



CANDIDATE PACK

Closing date: Monday, 23 January
2023 @ 12.00 noon.

Scottish COVID Inquiry – Chief Executive

ID 2022 - 5285

1. Welcome
2. Diversity and Inclusion
3. The role
4. Current priorities
5. Key duties and responsibilities
6. Essential criteria
7. How to apply





WELCOME FROM THE PERMANENT SECRETARY

Thank you for your interest in the role of Scottish Covid Inquiry – Chief Executive.

This is both a challenging and exciting time for Scotland and for civil service leaders. The Scottish Government has been at the forefront of leading the country's response to the Coronavirus pandemic, post-Coronavirus recovery, and preparing for EU (European Union) withdrawal whilst also continuing to deliver vital public services. These issues have a direct impact on the lives and wellbeing of Scotland's citizens. Strong inclusive leadership, teamwork and flexibility has been, and will continue to be, key to our success. This is why I am looking for passionate people who can lead diverse teams and respond quickly, effectively and compassionately to challenges and change making sure our policy aims are deliverable.

What else do I look for in Scotland's civil service leaders? I am looking for people from all backgrounds who can role model our values, work across organisations and boundaries and translate strategic vision into a clear common goal. A key part of your role as a senior civil servant will be building a kind and inclusive culture where all staff can contribute and feel valued whilst working for Scotland. Most importantly, I am looking for leaders who ensure all team members feel they are treated fairly, have a sense of belonging and are inspired to bring their best to work every day.

The Scottish Government Leadership Framework provides more detail on what we are looking for in our senior leaders. The framework is centred around inclusive leadership and has been designed to ensure consistency and rigour in our selection process. It should also help you to consider whether you are ready to join the Senior Civil Service and whether the organisation will be a good fit for you.

If the challenge of this role excites you and you think you have the integrity, skills and experience to fulfil it, I look forward to hearing from you.

JP Marks

Permanent Secretary, Scottish Government





DIVERSITY AND INCLUSION

“For the Scottish Government properly to serve the People of Scotland, it’s vital that we are a welcoming and inclusive employer. We are actively seeking colleagues committed to that journey, determined to improve diversity and to create a culture where everyone’s experience and perspectives are valued.”

Lesley Fraser, Director General, Corporate



Our ambition is to be a world-leading, diverse and inclusive employer where people can be themselves at work. We are committed to building a workforce of people with a wide range of backgrounds, perspectives, and experiences, who are valued for their unique contributions in an environment that is respectful, supportive and free of discrimination, harassment or bullying. That means a workforce that includes people of different age groups, socio-economic backgrounds, faith and beliefs. People who are trans, disabled, from minority ethnic backgrounds. People who identify as lesbian, gay or bisexual or another sexual orientation. A workforce that is representative of the people of Scotland.

We know that to do this, we need an inclusive culture. Work to continually improve our organisational culture has led us to the Scottish Government’s new vision, [‘In the service of Scotland’](#). Five core values underpin this vision: integrity, inclusivity, collaboration, innovation and kindness.

As a Civil Service leader you will play a key role in realising this vision and in building our inclusive organisation. Inclusive leadership will be at the heart of what you do and how you do it – both as a champion and as a role model. In practice this means positively valuing different perspectives and skills and making sure that we make full use of these unique contributions. It means developing a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

We employ people on the basis of their merit – their skills, aptitudes and attitude. We would particularly welcome interest from women and individuals from those groups currently underrepresented at this level. I hope it is reassuring that selection panels for Senior Civil Service appointments now include at least one panel member with an ethnic minority background or a disability, and we always aim for a gender balance on panels. We support individuals with a disability throughout the application and selection process, and when taking up post. We also welcome applications from those who wish to work an alternative pattern, including those who would like to job share, and would be happy to discuss options with you.



THE ROLE

LOCATION: Edinburgh

GRADE AND SALARY: Director (Senior Civil Service Pay Band 2) £95,930 - £103,495

CONTRACT TYPE: Permanent – Full time.

On 24 August 2021, the First Minister announced a public Inquiry under the Inquiries Act 2005 into the handling of the COVID-19 pandemic in Scotland. The Inquiry is judge-led by the Chair. It is the largest Inquiry ever to take place in Scotland and will investigate issues that have affected the lives of everyone in Scotland. It will take place alongside the UK (United Kingdom) Covid-19 Inquiry, investigations into Covid deaths led by the Crown Office and other investigations by independent organisations such as Audit Scotland, creating a complex landscape which requires sensitivity and sound judgment to navigate. The post is high-profile, challenging and vitally important in identifying the lessons to be learned from the response to the pandemic.

