



ASSOCIATION OF  
**AMBULANCE**  
CHIEF EXECUTIVES



# People Profession Map & Development

Ambulance Leadership Forum (ALF)  
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# Session outline

**“The People Profession impacts every colleague, every leader and every patient outcome. The People Profession Map is the opportunity to build the workforce capability the NHS needs to deliver safe, future fit and compassionate care.”**

- Background, HR journey
- The People Profession Map
- Programme Insights
- Development
- National Network



# Background

## The context


- NHS is one of the worlds biggest employers supporting 1.7 million NHS staff
- £1.2bn spent on People Services employing c 20,000 people.
- The NHS has the 4th largest people function in the world (*Peter Cheese CIPD*)

**To meet NHS challenges ahead, the people profession has an integral role to play**

## Evolution of HR Management

### The Journey of the HR Profession





changed  
again.

# Drivers shaping our direction

To meet the NHS challenges ahead, the people profession has an integral role to play.

40%  
teams focus on  
admin task/  
transactional

## Drivers:

1

NHSE strategic focus

### People Profession Map

Defining the capabilities for the profession to thrive

### Target Operating (TOM) Model

Transformation agenda of driving future-ready HR, aligned, system thinking, strategic contributions, digital, consistent, improved collaboration, talent

2

Recommendations

Improvements  
Culture review of ambulance trusts, Messenger review, National guardians office report, Kings fund Michael West, NHS long term plan

3

Gov 10-Year plan

Health Plan focus on Long-term transformation agenda impacting workforce planning, skills

4

CPO workshop

NHS wide exploring work practices, challenges, shared priorities across people leadership

5

Trust priorities

Trust plans, strategies, objectives: Delivering goals, evolving service delivery models and people priorities



Focus on people and staff experience - people development matters

**NHSE recognition and investment; capability standards have been set for the HR profession**

# People Profession Map

**Overview-** This Map is now the national standard for defining excellence in HR and OD across the NHS — setting out the core knowledge, behaviours, and capabilities that underpin our profession.

## Exciting time for the profession

- NHSE built a competency framework using CIPD global standard Profession Map to support people professionals.
- Details the knowledge, behaviour, skills needed by NHS people professionals.
- Self assessment tool trialled Feb–July 2025. Benchmark data identified strengths, areas for development.



**Foundation level:**  
Tactical, day-to-day work, delivering immediate and short-term outcomes.



**Chartered Member level:**  
Thinking at a strategic level, delivering work that has complexity, and working with and influencing a range of stakeholders to create medium-term value for the organisation.



**Associate level:**  
Operational work, influencing colleagues and customers to deliver short-term value.



**Chartered Fellow level:**  
Thinking and working at a strategic level, influencing stakeholders across the profession to create long-term organisation value.

## Impact levels

Type of work and impact.

Through levels, work becomes more strategic, increased complexity of thinking, scope and influence, longevity of impact.



# People Profession Map

7 Core knowledge areas-----9 Core behaviours-----9 Specialist areas

## Core knowledge

- People practice →
- Culture and behaviour
- Business acumen
- Evidence-based practice
- Technology and people
- Change and transformation
- Core ED&I

### ● People practice

1. Understanding people practices
2. Law and regulation
3. Workforce planning
4. Skills and capabilities
5. Performance approaches
6. Wellbeing
7. Flexible ways of working
8. Enabling flexible ways of working
9. Reward and recognition

## Core Behaviours

- Ethical practice
- Professional courage and influence →
- Valuing people
- Working inclusively
- Passion for learning
- Insights focused
- Situational decision-making
- Commercial drive
- Patient experience

### ● Professional courage and influence

64. Courage
65. Communication
66. Stakeholder relationships
67. Influencing approach
68. Accountability

### ● Valuing people

69. Purposeful work

01

### Employee Engagement & Experience

- Engagement approaches
- Voice tools
- work experience
- Onboarding
- Wellbeing
- Gaining trust
- Brand
- Impact of policy communication

02

### Talent management

- Talent approaches
- Talent identification & tools
- Talent pools
- Talent pools with partner organisations
- Development programmes
- Succession planning
- Global talent
- Workforce planning approaches
- Self-managed talent – career pathways

