



2023

EXCELLENCE IN
PEOPLE AWARDS

17 category descriptions, criteria and submission questions.
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KEY DATES

Entry Deadline:

Thursday 27 April 2023

Category panel judging presentations:

Monday 19 – Friday 30 June

(held virtually)

Awards Celebration:

Tuesday 19 September

Held in person in Leeds
on the evening of day 1
of the HPMA UK Conference
at Leeds Armouries

Entrants should note that all categories require a 50 word outline of the project, or summary of the nomination. Please use accessible language and avoid jargon – it's a short 'pitch' so anyone discovering the submission can quickly read what it's all about.

1. Capsticks award for innovation



A cutting edge, creative initiative within any sphere of HR, OD or workforce management that has led to improved practice.

Criteria

- Evidence of true innovation, not simply new ways of working or implementation of policy
- Clear demonstration of need and rationale
- Detail of the process of implementation
- Evidence that the innovation is making a difference to patient/client care
- Plans for further research, development and full evaluation.
- The potential for the transfer of learning to other organisations.

Submission questions

1. Describe your project, including evidence of how your project demonstrates innovation (200 words or fewer).
2. Outline the project design, business need and rationale that support your chosen project strategy (200 words or fewer).
3. What are the measurable achievements, expected benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative metrics that demonstrate the impact of your project.
4. Outline your plans for further research, development and full evaluation (200 words or fewer).
5. What is the potential learning from this project, and how best could this learning be shared (300 words or fewer)?

2. Social Partnership Forum award for partnership working between employers and trade unions



This award will be given to an initiative that fully demonstrates the benefits of partnership working between employers and trade unions to support NHS staff in their delivery of healthcare services.

Criteria

- A description of how the initiative came about, demonstrating genuine partnership working between employers and trade unions from the outset.
- Information on the planning and implementation process, including any challenges and how they were overcome.
- Detail about how employers and trade unions successfully worked in partnership – not simply collaboration.
- Demonstrating the impact of the initiative.
- Whether the initiative could be replicated elsewhere and if there were any lessons learnt.

See case studies and podcasts on the partnership award finalists and winners on the SPF website www.socialpartnershipforum.org

Finalists in this category will be asked to contribute to a category webinar in July.



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Submission questions

1. Describe how your initiative came about, including how trade unions were involved from the outset (200 words or fewer).
2. Outline what you did, including how any challenges were overcome (200 words or fewer).
3. Explain how employers and trade unions worked in partnership successfully on the initiative (200 words or fewer).
4. Detail what the initiative has achieved and the benefits delivered (200 words or fewer). The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. Explain whether your initiative could be replicated elsewhere and include lessons learned (200 words or fewer).

3. Browne Jacobson award for excellence in employee engagement

**Browne
Jacobson**

Awarded to an organisation that has significantly improved patient care and has happier, more motivated and more productive workforce through improved staff engagement.

Criteria

- Evidence of engagement and support from the top of the organisation
- Evidence of measurable benefits to patient care
- Evidence of the link between the interventions, staff engagement and improvement in patient care
- Evidence of systematic approach having impact across the organisation
- Evidence of an approach that is sustainable and contributing to a change in organisational culture, potential for the transfer of learning to other organisations.

Submission questions

1. Describe your initiative or project, including background rationale and wider context (400 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. What were your challenges and how were they overcome (200 words or fewer).
4. What are the measurable achievements, expected benefits and impact on patient/client care/ workforce of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. What is the potential learning for other trusts from this project, and how best could this learning be shared (300 words or fewer)?

4. Academi Wales award for excellence in organisational development

AcademiWales

An OD initiative or project that has significantly benefitted the organisation through improved effectiveness or viability.

Criteria

- Project design based upon analysis of organisational need and the existing evidence base
- Excellent project management and evaluation processes
- Measurable achievement of expected benefits (including quality and value)
- Evidence of good leadership skills and excellent team working
- Making a difference to patient/client care
- The potential for the transfer of learning within and to other organisations.



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Submission questions

1. Describe your project, and any relevant background to your work (400 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. Outline your project management process and evaluation (200 words or fewer)
4. What are the measurable achievements, expected benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
5. How does your project demonstrate leadership skills and team working? (200 words or fewer)
6. What is the potential learning for other organisations from this project, and how best could this learning be shared (300 words or fewer)?

