



CONFIDENTIAL ROLE SPECIFICATION

The National Institute for Health and Care Excellence

Chief People Officer

NICE National Institute for
Health and Care Excellence

May 2022

Executive Search
and Talent Management

The MBS Group Ltd
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The MBS Group Limited is a company registered in England and Wales under company number: 09420768
Registered Office: 1st Floor Sackville House, 143-149 Fenchurch Street, London EC3M 6BN, England.



JOB SPECIFICATION

Position:	Chief People Officer
Company:	National Institute for Health and Care Excellence (NICE)
Location:	London or Manchester
Reporting Relationship:	Chief Executive
Website:	https://www.nice.org.uk/

BACKGROUND

The National Institute for Health and Care Excellence (NICE) was established more than 20 years ago as an independent non-departmental government body with the goal of revolutionising (and therefore democratising) the allocation of healthcare resources. In other words, the organisation exists “to improve health and well-being by putting science and evidence at the heart of health and care decision-making”.

NICE aims to achieve its goal through three core activities:

- 1) Providing independent assessment of a wide range of complex evidence to help health commissioners, clinicians, patients, carers, and the public to make better informed decisions;
- 2) Identifying, assessing and providing recommendations on the most promising innovative medicines, diagnostics, devices and other products and services to identify those that should be adopted by the NHS;
- 3) Working with partners across the health and social care system to drive the uptake of new treatments and interventions to benefit the whole population.

The organisation spans three, inevitably interlinked, ecosystems through which its work can have the most impact:

- 1) **Life Sciences:** where NICE evaluates the clinical and cost effectiveness of new products, therapies and interventions;
- 2) **Guidelines:** where NICE develops best practice recommendations, advice and quality standards that help practitioners deliver the best care across health and social care pathways;
- 3) **Information Systems:** where NICE procures and manages a wide range of evidence-based information and advice, including the British National Formulary, Clinical Knowledge Summaries and other journals for the NHS.

NICE has had a remarkable journey since its foundation in 1999. Today, the organisation has a stellar reputation as a global leader in the provision of robust, independent, and trusted advice to health and care systems.

NEW TRENDS, DEVELOPMENTS & THE IMPACT OF COVID-19

However, now more than ever, the environment which NICE operates within is subject to rapid change. New treatments, practices and technologies are emerging at pace: from digital health to artificial intelligence and machine learning products; from genomic screening to increasingly personalised therapies; and the revolution in evidence driven by the traditional Randomised Control Trials data sets being expanded by real-world data. Given the uplift in interest in health and wellbeing from investors



and academics alike, these trends are expected to continue to intensify over the next few decades.

Within this ever-shifting landscape, health and care professionals need to be able to access and use up-to-date information to support their decision-making – not only to provide the best care possible, but also to meet the expectations of their patients, who increasingly want to be better informed about their choices and to be more involved in the decisions made about their care. It is therefore crucial for NICE to completely re-think its role in the healthcare ecosystem as it embarks on the next phase of its evolution. Rather than striving to keep up with changes to medicine as they occur, the Institute must equip itself to pro-actively anticipate, recognise, and respond to the challenges and opportunities arising from new technological and scientific advancements with an accelerated sense of pace and dynamism.

It goes without saying that the pandemic – and the impact that it will have for years to come – has had a huge impact on the situation, serving to catalyse a global realignment in government and healthcare priorities. This realignment includes a renewed determination to reduce the health inequalities which have been particularly highlighted during Covid-19. NICE therefore needs to adapt to work seamlessly across boundaries, reducing bureaucracy and hastening the speed of access to the latest, most effective treatments – much in the same way that it did during the initial waves of the pandemic, when the Institute’s quick mobilisation and effective partnerships across government, the NHS and industry were crucial in the UK’s adoption of evidence-based Covid-19 guidelines and the rapid approval and repurposing of medicines to deliver better outcomes for patients.

Of course, NICE is not alone in recognising the need for a more collaborative and partnerships-led approach to health and social care. As published in the recent government White Paper, there has already been a big shift within the NHS towards greater collaboration and integration of health services – such as giving integrated care systems (ICSs) a greater role in organising and commissioning local services. NICE’s future strategy taps into many of these same themes, as outlined below.