The Chief Executive to the Inquiry is a significant and high-profile leadership post and will be its most senior official, with responsibility and accountability for the administration and management of the entire Inquiry team including policy, planning, finance, operations, facilities, security, and comms. The post-holder will deal with important and complicated issues, carrying significant risk with a high level of accountability. They will be working under the guidance and direction of the Inquiry Chair, and must command the trust of the Chair, Counsel, the Inquiry legal team and the Inquiry secretariat. The post has a strong external profile and representational role, requiring the post-holder to engage regularly with and win and retain the confidence of separate independent inquiries, core participants, third sector organisations, legal representatives and individual stakeholders, who will reflect a wide variety of different and potentially conflicting interests. The role requires strong stewardship both internally and externally. The successful candidate will demonstrate strong strategic and personal leadership in a high-profile area and will have overall responsibility for developing and leading the organisational aspects of the Inquiry alongside the Chair.

The role of Chief Executive will require resilience and robustness in order to work in a challenging, complex and time-pressured environment managing a variety of key stakeholders' expectations sensitively – including bereaved families and a range of public bodies across departmental and governmental boundaries– under intense media and public scrutiny.

It is likely that, at points in the Inquiry, the successful candidate will lead an Inquiry team of over 200. Indeed, across the life of the Inquiry it is likely that around 300 people will have been employed, as the required skillsets adjust to Inquiry phases. The successful candidate will oversee three deputy director led divisions and will be required to strategically manage the Inquiry's workforce to ensure the Inquiry's needs are met as it progresses through its different stages. The successful candidate will also be expected to negotiate and manage the Inquiry's budget.

The successful candidate will have the character and judgement required to navigate this complex but rewarding task. This includes having the proven leadership and delivery skills to manage a complex operational structure involving Scottish Government staff on assignment together with specialists and agency workers, in order to create and support the effective operational arrangements for the Inquiry.

The Inquiry's Terms of Reference is attached [COVID-19 Inquiry - gov.scot \(www.gov.scot\)](https://www.gov.scot/COVID-19-Inquiry)



CURRENT PRIORITIES

- Leading the Inquiry through its investigative phases and providing guidance and direction to its staff.
- Establishing structured hearings which fulfil the Terms of Reference of the Inquiry, and which meet the requirements of the Chair.
- Leading practical engagement with the UK Inquiry ensuring the minimisation of duplication and overlap. Working to ensure alignment in order to facilitate investigation efficacy and coordination.
- Ensuring that the inquiry progresses in a timely manner and that any unnecessary delays are avoided, that recommendations and lesson learning begin as soon as is practicably possible.
- Advising the chair on the range of issues faced by the inquiry in relation to policy, budget, procedures and resourcing. Looking to establish optimum solutions to remedy such issues where practicable.
- Providing sound advice and constructive challenge on the inquiry's investigations



KEY DUTIES AND RESPONSIBILITIES

- Design and lead the organisational structure for the Inquiry team so that it is efficient and proportionate and responds to the demands of the Inquiry's terms of reference and anticipated timescale, by establishing substantial multi-disciplinary teams.
- Provide effective management and leadership to promote a positive working culture throughout the Inquiry team, and which safeguards the values of the Inquiry and wellbeing of those working within it.
- Be accountable for the creation of governance systems and new policies independent from Scottish Government whilst maintaining good relations with the Scottish Government sponsor team, and provide assurances that compliance and value for money is achieved
- Be the most senior official point of liaison with the Secretary of the UK COVID Inquiry, ensuring positive official engagement to ensure the needs of the Scottish COVID Inquiry are fulfilled .
- Negotiate the Inquiry budget and manage expenditure in line with Managing Public Money; ensure effective and efficient management of the Inquiry and support the Chair in delivering the terms of reference on time and on budget publications Scottish public finance
- Develop and oversee implementation of a strategic plan for investigations and hearings with the Chair, Solicitor to the Inquiry and Counsel, within the Inquiry terms of reference and Inquiries 2005 Act and meet performance requirements set out in the management agreement to be agreed with the Inquiry.
- Develop the Inquiry work programme including evidence gathering and handling, witness liaison and support, relationships with stakeholders including core participants, holding of public hearings, preparation and publication of Inquiry reports.
- Lead a large-scale procurement exercise for Inquiry premises, developing business cases, liaising with a wide range of stakeholders and ensuring value for money
- Oversee compliance and legal requirements and resolve issues arising for operational and business activities of the Inquiry, including procurement and contractual arrangements, financial transactions of significant value, health and safety and accommodation requirements, IT, and public relations and communications activities.
- Act as a key advisor to the Chair providing high quality advice on policy issues and Inquiry procedures, raising potential impacts and risks in the decision-making process and managing delivery expectations.
- Provide advice on structure and content of the reporting process to the Chair and Inquiry Counsel and commence regular reporting on lessons learned.
- Act on the authority of the chair as their deputy to conclude critical operational decisions. This excludes chair decisions specified in the Inquiry (Scotland) Rules.
- Lead on sensitive engagement with key stakeholders, including bereaved families, public bodies, professional bodies and core participants with which the Inquiry will interact, whilst maintaining the Inquiry's independence.
- Oversee the development, implementation and successful completion of the Listening Project, ensuring it delivers within the context of the Terms of Reference.
- As Information Asset Owner take lead responsibility for the handling of sensitive data and oversee arrangements for the disposal of Inquiry papers within the requirements of all applicable legislation, ensuring National Records of Scotland's archival requirements are met.
- Assume the formal data and information responsibilities as defined in the Data Protection Act 2018, including that of Data Protection Officer.
- Carry out other tasks required by the Inquiry



