

NHS FINANCE SPONSORSHIP PROGRAMME OVERVIEW

INCLUSIVE TALENT MANAGEMENT IN NHS FINANCE



WHAT IS THE SPONSORSHIP PROGRAMME?

Sponsorship is a reciprocal relationship in which a 'Sponsor' - person in a position of influence - can guide and positively impact their Sponsee's career progression by opening doors to opportunities not necessarily accessible through usual routes and connecting them with other senior leaders within their organisation and local systems.

The NHS Finance Sponsorship Programme provides this career support to high potential finance staff who are from the groups under-represented at Director level within NHS Finance. This includes females, individuals of black, Asian, or ethnic minority, individuals with disabilities and individuals that identify to the LGBTQ+ community. Individuals participating in the programme can access support to be 'matched' to a Sponsor within their locality, or work with their own identified Sponsor to use the framework and resources available.

IS THE SPONSORSHIP PROGRAMME RIGHT FOR YOU?

The sponsorship relationship requires dedication and attention from both parties. It is the Sponsee's responsibility to drive the relationship by proactively organising meetings and shaping conversations in line with their career aims. The Sponsor's role is to give advice, feedback, and provide networking opportunities. The Sponsor must also act as an advocate for their Sponsee, allowing them to access career enhancing opportunities.

As well as contributing to an individual's career progression, engaging in a sponsorship programme can positively impact the organisation at large: the presence of sponsorship relationships and initiatives increase retention, employee performance and give insight into existing organisational or team issues by creating bridges across teams. Sponsorship is a natural part of how organisations operate, and sponsorship relationships develop informally.

Sponsorship is different to mentoring in that a Sponsor is a network-and-action orientated mentor, taking mentorship to the next level. While mentoring is generally related to providing advice and guidance around key development areas, a Sponsor is more personally involved in their Sponsee's next career steps.

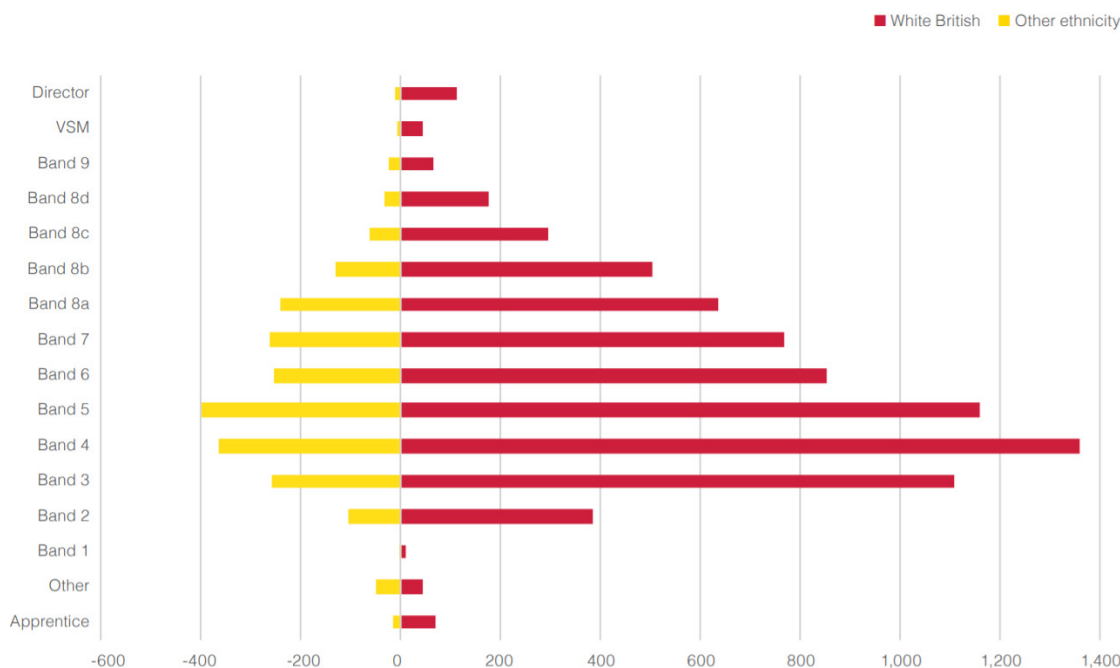
Mentors are great and may be more suited to what you are looking for development-wise and this is something you should assess once reading through this information, however a Sponsorship relationship could be the key to your next career move or step-up, as a Sponsor is on the front lines and will tell others that **you** are the right person for the job!

