



**Director of
Policy and
External Affairs**

Welcome

Thank you for your interest in joining CMI. We're offering a fantastic opportunity to lead and expand our established Policy and External Affairs Directorate within a growing organisation that is truly making a difference to people's futures.

In a General Election year, we're looking for an accomplished policy and external affairs director to spearhead our Policy, Public Affairs/Campaigns, Research, and Media Relations functions and continue building CMI's influence as a UK and global thought leader on management, leadership, D&I, and more.

In this substantial role, you will help to deliver the core purpose and mission of CMI through your responsibility for developing our policy and external affairs strategy, and by working collaboratively with other departments. This is a role that aligns closely with our corporate vision and mission: you'll be increasing our overall visibility and impact through original, exciting thought leadership, your personal credibility, and ensuring we have a point of view that truly sets us apart.

As this is also a role on CMI's Executive Leadership Team, the Board will look to you to produce, refresh and execute strategic plans that ensure our objectives are met. You will focus on how we can best utilise our thought leadership and insights to prove the value of our offering, and align our policy work to corporate priorities. You will also contribute broadly to our overall strategy development and to business initiatives that assist CMI's growth and development, while addressing opportunities and threats.

You will mentor and develop a team of 12, encouraging innovation and accountability, and ensure we recruit exceptional talent. To manage CMI's resources effectively and responsibly, you will be someone who leads through a culture of continuous improvement, and who is focused on delivering value for money and the highest standards of quality.

As the engine room of all CMI's thought leadership and insight, you'll catalyse the work of our Heads of Research and Policy, identifying opportunities to develop strong relationships with Government and industry stakeholders. Your efforts will ensure we're working as well as we can be to leverage our thought leadership and shape public policy today and in years to come.

If you believe you have the skill, experience and leadership attributes we need, we very much look forward to hearing from you.

Ann Francke
Chief Executive



About us

Established in 1947 as the British Institute of Management, CMI was founded in the wake of the Second World War to help rebuild British industry.

In 2002, Her Majesty's Privy Council granted our Royal Charter, designating CMI as the standard-bearer for the profession of management, meaning we are the only organisation able to award Chartered status. For more than 75 years, we have inspired modern managers to become successful, confident leaders.

Our goal remains the same today as it was at our founding: to raise the quality and standard of management in the workplace. Having developed the very first diploma in management studies, we have remained at the forefront of management training and thinking ever since.

To deliver our mission, we work with businesses and education providers, inspiring people to unleash their potential and become skilled, confident and successful managers and leaders.

Right now, we have 220,000 members and more than 147,000 people currently training to be better leaders across our partner network, both in the UK and internationally.

Coming to work at CMI not only means joining a rapidly expanding and ambitious team, but it also means collaborating and sharing a passion for our mission. We are an organisation that knows the importance of fresh ideas and new perspectives, we foster proactivity, and our work adds real value.



Our Vision, Mission & Values

At the heart of everything we do is our mission, vision and values.

Our **vision** is to create better led and managed organisations.

Our **mission** is to increase the number and standard of professionally qualified managers and leaders.

What unites everybody at CMI is a shared commitment to the **values** of the organisation. CMI's values underpin everything we do, so even if you've never worked with us before, you'll know what to expect.

We are committed to being:



Progressive

The individual works with our team/colleagues to share ideas and move things forward. They are a leader, not a follower. They share information with other departments and are confident and able to embrace change whilst displaying a positive attitude. Always happy to challenge an idea or status quo.



Professional

Works with integrity and truly understands the team and their respective tasks, challenges and goals. They treat everybody equally and apply a 'no blame' culture - where everybody is empowered to take responsibility for lessons learned. Builds trust through honest conversations, and always holds themselves to the highest standards. Applies accountability and ethical behaviour, and always adheres to the Professional Standards and practice.



Passionate

A passionate person delivers creative solutions with enthusiasm and positive energy, and they would encourage constructive feedback at all levels. They are inspirational, creative and talk positively to others about their experience of CMI. Their energy, enthusiasm and belief in making a positive difference to the skills of managers and leaders means they always give their best to deliver value to our stakeholders.