ESSENTIAL CRITERIA

Specialist Expertise

Delivering in a policy and operational environment

- Advising, supporting and setting direction in developing Inquiry policy; demonstrating political acuity and ability to influence, while working successfully with the Chair, senior legal team, senior external stakeholders and the UK COVID Inquiry, to resolve complex policy, competence and operational issues;

Financial management and governance

- You will be the most senior official in the Inquiry Team responsible to the chair for the overall integrity, performance, results and public value. Therefore, you will have a strong track record of securing quality, efficiency and value for money, whilst independently creating the management and leadership infrastructure to assure good governance.

Leadership Criteria

Leading and Influencing Others

- Highly developed communication, networking and negotiating skills using personal presence and credibility and creative approaches to secure confidence of the Chair and Inquiry Counsel as well as at the most senior levels across the Civil Service and beyond; an ability to work sensitively with a wide range of external stakeholders, exercising discretion and evidencing empathy and compassion. Experience of delivering substantial programmes of work at scale and pace, achieving high quality results and value for money.
- Your ability to influence without authority will be strongly tested in maintaining positive working relationships with the UK COVID Inquiry. You will be expected to establish a robust and mutually supportive relationship with the Director / Secretary and extended Senior Civil Service team working there. With the UK Inquiry following a markedly different strategy, your judgement will be tested to ensure the Scottish Inquiry is able to meet significant milestones.

Developing Others

- Given the wide range of specialist skills required at different stages in the Inquiry, you will be expected to provide visible leadership, translating the requirements of the chair into complex, phased resource plans. As such you will have a strategic overview of the skills development required for the organisation, ensuring the right resources are in place at the right time.

Leading Collectively

- With the complexities of working productively with the UK Inquiry, you will demonstrate political acuity as you navigate the organisational system and wider public context in order to deliver operational success for the Inquiry. You will be comfortable leading in a volatile, uncertain, complex and ambiguous environment. In order to do this, you will be able to act as an innovator, and a creative thinker who desires to act on behalf of the public good.

Understanding, Managing and Developing Self

- Using your personal lived experience to both guide you and take others with you, you will establish supportive working practices and engagements across the Inquiry, understanding that ethos will become visible to the public in all their dealings with the Inquiry. Given the universal experience of impact from COVID this will be of critical importance.
- You will be comfortable sharing your experiences and challenges with others. You will know when you are at your best and be open about what causes you strain, having strategies in place to maintain personal resilience.



HOW TO APPLY

Applications should be submitted by no later than Monday 23 January 2023 at 12.00 noon. You may wish to consult the Further Information Sections when preparing your application.

If this is the first time you have applied for a Senior Civil Service appointment you must register via: [Chief Executive Scottish COVID Inquiry in Edinburgh | Careers at Edinburgh \(icims.com\)](#)

If you click “apply for this role online” you will be asked to enter your email address as well as being asked to complete:

1. Online registration. There are a number of questions, covering information required for the recruitment process and to enable us to monitor our performance as an inclusive employer. These include:

- **Diversity Monitoring.** See the [Civil Service Diversity and Inclusion Strategy](#) for more information.
- **Disability Confident Scheme** (previously known as Guaranteed Interview Scheme) for disabled persons. For further information, see [here](#). If you require reasonable adjustments to support you to apply for this role, please email Diane Kinnaird Diane.Kinnaird@gov.scot in confidence. For example, a reasonable adjustment at application stage could be providing information in an accessible format.
- **Nationality section.** Please see the [Civil Service Nationality Rules](#) for further information.

The online registration form is solely for HR use and will not be given to the selection panel.

The system will acknowledge your application, you should now submit the following to complete your application:

2. Emailed supporting statement and CV – sent to Katy Gall at Aspen People Ltd. Email: KGall@AspenPeople.co.uk Catriona Mackie and Donogh O’Brien at Aspen are our retained recruitment partner. For a confidential discussion about the role please contact either Catriona or Donogh. cmackie@aspenpeople.co.uk dobrien@aspenpeople.co.uk

The selection panel will use these two documents to assess your suitability for the role against the essential criteria during sifting.

- **Supporting statement** (maximum 1,500 words) explaining how your skills, qualities and experience make you suitable for the role. You should make particular reference to, and structure your supporting statement around, the essential criteria. (Please use the template provided – link in advert.

- **CV** setting out your career history, with key responsibilities and achievements. This should provide details of your qualifications and career history with dates and reasons for leaving.

This competition is being run in accordance with the [Civil Service Recruitment Principles](#).

