



# Chief Executive Officer

## Candidate Information Pack

Prepared by Castlefield Recruitment

# Welcome

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Thank you for your interest in joining the HPMA team and for taking the time to review our delegates' pack.

The Healthcare People Management Association (HPMA) is the professional voice of people professionals in health and care. Established nearly 50 years ago, we now have over 8,500 members from across all People profession specialties and ranging from new colleagues joining our teams at entry level to deputy and Chief People Officers/ HR directors.

Our aim is to support and develop the people profession to improve the people management contribution in healthcare and ultimately improve patient care. We have a strong branch network that covers the whole of the UK, and we set and promote the highest standards in People Practices.

You have found us at an exciting and transformative time. We have undergone a period of growth which included expanding our team, increasing our membership offering, and further developing several exciting projects such as [#InclusiveHR](#) and the Realising My Potential hub. We plan to continue this momentum moving forward in line with our 2022-25 Strategy, vision, values, and strategic ambitions.

We like to lead by example. Our [#InclusiveHR](#) social movement – which focuses on recognising that the racial inequalities existing in society are replicated in our People, HR & OD departments and the need to reduce these disparities – has been particularly successful with more and more Organisations committing to anti-racism by taking on our '5 Step Challenge To Change.'

In recent years we have revolutionised the way we work, embracing digital platforms to offer virtual webinars as well as more traditional in-person events. This was originally out of necessity to continue operating throughout the Covid19 pandemic but has since proved to be a useful tool in widening our reach by making support more accessible and convenient for members.

We have also seen a growth in our core programme offering as well as that from our London Academy. On top of this, we proudly launched the HPMA North Academy in 2022 which has already seen successful cohorts of members complete work programmes to advance their OD skills and knowledge and a highly successful 'Business Partnering' programme.

Through HPMA you will work with many talented, driven, inspiring NHS people professionals across the U.K. who are passionate about improving care through people. My own journey with HPMA began as a Trustee whilst working within the NHS as a Director of HR and OD and I now act as Chair of Trustees alongside my work within the university sector.

We welcome your interest in this post and look forward to receiving your application.

**Damian McAlister,**  
**HPMA Chair of Trustees**

# About HPMA

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The Healthcare People Management Association is the professional voice of people professionals in health and care.

Our aim is to support and develop the people profession to improve the people management contribution in healthcare and ultimately improve patient care.

We have a strong branch network that covers the whole of the UK, and we set and promote the highest standards in People Practices.

The first meeting in Lichfield of what was then called the National Association of Health Service Personnel Officers (NAHSPO) was in 1974 when colleagues gathered together to compare share experience, develop their skills and discuss how they could improve the health of the nation through good HR practices.

The organisation has been through several chapters during its history, including three name changes.

The organisation was renamed Association of Healthcare HR Management (AHRM) in 1994 and renamed as Healthcare People Management Association (HPMA) in 2005. Most importantly, HPMA has always been about HR professionals, coming together to listen, learn, share ideas and challenges, and doing so to improve the quality of our health and care services, thereby improving the lives of people across the UK.

HPMA became a Charitable Incorporated Organisation (CIO) a couple of years ago and has been through a period of embedding new governance arrangements, defining HPMA's vision and strategy, and undertaking a transformation of the operational activities, appointing its first Executive Director in July 2017.



# Job Description

Job Title	Chief Executive Officer
Salary	Up to £115k
Location	Home based plus travel across the four Nations
Responsible to	HPMA President(s)
Responsible for	HPMA Central Team (Programme Development Directors Membership and Engagement Manager People Project Officer Executive Administrator)
Liaise with	HPMA Board of Trustees, HPMA National Council, Branch Vice Presidents, HPMA Branches and Branch Committees, HPMA Partners and Commercial Sponsors and all members of the HPMA, Programme Development Directors, Programme Managers, HPMA members, Chief People Officers, HPMA central office, National UK stakeholders and any external bodies in relation to the delivery of the charity's objectives.



