



HM Prison & Probation Service

HQ Job Description (JD)

Band 8

Directorate: Security

Job Description – Operational Procedures Development Manager

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Job Description

Job Title	Operational Procedures Development Manager
Directorate	Security – Operational Resource and Resilience Unit
Band	8

Overview of the job	<p>The Operational Procedures Development Manager (OPDM) roles are complex headquarters based posts within the Security Directorate. They are SME posts within Operational Response and Resilience Unit who all carry out roles of similar complexity albeit in different areas. OPDMs may be required to swap work at short notice as priorities dictate. Post holders report to the Head of Operational Response and Resilience Unit and is responsible for the following:</p> <ul style="list-style-type: none"> The development, maintenance and implementation of practice and procedural guidance across the range of complex Operational Response and Resilience areas to drive improvement in security and order and give assurance to HMPPS. Areas of responsibility will be split across two role holders as follows: <p>Role 1</p> <ul style="list-style-type: none"> PSI 09/2014 – Incident Management. PSI 11/2012 – Incident Reporting System. The full range of incident management partnership agreements and Memoranda of Understanding; i.e. Siege and Tiger Kidnap. PSI 27/2011 Contingency planning. <p>Role 2</p> <ul style="list-style-type: none"> PSO 1600 - Use of Force and all associated policies and procedures; i.e. PAVA, Ballistic Response Capability, Tasers. PSI 20/2011 – Prison Dogs. PSI 44/2012 – Security Identification Passes. PSI 05/2010 - Flag Flying. <p>The OPDMs will undertake responsibility for the development and maintenance of procedural guidance in relation to their identified policy areas, which impact on all Prison Groups, and for providing advice and support in respect of this as required.</p> <p>The OPDMs will undertake Project Management responsibilities including:</p> <ul style="list-style-type: none"> Establishing a team. Responsibility governance arrangements. Consultation with subject matter experts. Reviewing and commissioning research. Identifying and managing/mitigating risks and issues. Production of communication materials and other tools needed to embed change and support business as usual. Providing measurement of the proposed benefits. Seeking approval and support from influential external stakeholders.
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	<ul style="list-style-type: none"> • Support/managing staff association concerns. • Bidding for necessary resource. • Delivery on time and in budget. • Ensuring cognisant of HMPPS reputation, etc. <p>These projects may impact on all prisons and HQ, and providing advice and support in respect of these as required:</p> <ul style="list-style-type: none"> • Drafting submissions to ministers, papers for executive boards, communications materials for a broad range of stakeholders and other correspondence on allocated policy areas. • Analysis of data, reports, investigations to drive practice development. • Consultation with a wide range of stakeholders to understand and make recommendations balancing commissioned and extant research evidence and operational experience and intuition. <p>Operational experience is essential as knowledge and understanding of operational environment is vital to allow the role holder to carry out the role effectively. There are line management responsibilities attached to this role, in particular in relation to Project Management.</p>
Summary	<ul style="list-style-type: none"> • Support the delivery of operational custodial services through the development of practice and implementation of policies across the range of complex Operational Response and Resilience areas to drive improvement in security and order and give assurance to HMPPS. • Provide guidance, advice and support to the operational line on a wide range of Incident Management policies. • Lead projects ensuring appropriate project governance is in place to give HMPPS Executive Directors assurance. • Provide guidance, advice and support to the operational line on the development and implementation of new practice and procedural guidance. • Draft submissions to ministers, papers for executive boards, communications materials for a broad range of stakeholders and other correspondence on allocated policy areas. • Undertake analysis of commissioned and extant research evidence to inform practice development. • Represent ORRU, SOCT and HMPPS with internal and external stakeholders as required. • Undertake NIMU Out of Hours Staff Officer duties within Gold Command suite.
Responsibilities, Activities and Duties	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <p>As a Project Lead within Operational Response and Resilience Unit (ORRU) the post holder is responsible for selected major project areas covering a range of diverse practice areas including but not exhaustively: Appropriate and necessary PPE; Incident management practice to improve response and resilience and achieve good outcomes; interworking of National response teams.</p> <p>The role holder will be required to carry out the following responsibilities, activities and duties in respect of allocated practice development areas:</p> <p>Managing the risks associated with Project Management systems and processes</p> <ul style="list-style-type: none"> • Responsible for communication to the operational line on developing policy for your areas of responsibility, escalating to senior management or for legal advice where necessary. The role holder must remain aware that often this advice will have direct impact on establishment and staff safety and security, or the reputation of HMPPS. • Responsible for leading projects which emanate from the development of ORRU procedural guidance, which address the identification and management of risk. • Where necessary preparing submissions to Ministers.

- Project management and practice development across a range of complex subject areas in response to operational need and developments in the wider Criminal Justice context. Work includes all aspects of project delivery including: research; consultation with internal and external stakeholders; provision of assistance to the development of policy and production of all communications tools; completion of equality impact assessment; development of business cases for consideration by SOCT.
- Research and develop procedural guidance to support delivery of the work streams identified as part of specific projects/initiatives. Draft reports to senior HMPPS managers and ministerial submissions in relation to the project.
- Organise, plan and manage initiatives and projects within area of responsibility to agreed timescales and objectives.

Proactive project management work

- Work with ORRU colleagues and broader operational colleagues to see and mitigate risks to security and order before they become issues.
- Undertake projects as necessary in response to legal challenges. Liaise with Treasury Solicitors and Counsel, providing policy advice including where necessary, witness statements.
- Keep all work under critical review to ensure it is necessary and aligned with SOCT strategic objectives.