03

### Learning & Development

- Supporting CPD
- Training needs analysis
- Adult learning & motivational approaches
- Face to face design learning
- Digital learning
- Learning facilitation
- Learner experience & engagement
- Social collaborative learning
- Coaching & mentoring
- Content curation

## Specialist Areas

04

### Organisation Development & Design

- Consulting cycle & contracting
- OD&D models, Design diagnostics & principles for culture insight
- Operating models structures, processes designs considering business needs
- Theory & behavioral science – to shape interventions
- Development interventions to enable performance improvement & new ways of working
- Self awareness as means to creating safe culture & insights into issues
- Group processes & facilitation

05

### Resourcing

- Workforce planning data
- Candidate attraction & sourcing
- Assessments
- Recruitment approaches
- Using social media
- International recruitment
- Worker types
- Sector & market
- Temporary staff

06

### ED&I

- Systemic bias & inequality
- Building leaders EDI capability to manage teams
- Accountability re: EDI
- EDI legislation
- EDI data & reporting (gender pay gap)
- Patient inclusion
- External EDI partnerships

07

### Employee Relation & Policy

- Culture (restorative& resolution)
- Policies
- Employment law, Legal systems
- Resolution approaches
- Collective employment law & unions
- Consultation, negotiation, partnership
- Voice
- Relationships
- Job evaluation
- Remuneration & reward packages

08

### People Analytics

- Database/dashboards for people insights
- Information analytics
- People data modelling - triangulation
- Data analysis & interpretation & statistical analysis
- Research techniques (qualitative & quantitative)
- Visualisation techniques/charts graphs/tables

09

### Employee Health & Wellbeing (H&W)

- H&W basics
- Organisation factors that impact H&W
- Wellbeing benefits & impact
- Wellbeing data
- Psychodynamic & wellbeing awareness approaches
- Person centered & flexible approaches
- Working with experts
- H&W offering solutions
- Supporting leaders to manage teams