# Roles and Responsibilities

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- **Strategic Development and Oversight of Projects and Services**

Provide vision, direction and leadership to enable the charity to deliver the strategic and organisational objectives set out in the strategic plan and deliver long term, financially viable and sustained growth. Ensure the quality and effectiveness in the delivery of all projects and services offered by HPMA. Oversee the monitoring of key projects and services, reporting to key stakeholders about services provided, ensuring all work is produced to a high-quality standard.

- **Operational Planning and Reporting**

Ensure operational plans are in place for the foreseeable future and are tracked and updated regularly using professional project management approaches. Provide support and guidance to others in delivering these plans, ensuring that everyone in the organisation understands and agrees to their role in delivering the plans.

- **Governance**

Ensure that the charity meets all relevant requirements to enable the board of trustees to fulfil their governance responsibilities and that the organisation meets all legal and constitutional requirements in line with the constitution, rules and byelaws and requirements of the Charities Commission. Maintaining an up-to-date record of Trustee responsibilities such as, governance standards; code of conduct, records of attendance at meetings; annual update of register of interests, minutes of meetings, risk registers. Ensure that the Board of Trustees has access to appropriate skills and development opportunities to enable them to fulfil their role. Work effectively and collaboratively with the Chair of Trustees to enable them to run effective Trustee meetings. Support the Trustees in delivering successful Annual General Meetings.

- **Financial Control and Management**

Have overall responsibility for the financial management of the charity, through ensuring effective implementation of the organisation's financial procedures, and critical challenge to and oversight of the financial responsibilities of the Finance Manager. Ensure effective implementation of agreed internal controls as set out in the financial procedures. Ensure that the organisation secures and achieves appropriate income levels to fulfil its financial obligations, and that there is effective management of restricted and unrestricted income sources and related expenditure, and of the organisation's reserves. Produce meaningful descriptions on management accounts that report against agreed budgets, and annual reports and accounts in line with the requirements of the Charities Commission, ensuring financial risks are identified and managed.

- **Promotion and Partnerships**

Develop relationships with key stakeholders representing HPMA in a range of formal and informal settings to raise the profile of the organisation, attract support for its services and to influence decision makers in the interests of members. Seek to develop collaborative areas of interest to identify joint opportunities for the benefit of members and the charity. Develop relationships with key individuals in organisations we want to work with and influence including healthcare arm's length bodies.

- **Resource Management**

Define and arrange the resources (human, material and financial) needed for the organisation to operate effectively. This includes infrastructure and other systems needed including client relationship systems. Have responsibility for ensuring HPMA has systems to enable the smooth running of the organisation and delivery of services.

- **Human Resource Management**

Create a supportive environment for all staff and contractors working with the charity so they are in a position to be productive, satisfied, and happy at work. Ensure that all legal obligations are met with regards to supporting people while they work for the organisation paid or unpaid. This includes managing contracts of employment, service level agreements and overseeing performance management procedures and processes. Also responsible for monitoring the organisation's staffing needs, including training, development and progression of staff and volunteers.

- **Policy Development and Implementation**

Take overall responsibility for ensuring the organisation has clear, up-to-date policies in place, in line with legal requirements and requirements of the Charities Commission. Stay aware of the changes and opportunities in national and regional policies and procedures affecting the organisation. Oversee the development of additional operating policies and procedures to support the delivery of new or changing services.

- **Line Management**

Manage the HPMA Central Team including, Programme Development Directors, Membership and Engagement Manager, Finance Manager, Communications Specialist and Executive Administrator. Agree and monitor objectives for these roles and manage performance against the SLAs in place for contractors.

- **Impact and Evaluation**

Promote a culture of continuous improvement across the charity. Ensure that we understand the impact and value of everything that we do. Oversee the collection and recording of data and monitoring and evaluating procedures across the organisation, in accordance with all relevant contract and service level agreements. Ensure that services and activities are enhanced by the information obtained from monitoring and evaluation processes and are developed in conjunction with the people that use them.