5. Award for systems workforce planning and development **NEW CATEGORY**

HSJ | JOBS.com

With this category we are looking to identify projects and teams that are leading innovative approaches to system workforce planning, developing workforce plans based on service planning to meet population health needs and developing a workforce that can provide health and care on a whole system basis.

Criteria

- Takes account of the needs of the whole health and care sector and its workforce in planning for the future, taking a 'one workforce' approach across the NHS, primary care, social care and the voluntary, independent and charity sectors
- Evidence of developing governance and infrastructure that enables workforce plans to align with local service and financial planning
- Evidence of clear actions for introducing new ways of working and growing the workforce
- Evidence of using workforce plans to help shape education and training needs, recruitment and retention and workforce transformation
- Evidence of impact

Submission Questions

1. Describe your project, including background to the project, rationale and wider context (300 words or fewer).
2. Outline how you have developed governance and infrastructure to enable workforce plans that align with local service and financial planning (300 words or fewer)
3. Explain how you have taken action to introduce new ways of working and growing the workforce (300 words or fewer)
4. Describe how you have used workforce plans to help shape education and training, recruitment and retention and workforce transformation (400 words or fewer)?
5. Evidence the impact that your project has made in meeting the population health needs (300 words or fewer)?



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6. NHS Employers award for wellbeing

This award recognises organisations who can demonstrate how specific employee health, fitness or wellbeing initiatives are making a positive impact on staff satisfaction, motivation, health or productivity.

Criteria

- An effective, innovative wellbeing strategy that addresses an important business issue
- A clear narrative that demonstrates why the strategy was implemented and how it is linked to broader business strategy
- Evidence of success: return on investment and how it has strengthened the organisation – please use metrics, anecdotes, staff feedback and case studies
- Impact on engagement and productivity levels.

Submission questions

1. Describe your initiative or project, including background, rationale and wider context (400 words or fewer).
2. Outline the project design, business need and rationale that support your chosen project strategy (200 words or fewer).
3. Outline your project management process and evaluation (200 words or fewer).
4. What are the measurable achievements, expected benefits and impact on patient care and quality of healthcare of your project (400 words or fewer)? Please include data on the project's impact on engagement and productivity levels.
5. Describe your learning from the project, and proposed next steps, also consider how other trusts could benefit from a similar approach (400 words or fewer).

Finalists in this category will be asked to contribute to a category webinar in July.

7. Mills & Reeve award for leading in equality, diversity and inclusion

Awarded to an organisation that has significantly improved diversity and can demonstrate impact on governance, recruitment and/or promotion.

Criteria

- Commitment from Board and Executive Group to creating greater diversity in the organisation
- Clear assessment of diversity deficits in the organisation
- Evidence of Board, Executive Group and staff engagement in making the links between diversity and strengthened governance and/or recruiting and promotion
- Evidence of impact on greater diversity in governance, recruitment and/or promotion
- Identification of measurements used to analyse success or failure in diversity in the organisation.

Submission questions

1. Identify the significant discussions and stimuli that led to Board and Executive Group commitment to creating greater diversity (300 words or fewer).
2. How were the diversity deficits in your organisation assessed (200 words or fewer)?
3. Provide evidence to illustrate engagement of Board, Executive Group and staff in making the links between diversity and strengthened governance and/or recruiting and promotion (200 words or fewer).
4. Provide evidence of the changes made to create greater diversity in governance, recruitment and/or promotion (400 words or fewer).
5. What measurements were used to highlight and quantify diversity in the organisation in order to assess success (300 words or fewer)?

8. Hill Dickinson award for education, learning & development initiative

HILL DICKINSON

We are looking for entries that demonstrate a strong link between L&D initiatives and key business goals, including leadership programmes at all levels. An organisational culture that promotes learning, focuses on talent and performance, uses innovative delivery approaches and encourages openness among employees about their development needs.

Criteria

- An innovative learning, development or education strategy that addresses an important business issue need
- A narrative that illustrates how the strategy was implemented and the journey from implementation to success
- Evidence of board-level commitment to learning, development and education
- Evidence of return on investment and success in terms of how it has met its learning objectives and demonstrated a positive impact on the organisation – please use metrics, anecdotes and case studies. Judges will look for evidence of impact and how this is evaluated.

