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Dear Colleague

VALUES BASED RECRUITMENT FOR EXECUTIVE LEVEL LEADERS IN NHS SCOTLAND

Summary

1. This letter and attached guidance outlines the principles for embedding a consistent values based recruitment approach that will be used by NHS Scotland, **from 1 June 2018**, to fill all posts at Chief Executive, Executive Director, Director and other next level immediate direct line reports to the Chief Executive. The term “Executive Team” will be used throughout this letter to cover these posts.

Background

2. The overview paper *Executive Level Leadership and Talent Management in NHS Scotland* published in May 2017 provided a set of actions to address the Health and Social Care Delivery Plan’s priority of implementing a new approach to recruiting, retaining, developing and managing talent to ensure the very best and most able people reach NHS Scotland boardrooms.

3. Some of those actions were about placing NHS Scotland values at the core of the approach taken to fill posts at Executive Team level; guaranteeing that progression to formal leadership roles would be underpinned by individuals’ commitment to these values which are needed to ensure our patients receive the best possible care and our staff are valued, treated well and can thrive and flourish in our organisations.

4. This values based recruitment approach delivers on the commitment made by the Cabinet Secretary for Health and Sport to the Scottish Parliament’s Health and Sport Committee and is an integral part of Project Lift, a single team and digital platform supporting the development of leadership capability and capacity to transform health and care.

DL(2018)10

1 June 2018

Addresses

For action
NHS Board Chairs
NHS Board Chief Executives
HR Directors

For information
NHS Board Executive Teams

Enquiries to:
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5. The attached guidance has been developed in partnership with the Leadership and Talent Management Strategy Group, taking into account experience from areas already utilising aspects of a values based approach, and the lessons learned from recent non-executive board member appointment rounds. This guidance sets out the core, mandatory elements of **any** Executive Team recruitment round, whilst ensuring an appropriate degree of flexibility in order to meet local Board requirements.

6. It remains the responsibility of individual NHS Boards to carry out recruitment to their Executive cohort in their role as the employer. The appointment of an individual to the Board, as a full member of the board of governance, remains entirely a matter for Scottish Ministers. NHS Boards should therefore not imply or presume in any correspondence or advertising that employment in a post will ensure appointment to the Health Board.

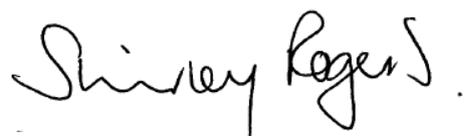
7. **From 1 June 2018**, NHS Boards will be expected to use this guidance for all Executive Team posts, and in particular for any posts that require Cabinet Secretary approval for appointment as an executive board member, or where a member of the SG Health and Social Care Directorates is invited to be a panel member. NHS Boards are also encouraged to use values based recruitment for Consultant and senior professional or managerial posts. The Project Lift team will be on hand to provide training, advice and support as Boards move to this new Once for Scotland approach. Annex A provides a summary of the key points that NHS Boards will wish to note. Annex B provides a next steps guide for those responsible for the co-ordination of the recruitment process in the NHS Boards.

8. We will work with NHS Boards to undertake a review of Executive Team appointments towards the end of 2018/19. This will provide assurance around the consistency of approach across NHS Scotland as well as a check on the impact of this new approach to senior level appointments.

Action

9. NHS Boards are invited to adopt this new Once for Scotland approach to values based recruitment for their Executive Teams and to contact the Project Lift team to discuss future recruitment rounds and opportunities for training, advice and support. Initial contact details are provided in Annex B to this letter.

Yours sincerely



SHIRLEY ROGERS

Director of Health Workforce and Strategy

VALUES BASED RECRUITMENT FOR EXECUTIVE LEVEL LEADERS IN NHS SCOTLAND – KEY POINTS:

- It remains the responsibility of NHS Boards to carry out recruitment to Executive Team roles, however, it is expected that everyone will adopt the new Once for Scotland approach to recruitment.
- For those posts which require Cabinet Secretary approval to appoint members to the Board, or where a member of the SG Health and Social Care Directorates is invited to be a panel member, Boards will be required to follow this approach from 1 June 2018.
- The 4 elements of all Executive Team appointment rounds will include psychometric testing, role play, presentation and competency based interview but there is room for flexibility around how each of these elements might be delivered.
- The psychometric testing and feedback are aligned with NHS Scotland's values and the leadership competencies required for the roles and Boards should contact the Project Lift team for details on which supplier should be used for this element.
- The psychometric test feedback will be used in conjunction with the feedback from the role play exercise and fed into the competency based interview, highlighting specific areas to probe further.
- Everyone who is invited to attend the assessment will receive feedback on their performance, highlighting their strengths and weaknesses and therefore supporting their development regardless of whether they are ultimately successful in securing the advertised role.
- NHS Boards are also encouraged to use values based recruitment for Consultant and senior professional or managerial appointments.
- A review of appointments to Executive Team member roles will be carried out at the end of 2018/19.



VALUES BASED RECRUITMENT FOR EXECUTIVE LEVEL LEADERS IN NHS SCOTLAND – NEXT STEPS FOR THOSE RESPONSIBLE FOR CO-ORDINATION OF RECRUITMENT PROCESS

1. If you require clarification, advice or support at any stage in the process, please contact either:

Gwen Nicholson, Office of the Chief Executive of the NHS in Scotland
(E: OCENHS@gov.scot; T: 0131-244-2390); or

David Miller, Golden Jubilee Foundation
(E: David.Miller2@gjnh.scot.nhs.uk; T: 0141-951-5039)

2. When you know a post is going to become vacant, consider whether it falls within one of the categories covered by this Director's Letter.

3. As you develop your recruitment/assessment round, use the guidance to ensure that you are covering all of the mandatory elements which are required and appropriate for the post.

4. E-mail the Office of the Chief Executive of the NHS in Scotland (OCENHS@gov.scot) to provide notification of the vacancy – where possible, please include information on:

- the title of the post about to become vacant;
- the approach/exercises you are proposing to use;
- the make up of your interview/appointing panel (e.g. are you intending to invite a Chair, Non Exec, other Director, Director from the SG Health and Social Care Directorates, other representative to be on the panel); and
- any dates you have for advertising/assessment.

5. A member of the team will be in touch to confirm that your proposals are in line with the new Values Based Recruitment approach and to offer further support, training or advice to you as co-ordinator or the interview panel.