NICE’S FIVE-YEAR STRATEGY

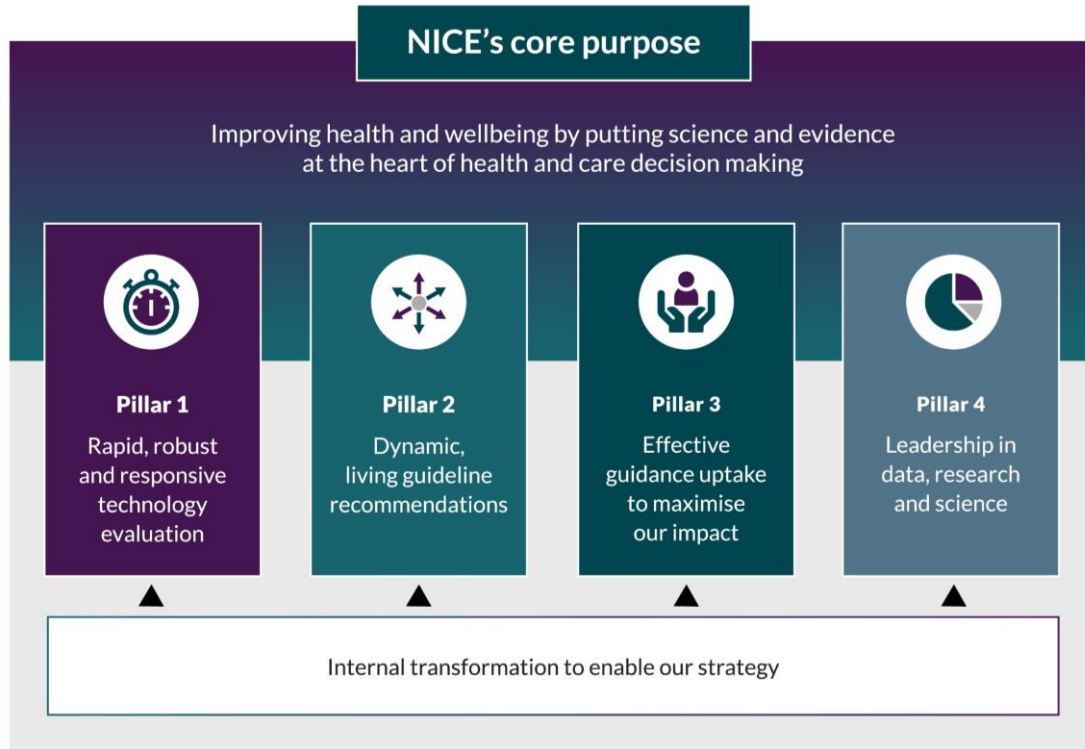
In April 2021, NICE launched a new five-year strategy – summary video available to watch [here](#) – which was described by Lord Bethell of Romford (Minister for Innovation, DHSC) during the launch event as “a clear, compelling and ambitious blue print for the future”. A recording of the virtual launch event is available [here](#) for more information.

NICE’s vision for the next five years aims to ensure that the organisation is as important in the future as it is today. The strategy is reflected in the four key pillars below, which set out where the organisation needs to focus its transformation efforts:

1. **Rapid, robust and responsive technology evaluation:** providing independent, world-leading assessments of new treatments at pace, quickening access for patients, and increasing uptake;
2. **Dynamic, living guideline recommendations:** creating and maintaining up-to-date guidance that integrates the latest evidence, practice and technologies in a useful and usable format;
3. **Effective guidance uptake to maximise impact:** working with strategic partners to increase the use of guidance, monitor adoption and measure impact on health outcomes and health inequalities;
4. **Leadership in data, research and science:** becoming scientific leaders by driving the



research agenda, using real-world data to resolve gaps in knowledge and drive forward access to innovation for patients.



To match this new strategy, a significant yet thoughtful programme of transformation is needed to help NICE evolve the way it works as an organisation, without jeopardising the quality and the authority of its work, both within the UK and further afield.

THE OPPORTUNITY

It goes without saying that any initiative – particularly one as far-reaching and wholesale as NICE's five-year strategy – requires a high level of support and engagement from the employee base in order to be both effective and sustainable. NICE is therefore seeking to appoint a Chief People Officer (CPO) to drive forward the organisational and cultural change agenda in alignment with the five-year strategy and vision. The CPO will play a vital role over the next five years in ensuring that NICE's new sense of pace and pro-activity become part of the Institute's DNA – thereby maximising outcomes for patients, people and communities for the long term, whilst also improving and enhancing staff experience, wellbeing, and empowerment.

The CPO will report to the Chief Executive (Dr. Sam Roberts) as a member of NICE's Executive Team and an attendee at the Board, and will lead a broad team across Human Resources, Organisational Development, Learning and Development, Recruitment, Employee Engagement, Wellbeing, Equality, Diversity and Inclusion, and the Facilities functions for both the London and Manchester offices. The CPO will be responsible for raising the profile of the People function, ensuring that the team are equipped and motivated to lead the organisation in evolving and sustaining NICE's existing reputation as a great organisation to work for and to do business with. As NICE's 'cultural architect' and the guardian of its values, the CPO will also collaborate closely with the Transformation team to ensure that the appropriate culture, behaviours and people agenda are delivered and embedded across the organisation as it drives towards the delivery of its strategic goals.

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The role holder will act as the Strategic Business Partner for the Executive Team and Board, providing creative and insightful solutions to critical People challenges and advising colleagues accordingly. The CPO will also work closely with the Chief Executive as the external ambassador for the People Brand, expanding NICE's visibility and reputation of having a highly effective, professional and skilled workforce, as well as being the voice of the employee and management around the Executive table.

Finally, the CPO will role-model NICE's values in their leadership interventions and behaviours, bringing their personal credibility, passion and enthusiasm to help transform the culture and operating model of NICE by supporting the change agenda and putting people at the forefront of the organisation's future success.

KEY ACCOUNTABILITIES

The Chief People Officer will specifically be accountable for:

Culture and values

- Being NICE's 'cultural architect':
 - Creating a culture of belonging, affinity and wellbeing that creates a great employee experience and results in superior performance;
 - Ensuring that the organisation's values and behaviours are embedded in organisational practice, process, and people-oriented decisions;
 - Leading and building a highly engaged and empowered workforce and an environment where people are proud to work;
- Championing excellence in Equality, Diversity and Inclusion (EDI) through expertise in people and relationships to drive inclusivity and dialogues around equality and inclusion;

People strategy

- Owning the design and implementation of a people strategy that drives business and people performance, employee wellbeing, motivation and a sense of belonging;
- Leading and developing the Strategic Workforce Planning, Recruitment and Development function to drive the people and organisational change strategy;
- Driving change management by leading on organisational design to deliver and sustain the optimum operating model for the organisation aligned to customers and stakeholders;
- Working with the Board and Executive Team, ensuring colleagues are well-sighted on developments, changes and trends in employment and people practice, and that the organisation is proactive in developing its approach to people leadership;

Leadership

- Leading, developing and ensuring the delivery of the strategic workforce, recruitment and development plans for enhancing NICE's leadership and management capability and capacity, including the identification of opportunities for improving the Institute's Talent Systems, and development opportunities for all staff;
- Developing an internal team (HR/OD/L&D and Recruitment) strategy and structure to ensure capability and capacity of the team to be able to align and deliver the People Strategy;
- Leading the HR/OD/L&D and Recruitment teams, ensuring colleagues have the skills, approaches and tools to work well in partnership with the organisation through this period of transformation;
- Partnering with the Executive Team to address day-to-day People operational issues;
- As both an internal and external advocate, representing the organisation on people-related issues, including at the Board and Remuneration Committee, and promoting the organisation's people environment and talent externally;



- Attending each Remuneration Committee meeting, preparing documentation and ensuring, on behalf of the Executive Team, that the remuneration policies in place are upheld and that they serve the organisation's governance protocols;
- Working with the Chief Executive and the Chair of the Remuneration Committee on an annual basis to provide support and advice during Remuneration Committee reviews in order to ensure that the remuneration policy and its implementation are fit-for-purpose;
- Partnering with Executive Team peers to drive the alignment of People, Practices and Culture with business outcomes in all areas of the organisation;
- Providing strong, visible leadership and acting as a positive role model – demonstrating high levels of integrity, transparency and personal effectiveness.

Workplace environment

- Ensuring the organisation is an inclusive, engaging place to work which welcomes talented people from all backgrounds;
- Acting as an employee champion and change agent by anticipating people-related needs and delivering value-added learning, development, and wellbeing services for the benefit of all employees;
- Leading and championing new ways of working that encourage collaboration, flexibility, agility, adaptability and pace;
- Managing the Institute's office estate in Manchester and London;
- Advising the Board of its responsibilities with regards to workplace environment, 'great place to work' strategies, wellbeing, and health and safety, and ensuring the organisation is equipped to operate through disaster recovery and business continuity plans, and crises (for example, the COVID-19 response);
- Ensuring the People team are equipped with the leadership, management and digital skills needed to facilitate the delivery of modern, efficient and effective people services, working in partnership with the organisation;
- Providing leadership on employee engagement, including designing and commissioning annual staff surveys and preparing a report and action plan for staff, the Executive Team and Board;
- Working with legal partners, DHSC stakeholders and outsourcing partners for HR/OD/L&D and Recruitment processes and innovations as appropriate.

SKILLS AND EXPERIENCES

As a pre-requisite for consideration, all candidates must be educated to degree level with a professional qualification. Further to this, the ideal Chief People Officer candidate will possess the following skills and past experience:

- Responsibility at, or reporting immediately to, Board level;
- A track record of leading and reporting on people matters in a public or private sector body, including providing strategic people management and development advice to the Executive Team and Board;
- The vision and direction necessary to lead on the people aspects of the development of strategic and operational plans for NICE, including significant transformation programmes;
- Prior experience of successfully leading and delivering organisational and workforce transformation within large, complex organisations;
- A proven track record in the development and implementation of credible organisational strategies that have successfully changed the way in which an organisation delivers its line of business;
- Strong influencing skills, and the ability to build support across an organisation for changes in ways of working and people practice;



- Prior experience raising the profile of a People function through their professional qualifications and leadership skills;
- The ability to assemble, interpret and present programme and resource reports to the Board;
- The ability to analyse complex issues, to think and plan strategically and to exercise sound judgement in the face of conflicting pressures;
- The ability to deploy and manage resources effectively.