Submission questions

1. Describe your initiative or project, including background, rationale and wider context (400 words or fewer).
2. Provide evidence as to why your initiative was particularly innovative in making a positive difference to the working lives of NHS staff (300 words or fewer).
3. Describe the ways in which your initiative challenged or enhanced organisational performance and culture (300 words or fewer).
4. Describe how you evaluated your project and what are the measurable achievements, expected benefits and impact on patient care and quality of healthcare of your project (400 words or fewer).
5. Describe your learning from the project, and proposed next steps, also consider how other trusts could benefit from a similar approach (300 words or fewer).

9. HST Talent Acquisition strategy of the year award



This new award recognises that talent acquisition goes beyond recruitment and that organisations need to be more forward-thinking in planning, executing, measuring and ultimately delivering a workforce strategy that supports their dynamic staffing needs. Entries can range from one-off projects for temporary staffing including collaborative staff banks, international recruitment initiatives or workforce solutions implemented during the pandemic that have been adopted as part of an organisation's overall talent acquisition strategy. Entries will be required to explain their strategy and how they utilised key components of a talent acquisition strategy including planning, employer branding, candidate experience, strategic sourcing or technology to achieve a successful outcome supported by relevant metrics that illustrate how implementation and outcome have been monitored and measured.

Criteria

- Evidence of workforce challenge or pressure
- Clear rationale behind strategy and anticipated outcomes
- Details of the plan and any need for collaboration
- Challenges faced and how they were overcome e.g. reconfiguration, workarounds
- Impact of the strategy or initiative on the organisations including cost savings
- Thorough evaluation and assessment
- Sustainability, transferability and lessons learnt



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Submission questions

1. Describe the objective of your chosen strategy, please include background/context for your organisation (300 words or fewer).
2. Please outline the initiative and how it was adopted (300 words or fewer).
3. Describe how the initiative has been evaluated, using metrics to qualify your success and its impact (400 words or fewer).
4. Describe any key challenges you faced on this project and describe how they were overcome (300 words or fewer)
5. Reflect on the sustainability and transferability of your project and any lessons learnt (400 words or fewer)
6. Agency (where applicable)
7. Budget (£)
8. Date of launch

An additional three files of material may be uploaded with your entry (max. upload per file 5MB).

10. University of Bradford award for cross-sector working



Solutions are not always developed or delivered by one sector alone. Increasingly they require cross-sector collaboration. This award seeks to recognise a project, product or service developed across multiple sectors that has had a measurable impact and delivered real outcomes for health service clients or customers.

Criteria

- Clear description of background including rationale, context, planning and implementation demonstrating cross sector working benefits.
- Explicit detail about how parties were brought together
- Challenges and how they were overcome
- Evaluation of impact of project
- Sustainability, transferability and lessons learnt.

Submission questions

1. Describe your project, including background to the project, rationale and wider context (300 words or fewer).
2. Outline your planning and implementation process (300 words or fewer).
3. Explain how parties on this project were brought together (200 words or fewer).
4. What were the challenges, and how were they overcome (200 words or fewer)?
5. What are the measurable achievements, expected benefits and impact on patient care of your project (400 words or fewer)? The judges are looking for qualitative and/or quantitative statistics that demonstrate the impact of your project.
6. How does your project demonstrate sustainability and transferability, and what are your 'lessons learnt' (200 words or fewer)?

11. Health Education and Improvement Wales (HEIW) award for working smarter



This award is looking for projects, programmes or initiatives that demonstrate how workforce teams have worked 'smarter', to save money while still improving quality, safety and patient care. It could be use of technology, a change in workforce strategy or the development of new models of care. We're searching for highly transferrable initiatives that address the need in every healthcare workforce team across the UK to improve efficiency and reduce costs.

Criteria

- Clear description of background including rationale, context, planning and implementation
- A narrative that illustrates how the team has worked smarter to achieve financial savings and efficiency improvements
- Evaluation of impact of project
- Sustainability, transferability and lessons learnt.



