



ROLE PROFILE

Role Title:	Head of Thinking and Analysis
Rank/Grade:	A8i
Job Family:	Professional
Reporting to:	Chief of Staff (Chief Superintendent)
Main purpose of the role:	To manage and develop Constabulary-wide strategy development, knowledge management processes, performance management, analysis and research processes and systems to support the Constabulary in the formulation and achievement of its Constabulary objectives, priorities and strategies.

Key Responsibilities	
<ul style="list-style-type: none"> To manage the organisational strategy development, performance management, business intelligence, business analysis, internal and external engagement and internal and external audit and inspection for the Constabulary, including the use of appropriate systems, methodologies and frameworks. To provide professional advice and information to the, Executive Officers and Senior Managers, on assessing delivery of objectives, formulation of performance measures and utilising sound statistical and research methods in respect of strategy development, and organisational performance management. To manage the delivery of regular reviews and reporting against strategic objectives and identifying strategic threats and risks, local priorities and performance, using experience and professional judgment, and the appropriate systems and processes to interpret and provide advice to Executive and Senior Managers on key issues and other relevant bodies as appropriate. To manage the processes and procedures to allow the collection, collation and analysis of local and national Management Information, both qualitative and quantitative. (e.g. ADR's, crime data, internal and external survey data, OPCC, performance indicators) To manage the production and communication of relevant strategic documents as required including liaison with key partners and stakeholders (e.g. HMICFRS Force Management Statement, Strategic Assessment, Operational Policing Plan) To manage and direct the activity in relation to organisational learning, evidence based practice and research is carried out in line with Constabulary objectives, liaising with the College of Policing and other academic institutions as necessary. To manage the internal and external engagement and consultation techniques including public and staff feedback to ensure this directs the activity of the Constabulary to improve public confidence and understanding of staff welfare and motivation and behaviour. (e.g. Staff Survey, Public feedback assessment) To manage the Constabulary's improvement and inspection requirements (both internally and externally) ensuring an Internal Audit programme is conducted in relation to relevant areas (National Crime & Incident Recording Standards), and act as Constabulary contact for external audits, (e.g. HMICFRS, OPCC Audit). To liaise with Constabulary's partners, academia, industry (if appropriate) and relevant outside agencies such as the Home Office, HMICFRS, College of Policing in order to harness best practice and organisational learning. Oversee the Constabulary Crime and Incident Registrar including all of the designated responsibilities. 	

Financial e.g. Limits/Mandates	Non-Financial e.g. Staff Responsibility
<ul style="list-style-type: none"> Direct budgetary responsibility with an authorisation level of £50,000 	<ul style="list-style-type: none"> Line management responsibility for staff and/or officers

Agile Working	To be confirmed
Psychological Assessment	To be confirmed
Return on Investment	To be confirmed



ROLE PROFILE

Entry Requirements

- A recognised degree level qualification is required – in a subject related to performance or business management
- Proven and demonstrable experience of organisational development, performance and culture gained over 5 years ideally from within a progressive customer focused environment
- Must have a sound grasp¹ and experience in the application of organisational performance management techniques including statistical process control, quality improvement and systems thinking
- Must have a sound grasp and academic experience of evidenced based practice
- Must have a sound grasp of organisational research and analysis
- Must have experience of delivering effective business change and evolution
- Experience of undertaking and applying academic research is desirable

Any other General Requirements/Scope

- This role requires the post holder to have a valid UK driving licence and access to a private vehicle as they will need to travel to meetings and events across the county and occasionally outside of the county.
- As using a private vehicle business insurance needs to be organised by the individual.
- The post holder will occasionally be required to work additional hours
- Vetting is required, as advised by the Vetting Unit.
- The post holder will be expected to undertake training as and when required.
- The post holder will be expected to comply with health and safety requirements.

Obligatory Requirements

- Before commencement of this appointment, this role is subject to medical assessment. For some roles health screening or surveillance may be required on a regular basis, as identified by line manager risk assessments.
- There is a requirement for the role holder to meet the probationary objectives set.



ROLE PROFILE

Personal Qualities (Behavioural Competencies)

We are emotionally aware

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

We take ownership

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. I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. I define and enforce the standards and processes that will help this to happen. 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. I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

We are collaborative

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. 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). 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. I create an environment where partnership working flourishes and creates tangible benefits for all.

We deliver, support and inspire

I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the police service to achieve this vision. I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. I motivate and inspire others to deliver challenging goals.

We analyse critically

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. 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. I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. I use my knowledge of the wider external environment and long-term situations to inform effective decision making. I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

We are innovative and open-minded

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. 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. I work to create an innovative learning culture, recognising and promoting innovative activities. 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. I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.