If you are shortlisted, you will be provided with full details of the next stages of the selection and assessment process. This may include an individual psychological assessment and a staff engagement exercise.

You may also have the opportunity to meet with key stakeholders prior to the final selection panel interview to learn more about the role and the organisation.

The location and format of the final selection panel interview will be confirmed in advance.

Interview Expenses

Any travel and subsistence expenses incurred during the selection process are the responsibility of the applicant.

INDICATIVE TIMELINES*

| | |
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| 1. Vacancy Closes | Monday 23 January 2023 at 12.00 noon. |
| 2. Shortlisting | 2 Feb 2023 |
| 3. Assessments | W/C 13 Feb & W/C 20 Feb 2023 |
| 4. Interviews | 21 March 2023 |
| 5. Final Outcomes | March 2023 |

*Timings are subject to change and may alter. You will be informed appropriately.



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THE ROLE



LOCATION: Edinburgh

GRADE AND SALARY: Director (Senior Civil Service Pay Band 2) £95,930 - £103,495

CONTRACT TYPE: Permanent – Full time.

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The Chief Executive to the Inquiry is a significant and high-profile leadership post and will be its most senior official, with responsibility and accountability for the administration and management of the entire Inquiry team including policy, planning, finance, operations, facilities, security, and comms. The post-holder will deal with important and complicated issues, carrying significant risk with a high level of accountability. They will be working under the guidance and direction of the Inquiry Chair, and must command the trust of the Chair, Counsel, the Inquiry legal team and the Inquiry secretariat. The post has a strong external profile and representational role, requiring the post-holder to engage regularly with and win and retain the confidence of separate independent inquiries, core participants, third sector organisations, legal representatives and individual stakeholders, who will reflect a wide variety of different and potentially conflicting interests. The role requires strong stewardship both internally and externally. The successful candidate will demonstrate strong strategic and personal leadership in a high-profile area and will have overall responsibility for developing and leading the organisational aspects of the Inquiry alongside the Chair.

The role of Chief Executive will require resilience and robustness in order to work in a challenging, complex and time-pressured environment managing a variety of key stakeholders' expectations sensitively – including bereaved families and a range of public bodies across departmental and governmental boundaries– under intense media and public scrutiny.

It is likely that, at points in the Inquiry, the successful candidate will lead an Inquiry team of over 200. Indeed, across the life of the Inquiry it is likely that around 300 people will have been employed, as the required skillsets adjust to Inquiry phases. The successful candidate will oversee three deputy director led divisions and will be required to strategically manage the Inquiry's workforce to ensure the Inquiry's needs are met as it progresses through its different stages. The successful candidate will also be expected to negotiate and manage the Inquiry's budget.

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CURRENT PRIORITIES

- Leading the Inquiry through its investigative phases and providing guidance and direction to its staff.
- Establishing structured hearings which fulfil the Terms of Reference of the Inquiry, and which meet the requirements of the Chair.
- Leading practical engagement with the UK Inquiry ensuring the minimisation of duplication and overlap. Working to ensure alignment in order to facilitate investigation efficacy and coordination.
- Ensuring that the inquiry progresses in a timely manner and that any unnecessary delays are avoided, that recommendations and lesson learning begin as soon as is practicably possible.
- Advising the chair on the range of issues faced by the inquiry in relation to policy, budget, procedures and resourcing. Looking to establish optimum solutions to remedy such issues where practicable.
- Providing sound advice and constructive challenge on the inquiry's investigations



KEY DUTIES AND RESPONSIBILITIES

- Design and lead the organisational structure for the Inquiry team so that it is efficient and proportionate and responds to the demands of the Inquiry's terms of reference and anticipated timescale, by establishing substantial multi-disciplinary teams.
- Provide effective management and leadership to promote a positive working culture throughout the Inquiry team, and which safeguards the values of the Inquiry and wellbeing of those working within it.
- Be accountable for the creation of governance systems and new policies independent from Scottish Government whilst maintaining good relations with the Scottish Government sponsor team, and provide assurances that compliance and value for money is achieved
- Be the most senior official point of liaison with the Secretary of the UK COVID Inquiry, establishing a strong mutually supportive relationship to ensure the needs of the Scottish COVID Inquiry are fulfilled.
- Negotiate the Inquiry budget and manage expenditure in line with Managing Public Money; ensure effective and efficient management of the Inquiry and support the Chair in delivering the terms of reference on time and on budget publications Scottish public finance
- Develop and oversee implementation of a strategic plan for investigations and hearings with the Chair, Solicitor to the Inquiry and Counsel, within the Inquiry terms of reference and Inquiries 2005 Act and meet performance requirements set out in the management agreement to be agreed with the Inquiry.
- Develop the Inquiry work programme including evidence gathering and handling, witness liaison and support, relationships with stakeholders including core participants, holding of public hearings, preparation and publication of Inquiry reports.
- Lead a large-scale procurement exercise for Inquiry premises, developing business cases, liaising with a wide range of stakeholders and ensuring value for money
- Oversee compliance and legal requirements and resolve issues arising for operational and business activities of the Inquiry, including procurement and contractual arrangements, financial transactions of significant value, health and safety and accommodation requirements, IT, and public relations and communications activities.
- Act as a key advisor to the Chair providing high quality advice on policy issues and Inquiry procedures, raising potential impacts and risks in the decision-making process and managing delivery expectations.
- Provide advice on structure and content of the reporting process to the Chair and Inquiry Counsel and commence regular reporting on lessons learned.
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- Lead on sensitive engagement with key stakeholders, including bereaved families, public bodies, professional bodies and core participants with which the Inquiry will interact, whilst maintaining the Inquiry's independence.
- Oversee the development, implementation and successful completion of the Listening Project, ensuring it delivers within the context of the Terms of Reference.
- As Information Asset Owner take lead responsibility for the handling of sensitive data and oversee arrangements for the disposal of Inquiry papers within the requirements of all applicable legislation, ensuring National Records of Scotland's archival requirements are met.
- Assume the formal data and information responsibilities as defined in the Data Protection Act 2018, including that of Data Protection Officer.
- Carry out other tasks required by the Inquiry



