

Integration Joint Board

Agenda item: 6

Date of Meeting: 15 September 2021

Title of Report: Chief Officer Recruitment

Presented by: Jane Fowler, Head of Customer Support Services (ABC)

The Integrated Joint Board is asked to:

- Agree the proposed changes to the Chief Officer Recruitment Process:
 - Chief Officer – Interview Panel of 6 – IJB Chair, Vice Chair, Council Leader and Chair of NHS Highland (or their nominated substitutes), Chief Executive of NHSH, Chief Executive of Argyll and Bute Council.
 - Stakeholder panel to comprise other IJB members and Trade Union/Staffside
 - Assessment Centre to be reduced in size in accordance with the above changes
- Note that Councillor participation in recruitment panels is governed by a Council decision.

1. EXECUTIVE SUMMARY

- 1.1 This report recommends amendments to the Chief Officer and Senior Officer recruitment process for posts in the Integrated Joint Board. This process applies to the recruitment of Chief Officer post and Heads of Service. The recommendations are made following feedback received from stakeholders involved in recent recruitment exercises.

The proposal reduces the number of representatives on the interview panels, reduces the components in the Assessment Centre and incorporates elements of the Assessment Centre into the remit of the Stakeholder Panel.

2. INTRODUCTION

- 2.1 The Chief Officer recruitment process was last reviewed by the IJB in March 2020. Since then, the process has been used in the recruitment for the Head of Finance and Transformation, Head of Children, Families and Justice and the Chief Officer.

2.2 As with any process, regular reflection and review is essential to ensure its ongoing effectiveness. Feedback received was:

- The process is too long, over multiple days with too many component parts
- There is repetition between the interview questions in the Assessment Centre and from the panel
- The Assessment Centre includes a 'mock' presentational briefing to a board member/councillor. This would be better assessed by a real IJB panel of stakeholders
- The final Interview Panel is much larger than other comparable organisations.

3. PROPOSAL

3.1 Overall Process

Shortlisted candidates are required to complete an online psychometric evaluation in advance of the assessment centre. This takes several hours. They then participate in an online Assessment Centre delivered by SOLACE, which covers a range of benchmarked leadership and management assessment activities. A numerical score from this informs the appointment decision. This process takes a full day.

Candidates are then asked to attend a series of stakeholder panels, tailored to the role - IJB community representatives, Trade Union/Staffside representatives, partners etc. Due to the challenges of co-ordinating availability, this can take the best part of a day.

The final interview panel comprises 8 representatives for a Chief Officer – 6 from the IJB and both employer Chief Executives, and 5 for a Head of Service.

3.2 Feedback

Candidates have fed back that the process is extremely long – much longer than for similar posts in other similar organisations, with multiple elements and interviews over several days. This presents a challenge to candidates already engaged in senior posts who have challenging diaries.

Candidates also commented, as well as panel members observing, that there is duplication in the questions asked in the Assessment Centre Competency Interview and those asked in the Panel Interview.

The panel size is also large compared with other similar organisations, where senior officers play a much more significant part in the recruitment process, with much less involvement by IJB members, Board members or Councillors.

3.3 Proposal

The proposal, based on feedback and is to make the following amendments to the recruitment process for Chief and Senior Officers:

- Chief Officer – Interview Panel of 6 – IJB Chair, Vice Chair, Council Leader and Chair of NHS Highland (or their nominated substitutes), Chief Executive of NHSH, Chief Executive of Argyll and Bute Council.
- Stakeholder panel to comprise other IJB members and Trade Union/Staffside
- Assessment Centre to be reduced in size in accordance with the above changes

3.4 Next Steps

The process for appointing a permanent Chief Officer will begin shortly to meet the target date of having a permanent post holder in place by 1 April 2021. It is proposed that the new process is used for this appointment.

4. CONTRIBUTION TO STRATEGIC PRIORITIES

Recruitment to senior posts in the HSCP is a prerequisite to having the leadership and management that is required to ensure the delivery of quality services in Argyll and Bute.

5. GOVERNANCE IMPLICATIONS

5.1 Financial Impact

None from this report

5.2 Staff Governance

Recruitment one of our key staff government elements.

5.3 Clinical Governance

None.

6. EQUALITY & DIVERSITY IMPLICATIONS

All recruitment procedures comply with Equality and Diversity Policies.

7. RISK ASSESSMENT

Risks are considered low.

8. PUBLIC & USER INVOLVEMENT & ENGAGEMENT

The stakeholder panel for recruitment will involve appropriate representatives from stakeholder groups.

9. CONCLUSIONS

This paper sets our proposed improvements to the recruitment process for the Chief Officer of the IJB.

10. DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	✓
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

REPORT AUTHOR AND CONTACT

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