

Position Specification

NHS Blood & Transplant

Chief People Officer

Welcome Message from Betsy Bassis, CEO



Thank you for your interest in the role of Chief People Officer for NHS Blood and Transplant ('NHSBT'). I joined NHSBT in March 2019 and can truly say that it is, by far, the most inspirational organisation I have ever worked for. We stand for hope. We stand for life. We stand for helping people do something extraordinary, by saving and improving the lives of others through altruistic donation.

As an essential part of the NHS, we work to make the most of every donation – from blood and organs to tissues and stem cells. The donors who make our work possible do so selflessly, giving life and changing lives for the better. It is because of them, and the people who need their life-saving and life-enhancing donations, that we strive to be the best in all we do. Every day we bring our values of caring, expert and quality to the service we provide up and down the country, 24/7.

We have a strong track record of safety, quality, efficiency and continuous improvement. But the world is rapidly changing around us – from emerging new technologies and evolving clinical practice to changing demographics and consumer trends. As a national provider working in a system of local trusts, we have a responsibility to take a proactive role in driving improvements across the systems – in clinical outcomes, health equalities and the use of constrained, specialist resources. Our Objective: to save and improve *even more* lives in the years to come.

The Chief People Officer will be at the heart of that work, collaborating with internal teams and external stakeholders to develop and oversee a strategic people agenda. I am looking for a strategic advisor and thought partner who will work with me and the wider service leadership team to build a more diverse and inclusive organisation with the skills, capabilities, values and mindset to deliver on our strategic priorities. To succeed, this person will need to be experienced in leading and managing change, resilient in the face of multiple competing priorities, and capable of building a high performing People function that will meet the needs of a growing and ambitious organisation.

If you are looking for an opportunity to operate at the national level to shape the future of healthcare UK, look no further than NHSBT.

Thank you for your interest – I look forward to hearing from you.



NHS Blood and Transplant

NHS Blood and Transplant (NHSBT) is a Special Health Authority dedicated to saving and improving lives. We are an essential part of the NHS providing a wide range of services making the most of absolutely every donation – from blood and organs to tissues and stem cells. Few organisations have the ability to reach so many, delivering the best possible service to patients, donors and the NHS. The range of our work providing diagnostic and therapeutic services, organ donation & transplantation, and blood supply, demands that our operations are world class, providing a safe, reliable and efficient supply across the UK by working seamlessly with an unparalleled range of stakeholders including government, volunteers, the health sector and academia.

We were formed in 2005 by bringing together the National Blood Service and UK Transplant. We are now one of the largest and most effective organisations of our type in the world. We employ over 6,400 people across the UK, with a total revenue of over £485 million, delivering blood, and blood-based therapies across England; Diagnostic and Therapeutic services globally; and organ donation and supply services for the whole of the UK. As an organisation, equality of opportunity and appreciation of diversity in its many forms is central not only to our relationships with employees but also to our donors and the patients we serve. Technically, we are a biomedical manufacturing and supply chain organisation. But at our heart, we enable daily acts of altruism. We help ordinary people do something extraordinary, saving and improving the lives of others with their valuable donations.

To deliver on this ambition, we have embarked on a transformation journey informed by the following design principles:

- Improving clinical outcomes, by gearing people, processes and systems around patient needs;
- Improving the experience of donors, colleagues and customers through user-centred design and a focus on diversity and inclusion;

- Enhancing agility by clarifying accountabilities and delegating decision making;
- Embracing innovation through horizon scanning, investment in R&D and new technology and a culture of curiosity and learning;
- Optimising the transfusion and transplantation systems through data insight and working proactively with our NHS colleagues; and
- Reducing duplication to reduce the cost of complexity and to maximise synergies and valuable resources.

Given the focus on people, leadership and culture, the HR and OD functions will play a significant role in leading and delivering on the NHSBT ambitious transformation agenda. At the same time, these functions must also play a major role in supporting NHSBT's response to the coronavirus pandemic. This includes ensuring the safety and wellbeing of over 6,000 employees.

In February 2021, the Department of Health and Social Care lifted a decades old ban on using UK plasma for fractionation after the independent Commission on Human Medicines (CHM) advised that it was safe and could recommence supported by a set of robust safety measures. The restriction on using plasma from UK donors was originally introduced in 1998 as a precautionary measure against vCJD.

