

Role profile

Role title	Member Relations Director
Department and directorate	Member Relations
Grade	Lead
Reports to (job title)	Chief Executive Officer
Direct reports (job titles)	Heads of Region (x7) Head of Local Recruitment & Organisation Project Officer Head of Member Relations Operations Director of Legal Services Head of M&PR Service Delivery Manager

Job Overview– purpose of the role

Describe as concisely as possible the overall purpose of the job and what success looks like. Please limit this to a maximum of four or five sentences

- As an SLT member, contribute to the development of the BMA Strategy and devise and implement the associated Directorate plan for Member Relations.
- To lead approximately 200 colleagues in supporting the effective organisation, training, representation, recruitment and retention of medical students and doctors across England
- To ensure collaborative, joined up working between Member Relations and BMA representatives, members, other directorates and across the four UK nations
- To act as a “change agent” that will enable cultural change within the Member Relations Directorate in line with the BMA Strategy

Duties and Responsibilities

What are the core duties/responsibilities required to be performed in the role. (e.g., to provide a full range of administrative support services to the department including x,y,z)

Please provide a bullet point list

BMA Leadership

- Provide visionary leadership and new ways of working to improve outcomes for reps and BMA members
- Lead, shape and improve the Association’s local and regional trade union negotiation, advice and representation support to members working in co-production with members to ensure optimum effectiveness
- Continually improve the BMA’s member and rep support and training, tailored to member needs, driven by data insights and member feedback

Duties and Responsibilities

- Support the culture of continuous improvement across the Member Relations directorate and ensure a systematic approach to gathering and actioning member feedback is in place with effective communications to provide assurance to all stakeholders about member relations performance
- Promote a 'can-do' culture of best practise, collaboration and partnership working with members and colleagues across the BMA
- Role model the BMA's values and behaviours as a senior staff member of the organisation

Member Relations Directorate

- Ensure high standards of people management including the delivery of Progress Check Ins (PCIs), appraisals, supervision and personal and professional development within the Member Relations Directorate, supporting delivery of the strategy and the values of the BMA
- Ensure the BMA is a leading voice in the effective representation of its members and developing BMA representatives to support members effectively as appropriate
- Ensure high quality 'right first time' interaction between members and the BMA's advice services
- Ensure data driven insights enabling continual improvement of support offered to BMA members
- Providing strategic leadership and ensuring high quality delivery of support, advice and representation for all members across the organisation from the point of issue being raised until resolution
- Ensure effective oversight and management of the Member Relations budget and build a culture of accountability across the department for seeking cost efficiencies whilst maintaining and improving member support
- Ensure a strategic approach to our legal casework - individual, collective and corporate – managing within budget envelope and governance sign-off frameworks.

Skill (level and breadth of application)

What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?

How far does the role extend out across the organisation, eg confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation. Why is this necessary? Describe the range of issues that are involved in this, eg resolving people's IT problems, collecting information on key research items or advising members on a particular issue.

Experience; knowledge, qualification (key qualifying criteria)

- Extensive, senior level, strategic and operational leadership experience of working in a trade union, professional association or membership organisation
- Empathy with and understanding of the medical profession, its working/training environments and the professional challenges facing medical students and doctors in the UK.
- Good awareness and understanding of trade union campaigning and organising, including best practice in engagement, empowerment, training and retention of volunteers or 'lay' members and representatives.
- Good awareness and understanding of the broader health policy landscape and relevant political and technological developments within area of expertise.
- Experience of delivering specialist advice services, welcoming feedback to continuously improve the support available and the quality of the services offered.
- Strong stakeholder management skills with the ability to build effective relationships with key internal and external stakeholders; including the ability to collaborate with members to support delivery of strategic priorities.
- Strong alignment with the BMA's values and behaviours, with the ability to effectively and constructively contribute as a member of the Senior Leadership Team
- Demonstrable success in managing, developing, engaging and motivating large teams to achieve performance targets and deliver tangible results against a strategy

Skill (level and breadth of application)

Skills, abilities, behaviours (key competencies)