- **Contributing to HPMA's Core Aims and Objectives**

Lead on the strategic operation and development of HPMA. Foster an inclusive organisation where the staff are encouraged to play an active role in the achievement of the organisations aims, objectives and goals, contributing to the development of the organisation and its services.

The above is not an exhaustive list of duties and you will be expected to perform different tasks as necessitated by your changing role within the charity and the overall objectives of the organisation.

# Person Specification

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The person specification sets out the qualifications, experience, skills, knowledge, personal attributes, interests, and other requirements, which the post holder requires to perform the role to a satisfactory level.

Skill	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> <li>• Educated to master's level in relevant subject or equivalent level qualification or significant experience of working at a similar level in specialist area</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant additional qualification e.g. learning and development, career guidance, coaching etc.</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Previously a director (or equivalent) of a Public Sector, Charity Sector or Not-for-Profit Organisation</li> <li>• Experience of consulting with various stakeholders to develop ideas and galvanise support for initiatives</li> <li>• Experience of working across organisational boundaries on collaborative projects</li> <li>• Write compelling and clear papers and documents for boards and be able to present a clear and concise, fully costed business case</li> <li>• Senior stakeholder management with large national bodies and working with partner organisations to develop programmes of work</li> <li>• Identifying new resources and development monies and experience of the proposal writing and bidding processes</li> <li>• Leading and successfully implementing programmes of work and seeing them through into operation</li> </ul>	<ul style="list-style-type: none"> <li>• Established network of contacts in the national bodies involved in the health and care sectors</li> <li>• Experience of developing learning and development academies</li> </ul>

Skill	Essential	Desirable
	<ul style="list-style-type: none"> <li>• Direct line management as well as managing the work of those where there is no direct line management relationship</li> <li>• Experience of governance processes including financial and risk assessment</li> </ul>	
Skills/Knowledge	<ul style="list-style-type: none"> <li>• Ability to develop rapport quickly and build effective working relationships with a wide range of people at all levels</li> <li>• Motivational skills to encourage collaborative working to improve the quality of the programme delivered including where there may be resistance to delivering the programme as required</li> <li>• Ability to source relevant information, analyse it to assess complex facts or situations and develop of a range of options</li> <li>• Demonstrate ability to act upon incomplete information, using good judgement and decision-making skills</li> <li>• Ability to understand people development needs and develop a programme to deliver development opportunities</li> <li>• Ability to write a business case and accurately plan a programme within budgetary limits and other resource constraints</li> <li>• Numerate and able to understand complex financial issues combined with deep analytical skills</li> <li>• Knowledge of financial systems e.g. monitoring budget management, processing invoices and procurement</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and experience of project management, such as Prince 2 Practitioner</li> <li>• Working knowledge of the NHS, structure and key issues</li> </ul>



Skill	Essential	Desirable
	<ul style="list-style-type: none"> <li>• Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly</li> <li>• Demonstrated capabilities to manage own workload, sometimes working to tight and often changing timescales</li> <li>• Advanced knowledge of the key HR, OD and workforce and leadership challenges in the health and care sectors</li> </ul>	
Personal Qualities	<ul style="list-style-type: none"> <li>• Passionate about the development of HR and OD professionals</li> <li>• An ambassador for people taking action, however, large or small, to improve how their services are delivered</li> <li>• Self-motivated, proactive, enthusiastic, an excellent team player and responsive to the needs of colleagues</li> <li>• Ability to work independently and initiate, implement, and complete tasks with minimal supervision</li> <li>• Meticulous eye for detail</li> </ul>	
Other requirements	<ul style="list-style-type: none"> <li>• Prepared to work flexible hours to meet demands on hosting events and attending meetings</li> <li>• Prepared to work virtually as no fixed office has been established</li> <li>• Technically savvy - HPMA has a very basic IT infrastructure with minimal IT support. The person will be expected to manage their own technology requirements</li> </ul>	



## Contact Details

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