

Role profile

Role title	Membership Manager
Department and directorate	Membership, Member Relations
Grade	4
Reports to (job title)	Head of Membership
Direct reports (job titles)	Membership Team manager, membership subscription lead and Data Manager

Summary – purpose of the role

Describe as concisely as possible the overall purpose of the job and including 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)

- Deputise for head of department as necessary.
- Act as focal point for member and non-member information, liaising with other departments and external organisations to ensure best practice, efficient usage, legislative compliance
- Line manager of the Membership admin team and data team
- Monitoring and prioritising workloads within each team to meet internal/external SLA's
- Liaise and co-ordinate with other departments as necessary to ensure all their requirements are included in departmental processes
- Understand and advise on membership trends, forecasts and projections
- Provide advice and guidance to and coach/mentor, colleagues as necessary
- Focal point/technical adviser on IS system matters
- Take lead responsibility for CRM function related to membership, subscriptions and direct debit processing. This includes managing IT system change requests to ensure that departmental systems achieve peak efficiency, liaising with IM&T and project teams as required.
- Deliver continuous improvement of the CRM in support of business objectives by proactively identifying problems and opportunities for improvement. Managing and documenting requirements and system specification and briefing external developers and IT colleagues to implement effective changes, ensuring they deliver the business objectives. This includes scoping and documenting requirements from other departments (Comms, member relations, policy).
- Focal point/technical adviser for renewal and weekly joiner matters – initial co-ordination of BMA effort and liaising with third parties as necessary



Summary – purpose of the role

- Initial management, planning, data preparation and implementation of price increase period – managing the relationship with third party print house and CRM developers to ensure SLA's and contractual agreements are met.
- Assist and advice on the collection of subscriptions and the price increase process
- Responsible for the quality Auditing of membership processing by advisors and Team Manager
- Promote the Membership department to Internal and External sources at any opportunity.
- Ensure high standards of Customer services are provided to Members from all staff within the department.
- Liaising with committees and independent scrutineers to help co-ordinate and deliver ballots and referendums.
- Support the member relations recruitment activities by attending recruitment/retention events as necessary
- Responsible for member and non-member data for accuracy to support business activity which would include balloting of members (nationally & locally) and council elections.
- Develop and enable coordinated MI/BI reporting to support BMA strategy
- Interact with key senior business stakeholders to understand business needs / strategy, for CRM
- Manage user acceptance testing to ensure the quality of updates to the system and identify problems ahead of and after deployment.
- Develop and execute a comprehensive data strategy that aligns with the company's objectives and growth plans.
- Manage the relationship with 3rd party organisations (independent scrutineers/printers) for Balloting and strike action purposes.

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, e.g 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, e.g resolving people's IT problems, collecting information on key research items or advising members on a particular issue.

- Graduate or Equivalent: Possess a degree or equivalent qualification or experience.
- Leadership: Inspire and guide the team to achieve goals and maintain high standards of member service.
- Effective Communication: Clearly and efficiently communicate to help team members complete tasks and address member issues, including escalated complaints.
- Organizational and Delegation Skills: Efficiently organize tasks and delegate responsibilities.
- Problem-Solving and Decision-Making: Quickly identify issues and develop practical solutions.
- Team Building and Development: Lead effectively by fostering team cohesion and growth.
- Empathy and Active Listening: Build trust and rapport by being empathetic and actively listening to team members and BMA members.
- Analytical Skills: Interpret member data and behaviours to inform strategies and use metrics to assess team performance and identify improvement areas.
- NHS Knowledge: Understand the structure and workings of the NHS.

Skill (level and breadth of application)

- Emotional Intelligence: Exhibit self-awareness, empathy, and social skills to motivate and influence team members.
- Engaging Leadership: Display qualities and behaviours that maximize employee engagement.
- Communication Skills: Possess strong written, numerical, verbal, and presentation skills.
- Technical Proficiency: Be proficient in MS Office applications and possess strong PC/keyboard skills.
- Reporting and Workload Management: Understand reporting processes and manage workloads effectively.
- Team Recruitment and Maintenance: Recruit, create, and maintain a dynamic and high-performing team.
- Adaptability: Be flexible and able to adjust to changing situations and member needs.
- Coaching and Development: Provide ongoing training and support to help team members improve their skills and performance.
- Empathy: Understand and address the needs and concerns of both customers and team members.
- Focal point for data and GDPR matters on member data within CRM.
- Data governance: experience in data quality assurance, data cleansing and validation.

