



# Recruitment Pack

# Chief Operating Officer

October 2016

## Welcome Letter

We are very pleased that you are interested in this opportunity to lead an innovative, growing and progressive organisation. Let me take this opportunity to explain what we do.

100 years ago, if you were a pharmacist, you were almost certainly an owner of a pharmacy and your representative body was one which represented your interests as a pharmacy owner. Now, a century later, more than 95% of the profession of pharmacy is made up of employee's and self-employed locums and yet the representative agenda for the profession is still largely based on the interests of business owners or the large organisational interests of the NHS.

This means that the interests of the vast majority of pharmacist practitioners are in danger of being overwhelmed by the interests of the few small and powerful employers.

We believe that our mission is extremely important. Whether it is in defending our member's reputation in the event that they run into some kind of difficulty or whether it is in representing their strategic interests, we have been at the forefront of supporting the individual pharmacist's agenda since our inception in 2003.

We reflect our members hopes and aspirations in our strategic discussions and in our decision making.

This passion for looking after the little guy, often in the face of powerful forces of opposition is what gets us out of bed in the morning and we are looking for someone who shares that sense of fair play and that kind of passion.

The Pharmacists' Defence Association has enjoyed tremendous growth. Since its inception in 2003, more than 26,000 members have joined our organisation and typically we grow at the rate of about 8% every year. We don't take this for granted, working hard to look after our member's interests but there's always so much more that we can do. We have been truly fortunate with the levels of dedication and passion of our staff and now with the imminent retirement of one of our founders, the opportunity exists to undertake a significant enhancement and re-structuring of the entire organisational infrastructure. Our aim is to ensure that we are fit for purpose and able to take on the challenges of the next decade. What matters to our members is that their interests are increasingly represented and that is why we are excited by this prospect of organisational change.

When the PDA was established it had just two pharmacists on the team, now there are ten pharmacists, four lawyers and several paralegals. Beyond that, there are at least a dozen administrators, four regional officers and we enjoy strong links with local universities and the support of a multidisciplinary senior advisory board.





As our new Chief Operating Officer you will not need to be a pharmacist, but you will need to bring the unique skills of being an accomplished organisational operator who is able to effectively lead the department heads and manage the disparate parts of a growing organisation ensuring that the machinery is well oiled and working to best effect. We would expect you to be an exceptional communicator, an astute business operator and be able to learn quickly from our activities on the front line, turning these lessons into operational benefits for our members.

Whatever level the staff within the organisation are working in, they will need to feel your leadership and inspiration and they will want to know that you too are the kind of person who is driven by ensuring that the interests of the little guy and the standard of the services that we can provide are always at the centre of your thinking.

No two days are the same within our organisation much of our work is of a dynamic nature. If you are attracted by this and the approach that I have described and you think that your drive, operational expertise and talent will add benefits to our members and value to our organisation, then we will be delighted to receive your application. I trust that this information pack should help you in your consideration, but if you require any further information, then please do not hesitate to get in touch.

The kindest regards



**Mark Koziol**  
PDA Chair

## About us

### Our Aims and Objectives

**The Pharmacists' Defence Association (PDA) is a not-for-profit organisation which aims to act upon and support the needs of individual pharmacists and, when necessary, defend their reputation. The ethos of the PDA is grounded in speaking out for injustices and defending our members should they attract conflict through their practice.**

### Defending and Articulating Individual Pharmacist's Interests

Unprecedented changes in healthcare are providing pharmacists with new and exciting opportunities. The fact that pharmacists are beginning to play a more comprehensive role is to be welcomed and this is a role development that is set to continue. However, there are also risks to pharmacists and it is our job to address them.

Primarily, with these many developments progressing at a rapid pace, the individual pharmacist's interests and concerns are not always well articulated or considered. This could leave those who are at the leading edge of developments feeling isolated, undervalued and often remote from the decisions that affect them. Secondly, it also has to be recognised that, in developing their roles, pharmacists are becoming more and more exposed to new areas of risk and liability.