The Department of Health and Social Care has now directed NHSBT to start recovering plasma from whole blood donations and, in addition, collecting additional volumes of plasma via aphaeresis at – initially – 11 donation centres across England.

Plasma collected will be stored and then supplied to one or more fractionators due to be appointed by NHS England later this year. The plasma will be fractionated and used to make antibody-based medicines – called immunoglobulins - for people with rare immune diseases. Until now, the UK has depended on imports of plasma from other countries – mainly the US. By introducing domestic collections, NHSBT will bolster the supply chain and improve the self-sufficiency of the UK in producing its own treatments.

Our Values

Our three core principles are critical to our service, guiding everything we do and inspiring us to be the best.



- We **care** about our donors, their families, the patients we serve, and our people.
- We are **expert** at meeting the needs of those who use our service and those who operate it.
- We provide **quality** products, services and experiences for donors, patients and colleagues

Diversity and inclusion

NHSBT is committed to championing and promoting equal opportunity.

Everyone has a right to be treated with dignity and respect, with equal opportunities and without discrimination, irrespective of their background. We are working hard to ensure that we better reflect the communities we serve.

We have staff-run networks helping to promote an inclusive culture at NHS Blood and Transplant.

Our Women's Network, LGBT+ Network, BAME Network and Disability and Health scheme use the skills and resources of colleagues to add value to our organisation.



For further information on NHS BT please visit the website [here](#).

Organisational Structure:



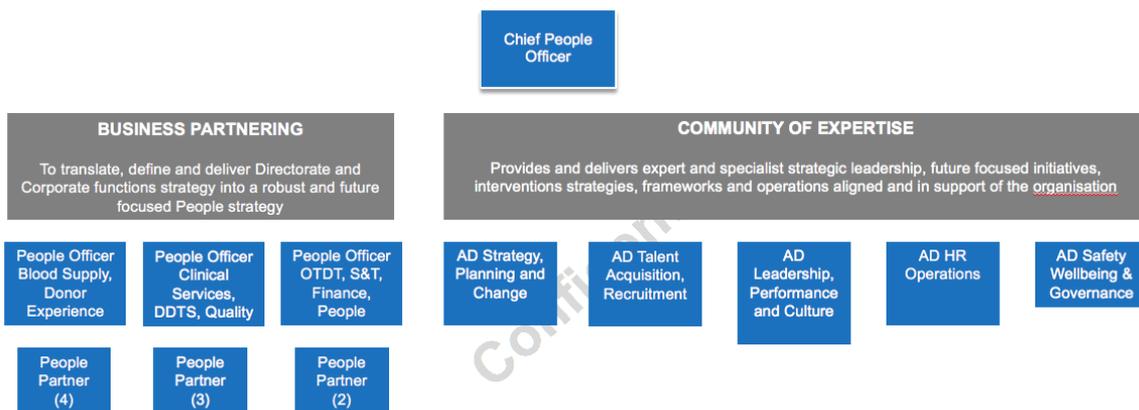
The Role

As a member of the Executive Team and Board, the Chief People Officer (CPO) will be the key strategic partner with responsibility for making a clear and visible difference to the current and future workforce. Directing the design of our People and Culture Strategy, the CPO will lead and inspire staff to deliver sustainable cultural change to ensure NHSBT sets a clear example in our people practices and our ambition to be a top employer nationally.

- The CPO will act as a strategic partner for the Chief Executive, offering expert counsel and thought leadership on people and change. The CPO role is a key enabler to meet the scale of the organisational growth as part of our strategic ambitions and pandemic response and changes to government policy on blood products.
- The CPO will ensure that the people and culture strategy is aligned to the organisational strategy whilst being responsive to the short- and medium-term change agenda, including our extensive response to the COVID-19 and the pandemic.
- To deliver on our aspiration of making NHS BT a ‘Great Place to Work’ the CPO will drive an organisational transformation programme across all aspects of the people agenda with focus on diversity and inclusion and effective strategic workforce planning.
- As Chief People Officer, they will demonstrate the inclusive leadership abilities needed to develop a high-quality working environment, embedding our values in every aspect of our work. Working in partnership with our team and our staff side colleagues, the CPO will continuously work to improve the experience of all staff, taking positive action to ensure a fair and inclusive culture across the organisation.
- They will be equally able to inspire staff internally (Trade Unions and Networks) while developing strategic partnerships externally with the DHSC and NHS Bodies (HEE, Leadership Academy and other NHS Trusts and ALBs), working collaboratively and representing the organisation with our external partners.