RESEARCH SUGGESTS THAT INDIVIDUALS FROM UNDER-REPRESENTED GROUPS MAY BE LESS LIKELY TO ACCESS THIS INFORMAL SUPPORT, WHICH CAN IMPACT THEIR CAREER PROGRESSION. THE SPONSORSHIP PROGRAMME ACTS AS A CATALYST FOR THESE RELATIONSHIPS TO FORM.

WHY DOES NHS FINANCE NEED A SPONSORSHIP PROGRAMME?

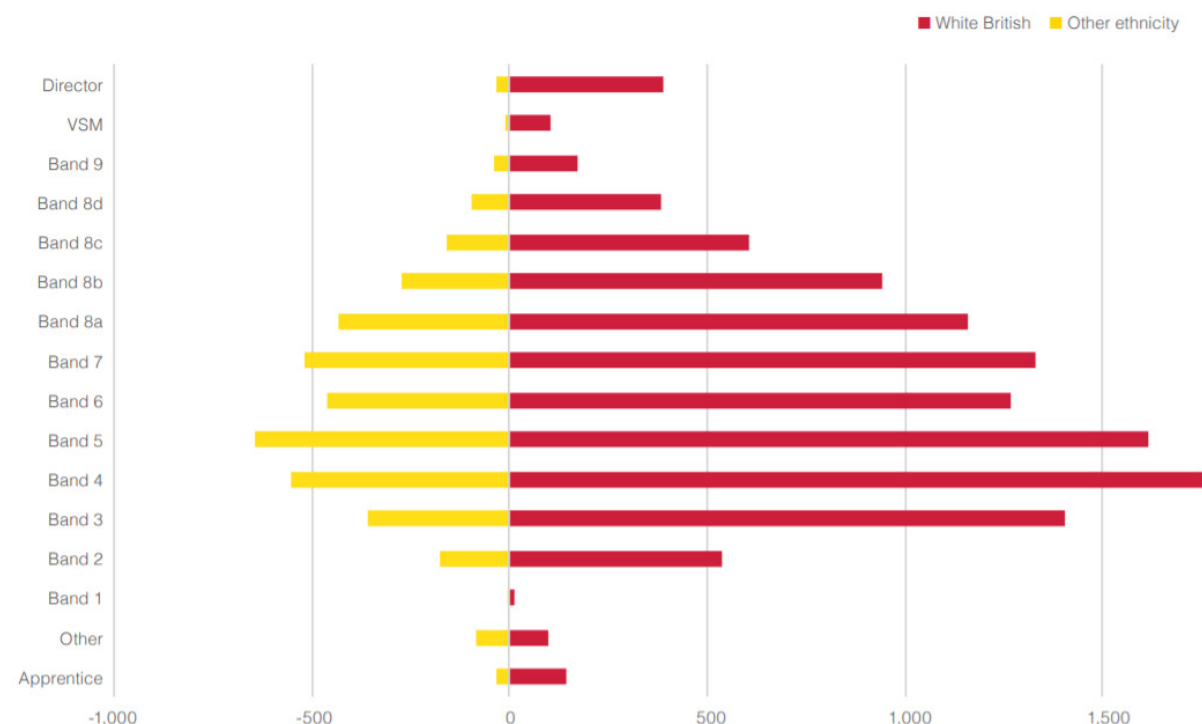
Senior representation in NHS finance does not currently mirror the diversity of the NHS as a whole. In particular within NHS Finance, representation of staff who are black, asian and minority ethnic, and female staff is lacking in director positions. (*HFMA & Skills Development Network NHS Finance Census, 2019*).

NHS FINANCE STAFF BY GENDER AND ETHNICITY AT EACH PAY GRADE - WOMEN



Graphs taken from 2019 NHS Finance Census

NHS FINANCE STAFF BY ETHNICITY AT EACH PAY GRADE



WHO CAN BE SPONSORED?

