



Executive Level Leadership and Talent Management in NHSScotland

May 2017



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Introduction

1. This paper provides a set of actions to address the *Health and Social Care Delivery Plan's*¹ (the Delivery Plan) priority (p.20) of developing a new approach to leadership development and talent management in NHSScotland.

Background

2. NHSScotland has a *2020 Workforce Vision and Values*². The vision makes a commitment to putting people at the centre of everything we do, and using our shared values to guide the work we do, the decisions we take and the way we treat each other. Developing leadership capabilities and capacity across NHSScotland is a key priority in the 2020 Workforce Vision and is an integral part of improving quality to enhance patient safety and people's experience of services. The values span: care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork. The *Everyone Matters: 2020 Workforce Vision Implementation Plan*³ sets out a range of actions to secure progress towards the vision. Consideration of a new approach to executive level leadership development and talent management in NHSScotland has this vision and the values at its core.
3. The Delivery Plan published in December 2016 sets out a programme to further enhance health and social care services in Scotland. The overall strategic intention remains focused on ensuring people in Scotland can live longer, healthier lives at home or in a homely setting. The Delivery Plan sets the broad context for the design and delivery of services in the future. Further, it describes the opportunities presented by new and innovative approaches which will drive the design and delivery of high quality services, improvements in population health and reductions in inequalities.
4. Our approach to *ethical leadership*⁴, alongside supporting our current and future leaders to reflect on and develop their strengths within the context of the *6 core leadership capabilities for health and social care*⁵, will underpin the changes necessary to ensure that people have access to the best possible care when they need it, and that resources are deployed efficiently and sustainably. This new approach to leadership and talent management also aligns with the National Workforce Plan – another component of the Delivery Plan – which is due to be published at the end of May 2017.

Rationale

5. The evidence base and international literature on leadership and talent management is wide and ever evolving. A number of key sources (see Appendix 1) provide the generic basis for the approaches set out in this paper. However, NHSScotland has a cadre of highly experienced and expert leaders who have been instrumental in pulling together this new approach. There are many existing examples of good practice across the dimensions identified above. Much has been done in NHSScotland to develop leaders and leadership capabilities for the executive level, via a wide range of programmes and interventions nationally and locally. The intention is now to bring the best elements together into a coherent strategic approach at a national level.
6. The current NHSScotland chief executive cohort places significant value in:
 - leadership development for the future;
 - understanding the complexity of, and changing the culture to enable, cross-sectoral working;
 - a values-led approach which is underpinned by honest dialogue and effective performance appraisal and performance management;
 - a constant focus on developing people, leadership development and talent management; and
 - ensuring leaders lead across a wide range of teams and engage people.
7. Predicated on our commitments to ethical leadership, NHSScotland values and a 'Once for Scotland' approach, the intention is to design and implement a set of new national arrangements which will ensure the very best and most able people reach NHSScotland boardrooms and that they ensure people working in and across organisations can thrive and flourish such that they deliver the aims and expectations of the Delivery Plan. This will mean NHSScotland can continue to have a world class workforce which will, in turn, ensure that the people of Scotland can lead longer healthier lives at home or in a homely setting.

What Will Be Different?

8. Executive leadership in NHSScotland has been, and remains, fundamental to the delivery of these aims. Working in their own organisations and with strategic partners in local systems, regionally, and corporately at national level, the best and most able managers and leaders will be identified, supported and developed systematically through new nationally-led arrangements. This will ensure that current and future executive leaders are fully equipped to drive the changes required in health and social care. A new approach at national level to talent management and succession planning will ensure sustainability of the talent pipeline. **Annex A** sets out the key actions and timescales.

Aim

9. The overall aim is to ensure that, from 2018, chief executive and executive director posts to be filled will have a minimum of four appointable candidates who have come through the new national leadership development, talent management and succession planning process who are ready to compete for, or be assigned to, posts within NHSScotland. NHSScotland is open to new people and should be regarded as an exemplar employer which can attract, recruit and retain external applicants as well as internal ones. NHSScotland as an employer has the ambition and obligation to develop all the people who work in it at whatever level – those with the talent, ability, drive and values should be able to reach the highest positions, regardless of background.

Outcomes

10. Overall there is an intention to ensure:

- there is a ‘Once for Scotland’ approach to Leadership and Talent Management in NHSScotland;
- NHS leaders live by, and demonstrate, our shared values with and for patients, service users and staff;
- chief executive and executive director posts have four appointable candidates coming through the new approach; and
- NHSScotland is regarded as an exemplar employer – attracting, developing and retaining its leadership cohort.

These are set out in more detail in the Programme Overview below.

Scope

11. This approach focuses on those who are, or will be, working in NHSScotland. It is about ensuring the best and most able leaders take up executive level positions in NHSScotland boardrooms. In addition to their professional, technical, leadership and management skills they also need to be able to fulfil their responsibilities as members of boards of governance making the fullest possible commitment to their local health and social care systems, as well as regionally and nationally. This places an additional premium on competence in corporate, system and governance leadership. The new national approach will focus on those who are:

EXECUTIVE DIRECTORS	CHIEF EXECUTIVES
very experienced directors	very experienced chief executives
experienced directors	experienced chief executives
new directors	new chief executives
aspiring directors	aspiring chief executives

Dimensions

12. The enabling dimensions to achieve this aim comprise:
 - values-based recruitment;
 - performance management and appraisal;
 - leadership development;
 - talent management and succession planning; and
 - governance and oversight.
13. These dimensions will be designed to work together as part of a new nationally led approach which will ensure that the most talented and able leaders can be identified, developed and supported as their careers progress. This will require new national level arrangements working in collaboration with NHSScotland employers.

Strategic Engagement

14. Over the last 12 months the dimensions and actions set out in this paper have been discussed across a range of stakeholders including NHS Board Chairs and Chief Executives, and the Chairs of the Executive Director level professional networks (eg the HR Directors, the Directors of Finance, the Scottish Executive Nurse Directors and the Scottish Association of Medical Directors). More widely, discussions have taken place across NHS organisations in Scotland and with other large organisations elsewhere in the UK (including NHS organisations such as the *NHS Leadership Academy*⁶ and *NHS Improvement*⁷ in England), with a number of professional organisations and through established arrangements such as the Everyone Matters Implementation Group and the Strategic Workforce Advisory Group.
15. Other engagement opportunities, including discussions with the Scottish Partnership Forum, are planned to ensure there is a broadly based understanding of the new approach. Thus far, the proposals have been well received with a clear consensus that NHSScotland is well placed to develop national level, co-ordinated arrangements for leadership development and talent management for the most senior cohort.
16. Continuing and extending strategic engagement across a range of stakeholders will be an essential element of developing this new approach – NHS Scotland cannot work in isolation. Indeed, much of the success of the existing approaches relies on the proximity of employers, a range of delivery partners, academia, and professional bodies. The redesign of national governance and oversight arrangements described elsewhere in this paper will ensure that the necessary levels of strategic engagement are brought in from the outset.

Method, Implementation and Monitoring

17. To date, a Leadership and Talent Management Group with the support of an Operational Sub Group has been designing and progressing this work. The memberships for these two groups can be found at Annex C. Going forward, a programme management approach will be used, underpinned by improvement methodologies. This will be overseen by a newly established national governance group (para. 22 provides more detail) which will replace a number of existing groups and governance mechanisms, including the current Leadership and Talent Management Group. The Chief Executive of NHSScotland will have a prominent role in the overall design and delivery of this new national governance group. The professional leadership will be provided by the Director of Health Workforce and Strategic Change. The governance arrangements will have the necessary technical, policy and secretariat support, as well as access to external experts. The current Leadership and Talent Management Operational Sub Group will continue to support this new group until the approach has been implemented. Monitoring and evaluation will take place on the basis of the actions described below.

Programme Overview

18. The design and delivery of the new arrangements will mean it will be possible, at national level, to identify, track and proactively manage the career and personal development of each individual coming through the national arrangements as part of a talent pool. This will be supported by a nationally-led development programme providing opportunities locally, regionally and nationally, together with self-directed professional and personal learning activities. This will require collaboration with NHS employers and a range of delivery partners. It will also require a blended approach of face-to-face, in situ, and digital learning opportunities, as well as development opportunities within existing roles and organisations, regionally, nationally and through wider exposure. This will be enhanced by coaching/mentoring, peer engagement and support from members of the NHS Scotland Leadership 'Faculty' - comprising experienced and expert leaders.
19. The arrangements for managed entry into the national talent pool will be rigorous, based on NHSScotland values and predicated on inclusivity and diversity. This will ensure there is a sharp focus on emotional resilience, intellectual ability, key skills and competencies, self-awareness and values rather than just ambition and aspiration. The design, delivery and management of the selection arrangements and support thereafter will reflect best practice and best value. It is anticipated that a review of existing spend locally and nationally will allow there to be a refocusing of that resource such that investment will be made in the national arrangements.

20. Recruitment to executive level posts thereafter will be nationally-led in conjunction with employers. Executive level performance management and appraisal arrangements will be revised and there will be a move to a single approach applied at local level and overseen at national level for calibration, moderation and assurance purposes. This will include standard documentation and supporting guidance increasingly moving to a single digital platform.
21. This in turn will inform a new national approach to talent management and succession planning such that there is a strategic level understanding of those in the talent pool and talent pipeline. In turn, there will be a single (but flexible) methodology for recruitment to executive level posts overseen from national level.
22. Oversight and direction will be provided through the establishment of a National Executive Leadership and Talent Management Group which will be led by the NHSScotland Chief Executive with membership drawn from NHSScotland together with independent/external participation. It will have its own secretariat and access to technical and policy advice. It will oversee the totality of the national arrangements for leadership development, talent management and succession planning, performance management and appraisal (subsuming the current functions of the National Performance Management Committee and linking to the National Executive Committee). During 2017/18, local Remuneration Committees should continue with current arrangements. Support and development for these local committees will be built in to the new arrangements from 2018/19.

Conclusion

23. The solutions for the delivery of a new approach to leadership and talent management already exist within NHS Scotland – augmented, where necessary, by external expertise and different perspectives. Any review of the wider evidence base and literature (set out at Appendix 1) offers many models, conceptual frameworks and interventions. NHSScotland should determine its own approach, drawing upon and aggregating to national level what works well and then ensuring consistent application to defined levels of reliability. These arrangements recognise that, increasingly, senior leaders will be working together regionally and nationally as well as in their local health and social care systems. The overall approach set out in this paper will ensure that the new national level arrangements for leadership and talent management secure the ambitions of the Delivery Plan.

Annex A – Key Actions And Timescales

i. Values Based Recruitment

NHS organisations in Scotland, as employers, currently lead the recruitment process for executive-level positions and use different methodologies often with the support of external recruitment agencies. Experience within the NHS in Scotland demonstrates the benefits of using a values-based recruitment approach within a single methodology.

In future, for the most senior posts in NHSScotland there will be greater national co-ordination and support to ensure consistency of approach and a rigorous standard which ensures not only the necessary skills, knowledge and experience but also ensuring those appointed are exemplars of NHSScotland values.

This will include a single national methodology. There will be a review of how and when executive search agencies are used – and if considered necessary it will be within the single methodology referred to above.

Action

Establish a national level function to direct recruitment arrangements for all executive level posts and development programmes.

1. Golden Jubilee Foundation to lead design and delivery of new national level approach.
2. Scottish Government to lead review of how and when executive search agencies are used.

Timescale

- New national level approach to be operational by Autumn 2017.
- Review of executive search agencies to be completed by Autumn 2017.

ii. Performance Management & Appraisal At Executive Level

There will be a single national approach for objective setting and performance appraisal for the NHSScotland executive cohort. The approach will ensure standardised, consistently applied processes to enable a formal and honest assessment of how well people have performed, their wider contribution within their own organisations and to NHSScotland corporately, and in the development and wellbeing of staff in the context of equality and diversity. This is also intended to ensure that individual aspirations and potential for the future can be assessed and progressed within the new national arrangements which place a particular premium on leadership qualities, values and behaviours as well as delivery.

The outcome will be a common format for providing information to the National Leadership and Talent Management Group for calibration, moderation and assurance purposes. This will support the new national arrangements for talent management and succession planning including a single record and dataset for each individual for submission to the National Leadership and Talent Management Group.

2017/18 will be a transitional year and will be used as the basis for moving to standardised national documentation for executive level performance management and appraisal. NHS Boards should continue to work within the existing guidance PCS(ESM)2017/1 and using local systems but with the expectation of migrating to the new approach for the 2018/19 appraisal year.

Actions

3. Scottish Government to produce a new objective setting form and supporting documentation for the 2017/18 year as a transition to the new arrangements; this will be trialled with a number of Chief Executives over 2017/18 and will come into force for the 2018/19 appraisal year.
4. NHS Education for Scotland and Golden Jubilee Foundation working with the NHS National Services Scotland to develop the necessary documentation, accompanying guidance and processes (including digital and analytics solutions) drawing on best practice.
5. Scottish Government to review existing circulars, directions and good practice guidance and produce a revised version reflecting the overall approach set out in this paper.

Timescales

- Revised documentation to be finalised and issued in conjunction with refreshed good practice guidance as part of a trial of the new process over the first half of 2017/18; test from August 2017 with a view to coming into effect for the 2018/19 appraisal year.
- Review of circulars, directions and good practice to be completed by the end of August 2017 with a view to coming into effect for the 2018/19 appraisal year.

iii. Leadership Development

There will be a new approach, open to all by way of a values-based recruitment process, to identify and develop those with the potential to reach executive level positions. It will also ensure ongoing development and support for the current executive level cohort. This new approach will reflect the agreed leadership qualities for Health and Social Care and give prominence to the NHSScotland values.

This will allow for inclusive arrangements for around 1% of the NHSScotland workforce (c1600 people) to start to explore their potential and development for the most senior positions over time then honed to an annual national cohort of around 25 people identified through rigorous and fair selection methods with a strong values-based approach. Modelling and scenario planning using the number of executive level appointments made in the last 10 years is currently underway.

Action

6. NHS Education for Scotland to commence scoping, design and delivery of a new nationally-led approach focused on a small national cohort (selected using a fair, open and robust values-based process) in the context of the talent management and succession planning approach, with additional technical support as necessary.

Timescale

- New arrangements to be operational by early 2018.

iv. Talent Management and Succession Planning

A new nationally-led and co-ordinated approach will be developed to ensure that NHSScotland has a 'talent pipeline', and effective arrangements for identifying future potential, such that there can be confidence in the current and future supply of executive-level leaders spanning functional specialist and generalist posts. This will be designed to ensure much closer and direct involvement of the NHSScotland Chief Executive. This will aim to ensure that it becomes possible to match the aspirations of our people to their potential and ability in ways which ensure, regardless of background, our most talented leaders can excel in the most senior positions.

For 2018/19, the intention is to develop and test a single nine box grid arrangement together with supporting documentation, processes, guidance and analytics to be used across all staff groups for the 'aspiring' director and 'aspiring' chief executive (existing directors) cohorts.

This will ensure that the current and future executive level talent cohort can be identified and managed as early as is practicable at national level, with their development initially managed at local level but with selected individuals then moving to the nationally managed arrangements. It will be necessary to describe how progress will be monitored and managed, what people can expect in terms of the national arrangements and what happens if they need to leave (by choice or being deemed unable to progress).

This will need to be considered within the National Leadership and Talent Management Group's governance arrangements which will ensure congruence across leadership development and performance management and appraisal.

Action

7. Scottish Government, Golden Jubilee Foundation, National Services Scotland and NHS Education for Scotland to scope, design and implement the new arrangements (via digital and analytics solutions where appropriate) working as a sub group to the National Leadership and Talent Management Group.

Timescale

- Design and develop over 2017/18, with a view to trialling a new approach during 2018/19 appraisal year.

v. Governance, Oversight and Direction

Establish NHSScotland National Leadership and Talent Management Group to provide oversight, direction, connectivity and quality assurance for all the national arrangements. This new group, which will include NHS Board Chief Executive and Chair membership, will subsume the functions of the current National Performance Management Committee.

Action

8. Scottish Government to design and establish the arrangements including building support/development for local Remuneration committees.

Timescale

- Interim arrangements for 2017/18 to be in place by Spring 2017. New governance arrangements will be in place for 2018/19.

vi. Communications and Engagement

Scottish Government to establish a programme of engagement with key groups to keep them updated on progress and to obtain feedback on each of the workstreams and processes as they develop. This engagement will include a Leadership Event in November to which the executive level cohort will be invited.

Action

9. Scottish Government.

Timescale

- Communications and engagement with key groups continue, including Scottish Partnership Forum in May 2017; update to the Delivery Programme Board in June 2017 and NHS Board Chief Executives in Summer 2017.
- Further engagement opportunities with key groups, including NHS Board Chairs and Remuneration Committees will be sought.