- The CPO will support NHS BT’s aspirations to take a wider healthcare role and to achieve this, they will need to work closely with a wide range of stakeholders nationally and build strong relationships across healthcare organisations and as well as the private sector. They will be responsible for re-setting and leading those stakeholder relationships including those with trade unions at national and local level to deliver improvements in people policies, practices and, NHS BT’s approach to change.

The successful candidate will be an outstanding strategic HR leader - with the ability to bring together leaders and expert teams and deliver significant business transformation programmes across complex organisations.



Key Responsibilities:

- Thought leadership and counsel to the CEO across all aspects of Talent, Leadership, Performance and Organisation design and development
- Drive transformation across the people agenda ensuring the function is aligned to NHS BT strategic ambitions
- Design and set a people strategy to support NHSBT’s strategic priorities and transformation programme
- Establish the people function as a best-in-class service across business partnering, organisation and leadership development, employee engagement, inclusion, recruitment and promotion
- Re-set, drive and lead stakeholder relationships with our trade union partners and other internal and external stakeholders. This will often require demanding and challenging engagement to influence and deliver positive outcomes for all
- Deliver a programme of professional support and development across all teams in the people function
- Establish and evolve the people function structure to deliver excellent business partnering services to our internal stakeholders
- Implement responsive change and transformation programmes and build appropriate investment business cases to support organisational growth agenda (for example, systems to support strategic workforce planning cycles)
- Drive engagement across all layers of the organisation through effective and modern people policies ensuring continuous improvement cycle across policies and procedures to support positive employee and management experience
- Provide expert services and advice direct and through the people function to all directors to ensure their individual change and transformation priorities

- Set a challenging change programme to:
 - Lead a fundamental overhaul of recruitment and promotion to deliver a step change in the pace and quality of appointments, as well as the diversity of our workforce - improving our gender and BAME pay gap and wider diversity metrics.
 - Review and evolve our leadership and management development programmes to support our D&I agenda and wider people strategy
 - Reinvigorate talent identification and development to create career opportunities for top talent and ensure effective succession planning
 - Set effective performance management interventions, reducing the administrative burden on the organisation whilst improving the quality of conversations and, where necessary, dealing effectively with poor performance.
- Develop a strong working relationship with our Trade Unions at national and local level, to deliver improvements in people policies, practices and, our approach to change
- Set Strategic Workforce Planning at the heart of the functional services to support effective delivery of the organisational and people strategies
- Establish effective workforce information and analytics to provide actionable insight to support effective decision making, drive improvement (e.g. in productivity, engagement), forecast workforce trends, and evaluate results.
- Develop, implement and evolve the approach to positive staff engagement, making NHSBT a great place to work for everyone
- Champion excellent people management practices across staff experience and engagement, health and wellbeing, and equality, diversity and inclusion with a strong focus on meeting NHS BT and NHS standards on civility and just culture tackling bullying and creating a psychologically safe environment for our people
- Participate in the discharge of the statutory obligations of NHSBT in respect of participation in executive and non-executive appointments processes;
- Ensuring that NHSBT discharges its statutory duties in relation to senior pay limits and on the use of agency and contractor staffing, senior and board appointments and best practice initiatives.

ROLE DIMENSIONS

Key Relationships (External)

- Department of Health and Social Care
- NHS Trusts, Foundation Trusts, CCGs, STP, ICS and other healthcare providers
- CEOs, HR, OD Directors and leadership teams
- Other ALB's (e.g. Health Education England)
- Funding bodies
- CIPD & HPMA
- National trade union relationships (8 recognised trade unions)

Key Relationships (Internal)

- Chairs and CEO in relation to senior appointments and remuneration
- Executive board, Directors and regional teams
- Trade Union representatives

Numbers and types of staff managed - 150 nationally including programme staff
Budget Managed - £10m

Candidate Profile

NHS BT is open to a wide range of possible backgrounds in the wider public sector as well as the private sector. This is a crucial, Board level role, and requires an especially talented individual, accustomed to operating, and collaborating, at a senior level, and able to deal with both complexity and scale.