# Programme outline

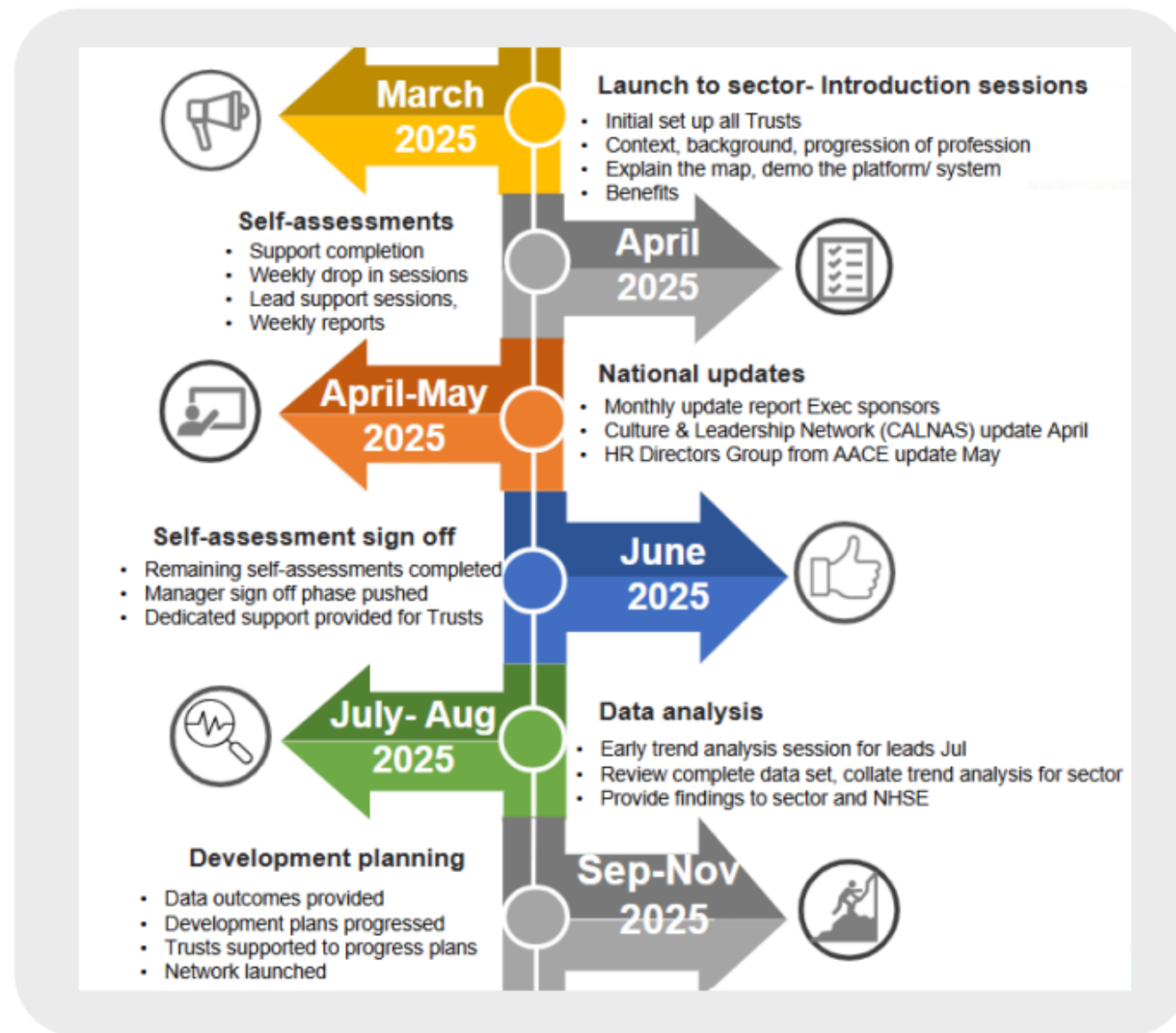
## Programme Aim

To embed the People Profession Map across the ambulance sector, to drive professional consistency and capability:

On-boarding all Trusts, targeting maximum completion by end July 2025 (target 70%)

## Road-map

- NHSE introduced PPM to the NHS. Framework, tool, platform were developed in 2023
- Pilot programme launched until 2025
- Dec 24 Ambulance sector identified for national roll out
- Feb 25 Dedicated programme lead appointed



# Benefits

## System benefits

- Stronger leadership and culture  
The capability of our profession is fundamental to quality leadership, strengthening:
  - Influence, credibility, strategic insight
  - High-impact guidance/ support
  - High-performing, engaged workforce improving:

**Link to risk, safety, quality**

**Patient outcomes**

**Quality & safety improvement**

**Operational performance**

**Staff retention**

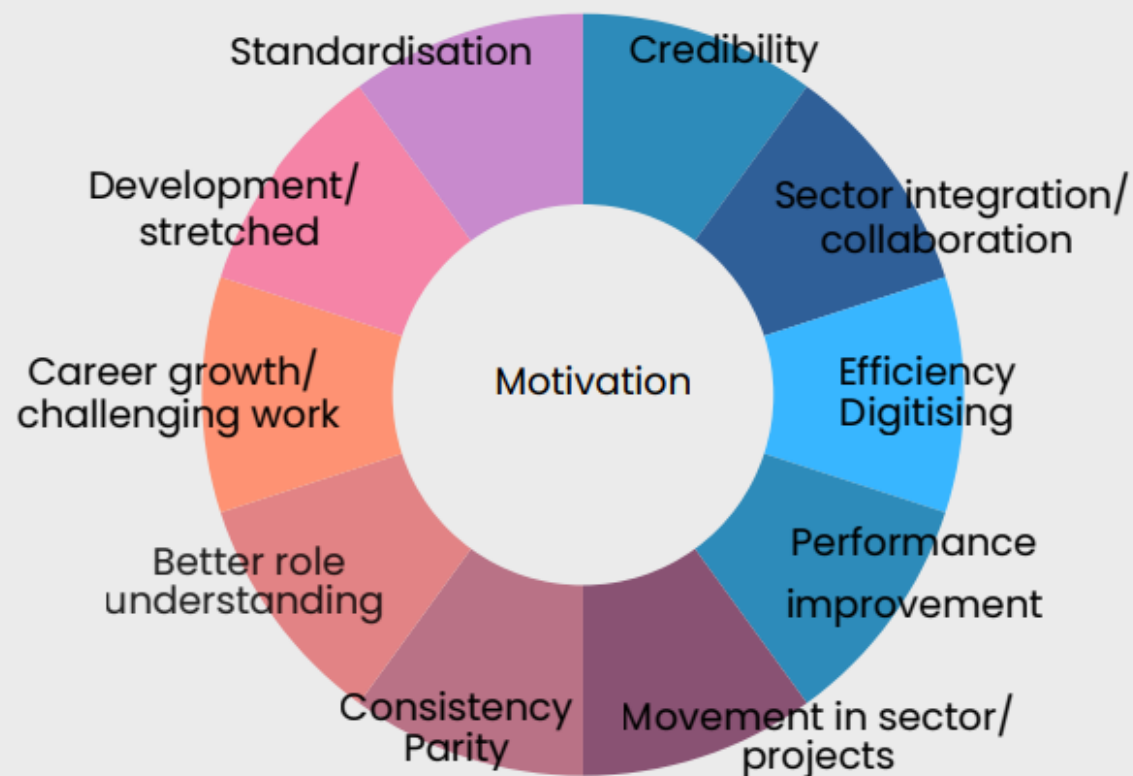
**Culture**

**Risk management**

**Governance**

**Leadership capability**

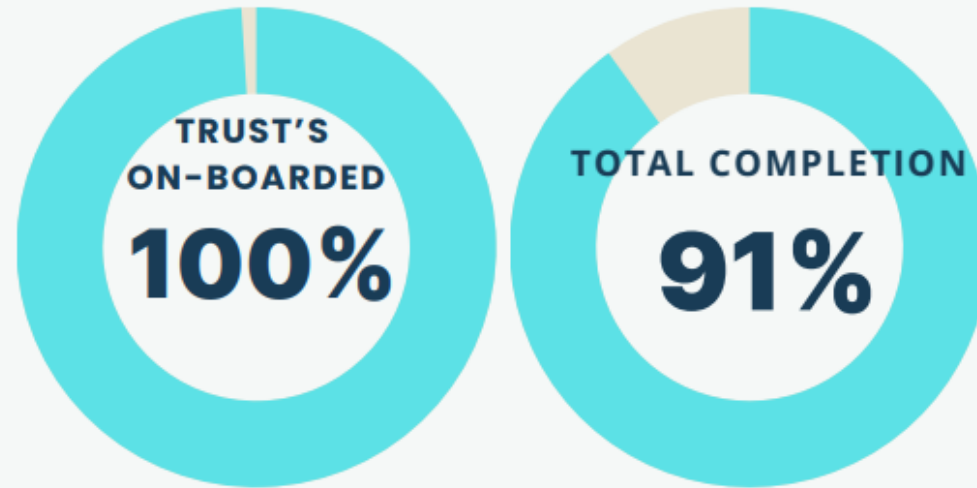
## Individual people benefits



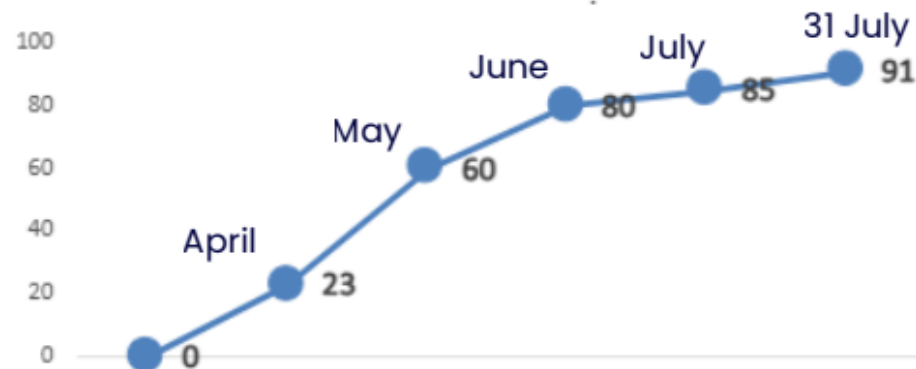
# Key Achievements & Strategic Insights

## Programme outcomes

- **100% Trusts engaged** and on system
- **Strong sector collaboration**
- **Clear national recognition**
- Data analysed identifying trends in sector wide strengths and capability gaps that inform targeted development and national workforce planning.