Representing ORRU

- Provide secretariat role for committees hosted by ORRU including the provision of relevant discussion papers; data analysis; minutes of meeting.
- Represent ORRU and promote security policy interests at meetings with HMPPS colleagues, wider CJS Stakeholders and external organisations at all levels.
- Prepare and deliver presentations to HMPPS' senior managers and to visiting senior foreign officials across the range of emerging practice and policies.
- Reporting and Analysis
- Provide briefing and reports as required to HMPPS' senior management/ meetings.
- Complete data analysis and present findings in most relevant media.
- Undertake additional activities appropriate to the level of Group Profile. These activities may involve cross-hierarchical working in response to operational or business need.
- The post does have line management responsibility and the post holder may be required to manage specific projects which may entail managing the work of other people (for example contractors or specialists).

Staff Officer Gold Command

To provide the Gold suite with resources and specialist advice to assist in the safe resolution of serious incidents. Key responsibilities of the role include:

- Ensuring that all relevant contingency plans, checklists, site and block plans are complete and relevant instruction manuals are available to Gold Command Team. Ensure that all support staff are aware of their core functions and have up to date role briefs to support the operation of the command suite.
- Set up a communication line with Silver's staff officer. (If first in the suite contact Silver and take a briefing and offer any support and guidance).
- Provision of operational and specialist incident management advice as required to establishment, National Resource staff and all key stakeholders. Ensure the Gold Commander is working to the Incident Playbook throughout and the current incident level is clearly identified.
- To gather and assess as much information about the Incident as possible using all available resources. Handle and disseminate incoming data sensitively and update Gold Commander accordingly.
- Ensuring that the Broadband connection is functioning and available for use by the Gold Command team for live CCTV coverage.
- Ensuring all instructions and requests from the Gold Commander are complied with in timely manner.

	<ul style="list-style-type: none"> • Mobilisation of National Resources including NTRG, NDTSG and Operational staff for ongoing incidents upon receipt of authority by the Gold Commander in consultation with the NIMU Duty Manager. This will require the OPDM to work in conjunction with GOLD, NTRG and NTDSDG around the prioritisation of national resources responding to multiple incidents. • Manage the opening of Gold Command Suite after liaising with DDCs and consultation with the Duty Manager (Out of Hours). • Managing and maintaining links with all establishments who have provided C&R advanced resources to confirm status and estimated times of arrival. You must also provide them with incident updates and inform them of resolution times to allow them to plan resourcing. • Updating white boards and informing necessary stakeholders, including establishment Silver Command teams, of tactical resources estimated times of arrival. • Maintaining details of specialist personnel contacted and their roles and continue to offer any advice and guidance relative to the incident. • Managing and briefing the log keeper to ensure relevant information is being recorded and displayed correctly and in a timely manner. • Ensuring authority requests for RIPA by the establishment or specialist staff and use of pyrotechnics or PAVA are made correctly and advise Gold Commander accordingly. • Collate all documentation at the end of an incident and ensure it is accurate, signed and stored appropriately to support future investigations or criminal proceedings. This documentation must be handed over to NIMU staff. Advise if necessary the correct distribution and format of all incident submission paperwork. • Assist the Senior Coordinator with the preparation and dissemination of submission paperwork to the CEO, senior managers and ministers. • Be available for a minimum of 46 days a year for overnight and weekend cover and act as relief for the detailed Staff Officer in the event of a protracted incident for a further 46 days. • Making arrangement to relieve members of the Gold Command team during protracted incidents. • Ensure that any available role briefs are disseminated to Gold Command staff. • At the end of the incident ensure the Gold Suite is left tidy, appropriately stocked and ready for operation. <p>The duties/responsibilities listed above describe the post as it is at present and is not intended to be exhaustive. The job holder is expected to accept reasonable alterations and additional tasks of a similar level that may be necessary. Significant adjustments may require re-examination under the Job Evaluation Scheme and shall be discussed in the first instance with the job holder.</p>
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Behaviours	<ul style="list-style-type: none"> • Communicating & Influencing • Working Together • Seeing the Big Picture • Changing and Improving • Making Effective Decisions • Managing a Quality Service • Delivering at Pace
Strengths	It is advised strengths are chosen locally, recommended 4-8.
Ability	<ul style="list-style-type: none"> • Excellent communication skills at all levels • Excellent analytical skills and understanding of IT and data processing skills

Experience	<ul style="list-style-type: none"> • Understanding of Protective/Perimeter/Information Security Procedures • Understanding of Strategic, Tactical and Operational Management of Incidents. • Proven understanding and experience of policy development
Technical	<ul style="list-style-type: none"> • Accredited through the Incident Command Training course (can be completed after selection) • SC level security clearance (can be completed after selection)

Minimum Eligibility	<p><i>Please do not alter this box</i></p> <ul style="list-style-type: none"> • All candidates are subject to security and identity checks prior to taking up post. • All external candidates are subject to 6 months' probation. Internal candidates are subject to probation if they have not already served a probationary period within HMPPS. • All staff are required to declare whether they are a member of a group or organisation which HMPPS consider to be racist.
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Hours of Work (Unsocial Hours) Allowances	<p>37 hours per week.</p> <p>The role will attract Required Hours Allowance.</p>
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Success Profile

Behaviours	Strengths It is advised strengths are chosen locally, recommended 4-8	Ability	Experience	Technical
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Communicating and Influencing		Excellent communication skills at all levels	Understanding of Protective/Perimeter/Information Security Procedures.	Accredited through the Incident Command Training course (can be completed after selection)
Working Together		Excellent analytical skills and understanding of IT and data processing skills	Understanding of Strategic, Tactical and Operational Management of Incidents.	SC level security clearance (can be completed after selection)
Seeing the Big Picture			Proven understanding and experience of Policy Development	
Changing and Improving				
Making Effective Decisions				
Managing a Quality Service				
Delivering at Pace				