ESSENTIAL CRITERIA

Specialist Expertise

Delivering in a policy and operational environment

- Advising, supporting and setting direction in developing Inquiry policy; demonstrating political acuity and ability to influence, while working successfully with the Chair, senior legal team, senior external stakeholders and the UK COVID Inquiry, to resolve complex policy, competence and operational issues;

Financial management and governance

- You will be the most senior official in the Inquiry Team responsible to the chair for the overall integrity, performance, results and public value. Therefore, you will have a strong track record of securing quality, efficiency and value for money, whilst independently creating the management and leadership infrastructure to assure good governance.

Leadership Criteria

Leading and Influencing Others

- Highly developed communication, networking and negotiating skills using personal presence and credibility and creative approaches to secure confidence of the Chair and Inquiry Counsel as well as at the most senior levels across the Civil Service and beyond; evidence an ability to work sensitively with a wide range of external stakeholders, exercising discretion, empathy and compassion. Experience of delivering substantial programmes of work at scale and pace, achieving high quality results and value for money.

Developing Others

- Given the wide range of specialist skills required at different stages in the Inquiry, you will be expected to provide visible leadership, translating the requirements of the chair into complex, phased resource plans. As such you will have a strategic overview of the skills development required for the organisation, ensuring the right resources are in place at the right time.

Leading Collectively

- With the complexities of working productively with the UK Inquiry, you will demonstrate political acuity as you navigate the organisational system and wider public context in order to deliver operational success for the Inquiry. You will be comfortable leading in a volatile, uncertain, complex and ambiguous environment. In order to do this, you will be able to act as an innovator, and a creative thinker who desires to act on behalf of the public good.

Understanding, Managing and Developing Self

- Using your personal lived experience to both guide you and take others with you, you will establish supportive working practices and engagements across the Inquiry, understanding that ethos will become visible to the public in all their dealings with the Inquiry. Given the universal experience of impact from COVID this will be of critical importance.
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- **Disability Confident Scheme** (previously known as Guaranteed Interview Scheme) for disabled persons. For further information, see [here](#). If you require reasonable adjustments to support you to apply for this role, please email Diane Kinnaird Diane.Kinnaird@gov.scot in confidence. For example, a reasonable adjustment at application stage could be providing information in an accessible format.
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From: [REDACTED]@gov.scot
Sent: 21 December 2022 12:46
To: [REDACTED]@AspenPeople.co.uk>
Cc: [REDACTED]@covid19inquiry.scot>; [REDACTED]@aspenpeople.co.uk>; [REDACTED]@aspenpeople.co.uk>; [REDACTED]@aspenpeople.co.uk>
Subject: Official Sensitive - Proposed changes to candidate pack - Chief Executive - Scottish Covid Inquiry

Hi [REDACTED],

There is a change to the advert and the candidate pack.

I've updated both now, here's a link to the work for Scotland ad for ease of reference. [Chief Executive Scottish COVID Inquiry in Edinburgh | Careers at Edinburgh \(icims.com\)](#)

I've attached a copy of the emails I've sent on to each candidate who have applied already, I hope this helps.

I'm working on getting you access to ICIMS, so bear with me on this for now.

Kind Regards,
[REDACTED]

[REDACTED]
Senior Resourcing and Staffing Officer
People Directorate
Scottish Government

I work Tuesday to Friday

PLEASE NOTE I AM WORKING FROM HOME FOR THE FORESEEABLE FUTURE
Email: [REDACTED]



From: [REDACTED]@AspenPeople.co.uk>
Sent: 21 December 2022 10:17
To: [REDACTED]@aspenpeople.co.uk>; [REDACTED]@gov.scot>
Cc: [REDACTED]@covid19inquiry.scot>; [REDACTED]@covid19inquiry.scot>; [REDACTED]@aspenpeople.co.uk>; [REDACTED]@aspenpeople.co.uk>
Subject: RE: Proposed changes to candidate pack - Chief Executive - Scottish Covid Inquiry

Hello [REDACTED]

Grateful if you could confirm once the candidate pack has been amended and we can then update the link on the advert at our end.