Practical

They are proactive and recognise opportunities to continuously improve and work smarter. Great at spotting people's strengths and being able to develop them, they encourage new ideas and adapt to change, easily recognising how it affects their department. The knowledge and expertise makes them smart and quick to respond in a way that is grounded in the real world - enabling CMI to simplify complex issues to promote understanding and best practice.

These eight directorates work collaboratively, leveraging their unique expertise and perspectives to ensure our organisation remains at the forefront of the management profession. By nurturing cross-functional relationships, we can collectively inspire an environment of innovation, learning and continuous growth.

Research, Policy and External Affairs

CMI's Research team gather evidence to influence policy and understand the impact of good Management and Leadership. The Policy and External Affairs team then play a pivotal role in shaping and advocating for impactful policies that drive organisational success. With a keen focus on external engagement, they establish strategic political partnerships, navigate regulatory landscapes and effectively communicate CMI's mission to stakeholders, ensuring a positive impact on the business and industry as a whole.

DigiTech

The Digital and Technology team spearheads innovation by leveraging cutting-edge technologies to drive digital transformation within the organisation. They develop and maintain robust digital platforms, harness data-driven insights, and implement agile solutions that enhance operational efficiency and customer experience.

Partner Sales & Engagement

The Partner Sales and Engagement directorate is dedicated to driving business growth by forging strong relationships with our partners. They identify client needs, present tailored solutions and negotiate contracts to ensure mutual success. With their proficiency in relationship building and their customer-centric approach, they deliver exceptional value and drive long-term partnerships with organisations seeking innovative solutions.

Marketing & Product Development

CMI's Product Development and Marketing lead the creation and launch of innovative solutions that meet the needs of our customers. They conduct market research, develop product strategies, and collaborate with cross-functional teams to bring new offerings to market. With their expertise in marketing, branding and customer engagement, they drive awareness, adoption and growth of CMI's products, ensuring we remain competitive and customer-focused.



Finance, Corporate Services & Service Delivery

CMI's Finance, Corporate Services and Service Delivery teams are dedicated to ensuring the financial stability and operational efficiency of the organisation. They oversee budgeting, financial reporting and risk management, while also managing crucial operational tasks such as HR, facilities, procurement and personalised assistance to our partners. With their expertise, CMI maintains a strong operational foundation that supports growth and enables delivery of high-quality service to its stakeholders, both internally and externally.

Membership

This team focuses on expanding our membership base and community networks by offering an enhanced member engagement and customer service experience. They create valuable networking opportunities through events and support professional development, including Chartered Manager status - the ultimate management accolade.

