

Recruitment pack

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# Executive Director of People and Organisational Effectiveness

**nmc**  
Nursing &  
Midwifery  
Council

July 2022

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# Welcome

Thank you for your interest in this vitally important role for the NMC, and the nursing and midwifery professionals across the UK.

We're the independent regulator of more than 758,000 nursing and midwifery professionals. Our vision is for safe, effective and kind nursing and midwifery care that improves everyone's health and wellbeing. In this role, you'll be helping to make this vision a reality.

Our organisation is at a pivotal moment as we recover from the height of the pandemic and focus on the strategic objectives that Covid-19 put on hold. We're now in the third year of our five-year strategy, and while we've achieved much already, there's still plenty of work left to do to shape the future of nursing and midwifery regulation and transform our organisation. That's why it's such an exciting time to join our leadership team. This is a fantastic opportunity to use your exceptional skills and experience to make a positive difference.

While this role has a unique focus, it's a leadership position that plays a key role in the design and delivery of our regulatory work, as we aim to promote and uphold high standards of nursing and midwifery practice, and inspire public confidence in the professions.

We can't deliver on any of our goals without a galvanised and inspired NMC team. That's why our Executive Director of People and Organisational Effectiveness will be focused on making our organisation as effective as possible, and empowering our one thousand plus colleagues to give their very best.

Central to this will be your leadership of the People and Organisational Development and the Equality, Diversity and Inclusion (EDI) teams. Our ambitious People Plan sets out a vision for a person-centred culture where everyone is valued, respected, and can thrive in an environment they trust, feeling a sense of belonging, and having good occupational health. Our EDI action plan explains how we'll make progress to tackle discrimination and inequality, and

promote diversity and inclusion to make sure our processes are fair for everyone. You'll be responsible for leading the delivery of both these plans.

You'll also lead the newly created change and continuous improvement team, which will be integral to how we deliver on our strategic commitments. Working with our legal and governance teams, you'll ensure these frameworks are used to best effect to support our work. Creating a dynamic, energised directorate will be key to your success and we're looking for someone with strategic vision, able to deliver and capable of inspiring your team.

## And finally...

This role is challenging and rewarding in equal measure. We want to hear from outstanding leaders who feel inspired by our vision, and aligned with our values of fairness, kindness, ambition and collaboration. If that's you, then I very much look forward to hearing from you.

**Andrea Sutcliffe CBE**  
Chief Executive and Registrar

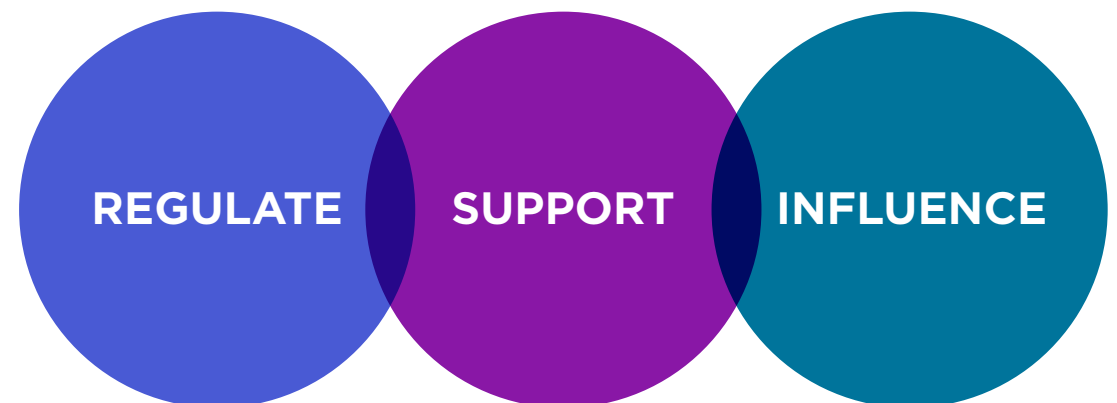
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## About us

Our core role is to **regulate**. First, we promote high education and professional standards for nurses and midwives across the UK, and nursing associates in England. Second, we maintain the register of more than 758,000 professionals eligible to practise. Third, we investigate concerns about nurses, midwives and nursing associates – something that affects a tiny minority of professionals each year. We believe in giving professionals the chance to address concerns, but we'll always take action when needed.

To regulate well, we **support** our professions and the public. We create resources and guidance that are useful throughout people's careers, helping them to deliver our standards in practice and address new challenges. We also support people involved in our investigations, and we're increasing our visibility so people feel engaged and empowered to shape our work.

Regulating and supporting our professions allows us to **influence** health and social care. We share intelligence from our regulatory activities and work with our partners to support workforce planning and sector-wide decision making. We use our voice to speak up for a healthy and inclusive working environment for our professions.



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# Our values and behaviours

We don't pay lip service to our values. They genuinely guide the way we behave, individually and together, and give us a firm foundation to promote excellence in nursing and midwifery for the benefit of the public. Each value is crucial, but their real strength comes from how they work together.

## We're Fair

We treat everyone fairly. Fairness is at the heart of our role as a trusted, transparent regulator and employer.