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 (e.g 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 (e.g adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).

- Manage membership system procedures and protocols within boundaries of legislation and the Association's terms and conditions.
- Develop and implement new ways of working and procedures to improve business efficiency and minimise cost, without prejudicing adherence to legislation
- Interpretation of data to advise and forecast membership trends for a wide variety of purposes, including adherence to legislation, marketing activity, cash flow projection and secretariat/regional service activity
- The role is a key part of the wider member relations directorate and manages a front-line service where workload can be demanding, priorities often need to change fast, and remit is wide. Expectations of the service are high, so building and maintaining an effective team is essential. Addressing quality issues, other HR tasks in accordance with BMA procedures and policies and being mindful of adviser and team wellbeing are all crucial parts of the role.
- Help advise on subscription structure and initially arbitrate on low level disputes regarding eligibility for membership and application of concessionary subscription rates
- Knowledge of data protection and understanding of GDPR rules.
- Day to day management of price increase process, managing sequence timetable and ensuring Association's requirements are met on time and in full by third parties
- Understanding of CRM system processes and design, translating requirements into technical specifications and effectively communicating with external developers

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 (e.g expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (e.g 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 (e.g what impact does the decision-making have on the performance of the team/section/department/organisation)?

- Set objectives to ensure the achievement of BMA KPIs.
- Analyse reports and make decisions regarding performance management, recruitment, and disciplinary matters.
- Day to day management of price increase process directly impacts on Association's membership level and (approx. £60M) subscription income
- Manage workloads effectively within a busy team environment.
- Seek guidance from the line manager or other relevant member relations management for major decisions.
- Decisions regarding application of system processes, eligibility for membership, application of concessionary rates directly impact on membership levels and therefore impact on all other BMA departments
- Proposals regarding changes to application of system and departmental processes directly impact on the membership and therefore impact on all other BMA departments

Use of resources (supervision of resources and influence)

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

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

- Manage a team of up to 25 members of staff during peak periods.
- Handle confidential member information.
- Day to day management of people and equipment resources in discreet department within MDG – responsible for some departmental budget and elements of staff management, performance, and development
- Influences many Association activities, having responsibility for managing member/non-member data 'master system' used by all departments and legislative compliant use and storage/maintenance of over 400,000 legally termed 'sensitive confidential' records to maximise membership potential and uninterrupted collection of subscription income

Communication (level, internal and external demands and significance)

*What people are typically contacted (regardless of the medium) **inside** the Association, e.g 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, e.g 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, e.g conveying information, gathering data?

Internal relationships are with advisers in team, team managers, member relations leadership team, staff of all levels including HR, IT, Finance and Payroll.

Regular contact with most BMA departments at levels 1 – 6 to advise on/discuss membership/data information, occasional contact to advise on/discuss application/compliant use of reports and information

Daily contact with membership to gather/discuss/confirm information and advise/arbitrate on member enquiries

Regular contact with external agencies/organisations to gather/discuss data, develop best practice and manage 3rd party contracts

Approx. 20% time spent communicating with people outside the Association

Physical demands & coordination (physical effort and mental strain)

Are there any unusual physical or mental demands of the role; for example, lifting heavy objects, standing for long periods, using VDUs extensively or high levels of concentration?

- Normal co-ordination or physical demands associated with an office environment, limited requirement to engage in lifting/carrying/other exertion.
- Extensive use of VDU's will be required, together with frequent periods of high concentration whilst analysing/manipulating data and/or data processing/entry.

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?

- Although travel to National and Regional centres and offsite venues, the job is mainly conducted in a normal office environment where the post holder is not exposed to hazardous conditions and contains minimal personal risk.
- The post holder will have frequent contact with members including telephone contact and due to the nature of subjects discussed, will be exposed to regular anti-social behaviour and/or verbal abuse.

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