



Dumfries and Galloway
Integration Joint Board

4th June 2024

This Report relates to
Item 8 on the Agenda

Recruitment Process for Chief Officer / Chief Operating Officer

Presented by Pamela Jamieson

For Approval

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List of Background Papers:	N/A
Appendices:	Appendix 1 - Recruitment Process for Chief Officer / Chief Operating Officer

Direction Required to Council, Health Board or Both	n/a	
	Title	Reference Number
	Direction to:	
	1. No Direction Required	X
	2. Dumfries and Galloway Council	
	3. NHS Dumfries and Galloway	
	4. Dumfries and Galloway Council and NHS Dumfries and Galloway	

1.	<p>Introduction</p> <p>1.1 This paper is to seek approval from the IJB as to the recruitment process to be followed for the post of Chief Officer to the IJB / Chief Operating Officer (CO/COO) for NHS.</p>
2.	<p>Recommendations</p> <p>2.1 The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> • Approve the recruitment process outlined to recruit to the CO/COO • Approve that the recruitment process can commence • Agree to an extra ordinary meeting when required to approve the appointment of CO/COO in line with Section 10 of The Public Bodies (Joint Working) (Scotland) Act 2014 stipulates the following • Agree resource to utilise Solace, the company utilised by Local Authority to support assessment centre processes.
3.	<p>Background and Main Report</p> <p>3.1 The IJB approved at its meeting in March, the appointment of Nicole Hamlet to the interim post of CO/COO. This paper is now to support a recruitment process to fill the post on a permanent basis and outlines the approach that will be taken.</p> <p>3.2 Given the seniority of this post and the importance to the delivery of IJB business, it is essential that a robust, open and transparent process is followed to ensure fairness and equity.</p> <p>3.3 Discussions have taken place between Dumfries and Galloway Council HR colleagues and Health HR colleagues to ensure agreement and approach taken and to ensure both parties are in agreement with the governance arrangements.</p> <p>3.4 Attached at Appendix 1 are details of the process that will be followed ensuring alignment to both health and local authority key leadership competencies.</p>
4.	<p>Conclusions</p> <p>4.1 The recruitment process being proposed is the process agreed in Health via Staff Governance Committee and also mirrors similar approach utilised by Dumfries and Galloway Council in recent senior recruitment processes.</p> <p>4.2 The IJB are asked to approve the process outlined.</p>
5.	<p>Resource Implications</p> <p>5.1 The resource required to support this process is estimated to be £8,000. Finance has been confirmed to support this process.</p>
6.	<p>Impact on Integration Joint Board Outcomes, Priorities and Policy</p> <p>6.1 This approach will support the National Health and Wellbeing Outcome 8 - People</p>

who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

- 6.2 This process will support the appointment of a key individual who support all those who work in Health and Social Care to feel engaged and supported in delivering their roles.

7. Legal and Risk Implications

- 7.1 The only risk would be failure to recruit to the post on a permanent basis. If we failed to recruit then we would seek to hold a further recruitment process and only then would next steps be considered.

8. Consultation

- 8.1 Consultation is not required as this is a recruitment process only. Engagement has taken place with local authority colleagues. Clarity has been received that this post does not require to be evaluated via Dumfries and Galloway Council or go through the Councils appointments committee.

9. Equality Impact Assessment

- 9.1 An EQIA is not required as this paper is in relation to a recruitment process to be followed.

10. Glossary

IJB	Integration Joint Board
CO	Chief officer
COO	Chief Operating Officer

Appendix 1

Recruitment Process for Chief Officer / Chief Operating Officer

We will engage with Solace in Business, a recruitment agency with specific experience in public sector and local authority recruitment processes. This is an agency that Local Authority colleagues have used to recruit recently to senior posts with Dumfries and Galloway Council.

They will develop and deliver a bespoke assessment centre (for up to 6 candidates) including 3 psychometric tests and will also include professional support from Solace representative at final interview.

It is proposed to explore with Solace in Business the approach to use to score during the assessment centre. This can entail referencing an identified rating scale that is used by assessors for each exercise against the Council's nine Senior Management core competencies and the NHS Leadership Competencies or it can use a more simplified scoring process that requires stakeholders to rate the candidates on a scale and use single words to describe their views of the candidates at different stages of the process. Giving the processes ran by both Council Colleagues and NHS Colleagues, both options are known to provide positive outcomes for the final panel to rely on.

NHS has recently recruited to Chief Executive Officer and Nurse Director and have used the following steps which align closely to those utilised by Council colleagues

Steps of the process will include:

- Robust advertisement process to ensure good attraction of candidates - paid for targeted social media campaign
- Candidates shortlisted by final interview panel members
- Shortlisted candidates complete identified psychometrics following shortlisting
- Feedback session provided to all candidates based on the outcomes of their psychometric test results, this enables the candidates to use the results of the psychometrics when they attend the assessment centre.

Assessment Centre - depending on number of candidates this takes place over 1 or 2 days.

Day:

- Presentation to stakeholders. Presentation will be sent to candidates with supporting paperwork one week prior to the assessment centre. This group of stakeholders will be identified as key individuals from across the H&SC partnership.
- Real Play scenario. The candidates take part in an exercise with an identified group to address a specific challenge that the post holder would be likely to face in post. The individuals in this exercise all attended as themselves in their own roles. Feedback is collated by those observing the session.

Evening:

- Q&A session again with key stakeholders - any questions could be asked by the audience and this allows the candidates to be considered how they react to an unscripted event of professionals.
- Small buffet with senior colleagues from across the H&SC partnership, the purpose of this session being for the senior members of the IJB to have an informal session with the candidates to seek to understand a bit more about them as individuals.

All four sessions will be observed by final interview panel members and they will support the collation of feedback from the stakeholders involved in the exercises.

Preparation sessions will be held for each stakeholder group to ensure that everyone is clear of their role on the day and expectations of them. Experience tells us that these sessions are really helpful in ensuring that everyone supporting the assessment centre is clear of what is expected of them the day of the assessment centre.

Once the assessment centre is finished, feedback is collated to inform questions for the interview day and that will take into consideration the feedback from the psychometrics completed by the candidates.

Interview day

- Detailed feedback will be provided to the interview panel on the process of the assessment centre and the psychometric testing results.
- Those who observed the assessment centre will be involved in drafting final questions for each of the candidates, generally 3 will be set for all candidates and three will be agreed to further explore areas identified during the assessment centre or via the psychometric test results.
- Scoring matrix's utilised and will be collated for all candidates to ensure transparency.
- Once preferred candidate is identified, a meeting of the IJB will take place to confirm the appointment – this is in line with Section 10 of The Public Bodies (Joint Working) (Scotland) Act 2014