## Completion momentum: % of self-assessments over time



## Strategic Opportunities emerging

National network- sustainable support network established across ambulance community

Alignment of strengths to promote sector excellence

Data insights feeding into NHSE's Target Operating Model

Showcase work and development to attract future talent pipeline

# Key enablers for success

Our success was driven by a sector-led strategy, embedded expertise, and high impact engagement, creating a model for scalable, sustainable rollout.

## Strategic

### ◆ Strategic Enablers

- Sector-led, resourced approach with embedded expertise
- Ownership and accountability from within the system
- Unified launch with coordinated rollout
- Strong engagement through trusted relationships
- Value creation linked to retention and capability

## Tactical

### ◆ Tactical Enablers

- Inspirational launch sessions to ignite purpose, passion
- Clear communication of benefits
- Collaborative peer support and adaptive dialogue
- Weekly drop-in sessions, high impact engagement
- Flexible messaging that shifted mindsets and behaviours
- Transparent progress tracking, ranked ratings
- Culture of recognition, feedback, and continuous improvement

# Data presentation

## Aggregated strengths, learning needs

Review of full data set identified themes at overarching levels  
(Sector, Trust, impact level, national level)

This informs training and development needs.

## Sector top development overall areas

Standards



## Sector top individual competencies

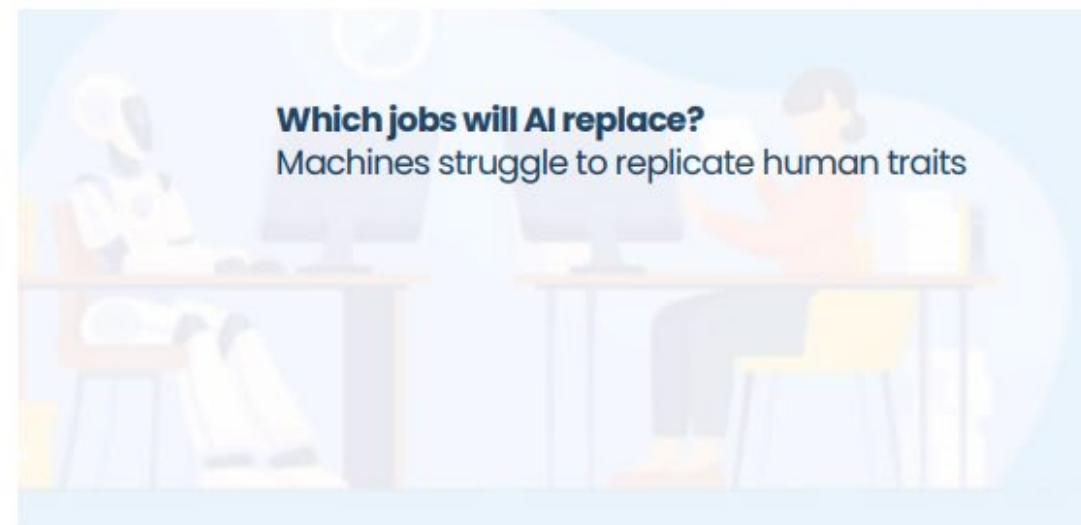
### Top Development Competencies

Sector-wide focus

-  Artificial intelligence
-  Procurement & supplier management
-  Financial literacy
-  Environmental sustainability
-  Patient feedback & needs

# Next steps- Development

- Building on strong engagement and insights, we now move into a strategic phase aligned with NHS transformation priorities.
- Priorities have been considered across the system (national, sector, Trust)<sup>TOM-Digitisation, Technology, Strategic partnering Artificial intelligence</sup>
- HRD group have advocated for sector wide support for development plans to develop our profession and engage colleagues in all HR teams to join the journey.



Emotional intelligence, empathy, trust, complex problem solving, ethical judgement, context understanding, managing ambiguity, strategic thinking, adapt to behaviour, consider long-term consequences, provide human presence, connection and credibility

These next steps position the ambulance sector as a strategic contributor to NHS workforce transformation – with data-driven insights, collaborative planning, and a strong national network.

# Feedback highlights

## July 2025 metrics

Live anonymous polls/ survey showed:

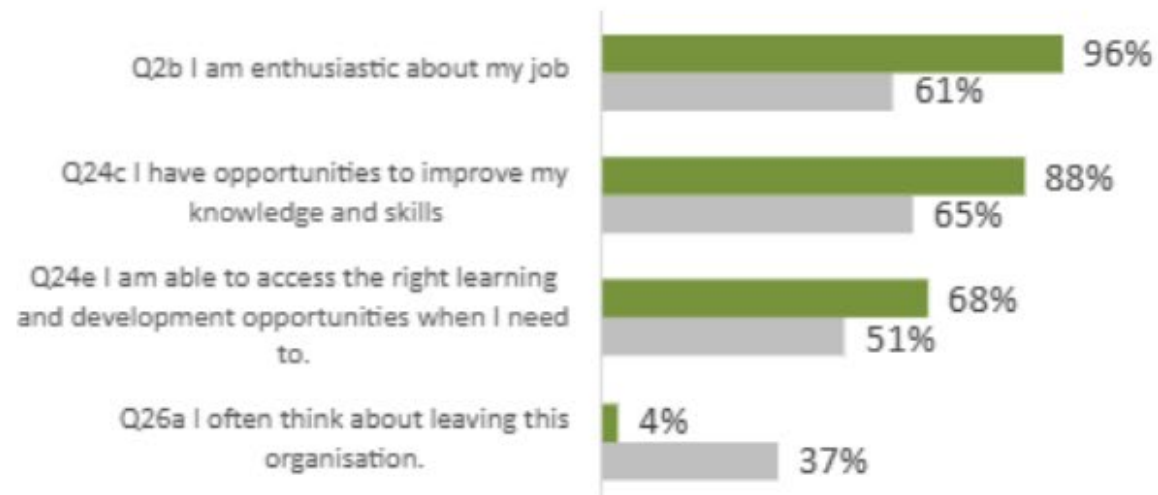
- Perceived benefits identified by the group
- **Positive impact staff survey metrics**- improvement in key engagement/ development questions
- **Passion for profession**- 64% said the PPM helped them feel passionate about their role (additional 28% said maybe)

Feel the PPM has/will help with career development



■ July pulse survey ■ Staff survey

## Improvement from staff survey questions



# Development plan

**Own it – Learn it – Share it !**

70% Learning through experience  
20% Learning through others  
10% Formal learning

## Start

### 1 Learning starts with you

- Seek opportunities
- Engage in networks
- Share learning with peers

learning is most powerful when it's owned and explored by you, shaped by your curiosity, and shared with peers.

Seek out opportunities, think what you need, where can you learn, connect with peers to grow. Powerful growth comes from informal learning. Together, we build stronger networks and stronger knowledge

70%

20%

## Next

### 2 Offered learning plan

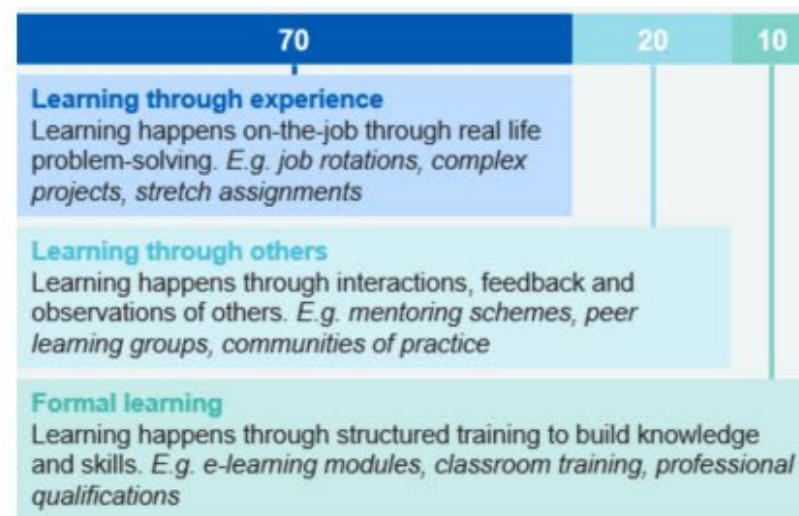
- Development plan opportunities offered to you
- Individual and group learning
- Peer to peer sharing

10%

## Success

### 3 Result

- Professional growth realised
- Strategic impact delivered



# National Network

## Headline: Creating a national 'People Profession Network'

### Overview

- Launched September 2025
- Open to all people professionals across the ambulance sector
- Monthly supportive space to connect and collaborate

### Purpose & Impact

- Strengthening the national community of practice,
- sharing insights, resources, and peer support across levels

**Connection is powerful-** colleagues share the journey, are a trusted voice, providing advice, support, clarity, encouragement and celebrate victories.