- A strong credible, emotionally intelligent and inclusive leader with the ability to motivate and inspire
- Consensus/ trust builder; politically astute. Role models working collaboratively, harmoniously and flexibly, cross-functionally/organisationally; developing strong, respectful relationships
- Comfortable with ambiguity and stepping outside of comfort zone and in showing initiative
- Highly effective personal planning and organisational multitasking skills, with an exceptional attention to detail
- Innovative self-starter with resourcefulness and ability to work on own initiative
- Strong analytical and problem-solving skills with ability to find creative and innovative solutions, make effective decisions and deliver change
- Numeracy with the ability to set and monitor budgets

Intellectual demands (complexity and challenge)

What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (eg undertaking original research and analysis or seeking specialist advice)?

To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (eg adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).

- Ability to deal with complex, often emotionally charged situations and to seek resolution that works for all parties
- Ability to build a culture in which openness and transparency to feedback is balanced with maintaining staff morale

Judgement (independence and level and impact limitations)

What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (eg expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (eg giving advice to others)?

Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made. Give typical example(s) of the consequences of the decisions (eg what impact does the decision-making have on the performance of the team/section/department/organisation)?

- Delivers outcomes, within areas of responsibility, as defined within the BMA Strategy and the Member Relations directorate plan. This delivery is subject to scrutiny from UK Council (political) and BMA Board (operational).
- Horizon scans across all areas of responsibility and identifies issues of current and future concern to members
- Provides leadership and vision to motivate, inspire and develop direct reports to achieve high performance

Use of resources (supervision of resources and influence)

What responsibility is there for managing people, equipment, budgets, resources or confidential information? If this is a staff management role describe what is involved, eg staff reporting, staff development, appraisal, leading a department or the allocation of work.

How does the role fit within the organisation, eg support role, team member, team leader, specialist policy adviser, or leading major areas of core business?

- Overall responsibility for leadership and development of the Directorate within the BMA Strategy. Regular engagement with elected members and senior leadership.
- Overall responsibility for management of the Member Relations department budget and ensuring financial responsibility is shared across the management team

Communication (level, internal and external demands and significance)

*What people are typically contacted (regardless of the medium) **inside** the Association, eg immediate colleagues, senior managers or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*

*Who is in regularly contact with the role holder **outside** of the Association, eg members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*

What is the purpose of these contacts, eg conveying information, gathering data?

- Demonstrable ability to build an influential rapport through effective engagement and relationship building with colleagues and elected members
- Ability to influence at a high level with tact, diplomacy and political awareness in a member led environment
- Significant interaction with various groups of doctors, including senior elected officials and including both members and non-members, councils, representative body, committee chairs, chief officers and the devolved nations
- Significant and frequent interaction with, Chief Executive, Senior Leadership team, devolved nations & Board of Directors
- Ability to build connections and relationships with external stakeholders on areas of common interest e.g. other unions.

Working conditions and emotional demands)

What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?

- Ability to work truly collaboratively across the organisation and wider group, being an effective and credible member of the Senior Leadership team and playing a leading role in the collective delivery of our strategic priorities
- Ability to deal with ambiguity and to create clarity for colleagues and members through effective planning and leadership

Values and behaviours

The post-holder is expected to execute their role in line with our four organisational values.

The following examples illustrate how we are using our values to inform how we act:

We Campaign, Organise and Represent

- We win positive changes at work and in wider society
- We are the trusted collective voice of our profession, seeking progress for doctors, medical students, our patients and populations

We are accountable and member-led

- Our representatives and staff work in partnership for and on behalf of our members
- We are open and democratic

We are expert and trusted

- We grow professional communities of practice to provide credible information, guidance and support
- We use our influence to champion advancement, innovation and professional development for the benefit of health and society

We find strength in unity and celebrate our diversity

- We seek to be fair and just, and foster respectful discussion of our differing (potentially conflicting) perspectives and contributions
- We fight prejudice and discrimination of all kinds
- We are committed to creating a culture that is inclusive of all members and staff
- We extend solidarity to each other and other groups

Sign-off	
Manager:	Date:
Role holder:	Date: