The director of workforce will specifically influence members of the executive team in the following ways. The following roles are given as examples. This can be customised to reflect local organisational structures and is not intended as a definitive list.

### Chief executive
- being a trusted confidante and influencing executive team performance improvement
- developing reputation management strategies for the CEO for handling sensitive senior employee relations issues
- being the CEO’s ambassador internally and externally and role modelling good practice across executive colleagues
- providing strategic advice regarding senior postholder and non-executive director recruitment, retention, succession planning and senior postholder reward/ remuneration
- providing constructive challenge
- providing reference points to the NHS Constitution in shaping of organisational strategy
- leading the Board Development Programme, including its delivery, facilitation, coaching/feedback and supporting performance improvement interventions
- leading and delivering the board development programme.

### Chairman
- providing strategic advice regarding senior postholder and non-executive director recruitment, retention, succession planning and senior postholder reward/ remuneration
- providing senior advice on complex case work and ensuring appropriate handling
- providing strategic advice on board development and its delivery
- providing briefings on workforce strategy and sensitive/politically important workforce matters and media enquiries
- supporting with non-executive performance improvement
- provision of advice to the senior independent director in respect of chairman appraisal.

### Non executive directors
- developing leadership for improvement
- ensuring regular briefings on workforce strategy
- contributing and supporting work of committee infrastructure, in particular remuneration, audit, integrated governance and quality and safety
- supporting individual and collective learning on the workforce strategy
- leading and delivering the board development programme.

### Medical director
- co-producing the medical engagement strategy and its delivery
- co-producing the medical workforce planning and education and training plan
- providing specialist HR technical advice to support medical performance improvement
- establishing rigorous systems for the monitoring of consultant job planning processes and their ongoing management
- supporting medical director’s development and growth as a corporate director
- co-production of an organisational research and development strategy
- co-production of an organisational clinical strategy
- developing the medical director’s personal communications strategy
- ensuring the appropriate medical leadership structure and governance arrangements are reflective of the strategic vision and direction of the trust.

### Finance director
- ensuring the alignment of finance and workforce strategies to achieve the best possible outcomes for high-quality and safe patient care
- making corporate/executive contribution to financial planning processes
- providing workforce leadership to support tender submissions and assessments
- ensuring the establishment of control systems in line with the standing financial instructions in respect of workforce activities, i.e. workforce information, payroll management, recruitment, agency expenditure, travel and subsistence
- agreeing the work of the audit committee, contributing to the annual internal and external audit plans
- supporting the finance director’s development and growth as a corporate director
- developing the director of workforce’s personal communications strategy
- ensuring the development and implementation of the finance professional development strategy.

### Nursing director
- working with the nursing director to ensure safer staffing requirements to deliver high-quality and safe patient care
- co-producing the development of a nursing and midwifery workforce strategy and building capacity and capability amongst nursing and midwifery leaders to develop sustainable workforce plans
- supporting nursing director’s development and growth as a corporate director
- developing the nursing director’s personal communications strategy

The director of workforce will influence within their own organisation and externally through the values, behaviours and expertise as follows:

- setting out a vision and passion for service users
- being the organisational custodian of the NHS Constitution
- acting as a role model for the values of the NHS
- using complex information to determine organisational strategy and to inform decisions
- articulating a vision for the future and the steps needed to get there
- understanding the health and social care system to make corporate and business decisions in the best interests of service users
- having a high ambition for service users and the organisation, thinking differently and taking responsibility for making things happen
- offering constructive challenge to drive improvements in organisational performance
- demonstrating authentic leadership behaviours.

The director of workforce will act as an ambassador for their organisation and establish key relationships and develop networks and contacts to support the ongoing development of the organisation and to support their own personal and professional development.

### External influences
- non-executive director recruitment, retention, succession planning and senior postholder reward/ remuneration
- providing specialist HR technical advice to support medical performance improvement
- establishing rigorous systems for the monitoring of consultant job planning processes and their ongoing management
- supporting medical director’s development and growth as a corporate director
- co-production of an organisational research and development strategy
- co-production of an organisational clinical strategy
- developing the medical director’s personal communications strategy
- ensuring the appropriate medical leadership structure and governance arrangements are reflective of the strategic vision and direction of the trust.

Key relationships may include the following organisations:
- NHS Improvement
- Freedom to Speak Up (FTSU) Guardians
- NHS Digital
- Metropolitan Mayors (if applicable)
- Local Enterprise Partnerships (LEPs)
- Nursing and Midwifery Council
- General Medical Council
- Other professional regulatory bodies
- Care Quality Commission
- commissioners
- local government officers
- local politicians
- academic health science networks
- higher education institutions and further education colleges
- commissioned and/or outsourced service leads
- HRD networks
- NHS England
- NHS Employers
- Health Education England
- Chartered Institute of Personnel and Development
- Healthcare People Management Association
- health economy and national union representatives
- employment legal services
- NHS Leadership Academy – national and local
- developmental agencies.