“In essence, these connections are your career's secret weapon.”

Linkedin 'the enduring power of colleague connections- [Aravind BK](#), Talent Acquisition Leader at Rakuten India



**NHS**

## National Ambulance Sector HR Network

Connecting People Professionals Across the Ambulance Sector

We want as many of our colleagues working in the people profession to join this network- a facilitated space for connection, learning, growth and support.

**Who can join?**  
People Partnering, HR services, Recruitment, Well-being, Employee Relation, Organisations Development

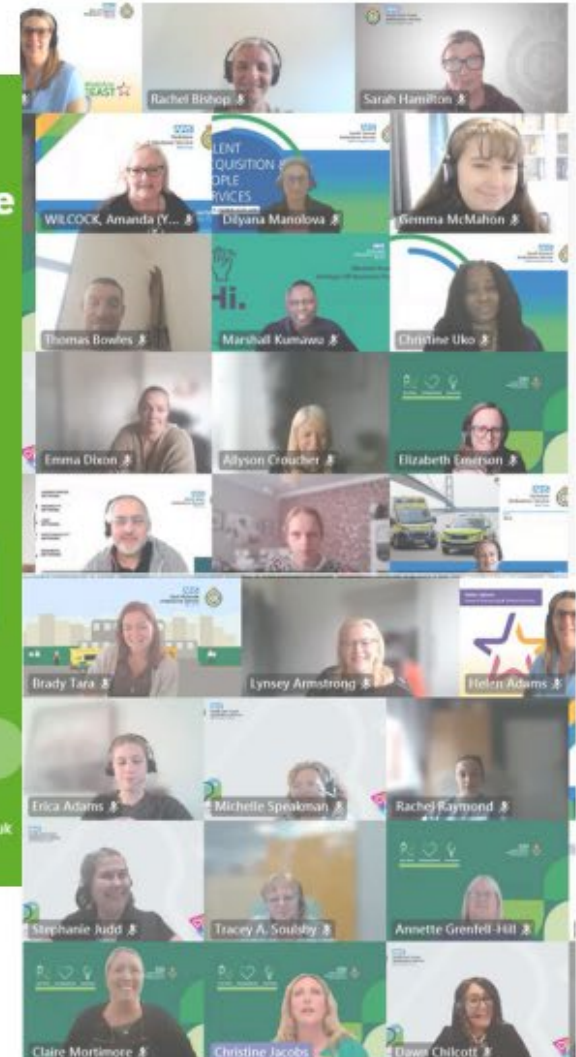
**Upcoming sessions**

- 27 November 2025 1-2pm
- 18 December 2025 1-2pm
- 22 January 2026 1-2pm
- 26 February 2026 1-2pm

**Why join?**

- Build strong peer support
- Share best practice
- Collaborate across the sector
- Grow together as professionals

**How to join?**  
Please contact your leader for the MS Teams invite or Project Manager People Profession Map [christine.jacob@swast.nhs.uk](mailto:christine.jacob@swast.nhs.uk)



# Insights from Network

## Engagement snapshot

- Wide range of experience
- 120 attendees
- Interactive polls to build connection
- Guest speakers
  - National landscape update
  - leadership coaching offering
  - Well being approach
  - Mediation service
  - Call it out campaign (behaviour)



## What we explored

Strengths and vision for the network

- NHS Futures workspace launched
- Guest speakers, learning, development
- Focus on connection and collaboration

## Format

Interactive, success, inform/ develop, collaboration

## Feedback hopes for network



## Skills themes

- Listening, trust
- Analytics
- problem solving
- Presenting
- Critical thinking
- Executive coaching
- Org design

## Talent themes

- Coaching
- Engagement
- Wellbeing
- Change management
- Strategy
- scaled recruitment
- Closing ER cases promptly



# What do we need

**We need you as leaders to elevate the development of our People Profession across the sector.**

Commitments:

- Champion the People Profession Map
- Enable collaboration across the sector

Invitation to spin the wheel

# Thank you

