We are searching for the Royal College of Midwives' next

Chief Executive and General Secretary

Role Information Pack

<table>
<thead>
<tr>
<th>Hours per Week</th>
<th>35</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>£117,878 per year plus £4,805 London Weighting Allowance</td>
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<tr>
<td></td>
<td>Salary reviewed annually</td>
</tr>
<tr>
<td>Location</td>
<td>London office based with travel across the UK</td>
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<tr>
<td></td>
<td>Relocation allowance available where applicable</td>
</tr>
<tr>
<td>Contract Type</td>
<td>Permanent</td>
</tr>
<tr>
<td>Closing Date</td>
<td>Monday 20 February 2017</td>
</tr>
<tr>
<td>Interview and Assessment Date</td>
<td>Tuesday 4 April 2017 in London</td>
</tr>
</tbody>
</table>

How to Apply

Please complete an application form (attached with this brochure) and send along with your CV once completed to HR@rcm.org.uk

To request a copy of the application form, or questions about your application can be sent to Deborah Leech, HR at HR@rcm.org.uk.
Thank you for your interest in applying to become the next Chief Executive and General Secretary (CEO) for the Royal College of Midwives.

We hope you will find the information included in this pack useful to support your application. This booklet will outline the Royal College of Midwives (the RCM) as an organisation, the CEO and GS role and it’s requirements, and provide an overview of the application process.

Timeline for appointing our next CEO

We will keep applicants informed if any of the following dates change:

<table>
<thead>
<tr>
<th>Key Dates for the Appointment Process</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td>Closing date for applications</td>
<td>20 Feb</td>
</tr>
<tr>
<td>Applicants to be informed whether shortlisted</td>
<td>27 Feb</td>
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<tr>
<td>Psychometric profiling to be completed in the week</td>
<td>27 Feb</td>
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<tr>
<td>Interview and Assessment date in London</td>
<td>4 Apr</td>
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<tr>
<td>Shadowing for those shortlisted in the week</td>
<td>10 Apr</td>
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<tr>
<td>Offer made to successful candidate</td>
<td>2 May</td>
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<tr>
<td>Indicative start date for the successful candidate</td>
<td>7 Aug</td>
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</table>
Introduction to the Royal College of Midwives

The RCM is the only professional organisation and trade union dedicated to serving midwifery and the whole midwifery team.

Our mission is:
- Promoting midwifery, quality maternity services and professional standards
- Supporting our members, individually and collectively
- Influencing on behalf of members and the women and families they care for.

We provide workplace advice and support, professional and clinical guidance and information, and learning opportunities with our broad range of events, conferences and online resources.

The RCM was established in 1881 as the Matron’s Aid or Trained Midwives Registration Society, but has existed under its present name since 1947.

The vast majority of the midwifery profession are our members.

Representing the interests of midwives in all four UK countries individually and collectively, we strive to promote excellence, innovation and leadership in the care of childbearing women, the new born and their families, nationally and internationally.

Our mission is to enhance the confidence, professional practice and influence of midwives for the benefit of childbearing women and their families. We strive to operate with integrity, to act in an open and transparent way and to be accessible to members and to support equity in service.
Current Developments

The Royal College of Midwives is at an exciting point in our history. We are well positioned to grow steadily in our membership and reach more and more midwives across all their professional needs. Our challenge is now to provide the best for our members and continue to campaign and action real change for our Midwives and Maternity Support Workers.

Some of our latest initiatives include:
- The Caring for You Campaign
- The outcome of the Maternity and neonatal review and its implementation
- The Better Births Campaign
- Developing and promoting Stepping up to Public Health resources
- In depth analysis and surveying, including staffing figures, agency spend, retention within midwifery, overtime and our member’s views
- Our internal RCM 360 project to transform our data management and communication systems

You can find out more information about our latest work at www.rcm.org.uk.
RCM 2014-17
Strategic Objectives

Strategic Objective 1
To promote high quality maternity services, professional standards and to lead the future of midwifery.
i. The RCM will define what it means by high quality maternity services, which includes the setting of professional standards that impact on the care of women and babies (families).
ii. The RCM will continuously scope and redefine the future of Midwifery to ensure it is well placed in contemporary society.

