

Job Description

Job Title:	Organisation Design & Transformation Practitioner
Directorate/Team:	People & Culture Services / Organisation Design, Change & Transformation
Location:	16 Summer Lane
Responsible to:	Organisation Design & Transformation Lead
Responsible for:	No direct reports
Key working relationships: (internal)	Organisation Design & Transformation Lead, Assistant Organisation Design & Transformation Practitioner, P&C colleagues, PMO colleagues, Programme/Project Sponsors, business leadership teams and design team members, Finance, Tech & Insight, Governance, People Business Partnering
Key working relationships: (external)	West Midlands local authority & other Combined Authority HR/Transformation teams

Purpose of the Post

The post holder acts as a senior internal Organisation Design and Transformation practitioner, leading complex organisation design reviews and transformation activity that enable WMCA to deliver its strategic objectives.

- The role works directly with Executive Directors and Directors acting as Senior Responsible Owners (SROs) to contract, scope, design and lead end-to-end organisation design reviews, including the facilitation of structured design sprints.
- The post holder is professionally accountable for the quality, integrity and neutrality of the OD process, ensuring that design decisions are evidence-led, aligned to WMCA OD principles, and focused on solving the right organisational problems rather than predetermined outcomes.
- The role typically oversees ~3 concurrent OD reviews, each involving complex stakeholder environments, material workforce and service impacts, and formal governance decision points.
- The post holder also builds continual organisation design capability across People Business Partners, OD team, PMO team and wider organisation, enabling them to support local, incremental design activity, while this role leads enterprise-wide, cross-directorate or operating model redesign.

Accountabilities

Organisation Design & Transformation Service Delivery: Accountable to People & Culture SLT and specifically the Organisation Design & Transformation Lead for the delivery of professional and effective organisation design and transformation advisory and facilitation services.

Organisation Design Review & Design Sprint Leadership

- Lead and oversee transformation related organisation design reviews from initiation through diagnostic, option design, decision support and implementation planning.
- Contract with SROs to define the purpose, scope, desired outcomes, constraints, decision points and governance route for each OD review.
- Design and facilitate OD design sprints and senior workshops, ensuring appropriate stakeholder involvement and effective exploration of structural, operational and capability options.
- Maintain professional neutrality and provide constructive challenge to senior stakeholders to ensure robust, evidence-led design outcomes.

Stakeholder Influence & Professional Authority

- Build credibility and trust with Executive Directors, Directors and senior leaders in order to influence decision-making on complex organisation design matters.
- Exercise professional authority and judgement to manage conflicting perspectives, political sensitivities and competing priorities within OD reviews.
- Contribute to local/continuous improvement focused OD review activities, initiated by People Business Partners as required.

Governance, Quality & Professional Assurance:

- Hold professional accountability for the quality and readiness of OD outputs submitted to OD Panel and other senior governance forums.
- Ensure design options are tested against agreed principles, affordability, deliverability, workforce impact and organisational risk.
- Provide assurance to senior leaders that organisation design activity meets required professional, governance and evidential standards.

Capability Building & Boundary Management (People Business Partner Interface)

- Lead the continual development of organisation design capability across People Business Partners, OD team, PMO team and wider organisation through coaching, tools, case advice and structured learning.
- Provide clarity and professional oversight on when OD activity is appropriately led by PBPs (local, incremental change) versus when escalation to enterprise or operating model redesign is required, in line with Organisational Design Principles and Organisational Design Panel requirements.

Strategic Support: Provide high-quality advice and guidance to the P&C leadership team and Programme and Project Sponsors.