Prior experience of the health and social care sector is **not** a pre-requisite for this opportunity, however potential candidates may benefit from:

- The ability quickly to develop a good understanding of NICE's purpose, the guidance it produces, and its contribution to the NHS and the health and care system;
- The ability to develop an understanding of the social, political and economic influences on the health and care system, and across the Government's Arm's Length Bodies;
- The ability to develop awareness and knowledge of the extent and nature of the Institute's stakeholder community;
- The ability to develop an understanding of the responsibilities of Chief People Officers in public sector bodies and a working knowledge of the public sector risk management framework.

PERSON PROFILE

The ideal Chief People Officer candidate will possess the following personal characteristics:

- High levels of personal integrity, energy, enthusiasm and drive;
- People-focused, with the ability and appetite to coach, inspire and develop highly skilled teams through periods of change and the ability to build effective and successful working relationships across the Institute;
- The personal credibility to engage with and influence internal and external stakeholders as well as operating as a role model, in line with NICE's values;
- The ability to contribute to the leadership of a major organisation and represent it externally, building and sustaining influential relationships at a senior level;
- An effective and persuasive communicator with a high degree of personal credibility;
- A strategic thinker, capable of problem solving in a complex and rapidly changing environment;
- The ability to lead, galvanise and inspire others through periods of change and transformation;
- The personal and professional resilience to lead through a period of significant organisational change in a high-profile national institution, conducting important work.

SALARY, BENEFITS & WORKING PATTERN

Please note that this is a full-time position and may be based in either London or Manchester, where NICE has offices. The Chief People Officer will receive a competitive salary with an upper limit of £113,625 and will have membership to the NHS Superannuation Pension Scheme. The role holder will also be entitled to 30 days per annum of annual leave, plus eight bank holidays per annum.

THE SELECTION PROCESS AND HOW TO APPLY

The MBS Group (MBS) has been retained to support this appointment which will be made by the Board of NICE. There will be a number of elements to the assessment of candidates, including opportunities to meet Board Members and key stakeholders, culminating in a final interview. The interview panel will be chaired by the Chief Executive, Dr. Sam Roberts.

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To apply, please submit your application via email with the subject line “Application for the role of Chief People Officer” to nice@thembsgroup.co.uk by noon on Monday 13th June. Your application should consist of:

- A short covering letter of no 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 information pack;
- 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 Equality Monitoring Form (EMF), which is available in Appendix I of this document. NICE is committed to achieving a workforce that reflects the society it serves, at all levels of seniority. All applicants are therefore invited to complete this form to assist NICE with monitoring its commitment to equality and diversity within its recruitment processes. All information collected in the EMF is reported anonymously and will not be disclosed to anyone involved in assessing your application.

If your application is progressed after the Longlist meeting in mid-June, you will be invited to attend an hour-long, competency-based interview with the MBS team ahead of a Shortlist meeting, where a small number of candidates will be chosen to appear before the selection panel. The panel will consist of Dr. Sam Roberts (Chief Executive), Jackie Fielding (Non-executive Director at NICE and Chair of Northumbria Primary Care), and an external expert of significant stature.

If you would like to discuss the opportunity in more detail prior to making an application, please contact tori.birkenshaw@thembsgroup.co.uk to arrange a call with a member of the MBS team.

THE MBS GROUP CONTACTS

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APPENDIX I: EQUALITY MONITORING FORM

Personal Details

Title:	
Forename:	
Surname:	
Full Name:	
Date of Birth:	
Gender:	

Equality Monitoring

Marital Status:	
Sexual Orientation:	
Ethnic Origin:	
Religious Belief:	
Do you regard yourself as having a Disability (Yes/No):	
Disability Categories:	

Declaration

I confirm that the above information is correct (Yes/No):	
Full Name:	
Date (dd/mm/yyyy):	



APPENDIX II: FURTHER INFORMATION

Equality and Diversity

All NICE employees must have respect for every individual, treating everyone with dignity, courtesy, fairness and consideration, and welcoming and accepting differences between people. It is the responsibility of every employee to work towards the elimination of all discrimination and prejudice.

Health and Safety

All NICE employees have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable NICE to meet its own legal duties.

Governance

All NICE employees are responsible for making themselves fully aware of and committed to all NICE Policies, Procedures and Initiatives relating their employment at the work that they undertake.