In short, the PDA defends individual pharmacists when they are faced with a conflict and it also promotes their interests to enable them to develop their careers along a healthcare orientated route with a focus on patient care. The PDA lobbies on behalf of the individual pharmacist's agenda often in the face of opposition from the big and the powerful employer organisations who are more focussed upon the corporatisation of pharmacy, big increases in profits or reaching organisational objectives sometimes at the expense of patient care. Routinely, the PDA also has to challenge the government and others in policy forming roles to ensure that our members interests are pushed to the forefront.





## **The Pharmacists' Defence Association (PDA) was Built Upon a Recognition of Two Important Principles;**

1. That pharmacists are now working in an increasingly litigious and regulated environment and they need to be able to enjoy a dedicated defence service; one that is solely focussed upon looking after the interests of employee and self-employed pharmacists; one that is not in any way compromised by the employers' interests or that of their employers' representative organisation.
2. That today employee and self-employed pharmacists represent more than 95% of the entire pharmacy profession and yet the majority of the agenda, the practice and the direction of the profession has largely been led by the employer representative organisations. This creates an unacceptable imbalance within the profession – a direction that benefits predominantly the employers and a situation that must be addressed.

## **The PDA Addresses These Issues by:**

- Supporting pharmacists in their legal, ethical and employment needs.
- Providing insurance cover to safeguard and defend their reputation throughout their professional life.
- Proactively influencing the professional, ethical and employment agenda to support members.
- Leading and supporting initiatives designed to improve the knowledge and skills of pharmacists in managing risk and safe practices, so improving patient care.
- Working with like-minded organisations to further improve the membership benefits to individual pharmacists.

## Our History

Established in 2003, nearly half of all pharmacists in the profession have already joined the PDA. The current membership of 26,000 continues to grow annually at a rate of around 8% generating operational revenues in excess of £3million per annum. Whilst this by any measure is seen as a success, the time has come for a significant organisational infrastructure growth and restructure to ensure that the organisation can improve its services to members and so that it can be fit for purpose continuing to grow and thrive into the next challenging decade.

## The Current Structure

From its modest beginnings with four members of staff in 2003, the PDA now employs more than 25 Head Office staff and a network of four regional officers supported by around 15 paid volunteers. The services provided to members are largely split into two main activities

## Defence Services

Provided by the department of defence services, this is handled by experienced and well managed lawyer's paralegals and pharmacists experienced in defending pharmacy cases.

Typically, legal support is provided in the areas of employment conflicts, regulatory investigations, civil claims for compensation, criminal prosecutions and providing debt reclamation support to self-employed locum members who are struggling to secure their locum fee payments from employers.

The organisation supported members in more than 5,000 incidents last year alone by providing legal and professional advice. Some of this is provided by mentoring and advice and some – involves direct intervention and representation where necessary.

## Representation Services

A particularly wide range of representational activities are undertaken to support member's strategic interests. These are multifaceted and may involve for example responding to any relevant government or other necessary consultations, lobbying parliament, NHS or regulatory authorities, meeting with representatives of the other healthcare professions where necessary and many more besides. Importantly, this requires thought leadership and is delivered through a range of published strategic policies produced by the organisation and which is supported by a team of senior advisory board members. Our representatives sit on various professional and government advisory panels and our views significantly influence the development of practice.

Two-way membership communication is pivotal to this task and currently this involves the publication of in house magazines, the operation of local and national conferences and undertaking focus group work and member surveys. The representational aspect of the organisation is an area of activity that is growing substantially.

## Role Description

### Chief Operating Officer

#### Reports to

- Chairman
- Responsible for the direct line management of the Department Heads

#### Purpose of the Role

- To ensure the viable delivery of the organisations overall agreed strategy and business targets by taking responsibility for the day to day operations
- To uphold the core values of the organisation and to embed them within all levels of the organisation
- To provide clear and consistent leadership and to inspire a supportive culture which encourages and empowers staff to deliver results and provide excellent service
- To build strong working relationships with internal and relevant external stakeholders

#### Key Responsibilities

##### Managing our organisation

- Contribute to the development of the Group Strategy and business targets by working with the Chairman and relevant members of the Advisory Board
- Achieve PDA's agreed strategic and business targets
- Lead the preparation and review of the business plan which sets out the strategic and business targets for the PDA overall and for each business unit
- Lead and develop first line reports to ensure that business objectives and key performance quality indicators are measured and met