Responsibilities

Strategic

- Contribute to OD & Transformation service delivery aligned to WMCA strategic, portfolio, programme and business planning.
- Advise on programme/project plan definition for Organisation Design & Transformation requirements where requirements are enterprise wide/transformation programmes.
- Ensure Organisation Design processes and outputs align with WMCA strategic outcomes, target operating model and design principles.
- Ensure that OD Panel, associated OD & Transformation governance processes and OD Principles are compliantly adopted to ensure coherent management of organisation design and transformation across the WMCA.
- Support development of design principles, design options, structures and workflows to form aligned and integrated solutions.
- Provide advice to People Business Partners and their stakeholders as required on organisation design and transformation implications for continuous improvement changes to ensure consistent and aligned thinking.
- Make recommendations on WMCA wide OD and transformation interventions, to mitigate and manage the impact of change on the workforce.
- Provides transformation insight and operational intelligence to the relevant stakeholders to support decision-making and prioritisation.

People

- Engage and manage stakeholders to ensure effective Organisation Design & Transformation for any enterprise wide/transformation programmes to provide a consistent employee experience, in line with WMCA values.
- Coach and advise leaders to align practice and standards with the Organisation Design framework.
- Support and coach leaders through use of tools and OD practice to manage change to deliver a positive employee experience.
- Work collaboratively across matrix teams.

- Support development of Organisation Design and Transformation capability across the wider People & Culture department, particularly in Organisation Design and Transformation disciplines. - Role model the WMCA values; promote wellbeing and safe working practices. - Work closely with PBPs on supporting OD/transformation initiatives
Operational
- Lead and facilitate organisation design processes, with accountability for defining the OD approach, diagnostics, stakeholder engagement model and quality of outputs. - Define, design and oversee diagnostic approaches, interpreting multiple sources of evidence to shape design criteria, options and recommendations for senior decision-making. - Manage competing priorities across multiple live OD reviews, balancing pace, quality, stakeholder capacity and organisational risk. - Deliver Change Assessments (Readiness & Impact) to inform OD interventions required to successfully implement transformation activity. - Commission interventions aligned with diagnostic findings outside the Organisation Design COE. - Operate effective Organisation Design & Transformation processes, tools and data solutions. - Ensure adherence to corporate governance and policies across OD & Transformation activity. - Deliver OD & Transformation documentation, approvals, reporting, and performance management requirements. - Provide coaching and support to P&C colleagues and leaders/managers to facilitate effective change management. - Contribute to risk management processes, ensuring risks are identified, monitored, escalated into tactical or strategic levels with appropriate mitigations. - Drive continuous improvement in operational processes, tools, and ways of working.
Financial
- Ensure value for money in OD & Transformation activity. - Deliver OD & Transformation projects within budget. - Work with PMO/Finance to track benefits and evaluation. - Embed sustainability and social value commitments into Organisation Design. - Financial and procurement authority as set out in WMCA's scheme of delegation.
Other
- Work effectively in matrix arrangements to ensure effective transformation and enterprise-wide organisation design activity. - Maintain ongoing continuous professional development to enhance knowledge, skills and understanding of best practice development. - Represent the WMCA in a professional manner. - Undertake such tasks as may reasonably be expected commensurate with the scope and level of the role.

Person Specification					
Candidates/post holders will be expected to demonstrate the following:	Essential / Desirable		How Evidenced?		
Experience	E	D	A*	I*	T*
Experience leading multiple concurrent organisation design reviews with Director or Executive-level sponsors, from diagnostic through to implementation planning.	x		x	x	
Proven experience in facilitating operating model and organisation design review programmes/projects at a functional, business unit or enterprise-wide level.	x		x	x	
Experience of successfully contributing to a project to manage a function or whole organisation through transformational change, enabled through organisation design.	x		x	x	
Excellent stakeholder and relationship management capability.	x		x	x	
Proven experience of influencing, coaching and advising senior stakeholders to deliver complex transformation programmes/projects.	x		x	x	