Will there be any changes to the advert text itself or just the pack?

Look forward also to receiving the detail to access the ICIMS system.

Best wishes
[REDACTED]

[REDACTED]
Client Partner
[REDACTED]

My working days are Monday to Thursday

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Switchboard: 0141 212 7555
www.aspenpeople.co.uk



Registered office: 78 St Vincent Street, Glasgow, G2 5UB. Registered in Scotland no 413050

From: [REDACTED]@aspenpeople.co.uk>
Sent: 21 December 2022 09:54
To: [REDACTED]@gov.scot
Cc: [REDACTED]@covid19inquiry.scot; [REDACTED]@covid19inquiry.scot;
[REDACTED]@AspenPeople.co.uk>; [REDACTED]@aspenpeople.co.uk>;
[REDACTED]@aspenpeople.co.uk>
Subject: RE: Proposed changes to candidate pack - Chief Executive - Scottish Covid Inquiry

Ah yes thank you [REDACTED]. That criteria can still be tested during the process.

[REDACTED]

[REDACTED]
Director
[REDACTED]

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From: [REDACTED]@gov.scot [REDACTED]@gov.scot>
Sent: 21 December 2022 09:47
To: [REDACTED]@aspenpeople.co.uk>
Cc: [REDACTED]@covid19inquiry.scot; [REDACTED]@covid19inquiry.scot;
[REDACTED]@AspenPeople.co.uk>; [REDACTED]@aspenpeople.co.uk>
Subject: RE: Proposed changes to candidate pack - Chief Executive - Scottish Covid Inquiry

Hi [REDACTED],

If you look further down in this email you'll see what the main change is we are making. If we remove this paragraph from the essential criteria, it makes no difference to who can apply. But for fair and open recruitment we need to advise everyone of the change as per policy.

Best Regards,
[REDACTED]

[REDACTED]
Senior Resourcing and Staffing Officer
People Directorate
Scottish Government

I work Tuesday to Friday

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Email: [REDACTED]



From: [REDACTED]@aspenpeople.co.uk>
Sent: 21 December 2022 09:33
To: [REDACTED]@gov.scot>
Cc: [REDACTED]@covid19inquiry.scot>; [REDACTED]@covid19inquiry.scot>;
[REDACTED]@AspenPeople.co.uk>; [REDACTED]@aspenpeople.co.uk>
Subject: RE: Proposed changes to candidate pack - Chief Executive - Scottish Covid Inquiry

Thanks [REDACTED], [REDACTED] gave us the heads up on this already. Please give [REDACTED] and myself access to the ICIMS system as [REDACTED] will be reconciling that the candidates have completed all the requirements. At the moment we have 2 apps and you have 4 so need to look at this.

Please can you let me know if the change to the essential criteria materially impacts who can apply as I am talking to another potential candidate later today.

Many thanks,
[REDACTED]
[REDACTED]
Director
[REDACTED]

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www.aspenpeople.co.uk



Registered office: 78 St Vincent Street, Glasgow, G2 5UB. Registered in Scotland no 413050

From: [REDACTED]@gov.scot [REDACTED]@gov.scot>
Sent: 21 December 2022 09:15
To: [REDACTED]@aspenpeople.co.uk>
Cc: [REDACTED]@covid19inquiry.scot; [REDACTED]@covid19inquiry.scot
Subject: FW: Proposed changes to candidate pack - Chief Executive - Scottish Covid Inquiry

Hi [REDACTED],

There is going to be a change to the candidate pack that describes the role, more specifically a change to the essential criteria. I plan to make the changes this morning by updating the advert on work for Scotland and replacing the candidate pack.

This means that anyone who has applied so far needs to be informed of this change. There are 4 applications on ICIMS so far. I'll write to those people and let them know. Also I need to arrange for you to be able to access the applications. I'll see if I can get access for both yourself and [REDACTED]. I think I just need your email addresses which I have already, if I need any more than that I'll let you know.

If you or [REDACTED] have spoken to anyone already about the role please advise them of the change.

Best Regards,
[REDACTED]

[REDACTED]
Senior Resourcing and Staffing Officer
People Directorate
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Email: [REDACTED]



* This advert was updated on 21 December 2022. A slight change to one of the key responsibilities and one of the essential criteria "Leading and Influencing Others" was changed. Anyone interested in applying is advised to download a copy of the revised candidate pack, the latest version is available in the link further down.

Eligibility

Applications are invited to this position of **Chief Executive to Scottish Covid-19 Inquiry. Senior Civil Service Payband 2 (SCS2). Salary £95,930.** This is a permanent post on standard Civil Service terms. It's also open to applications from existing Civil Servants on promotion.

