</p> <p>I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.</p> <p>I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.</p> <p>I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.</p> <p>I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.</p> <p>I motivate and inspire others to deliver challenging goals</p>	No
Resolute, Compassionate and Committed	We take ownership	Senior Manager/Executive	<p>I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.</p> <p>I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.</p> <p>I define and enforce the standards and processes that will help this to happen.</p> <p>I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance</p> <p>I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.</p> <p>I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.</p>	No

NOS

NOS Unit	Unit Name	Unit Description