• Demonstrable experience working in matrix environments with corporate functions.	x		x	x	
• Defining and recommending interventions to manage change impacts and achieve strategic objectives during transformation.	x		x	x	
Skills / Knowledge	E	D	A*	I*	T*
• Ability to maintain professional neutrality and provide constructive challenge within high-stakes OD activity where outcomes have significant workforce, financial and service impacts.	x		x	x	
• Skilled at operating as an internal consultant and using contracting skills to define programme/project scope, requirements and expectations.	x		x	x	
• Applied knowledge and understanding of Organisation Design, Development and Transformation methodologies and frameworks.	x		x	x	
• Ability to design operating models, organisational systems and structures to achieve desired criteria and outcomes.	x		x	x	
• Proven stakeholder management and relationship building skills with stakeholders at all levels.	x		x	x	
• Confident in the design and delivery of diagnostic assessments to enable evidence-based decision making and interpret data to make recommendations.	x		x	x	
• Ability to communicate complex organisational design information clearly to senior stakeholders.	x		x	x	
• Collaborative, diplomatic, and able to influence across organisational boundaries.	x		x	x	
• Skilled in facilitating and coaching others through change.	x		x	x	
• Excellent organisational, analytical, and problem-solving skills.	x		x	x	
• Proactive, organised, and comfortable managing multiple priorities.	x		x	x	
• Able to build trust and credibility with senior leaders and technical experts.	x		x	x	
• Ability to interpret and report HR, financial, performance and operational information.	x		x	x	
• Knowledge of relevant HR legislation and public sector governance and standards.	x		x	x	
Qualification / Education / Training	E	D	A*	I*	T*
Degree level qualification, or equivalent.	x		x		
CIPD qualified to minimum Level 5, ideally Level 7.		x	x		
Organisation Design qualification or accreditation.	x				
Membership of relevant professional body (preferably CIPD Chartered).	x		x		
Evidence of continuing professional development.	x		x		

***Key:** A = Application, I = Interview, T = Testing/Assessment

Core Expectations	
Health, Safety & Wellbeing	All employees have a duty to take reasonable care for the health, safety, and wellbeing of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health, safety, and wellbeing.
Equality & Diversity	Promote and champion equality and diversity in all aspects of the role.
Learning & Development	Participate in and take responsibility of any learning and development required to carry out this role effectively.
Performance Management	Actively engage in the performance management process and take responsibility for managing performance outcomes.
GDPR	Ensure the reasonable and proportionate protection, processing, sharing, and storing of WMCA information in accordance with the relevant legislation, corporate policies,

	and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.
Adherence to Policies	Be aware of and comply with all organisation policies.
Matrix Working	Work in a matrix way when required by actively collaborating across traditional boundaries—such as directorates, functions, or geographic areas—to achieve shared goals. Depending on your role, you may contribute to multiple projects or workstreams, often working alongside different teams and leaders.
Business Continuity	All staff should actively participate in business continuity training and exercises when required, ensuring they understand and follow business continuity plans and procedures to maintain organisational resilience during disruptions.
Other	There may be a requirement to work outside normal office hours on occasion, including a requirement to work within stakeholder and partner offices within the WMCA constituent area on a regular basis.

Values	
Collaborative	We work as one organisation, building trust, connection and shared purpose across teams and partners to create the biggest impact for our region.
Inclusive	Every voice matters – we create belonging, fairness and psychological safety so everyone can thrive.
Innovative	We think future and act smarter – embracing curiosity, creativity and continuous improvement to shape the future.
Driven	Focused on impact – leading with clarity, care and courage to deliver meaningful results for the West Midlands.
Our culture is built on collective leadership, where everyone plays a part in shaping how we work and succeed together. Guided by our values, we create an environment where people feel valued, supported and able to contribute their best. Through behaviours grounded in clarity, care and courage, as set out in our Leadership Statement we are making the West Midlands Combined Authority the best place to work and belong.	

Additional Post Requirements							
Politically Restricted Post		Disclosure and Barring Service (DBS)				Vetting	
Yes ☐	No ☒	Basic ☐	Standard ☐	Enhanced ☐	None ☒	Yes ☐	No ☒

Job Evaluation Details			
Date Evaluation Agreed	JEP Reference	Grade	Job Family
7/5/2026	JEP763	SP41-SP45	
Position Reference			