- ☐ I have good experience working within NHS finance
- ☐ I identify as female; and/or Black, Asian or ethnic minority; and/or I have a disability; and/or I identify as gay, lesbian, bisexual and /or transgender
- ☐ I am working towards and will be eligible for a promotion within the next 2-3 years
- ☐ I aspire to progress within NHS finance and potentially become a leader
- ☐ I am a good listener who practises self-reflection
- ☐ I am open to undertaking opportunities and approaching them with enthusiasm
- ☐ I proactively seek feedback from others and can apply this feedback in a constructive way (an example of this would be evidence of partaking in 360-degree feedback)

WHAT DOES A SPONSEE DO?

- ☐ Listens to advice and feedback and aims to deliver in exceptional ways
- ☐ Is trustworthy / loyal and can be counted on
- ☐ Takes on opportunities given to them and pushes their comfort boundaries



WHO CAN ACT AS A SPONSOR?

- ☐ I work in a leadership position and / or I have influence over my Sponsee and can provide career progressive opportunities
- ☐ I have a strong network, positive working relationships, and a good reputation with senior colleagues, and / or finance staff at my level, in my current organisation
- ☐ I have a strong network of senior finance professionals in neighbouring organisations and within my local STP / ICS footprint
- ☐ I regularly attend senior meetings and can arrange access to them for my Sponsee
- ☐ I encourage others to give me feedback throughout my career (an example of this would be partaking in 360-degree feedback)
- ☐ I am skilled at giving honest feedback
- ☐ I am prepared to make time to meet with my Sponsee and prioritise this role as a Sponsor, even during challenging periods

HOW DOES A SPONSOR SUPPORT THEIR SPONSEE?

- ☐ Goes out on a limb on their Sponsee's behalf
- ☐ Advocates for their Sponsee and supports their next promotion
- ☐ Is 'light touch' but 'high impact'
- ☐ Connects their Sponsee to senior leaders
- ☐ Provides their Sponsee with access to opportunities that will stretch them, and provides the resources they need to succeed
- ☐ Gives their Sponsee frank, open, constructive feedback on their Sponsee's performance
- ☐ Gives advice on development opportunities and career progression
- ☐ Builds trust and creates time to regularly meet with their Sponsee
- ☐ Is an advocate for inclusive staff training and development
- ☐ Understands the benefits of the sponsorship relationship, both for the Sponsee and the Sponsor

HOW DO I SIGN UP AS A SPONSEE?

- ☐ Email futurefocusedfinance@nhs.net to register your interest. The central team will then follow up with a link to a short questionnaire for you to fill out. Once completed, the central team will add you to the Sponsorship database.
- ☐ If you would like to be matched to a Sponsor the central team will share a list of available Sponsors in your organisation / region for you to choose from. Once you have decided, the central team will introduce you via email and the responsibility of communication with your Sponsor will then rely on you to take forward. *(The Sponsee workbook can help you through this process)*
- ☐ If you are already working with someone, or have someone in mind, please provide their details and the central team will add them to the Sponsorship database to formally note the working relationship. They can also make formal introductions for you if this is required.
- ☐ The central team will also add you into the virtual Sponsorship networks- both national and regional, where you will have the opportunity to attend meetings and events, network with other Sponsees and Sponsors, and take part in development opportunities that may support you throughout your Sponsorship journey.

HOW DO I SIGN UP AS A SPONSOR?

- ☐ Email futurefocusedfinance@nhs.net to register your interest and the central team will then add you to the Sponsorship database.
- ☐ Once on the database, the central team will contact you once a Sponsee within your organisation or region is interested in being sponsored by you. If you confirm to work with this individual, the central team will make introductions via email before handing over communication responsibilities to the Sponsee.
- ☐ If you are already Sponsoring someone or have someone in mind, please provide their details and the central team will add them to the Sponsorship database to formally note the working relationship and / or make the formal introductions via email.

STILL UNSURE IF IT IS RIGHT FOR YOU?

If you are still unclear on whether the programme is right for you then please contact the central team at futurefocusedfinance@nhs.net and they will be happy to set up an informal call with you to discuss the programme and its structure in more detail.