Overview

On 24 August 2021, the First Minister announced a public Inquiry under the Inquiries Act 2005 into the handling of the COVID-19 pandemic in Scotland. The Inquiry is judge-led by the Chair. It is the largest Inquiry ever to take place in Scotland and will investigate issues that have affected the lives of everyone in Scotland. It will take place alongside the UK (United Kingdom) Covid-19 Inquiry, investigations into Covid deaths led by the Crown Office and other investigations by independent organisations such as Audit Scotland, creating a complex landscape which requires sensitivity and sound judgment to navigate. The post is high-profile, challenging and vitally important in identifying the lessons to be learned from the response to the pandemic.

The Chief Executive to the Inquiry is a significant and high-profile leadership post and will be its most senior official, with responsibility and accountability for the administration and management of the entire Inquiry team including policy, planning, finance, operations, facilities, security, and comms. The post-holder will deal with important and complicated issues, carrying significant risk with a high level of accountability. They will be working under the guidance and direction of the Inquiry Chair, and must command the trust of the Chair, Counsel, the Inquiry legal team and the Inquiry secretariat. The post has a strong external profile and representational role, requiring the post-holder to engage regularly with and win and retain the confidence of separate independent inquiries, core participants, third sector organisations, legal representatives and individual stakeholders, who will reflect a wide variety of different and potentially conflicting interests. The role requires strong stewardship both internally and externally. The successful candidate will demonstrate strong strategic and personal leadership in a high-profile area and will have overall responsibility

for developing and leading the organisational aspects of the Inquiry alongside the Chair.

The role of Chief Executive will require resilience and robustness in order to work in a challenging, complex and time-pressured environment managing a variety of key stakeholders' expectations sensitively – including bereaved families and a range of public bodies across departmental and governmental boundaries– under intense media and public scrutiny.

It is likely that, at points in the Inquiry, the successful candidate will lead an Inquiry team of over 200. Indeed, across the life of the Inquiry it is likely that around 300 people will have been employed, as the required skillsets adjust to Inquiry phases. The successful candidate will oversee three deputy director led divisions and will be required to strategically manage the Inquiry's workforce to ensure the Inquiry's needs are met as it progresses through its different stages. The successful candidate will also be expected to negotiate and manage the Inquiry's budget.

The successful candidate will have the character and judgement required to navigate this complex but rewarding task. This includes having the proven leadership and delivery skills to manage a complex operational structure involving Scottish Government staff on assignment together with specialists and agency workers, in order to create and support the effective operational arrangements for the Inquiry.

The Inquiry's Terms of Reference is attached [COVID-19 Inquiry - gov.scot \(www.gov.scot\)](https://www.gov.scot/COVID-19-Inquiry)

Further information can be found in the candidate packs. Please find links to these further down.

Responsibilities & Competencies

- Design and lead the organisational structure for the Inquiry team so that it is efficient and proportionate and responds to the demands of the Inquiry's terms of reference and anticipated timescale, by establishing substantial multi-disciplinary teams.
- Provide effective management and leadership to promote a positive working culture throughout the Inquiry team, and which safeguards the values of the Inquiry and wellbeing of those working within it.

- Be accountable for the creation of governance systems and new policies independent from Scottish Government whilst maintaining good relations with the Scottish Government sponsor team, and provide assurances that compliance and value for money is achieved
- Be the most senior official point of liaison with the Secretary of the UK COVID Inquiry, establishing a strong and mutually supportive relationship to ensure the needs of the Scottish COVID Inquiry are fulfilled.
- Negotiate the Inquiry budget and manage expenditure in line with Managing Public Money; ensure effective and efficient management of the Inquiry and support the Chair in delivering the terms of reference on time and on budget publications Scottish public finance
- Develop and oversee implementation of a strategic plan for investigations and hearings with the Chair, Solicitor to the Inquiry and Counsel, within the Inquiry terms of reference and Inquiries 2005 Act and meet performance requirements set out in the management agreement to be agreed with the Inquiry.
- Develop the Inquiry work programme including evidence gathering and handling, witness liaison and support, relationships with stakeholders including core participants, holding of public hearings, preparation and publication of Inquiry reports.
- Lead a large-scale procurement exercise for Inquiry premises, developing business cases, liaising with a wide range of stakeholders and ensuring value for money
- Oversee compliance and legal requirements and resolve issues arising for operational and business activities of the Inquiry, including procurement and contractual arrangements, financial transactions of significant value, health and safety and accommodation requirements, IT, and public relations and communications activities.
- Act as a key advisor to the Chair providing high quality advice on policy issues and Inquiry procedures, raising potential impacts and risks in the decision-making process and managing delivery expectations.