Strategic Objective 2
To influence on behalf of our members and in the interest of the women and families for whom they care. The RCM will strengthen and continue to develop in a creative and innovative way, its profile, engagement, working practices, resources and responsiveness, creating meaningful relationships with key stakeholders and policy makers.

Strategic Objective 3
To ensure products and services meet the particular needs of members. The RCM will actively and creatively engage with members and prospective members to understand their needs, develop relevant and appropriate high quality products and services, and measure their impact and effectiveness.

Strategic Objective 4
To support and represent our members individually and collectively in their respective countries. The RCM will develop its capacity and capability to ensure that appropriate resources are future proofed for the support and representation of all our members.

Strategic Objective 5
To ensure our future growth and sustainability as an innovative, adaptive and responsive organisation. The RCM will have the income to deliver on its strategic plan and ensure the future sustainability of the organisation.

Strategic Objective 6
To be an exemplary organisation and employer. The RCM will demonstrate through its performance, reputation and success that it is a leading trade union and professional organisation.
What would your role be?

The key purpose of the Chief Executive and General Secretary post is to enhance the RCM’s unique position as the United Kingdom’s principle professional body and trade union for midwives through sound leadership and good governance.

The Chief Executive and General Secretary is the most senior appointment within the Royal College of Midwives and heads the Executive Management Team and Strategic Leadership Team.

The CEO is responsible for:

- Leadership of the RCM
- Leadership of the UK’s midwifery profession as a whole, representing it on the national and international stage
- Managing the RCM’s day-to-day operations.

The RCM staff team of 80 is based across the United Kingdom:

- Half our staff members are based at our head office on Mansfield Street in London
- Our Country teams work from our regional offices in central Belfast, Cardiff and Edinburgh
- Our Regional Officers, Organisers and home based staff work remotely and in the field

If you would like to see the RCM Staff Team’s Vision please request a copy from HR@rcm.org.uk.
# Key accountabilities of the CEO and GS role

<table>
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<tr>
<th>CEO Competency Required (see p.10)</th>
<th>Accountability of the CEO and GS Role</th>
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</table>
| **Vision and Strategy**            | • Provide strong leadership and direction ensuring that RCM’s position as the UK’s principal professional body and trade union for midwives is sustained.  
• Ensure the delivery of the mission and strategic direction, governance and compliance as a Trade Union, Company and Charity. |
| **Business Operations**            | • Have oversight and ensure that all RCM systems and processes are in place and that the RCM’s reputation and standing is protected.  
• Be involved in implementing the right mechanisms and achieving the level of power required to fulfil the objectives of the Board on behalf of its members.  
• Ensure that the RCM is positioned to influence key professional and Employment Relations issues within the UK.  
• Promote leadership and direction within EMT and SLT to ensure that the organisation promotes excellent employee relations, and fulfils its legal and moral obligations as an employer.  
• Undertake project work and managerial responsibilities as directed by the RCM Board. |
| **Ensuring Success**               | • Provide direction and leadership, in conjunction with Directorate Heads, to the staff of the RCM for all aspects of the organisation’s internal operations and external commitments.  
• Ensure that all staff members are developed, in line with the agreed performance management systems and that training needs are identified and delivered as appropriate.  
• Ensure RCM commercial activities comply with RCM objectives and support the strategic direction of the organisation. |
| **Relationships and Communications** | • Ensure a close working relationship exists with the President and Board; promote excellence in governance thereby generating a feeling of ownership amongst members. Also ensure that the President and Board are kept appraised of RCM activities.  
• Be the outward face of the RCM with the Profession, the media and Governments to influence and shape relevant policy and debate. |
Person Specification
What We Are Looking For

The RCM staff team's required skill set includes:

- Innovative strategic thinking
- Strong leadership
- Flexible & adaptable
- Robust decision making
- Communicate expertly at all levels

The CEO and General Secretary also requires the following skills:

<table>
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<tr>
<th>Essential Skills</th>
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<td>Proactive and versatile approach to implementing change</td>
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<td>The ability to analyse, collate and summarise complex information</td>
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<td>Well developed management skills, with the ability to motivate and support a diverse staff team</td>
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<td>Excellent time and resources manager, including the ability to manage significant budgets</td>
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<tr>
<td>A good networker with high level communication and influencing skills</td>
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<tr>
<td>Excellent articulacy and communication skills, including public presentation, media handling and writing skills</td>
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<td>Computer literate with strong IT skills</td>
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## Essential Experience Requirements

<table>
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<tr>
<th>Criteria</th>
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<tbody>
<tr>
<td>A midwife who is currently registered with the NMC</td>
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<td>A midwifery qualification with education to masters level or above (or equivalent)</td>
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<td>Evidence of personally leading strategic thinking and business planning</td>
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<tr>
<td>Proven success in a leadership role of a significant organisation/department</td>
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<td>Experience of operating at a senior level in a social welfare-driven health service or similar</td>
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<td>Professional credibility gained at local, national or international level to match the CEO role</td>
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<tr>
<td>Experience of successfully implementing significant change and improvement within an employment arena</td>
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<tr>
<td>Experience of managing diverse teams with evidence of effective performance management</td>
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<tr>
<td>Familiar with membership organisations and their needs</td>
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<tr>
<td>Demonstrable understanding of issues facing the midwifery profession and maternity services in education, practice, management and regulation.</td>
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# CEO Competencies Supporting Information

The RCM measures CEO performance using the competencies listed in the below table. You are asked in your application to measure yourself against these competencies and provide examples of how you have demonstrated each competency. Examples are provided to support you in completing your application below.

<table>
<thead>
<tr>
<th>RCM CEO Competency</th>
<th>Examples of the competency in action</th>
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</table>
| **Vision and Strategy**                 | • Agile and able to integrate material from a wide range of learning and thinking  
• Operates effectively in complexity and ambiguity  
• Develops a core understanding of issues, challenges assumptions and distills the complex  
• Optimistic (expects success; takes calculated risks; identifies potential and opportunity)  
• Realistic (practical; assertive; evaluates and clearly identifies problems)  
• Anticipates problems and opportunities  
• Reflective and decisive                                                                                                                                                               |
| **Business Operations**                 | • Create and maximise success in the organisation  
• Demonstrated ability to sustain commercial value  
• Raise the profile of the organisation  
• Overall experience leads to credibility with the Board, members and external stakeholders                                                                                                                                                         |
| **Ensuring Success**                    | • Can be hands on or off, depending on the situation  
• High standards for self and others  
• Active manager of driving high performance by clarifying priorities, confronting problems  
• Recruits, develops and retains an excellent staff team                                                                                                                                                                                      |
| **Relationships and Communications**    | • Insightful regarding others  
• Capable of empathy  
• An effective and active listener  
• Can communicate effectively with the full range of internal and external stakeholders at the RCM                                                                                                                                               |
| **The RCM Fit**                         | • Fit to the current and upcoming challenges within the professional world of midwifery  
• Fit to the current and upcoming business strategies  
• Fit to the current and aspired RCM culture  
• Fit to the industry of trade union and professional membership organisations                                                                                                                                                                       |
The RCM Benefits Package includes

• 40 days **Annual Leave** per year - this includes Public Holidays plus 3 days office closure over the Christmas period

• An attractive **Pension Scheme** - with RCM contributions at 3x employee contributions

• **Relocation Allowance** - available where applicable on appointment

• **Access to Professional Networks**

• An extensive **Employee Assistance Programme** with personal support and manager assistance

• **Health and Wellbeing initiatives** in place, including time off in lieu where appropriate, flexible working, occupational health services and stress in the workplace reviews

• A wide range of personal **Discounts** and savings

• **Access to the Cycle Scheme** for tax relief on your cycling purchases

• **Childcare Vouchers** where eligible

• An interest-free **Travel Ticket Loan**

• Professional support and **Training** with on-demand access, including online training facilities

• **Tailored Development** opportunities to support all staff members in their growth

For queries and more details about the RCM Benefits Package please email HR@rcm.org.uk

**We look forward to receiving your application**