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Submission questions

1. Describe your initiative, including background, rationale and wider context (300 words or fewer).
2. Outline the project design, business need and underpinning evidence base that supports your chosen project strategy (200 words or fewer).
3. What are the measurable and expected achievements, benefits and impact of your initiative (400 words or fewer)? The judges are looking for qualitative and/or quantitative metrics that demonstrate the impact of your project.
4. Provide evidence as to why your initiative promotes 'smarter working' (400 words or fewer).
5. What is the potential learning for other trusts from this project, and how best could this learning be shared (300 words or fewer)?

12. Bevan Brittan award for digital and workforce analytics **NEW CATEGORY**

Bevan Brittan 

This category recognises how much of today's people and culture agenda is driven by transformation in workforce analytics and digital innovation. The analysis of workforce data provides insight, leading to better decision making, appropriate action and improved business performance; the advent of digital technology (robotics, artificial intelligence etc) allows us to transform the way we work, improving quality and freeing staff from transactional activity, releasing them for transformative, value-adding roles and activities. Don't be intimidated by the terminology, we are not only looking for big projects with complex tools, vast data sets and huge investment. Your project could have brought performance insight and improvement by simply providing a new way of collecting, viewing or utilising key data, or by using new or existing technology to unleash the potential of our people.

Criteria

- Alignment of the project with business objectives.
- Clarity on the impact of the project, the use of qualitative and/or quantitative data and/or an innovative deployment of digital technology.
- Overcoming barriers to implementation.
- A deeper level of understanding, e.g. of workflows and processes, or from data to analysis and on to insight
- A logical approach to measuring, reporting on and delivering the benefits.
- Evidence of better decisions and performance increase as a result of the programme.

Submission Questions

1. Introduce your project (300 words or fewer). You can include background to the project, key drivers for starting your project and pre-project baseline on key metrics used.
2. Explain why you developed this approach and the outcomes you were looking for (300 words or fewer). Judges will be looking for how your project aligns with your business objectives.
3. Describe how you carried out your project plan, including detail on how and what you measured (300 words or fewer). Judges will be looking for a logical approach. Try to be clear on the data you collected or the innovation you applied. Include how you have overcome any barriers to collecting and analysing data or rolling out and embedding the innovation.
4. How does your project link to improved workforce effectiveness and to patient care benefits (300 words or fewer)? Here you could illustrate how your programme led to improvement (e.g. data analysis has moved to insight, or innovation produced qualitative and/or quantitative benefits in service delivery), and how the project drives decision-making and/or impacts performance in your organisation.
5. What are your key insights from this project (300 words or fewer)? You may explain how experience and intuition has been challenged by your project, and discuss potential learning for others.

You may upload up to 3 additional files that illustrate your project.
Hint: Your attachments may include screen shots or project report examples.



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13. Ward Hadaway Star Award

The Star award aims to recognise workforce practitioners that do their role brilliantly well. Entrants can self-nominate or be nominated by a senior manager. Candidates must have worked for a minimum of two years in people profession role (but not necessarily in current role) and present evidence of their contribution to the business. The entrant should be below the level of deputy director or equivalent.

Criteria

- Impact - makes a tangible contribution to the organisation and the wider workforce / healthcare community
- Performance - demonstrates sustained exceptional performance that consistently exceeds expectations.
- Leadership - demonstrates a capacity for leadership
- Commitment - demonstrates a passion for the workforce profession
- Innovation - is ahead of the field in ideas and practices
- Credibility - demonstrates personal credibility within the organisation and workforce community
- Strategic thinker - demonstrates an understanding of strategy and strategy delivery

Nominators are invited to make a statement highlighting how the nominee rising star meets the category criteria. Feedback from additional senior managers may be included to support the entry.

14. Deputy director of the year **Sponsored by NHS England**

Awarded to a UK healthcare deputy director (or equivalent role) demonstrating an outstanding contribution to their employer, the sector and the workforce profession over the last 12 months.

