



INTEGRATION JOINT BOARD

Report Title	Recruitment and Selection of Chief Officer
Lead Officer	Angela Scott, Chief Executive, ACC Malcolm Wright, Chief Executive, NHSG
Report Author (Job Title, Organisation)	Philip Shipman, HR Manager Lesley Strachan, Workforce Change Project Lead
Report Number	HSCP/17/145
Date of Report	16 th March 2018
Date of Meeting	10 th April 2018

1: Purpose of the Report

This paper sets out proposals to recruit a replacement for the outgoing Chief Officer of Aberdeen City Health and Social Care Partnership.

The paper sets out a number of recommendations and seeks decisions in relation to the job description for the Chief Officer, the search and selection process and the constitution of the formal appointment panel.

2: Summary of Key Information

2.1. Background

Aberdeen City Health and Social Care Partnership's Chief Officer formally tendered her resignation on 14th March 2018. In accordance with the NHS Executive Grade terms and conditions of employment, the formal notice period is 3 months. An exact leaving date is being considered by the Chair and Vice Chair of the IJB in consultation with the Chief Executives of ACC and NHS Grampian.

In accordance with section 10 of the Aberdeen City Health and Social Care Partnership's Integration Scheme, the recruitment of an Interim Chief Officer is made jointly by the Chief Executives of ACC and NHS Grampian in consultation with the Chair of the IJB. A recruitment process has now been undertaken for the Interim Chief Officer position, with Sally Shaw (Head of Strategy and Transformation) being identified as the successful candidate.



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Section 10 of Aberdeen City Health and Social Care Partnership's Integration Scheme sets out that it is the IJB which shall appoint the Chief Officer.

This paper provides recommendations to the IJB on the recruitment and appointment of a replacement Chief Officer.

2.2. Job Description

The job description for the Chief Officer had not been reviewed since the appointment of the current post holder. The appointment was made prior to the IJB operating in Shadow format and when a Transitional Leadership Group was in place. The job description has therefore now been reviewed in consultation with a range of stakeholders including the Chair and Vice Chair of the IJB, the Chief Executives of ACC and NHS Grampian, the current Chief Officer and the Partnership's Senior Leadership Team.

A number of changes have been made which, in summary, include updating terminology to reflect that the IJB is now live and including references to the current, agreed transformation programme and the governance of a now live, statutory organisation.

An updated Job Profile accompanies this report and is provided at **Appendix 1**. The changes made will not affect the current grading nor salary of the post, namely ACC Chief Officer Scale Point 44 (£99,650) /NHS Exec Grade F (£87, 840 to £119,718).

2.3. Search

The role of Chief Officer is critical to the Partnership delivering its vision and Strategic Planning intentions. The highest calibre of applicants is therefore sought.

Recent appointments within the Partnership's Leadership Team have attracted applicants from across the UK using a recruitment advertising campaign and in-house internet advertising. Given the profile of this role and the position of the IJB, in order to maximise the chance of success of attracting a pool of suitably qualified and experienced candidates, it is proposed to use an external recruitment partner to undertake targeted executive search. It is estimated this will cost £10,000 and



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the recruitment partner be commissioned through existing procurement frameworks available within the Council.

2.4. Selection

A robust and inclusive selection process will determine whether or not applicants are appointable and, if so, which is the preferred candidate and offered the post.

Based on recent selection processes facilitated by the HR Teams of ACC and NHS Grampian for Director level appointments, an assessment centre approach followed by final panel interview is recommended for the selection of the replacement Chief Officer.

The proposed assessment centre, to be developed and run by the HR Services of both the Council and NHS Grampian, will be split over two days as follows:

Day One:

- Group Exercise. The candidates as a group are presented with a pertinent issue. The candidates and their interactions are observed by members of the HR Team.
- Psychometric assessment and feedback.
- Stakeholder Panels. These are often considered to be the most valued element of the assessment centre. A number of stakeholder panels are formed and each candidate is interviewed in turn by each of the stakeholder panels. Proposed stakeholder panel members include IJB members (not on the Appointment Panel), Peers, colleagues from Third and Independent Sector, Clinical, Executive and Finance perspectives. Each interview is facilitated by a member of the HR Team.
- Presentation. Each candidate gives a formal presentation to a large audience comprising all of the Stakeholders and the formal Appointments Panel.

Day Two:

- Presentation by the HR Team to the Appointment Panel of the collated feedback from Day One of the Assessment Centre
- Formal interview by the Appointments Panel.



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2.5. Indicative Timeline for Selection Process

Advertising / Search commences	23 April 2018
Closing Date	11 May 2018
Shortlisting	w/c 14 May 2018
Assessment Centre / Panel Interview	w/c 28 May 2018

2.6. Appointment

As noted above, the appointment of the Chief Officer shall be made by the IJB. However, the IJB as a full appointment panel is unlikely to be practicable or best practice from a candidate perspective. Experience indicates that small interview panels are able to delve deeper into the responses offered by candidates to interview questions.

It is therefore recommended that the IJB appoint an Appointments Panel constituting the Chair and Vice Chair of the IJB and the Chairs of the Audit and Performance Systems and Clinical and Care Governance Committees, with the Chief Executives of ACC and NHS Grampian as principal advisers to the Panel.

3: Equalities, Financial, Workforce and Other Implications

3.1 Equalities Implications

The recruitment and selection process will be undertaken in accordance with the relevant policies and procedures of both partner organisations.

3.2 Financial Implications

3.2.1 The cost of a recruiting advertising campaign including in print and online local and national press / publications is a maximum of £10,000.

3.2.2 The cost of using an external recruitment partner for executive search is approximately £10,000.

3.2.3 The indicative cost of undertaking psychometric assessment as part



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of the assessment centre is £500.

3.2.4 In the previous Chief Officer Recruitment report that was presented to the IJB on 27 March 2018, it was recommended that these costs be funded from integration and change fund. Since then the interim arrangements have become clearer, along with the leaving date of the Chief Officer. The £20,500 of costs identified above can now be funded from the turnover savings of £32,500 generated as a result of interim management arrangements. This is based on the new chief officer being in place from the beginning of September. The assessment centre will be run by NHSG and Council HR colleagues at no additional cost to the IJB, except for the psychometric assessment discussed in paragraph 3.2.3.

4: Management of Risk

Identified risk(s): Failure to appoint to the Chief Officer role.

Link to risk number on strategic or operational risk register: Risk 3: Failure of the IJB to function, make decisions in a timely manner etc.

How might the content of this report impact or mitigate the known risks: by following a robust recruitment and selection process as outlined within this report.

5: Recommendations

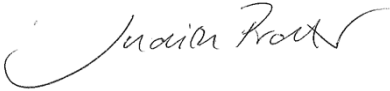

It is recommended that the Integration Joint Board:

1. Agree the proposed changes to the Chief Officer Job Description;
2. Agree to appoint a recruitment partner to undertake an executive search exercise;



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3. Agree the proposed assessment centre format;
4. Note the indicative timeline for the recruitment and selection process;
5. Establish a temporary Committee of the IJB, to be called an Appointments Panel, constituting the Chair and Vice Chair of the IJB and Chairs of the Audit and Performance Systems and Clinical and Care Governance Committees, with the Chief Executives of ACC and NHS Grampian as principal advisers to the Panel to interview candidates; and
6. Approve the delegation of the appointment of the Chief Officer to the Appointments Panel.

6: Signatures	
	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)