## Leading our people

- Support, mentor and encourage business heads
- Manage and hold business department heads accountable for the delivery of the targets
- Develop staff to their full potential
- Celebrate success and tackle performance issues where appropriate

## Improving our service to members

- Ensure that views of members are at the core of any necessary changes in service delivery
- Enable and support department heads to make any necessary changes in operations where appropriate
- Foster a culture of accountability by enabling learning from mistakes

## Communicating effectively

- Develop and oversee integrated processes to enhance quality communications to members
- Ensure that internal and external stakeholders enjoy quality communication
- Act as deputy to the Chairman where appropriate





## Person specification

### Our Role in Defending our Members and Representing Their Interests

- Upholding our core values to defend individuals
- Acts with integrity to support the values and vision
- Unafraid to challenge powerful forces where necessary
- Overcomes obstacles through tenacious and innovative approach
- Creative, proactive and able to 'think outside of the box' whilst seeking to optimise and improve.

### Personal Attributes

- 5+ years' experience as a senior leader
- Legal background would be beneficial but not compulsory
- Demonstrates experience of a strong service culture
- Can work in a changing and fast paced environment
- Excellent presentational, oral, written and interpersonal skills
- Approachable and enthusiastic building good relationships with people in a way that inspires confidence
- A confident, energetic and visible leader who leads by example and maximises the performance of individuals and teams
- Strong organiser, influencer and negotiator able to secure buy in
- An experienced self-starter familiar with good judgement.





### Business Acumen

- Able to give advice and be accountable for it
- Experienced in translating business strategy into operational plans and activity
- A track record of supporting and managing growth and delivering business targets
- Diplomatic, diligent and professional at all times
- Bringing entrepreneurial flair and business acumen to the role
- Strong financial awareness
- Willingness to travel and work with flexibility if needed
- IT literate, champions the use of improved technology to improve service to members where appropriate.

## Principal Terms and Conditions

### Position

Chief Operating Officer

### Package

A competitive salary circa £70,000 to £85,000 pa depending on experience

Membership of a Healthcare scheme

A contribution pension scheme

Payment of professional registration fees where relevant

### Other Details

25 days annual leave entitlement, plus public and bank holidays

Superior office accommodation

Subsidised childcare facilities available on site

Parking available on site

Probationary period six months, notice period three months

This is a senior appointment and flexibility with working hours will be expected. Occasionally this will include evening and even weekend work responsibilities. However this job provides an opportunity to establish a good work life balance. Typically the office closes at 6pm. The successful applicant will not be expected to prospect for new clients or be involved in billing their hours. The organisation pursues a child friendly approach to all employees where relevant, providing flexibility in working patterns where appropriate.

### Location

This is primarily a Head Office based job which is located very near to the City Centre of Birmingham and walking or short tram journey distance from New Street Station. The PDA is based in a Grade 2 listed Victorian Old Fire Station Building which has enjoyed a significant modern contemporary refurbishment.





## The Selection Process

- Closing date for applications **31st October 2016**
- First interview **11th November 2016** in Birmingham  
Candidates who have been long listed will be interviewed by a panel and during the day, they will have an opportunity to meet with the Executive Chairman and a Director for a separate discussion
- Testing process **14th of November 2016**  
Shortlisted candidates will be asked to complete an online assessment which will explore their leadership style
- Final selection **21st of November 2016**  
There will be an opportunity to meet the Heads of Departments and to have a one to one discussion with the outgoing director

There will be a final interview which will require the candidates to deliver a presentation on a subject previously agreed.

## To Apply

Please email or post your current CV and a covering letter outlining the skills that you have developed which might suit you for this role. All applications for this role will be handled by the most senior person in the organisation.

**Please email your details to:** [john.murphy@the-pda.org](mailto:john.murphy@the-pda.org)

**or post to:**

John Murphy  
Director  
The Pharmacists' Defence Association  
The Old Fire Station  
69 Albion  
Birmingham  
B1 3EA  
(Please mark your envelope for the personal attention of the director)



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Contact information

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