## We're Kind

We act with kindness and in a way that values people, their insights, situations and experiences.

## We're Ambitious

We take pride in our work. We're open to new ways of working and always aim to do our best for the professionals on our register, the public we serve and each other.

## We're Collaborative

We value our relationships (both within and outside of the NMC) and recognise that we're at our best when we work well with others.



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We're all responsible for upholding these values in our own and our colleagues' behaviour. Everyone we work with – whether they're a colleague, a professional on our register, a member of the public or someone else – will see these values through the way we behave.

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# Our strategy

We're in the third year of our strategy for 2020–2025. It's designed to promote and uphold the highest professional standards in nursing and midwifery to inspire confidence in the professions.

The coronavirus pandemic intensified just as we approved **the strategy** in spring 2020, and we quickly refocussed our priorities in response. Now that the crisis phase of the pandemic is over, we're working hard to make to make sure deliver on our strategic commitments.

Our **corporate plan** for 2022-2025 sets out how we'll do this. It includes 22 goals to advance our strategy over the next three years. This covers a diverse and exciting breadth of work, including:

- working with the government to deliver a substantial programme of regulatory reform to improve the legislation that guides our work
- implementing our new post-registration standards, designed to build on ambitions for community and public health nursing
- launching new standards that provide greater flexibility in nursing and midwifery pre-registration education
- reviewing revalidation requirements for nursing and midwifery professionals, supporting them to develop their knowledge and skills throughout their careers.

And to make sure we achieve all this and much more, we will become a fit for the future organisation by:

- delivering our People Plan that supports, engages and retains our colleagues
- improving the way we're structured
- updating digital systems that support how we regulate to improve the experience for customers and colleagues.

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Our three strategic themes of 'regulate', 'support', and 'influence' guide all this work, while our values underpin our approach. You can find out more about our five-year strategy and our corporate plan for 2022–2025, including our 22 commitments, on our website.

# Strategy overview

## Vision

Improving everyone's health and wellbeing through excellent nursing and midwifery - safe, effective and kind.

## Purpose

Promoting and upholding high professional standards in nursing and midwifery - protecting the public and inspiring public confidence.

## Our role 2020-25

### Regulate

- An accurate and transparent register
- Robust professional and educational standards
- Assuring education programmes
- Responding fairly to fitness to practise (FtP) concerns

### Support

- Promote understanding - our professions and our role
- Provide practical tools - help embed standards
- Emotional and practical support people involved in our process

### Influence

- Promote positive and inclusive professional working environments
- Share data and insight to avoid risks of harm and address workforce challenges
- Encourage regulatory innovation

## Aims for 2020-25

Improvement and innovation

Proactive support for our professions

More visible and better informed

Empowering and engaging

Enhanced data and insight

## Values

Fair

Kind

Ambitious

Collaborative

# Role description

<b>Job title</b>	Director of People and Organisational Effectiveness
<b>Directorate</b>	People and Organisational Effectiveness
<b>Grade</b>	Director
<b>Reports to</b>	Chief Executive and Registrar
<b>Team management</b>	Responsible for People and Organisational Development, Corporate Legal Services, Equality, Diversity and Inclusion (EDI), Governance, Chair and Chief Executives Office, Change and Continuous Improvement, Complaints and Enquiries.
<b>Hours</b>	Full-time
<b>Location</b>	London - with hybrid working
<b>Salary</b>	Up to £150,000 per annum depending on experience

## Role purpose

To lead on delivering a fit for purpose organisation, with a healthy and inclusive culture, through effective people, EDI, governance, change and continuous improvement strategies and delivery of key projects, ensuring the delivery of the NMC strategy.

To provide strategic leadership to the people, EDI, corporate legal, governance, Chair and Chief Executive's office, and change and continuous improvement functions, leading on the development of a learning culture and ensuring that change is effectively managed across the NMC.

To provide leadership and direction, in line with the NMC values and behaviours, to all colleagues in the People and Organisational Effectiveness directorate, and act as a role model and senior leader across the NMC.

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# Key accountabilities

## Functional responsibilities

- 1** To establish and sustain a healthy, inclusive organisation that attracts and retains diverse, good quality people who are supported by the culture, governance, and legal framework to achieve the NMC strategy and realise their potential.
- 2** To translate NMC strategy and priorities working with executive colleagues, ensuring effective governance arrangements and good decision making.
- 3** To lead the delivery of the NMC People Plan and EDI Action Plan which underpin the corporate strategy supporting an inclusive culture and driving strong employee engagement.
- 4** To work across directorates, ensuring a joined-up approach to change and continuous improvement and that learning is embedded across the NMC and secures tangible benefits.
- 5** To provide strategic leadership for safeguarding across the NMC.
- 6** To work closely with Internal Communications on effective, aligned communications and engagement about corporate strategies and priorities.
- 7** To work closely with the Chair, Council, Chief Executive and Registrar, to ensure that the NMC is a well-run organisation, meeting its statutory obligations and is effectively governed and managed.