Criteria

- Evidence of developing quality health and wellbeing support and safety for their team and the wider workforce
- Evidence of fostering belonging within their organisation, including tackling discrimination that staff face and ensuring all staff have a voice that counts
- Demonstrates effective use of people's skills and experience in developing new ways of working in delivering care and to support the delivery of care to patients
- Evidence of creating an approach that fosters team growth
- Evidence of high levels of personal and professional credibility within the workforce function and organisation
- Record of delivery of a high-quality customer focused workforce function
- Evidence of initiative, innovation, and commitment to workforce in the workplace
- Ability to combine workforce management delivery and strategic leadership

Submission questions

1. Please explain the reasons for nominating your deputy for this award, highlighting any specific challenges for the organisation during this period (500 words or fewer).
2. What achievements has the deputy contributed to during the past year either in terms of his/her organisation's or team's performance? (250 words or fewer).
3. What qualities has the deputy brought to his/her role? (250 words or fewer).
4. Please explain how the deputy has provided professional leadership for other members of the workforce function (250 words or fewer).

15. Director of the year Sponsored by NHS England



A UK healthcare Workforce director demonstrating excellent leadership and an outstanding contribution to the workforce profession over the past 12 months.

Criteria

- Evidence of developing quality health and wellbeing support and safety for their team and the wider workforce
- Evidence of fostering belonging within their organisation, including tackling discrimination that staff face and ensuring all staff have a voice that counts
- Demonstrates effective use of people's skills and experience in developing new ways of working in delivering care and to support the delivery of care to patients
- Evidence of creating an approach that fosters team growth, with a reputation for spotting talent regarded as a role model and sponsor for emerging leaders
- Evidence that nominated director is a shining example to the profession as a workforce leader
- Evidence of how the workforce director has made a difference to patient experience
- Evidence of initiative, enthusiasm, and dedication in promoting the work of people management in the workplace
- An outstanding leader renowned for putting quality of care at the heart of service delivery
- Ability to influence and work with a range of partners
- Delivery of measurable outcomes from interventions.

Submission questions

1. Please explain why you are nominating the Workforce Director for this award, highlighting any specific challenges faced by the organisation or the wider health economy? (500 words or fewer)
2. What achievements / impact has the Director contributed to during the past year either in terms of his/her organisation's performance or within the wider health economy? (250 words or fewer)
3. What qualities has the Director brought to his /her role? (250 words or fewer)
4. Please explain how the Director has acted as the professional lead for the workforce function and give details of any contribution to the development of the national workforce function. (250 words or fewer). Please note that the judges are looking for clear and tangible evidence in your nomination.

16. Team of the year Sponsored by NHS England



Awarded to a UK healthcare workforce team working together and achieving exceptional things over the past 12 months.

Criteria

- Evidence of quality health and wellbeing support and safety for the team
- Evidence of fostering belonging within their team, all team members have a voice that counts
- Evidence of effective use of team members skills and experience
- Evidence of an approach that fosters team growth, flexibility
- Exceptional performance and impact on frontline team experience and service delivery
- Evidence of excellent team working and cohesive relationships
- Thorough evaluation and assessment and exceptional feedback on service
- The entry can include specific projects and demonstrate the function's collaborative approach and ability to attract and develop excellent people.



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Submission questions

1. Describe the team composition, ways of working and organisational context (200 words or fewer).
2. Give examples of technical excellence, innovative approach, or creative working that has enabled the team to reach exceptional performance levels and provide excellent service . (500 words or fewer).
3. How does your team demonstrate good leadership skills and excellent team working? (200 words or fewer)
4. How has the team contributed to the measurement and achievement of corporate objectives? (200 words or fewer)
5. Describe the evaluation and assessment of your team, and the feedback received. (200 words or fewer)

17. President's award for outstanding lifetime achievement Sponsored by DAC Beachcroft



Awarded to an individual who has made contributions of outstanding significance to the field of healthcare workforce management.

Criteria

- An established history of distinguished service
- Evidence of a lasting contribution to workforce practice in healthcare
- Evidence of leadership and having provided inspiration to others in the sector
- A positive influence to healthcare workforce on a local, national or international level
- The nominee's contributions should be above and beyond the everyday and have had a long lasting impact in the sector.

Nominations may be submitted in the form of a supporting statement (1,000 words or fewer). There is no shortlist in this category, and those nominated are not required to attend any judging panels.

Go to <https://hpma.awardsplatform.com/> to enter & <https://www.hpma.org.uk/hpma-awards-2023/> to download winners guides from previous years.

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