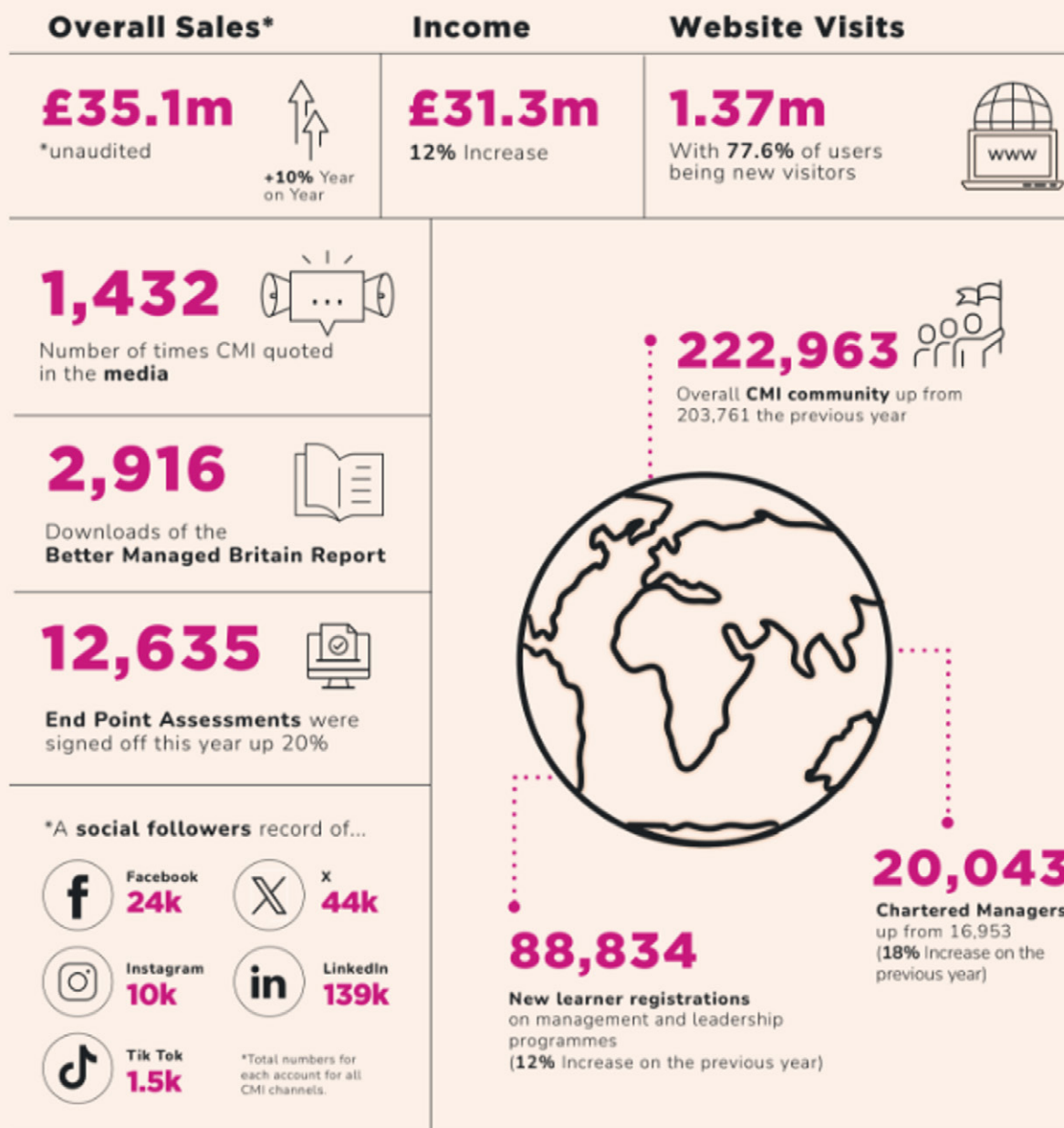
Chartered Management Consultant

The Chartered Management Consultant directorate is responsible for the ongoing scale up and adoption of Chartered Status in the Management Consultant profession. They help individuals and organisations by supporting them to showcase their commitment to continuous professional development and adherence to CMI's rigorous standards, by positioning ChMCs as trusted and accomplished consultants in the industry.

Awarding Body

Dedicated to driving forward our mission, our Awarding Body team provide an end-to-end qualification experience. From working with our partners on regulated qualifications, management training/development and learning delivery, to providing End-Point Assessment for thousands of apprentices working through their management apprenticeships and ensuring the highest standards of learning.

Our achievements for 2023/24



Workplace Awards

THE SUNDAY TIMES
Best Places to Work 2024

INVESTORS IN PEOPLE™
 We invest in people Platinum

IIP Platinum award renewed in August 2022

Job description

Job title: Director of Policy & External Affairs

Reports to: Chief Executive Officer

Direct reports: Head of Policy & Impact
Head of Press & PR
Head of Research & Insight

Role purpose:

- To identify and lead on the delivery of strategic plans to achieve short, medium and long-term goals of CMI - with a specific focus on delivering policy impact and profile that furthers CMI's mission.
- To be a credible ambassador for CMI, role modelling CMI values and its professional code of conduct – particularly through CMI's work with external stakeholders, partners, and the media.
- To ensure that all CMI resources are managed effectively and responsibly, through a culture of continuous improvement which delivers value for money and quality service standards
- To fulfil the key responsibilities of the job role in a professional manner adapting to changing circumstances and reprioritising accordingly.