## Leadership responsibilities

- 8** To provide visible leadership and direction to teams in the People and Organisational Effectiveness directorate, fostering modern engagement with colleagues and role modelling effective, strengths based performance management strategies with the directorate leadership team.
- 9** To lead effective business planning and budgeting, aligned with the NMC strategic plan, and ensure delivery against budgets, KPIs and timescales.
- 10** To further develop robust monitoring of effective risk management for all aspects of the directorate's operations.
- 11** To keep abreast of legislation, guidance, and other changes, ensure that Council and Executive Board are advised, and lead any operational changes that result.
- 12** To ensure change and improvement is core to organisational effectiveness by stewarding transparent and inclusive approaches to reflection and learning that generate outcomes that are meaningful and visible.

## Shared Executive responsibilities

- 13** As a member of the Executive Board, act as a role model, sharing collective responsibility for making the NMC an inclusive, values driven and supportive organisation.
- 14** To contribute to the implementation of the NMC strategy and contribute to the development of a high performing executive.
- 15** To play an active role in the corporate governance of the NMC, supporting the Chair and Council in good decision making and effective accountability.
- 16** To engage with external stakeholders, acting as an ambassador for the NMC, and building effective relationships and influencing across the health and social care sector.
- 17** To take the lead engagement role on behalf of the Executive Board for specific stakeholder groups as agreed, sharing this responsibility with senior members of the People and Organisational Effectiveness leadership team.



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# Standard responsibilities

There are several standard duties and responsibilities that all employees, irrespective of their role and level of seniority within the NMC, are expected to be familiar with and adhere to.

- Comply at all times with the requirements of health and safety regulations to ensure their own wellbeing and that of their colleagues.
- Promote and comply with NMC policies including diversity and equality both in the delivery of services and treatment of others.
- Ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the General Data Protection Regulation and the Data Protection Act 2018.

- Comply with NMC protocols on the appropriate use of telephone, email and internet facilities.
- Comply with the principles of risk management in relation to individual and corporate responsibilities.
- Comply with NMC policies and procedures as compiled on the organisation's intranet.

## People management

- Provide strong leadership and direction and keep performance improvement under review and ensure that performance targets are met.
- Facilitate and support the teams to enable them to achieve the department or directorate's objectives.

- Provide consistent performance management by providing regular feedback, conducting formal reviews, and identifying and addressing business-focussed training and development needs.
- Manage issues relating to conduct and capability, ensuring that such issues are dealt with in a focussed and timely manner.

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This job description is not exhaustive and as such the post holder is expected to be flexible. Any changes will only be made following a discussion with the post holder.

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# Person specification

## Essential

- 1 Substantial experience of leading professional service functions at a senior level, including People, Change and Governance responsibilities.
- 2 Substantial experience of successfully identifying and implementing changes to services and driving innovation.
- 3 Substantial experience of working at board level in a high profile, complex organisation.
- 4 Proven track record of building and maintaining strategic relationships and partnership working.
- 5 Strong leadership skills, and proven ability to manage, motivate and empower teams delivering diverse and complex services.

- 6 Proven track record in developing strategic and operational plans, managing budgets, and delivering against people, operational and financial resource plans.
- 7 Excellent communication, influencing and motivational skills.
- 8 Ability to think critically and analytically to draw sound conclusions based on complex information.
- 9 Experience of working in a highly regulated environment.

## Desirable

- 1 Experience of working in a legal environment CIPD Fellow or Chartered.
- 2 Chartered Membership of The Chartered Governance Institute.
- 3 Experience of working in a national organisation.



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## Benefits

At the NMC our people are at the heart of everything we do. We value the contribution our people make to the success of our organisation.

In return, we offer a comprehensive and competitive benefits package including:

- 30 days annual leave (plus 8 days paid bank holidays) with an added option to buy and sell five days' annual leave
- attractive pension scheme
- cycle to work scheme
- employee discount portal
- subsidised restaurant
- interest-free season ticket loan



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# How to apply

We've engaged Hunter Healthcare to support this recruitment campaign. For an exploratory conversation please contact:

- Executive Director of People and Organisational Effectiveness contact Heather I'anson on 07967 214 771

We require:

- A statement setting out why you're suitable for the role (no more than two pages)
- Your CV (no more than three pages please)
- Your equality and diversity monitoring form (this will be separated from your application on receipt).

Please note that you need to submit all documents using reference EDPP or EDPOE to Hunter Healthcare - [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com).

We're sorry but we'll not be able to consider incomplete applications or applications received after the deadline.

If you have any queries regarding the above or would like further information about the roles and selection process, please contact Matthew Simpson or Heather I'anson.

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## Deadline for applications

23:59

Sunday 14 August

## Shortlist

Wednesday 31 August

## Stakeholder event

Tuesday 13 September - TBC

## Final interviews

Tuesday 20 September



**nmc**  
**Nursing &  
Midwifery  
Council**

The nursing and midwifery regulator for England, Wales, Scotland and Northern Ireland  
Registered charity in England and Wales (1091434) and in Scotland (SC038362)

23 Portland Place,  
London W1B 1PZ  
+44 20 7333 9333  
[www.nmc.org.uk](http://www.nmc.org.uk)

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