Candidates should be able to demonstrate the following:

Experience and Knowledge

- Ability to build effective and influential relationships at all levels, including engendering trust and providing challenge at Executive and Board level, excellent stakeholder management skills.
- Ability to demonstrate, at a senior level, a range of leadership styles, influencing skills, sound judgement and flexibility to secure results
- Excellent communicator and leader of change
- Proven leadership skills and strategic thinker
- A track record at leadership level of successful development and implementation of large-scale transformational change within a complex government department or similar organisation
- Analytical rigour coupled with pragmatic problem-solving in addressing complex situations
- Ability to drive innovative approaches that can be implemented in the NHS
- A role model, demonstrating a high level of integrity and the ability to motivate others
- Personally, values diversity and difference, operates with integrity and openness and as an inclusive leader
- Clear integrity and a commitment to maintaining the highest personal and professional standards, appropriate to the responsibilities attached to holding a senior position within a public body

Skills, Abilities & Attributes

- The ability to influence to the most senior level and the ability to persuade and change the views of others
- Outstanding negotiator with highly developed influencing skills to support and facilitate agreements amongst a disparate range of stakeholders to complex, multi-dimensional challenges often with no single 'right' solution.
- An effective leader who role models leadership skills and sets the highest standards, motivates and develops staff and stakeholders and promotes personal, organisational and cultural development.
- Self-aware and resilient with political/emotional intelligence to understand drivers
- Ability to make timely and sound judgements and decisions
- A willingness and ability both to draw on established evidence and best practice and to challenge themselves and others to think creatively and seek out and spread innovation to generate new solutions to current and future challenges.
- Resilience, independence of thought, and the ability to work through conflict and ambiguity
- Track record in promoting and improving diversity and inclusion and outstanding working relationships
- Self-awareness in terms of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness.

Terms of Appointment

Salary:	Up to £145,000
Car/car allowance:	Lease car scheme available.
Pension:	NHS pension scheme.
Holidays:	27-33 days (depending on service) plus 8 statutory holidays.
Location:	National role with the ability to travel UK wide and some international travel on occasion.
Other:	The role will be initially a two-year fixed term contract or a secondment opportunity for candidates within the NHS or public sector

NHSBT promotes and supports the use of a range of flexible working patterns to enable employees to balance home and work responsibilities, and as a Disability Confident employer, we positively welcome applications from people with a disability or impairment. We are committed to making reasonable adjustments to ensure that they can participate fully in the recruitment and selection process so please specify these in your application.

We offer a guaranteed interview scheme for all disabled applicants who provide evidence of meeting the minimum essential requirements necessary for the post, as set out in this applicant pack.

The Selection and Recruitment Process

Russell Reynolds Associates (RRA) has been appointed to support this recruitment. Short-listing of candidates will involve the assessment of information provided in the application documentation.

There will be a number of elements to the assessment of candidates, including meeting key stakeholders and culminating in a final interview by a panel consisting of:

- Betsy Basis, Chief Executive NHSBT
- Millie Banerjee, Chair NHSBT
- Jo Lewis, Non-Executive Director of NHSBT and former People Director at Sky
- Independent Panel member to be agreed

NHS Blood and Transplant (NHSBT) offers a dynamic and friendly working environment where teamwork is highly valued. Personal development is also considered a priority and is supported through extensive training and development opportunities open to all employees.

We are passionate about creating an inclusive workplace and aim to reflect the diverse communities we work with and positively encourage applications from all sectors of the community.

Indicative Timetable *(subject to change):*

Closing date for applications	21 July 2021
<i>Long List Meeting – Appointment Panel</i>	<i>30 July</i>
First round interviews with RRA	w/c 2 & 9 August
<i>Short List Meeting – Appointment Panel</i>	<i>20th August</i>
Assessments and stakeholder discussions	w/c 23 August
Panel Interviews with finalist candidates	3 September

How to apply

To apply, please submit applications by email to Responses@RussellReynolds.com. The closing date for applications is **21 July 2021**.

Your submission should include:

- The reference number in the subject line **2106-082L**
- A **short covering letter** of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- Your **current CV** with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts.
- A completed online **Monitoring Form**. NHSBT is committed to creating a diverse and inclusive workforce, at all levels including the most senior. All applicants are invited to complete this form to assist NHSBT with monitoring its commitment to equality and diversity within recruitment processes. The questionnaire includes:
 - *Monitoring questionnaire*: All information collected is reported anonymously and will not be disclosed to anyone involved in assessing your application.
 - *Guaranteed interview scheme* for people with disabilities, if applicable. We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.