Main responsibilities:

Objectives

- To set Directorate strategy and KPIs in line with the overall aims, objectives and mission of CMI.
- To establish monitoring systems to effectively measure the Directorate's performance continuously.
- To report progress against KPIs in line with CMI's reporting procedures.
- To ensure effective join-up between the Directorate and other Directorates across CMI, in order to achieve CMI's mission.

Customer Service

- To ensure that lean principles are built into all planning and objectives.
- To work collaboratively with peers and internal and external customers.
- To adhere to CMI's Customer Service Charter.

CMI Resources

- To comply with internal and statutory procedures relating to finance, IT, the environment and equipment.
- To securely hold and maintain CMI data in support of our business and data controlled by our partners in compliance with our policy, legislation and good practice.
- To ensure that any issue that could affect your performance, health and safety, motivation, and engagement is brought to your manager's attention.
- To support colleagues and offer good team skills as necessary.
- To contribute to strategic planning and deliver personal, departmental, operational and strategic goals in line with the wider Directorate and CMI.
- To be a credible ambassador for CMI, role modelling CMI values and its professional code of conduct.
- To ensure that all CMI resources are managed effectively and responsibly, through a culture of continuous improvement which delivers value for money and quality service standards.
- To monitor and measure the Department's performance continuously and report progress against KPIs in line with CMI's reporting procedures.

Job Role

- Leading CMI's policy, public affairs, and media work - in support of CMI's mission.
- Building CMI's reputation and positioning as a key stakeholder, Government partner, thought leader and market influencer around management and leadership.
- Initiating and developing high-impact, deliverable proposals that can shape the future of management and leadership.
- Collaborating across CMI to develop and deploy a modern, unified communications strategy that builds our brand and reputation amongst our key audiences, including decision-makers in government and the media, employers, educational institutions, businesses, members, learners & apprentices.
- Ensuring our research and customer insight data is robust, up-to-date, and properly leveraged to ensure multichannel exposure to highlight and elevate the value of our product offering.
- Taking accountability for the implementation of our media relations strategy ensures we take a modern, digital-first, approach to the use of both traditional and new media channels to influence our key stakeholders.
- Providing line management and leadership to the Heads of Departments, setting personal objectives and supporting their development to embed a culture of performance excellence.
- Be an active member of the Executive Leadership Team, helping to set and manage the strategic and operational plans for the organisation - and ensuring join-up between the Directorate and others.
- Serving as a key public spokesperson for the organisation, together with (and deputising for) the CEO in her role as CMI's lead public spokesperson, as required.

The CMI approach is to work collaboratively and flexibly and you may be required to take on additional responsibilities as and when required to support the business.

It is your responsibility to ensure that your own professional development and knowledge of CMI products and services are fully up-to-date at all times and you should optimise all CMI resources available to you as well as make your line manager aware of any training required to enable this.

We encourage senior colleagues to become Chartered Managers themselves as part of their work with the organisation.

Commitment to Diversity & Inclusion

CMI is an equal opportunities employer. You should be committed to ensuring that within the framework of the law, that our workplaces are free from unlawful or unfair discrimination as defined by the Equality Act 2010.



Person specification

In your written application, please respond to the criteria set out as Part One of the specification below. Parts Two and Three will be explored at interview stage with selected candidates.

Part one

Knowledge and experience

- Demonstrable track record of building and managing stakeholder networks across government, education, industry and the media and holds a ready-made reputation.
- A strong and dynamic senior leader with successful experience in shaping and implementing compelling policy proposals, campaigns, research initiatives, and thought leadership - together with relevant media strategies.
- Exceptional communications experience – both externally and internally – with a progressive, ‘digital-first’ approach.
- Well-connected, credible and trusted by established contacts, with the proven ability to build and strengthen strategic relationships across policy and public affairs networks in Westminster and beyond - particularly at times of transition and change.
- Experience in providing clear, balanced advice at a senior board level.