- Provide advice on structure and content of the reporting process to the Chair and Inquiry Counsel and commence regular reporting on lessons learned.
- Act on the authority of the chair as their deputy to conclude critical operational decisions. This excludes chair decisions specified in the Inquiry (Scotland) Rules.
- Lead on sensitive engagement with key stakeholders, including bereaved families, public bodies, professional bodies and core participants with which the Inquiry will interact, whilst maintaining the Inquiry's independence.
- Oversee the development, implementation and successful completion of the Listening Project, ensuring it delivers within the context of the Terms of Reference.
- As Information Asset Owner take lead responsibility for the handling of sensitive data and oversee arrangements for the disposal of Inquiry papers within the requirements of all applicable legislation, ensuring National Records of Scotland's archival requirements are met.
- Assume the formal data and information responsibilities as defined in the Data Protection Act 2018, including that of Data Protection Officer.
- Carry out other tasks required by the Inquiry

Essential Criteria and Qualifications

You will be asked to provide a detailed Supporting Statement that evidences how you meet the following essential criteria:

Delivering in a policy and operational environment

- Advising, supporting and setting direction in developing Inquiry policy; demonstrating political acuity and ability to influence, while working successfully with the Chair, senior legal team, senior external stakeholders and the UK COVID Inquiry, to resolve complex policy, competence and operational issues;

Financial management and governance

- You will be the most senior official in the Inquiry Team responsible to the chair for the overall integrity, performance, results and public value. Therefore, you will have a strong track record of securing quality, efficiency and value for money,

whilst independently creating the management and leadership infrastructure to assure good governance.^[OBJ]

Leading and Influencing Others

- Highly developed communication, networking and negotiating skills using personal presence and credibility and creative approaches to secure confidence of the Chair and Inquiry Counsel as well as at the most senior levels across the Civil Service and beyond; evidence an ability to work sensitively with a wide range of external stakeholders, exercising discretion, empathy and compassion. Experience of delivering substantial programmes of work at scale and pace, achieving high quality results and value for money.

Developing Others

- Given the wide range of specialist skills required at different stages in the Inquiry, you will be expected to provide visible leadership, translating the requirements of the chair into complex, phased resource plans. As such you will have a strategic overview of the skills development required for the organisation, ensuring the right resources are in place at the right time.

Leading Collectively

- With the complexities of working productively with the UK Inquiry, you will demonstrate political acuity as you navigate the organisational system and wider public context in order to deliver operational success for the Inquiry. You will be comfortable leading in a volatile, uncertain, complex and ambiguous environment. In order to do this, you will be able to act as an innovator, and a creative thinker who desires to act on behalf of the public good.

Understanding, Managing and Developing Self

- Using your personal lived experience to both guide you and take others with you, you will establish supportive working practices and engagements across the Inquiry, understanding that ethos will become visible to the public in all their dealings with the Inquiry. Given the universal experience of impact from COVID this will be of critical importance.
- You will be comfortable sharing your experiences and challenges with others. You will know when you are at your best and be open about what causes you strain, having strategies in place to maintain personal resilience.

HOW TO APPLY

Applications should be submitted by no later than Monday 23 January 2023 at 12.00 noon. You may wish to consult the Further Information Sections in the candidate packs when preparing your application. You can access them here. [Candidate pack - Scottish Covid Inquiry - Chief Executive Revised 21 Dec 2022](#) [Candidate Pack 2 - Scottish Covid Inquiry - Chief Executive - Further Information](#)

If this is the first time you have applied for a Senior Civil Service appointment:

If you click “apply for this role” you will be asked to enter your email address as well as being asked to complete:

1. **Online registration.** There are a number of questions, covering information required for the recruitment process and to enable us to monitor our performance as an inclusive employer. These include:
 - **Diversity Monitoring.** See the [Civil Service Diversity and Inclusion Strategy](#) for more information.
 - **Disability Confident Scheme** (previously known as Guaranteed Interview Scheme) for disabled persons. For further information, see [here](#). If you require reasonable adjustments to

support you to apply for this role, please email Diane Kinnaird Kinnaird@gov.scot in confidence. For example, a reasonable adjustment at application stage could be providing information in an accessible format.

- **Nationality section.** Please see the [Civil Service Nationality Rules](#) for further information.

The online registration form is solely for HR use and will not be given to the selection panel.

The system will acknowledge your application, you should now submit the following to complete your application:

2. **Emailed supporting statement and CV** – sent to Katy Gall at Aspen People. Email: KGall@AspenPeople.co.uk **Catriona Mackie** and **Donogh O'Brien** at Aspen are our retained recruitment partner. **For a confidential discussion about the role please contact either Catriona or Donogh on 0141 212 7555.**

The selection panel will use these two documents to assess your suitability for the role against the essential criteria during sifting.

- **Supporting statement** (maximum 1,500 words) explaining how your skills, qualities and experience make you suitable for the role. You should make particular reference to, and structure your supporting statement around, the essential criteria. **(Please use the template provided)**. You can access the template here [SUPPORTING STATEMENT TEMPLATE](#)
- **CV** setting out your career history, with key responsibilities and achievements. This should provide details of your qualifications and career history with dates and reasons for leaving.