Part two

Skills and abilities

- Able to make a demonstrable impact on policy outcomes, stakeholder consideration, and brand awareness - in support of CMI’s mission.
- Excellent communicator with a natural ability to engage, inspire and build strong, influential relationships with diverse stakeholder networks.
- Highly effective copywriting skills; able to draft quickly in a variety of styles.
- Able to build, mentor and develop teams.
- Able to work well with other directors to ensure integration of key priorities across the organisation.
- Able to translate vision into delivery and to solve problems with a broad range of individuals, influencing and directing change in a positive working environment with a sense of collective accountability.
- Able to build the profile of an organisation’s top leadership (CEO and President) as well as your own as a key thought leader in this space.

Part three

Styles and behaviours

- Lives CMI’s values: is professional, passionate, progressive and practical.
- Takes a progressive approach to evaluating the effectiveness of CMI’s policy, public affairs and communications work against core objectives and looks for areas for improvement.
- Strong collaborator with a team-oriented, ‘low ego’ and flexible approach.
- Highly self-motivated with excellent organisational and planning skills.
- Agile and flexible approach; ability to make strategic shifts if required due to changes in the external environment.
- A visible leader with confidence, emotional maturity and cultural intelligence.
- Excellent judgement.

Terms of appointment

Remuneration

The salary for this role is circa £120,000 per annum. The role is offered on a full-time permanent basis.

Location

This role is based in London. The CMI supports and is open to requests for flexible working.

Hours

35 hour working week.

Pension

Salary Sacrifice Stakeholder Pension scheme.

Annual leave

- 30 days paid annual leave (pro rata) increasing up to a maximum of 30 days with service, excluding bank holidays
- 4.5 days for CMI holidays over the Christmas period

Additional benefits

The CMI is committed to being an employer of choice. Your remuneration package is not just about salary, your benefits make up a part of it as well. As well as a competitive salary a corporate bonus scheme, when it comes to company benefits, we are very generous.

L&G Care Concierge

Free life assurance 4 x salary

Free permanent health insurance (eligible after you have completed two years' service)

Free accident insurance

Sickness Benefits scheme

Enhanced maternity and paternity package

Reimbursement of professional membership fees (our own Institute plus one other)

25% friends and family discount on membership

Refer a Friend

Health/Hospital Cash plan

Dental and optical

Physiotherapy, osteopathy, chiropractic, acupuncture and chiropody/podiatry

Consultations and diagnostic tests

Hospital: inpatient and day case surgery and treatment

Bupa Health assessments

Prescriptions

Helplines on stress, medical information, legal and GP advice line

Counselling services

Training and Development

Employee Assistance Programme

Free Car Park

Retail/Leisure Vouchers

MyGym Discounts

Gems at Work Freebies

Free Fruit

Bring your Dog to Work

Rainbow Rewards

Instant Rewards

Company Shop Membership

Costco (pre-approved organisation)

Qwell online mental wellbeing community

Wellbeing days

Vitality Private Medical Insurance

Free electric car charging points in Corby

Salary Sacrifice Cycle to Work Scheme *

Salary Sacrifice Buying Holiday *

AXA Private medical insurance *

Interest free season ticket loan *

Travel Insurance *

Home Working Allowance *

Company car/allowance £525 per month *

Long service awards *

** Certain conditions apply on benefits. Details are available from the HR department. Some benefits are non-contractual and the CMI reserves the right to review benefits and withdraw benefits as appropriate.*

How to apply

We hope you will give this appointment serious consideration. To make a formal application, please go to <https://starfishsearch.com/jobs/cmi-dp-ea/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria set out as Part One of the Person Specification.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date **Friday 23rd August 2024**

Recruitment timetable

Closing date	Friday 23rd August 2024
Preliminary interviews	w/c 2nd September 2024
Final Panel interviews	Possibly Friday 20th or w/c 23rd September 2024 (TBC)