Annex B – Summary of Actions

i. Values Based Recruitment			
Action Number	Action	Timescale	Lead Contact
1.	New national level approach.	Autumn 2017.	Jill Young Golden Jubilee Foundation
2.	Review of executive search agencies.	Autumn 2017.	Robert Kirkwood Office of the Chief Executive NHSScotland

ii. Performance Management & Appraisal at Executive Level			
Action Number	Action	Timescale	Lead Contact
3.	Produce objective setting form and supporting documentation to trial over 2017/18.	Trial and test 2017; implement appraisal year 2018/19.	Gwen Nicholson Office of the Chief Executive, NHSScotland
4.	Develop necessary documentation, accompanying guidance and processes (including digital and analytics solutions).	Trial and test 2017; implement appraisal year 2018/19.	Tom Power NHS Education for Scotland
5.	Review existing circulars, directions and good practice guidance and produce a revised version.	Complete review by August 2017, implement appraisal year 2018/19.	Malcolm Clark Directorate for Health Workforce and Strategic Change

iii. Leadership Development			
Action Number	Action	Timescale	Lead Contact
6.	Scope, design and deliver new nationally-led approach focused on small national cohort with additional technical support as necessary.	Operational by early 2018.	Caroline Lamb NHS Education for Scotland

iv. Talent Management and Succession Planning

Action Number	Action	Timescale	Lead Contact
7.	Scope, design and implement new arrangements for talent management and succession planning, in partnership with the National Leadership & Talent Management Group.	Design/develop over 2017/18; trial new approach during 2018/18 appraisal year.	Jill Young Chair of Operational Sub Group

v. Governance, Oversight and Direction

Action Number	Action	Timescale	Lead Contact
8.	Design and establish new arrangements for the National Leadership & Talent Management Group and support/development for local remuneration committees.	Interim arrangements by Spring 2017; new governance arrangements in place for 2018/19.	Shirley Rogers Director for Health Workforce and Strategic Change

vi. Communications and Engagement

Action Number	Action	Timescale	Lead Contact
9.	Continue engagement with key groups.	Ongoing.	Shirley Rogers Director for Health Workforce and Strategic Change

Annex C –

Membership of the Leadership and Talent Management Group

Shirley Rogers, Director for Health Workforce and Strategic Change
Colin Brown, Head of the Office of the Chief Executive of the NHS in Scotland
Robert Kirkwood, Head of Corporate Business Management

Denise Coia, Chair, NHS Healthcare Improvement Scotland
David Garbutt, Chair, Scottish Ambulance Service
Neena Mahal, Chair, NHS Lanarkshire

Jeff Ace, Chief Executive, NHS Dumfries and Galloway
Caroline Lamb, Chief Executive, NHS National Education Scotland (NES)
Lesley McLay, Chief Executive, NHS Tayside
Robbie Pearson, Chief Executive, NHS Healthcare Improvement Scotland
Malcolm Wright, Chief Executive, NHS Grampian
Jill Young, Chief Executive, Golden Jubilee Foundation

Tom Power, Associate Director, Organisational & Leadership Development, NHS NES
Kenny Small, Director of Human Resources, NHS Lanarkshire

Membership of the Leadership and Talent Management Operational Sub Group

Jill Young, Chief Executive, Golden Jubilee Foundation
Kerry Chalmers, Health Workforce
Robert Kirkwood, Head of Corporate Business Management
Gwen Nicholson, Corporate Business Management

Jacqui Jones, Director of Human Resources, NHS National Services Scotland
David McColl, Digital Team, NHS National Education Scotland
David Miller, Head of Human Resources, Golden Jubilee Foundation
Tom Power, Organisational & Leadership Development, NHS National Education Scotland
Safia Qureshi, Director of Quality, Innovation and People, Golden Jubilee Foundation
Kenny Small, Director of Human Resources, NHS Lanarkshire
Gillian Strachan, Principal Lead, Organisational & Leadership Development, NHS NES

Appendix 1 – List of References and other Key Sources

References

- 1 Health and Social Care Delivery Plan:
<http://www.gov.scot/Resource/0051/00511950.pdf>
- 2 Everyone Matters: 2020 Workforce Vision:
<http://www.gov.scot/Resource/0042/00424225.pdf>
- 3 2020 Workforce Vision: Implementation Framework and Plan 2014/15: <http://www.workforcevision.scot.nhs.uk/wp-content/uploads/2013/12/Implementation-Plan.pdf>
- 4 Ethical Leadership – Leadership in a rewarding, complex and demanding world:
<https://dghealth.wordpress.com/2015/07/24/leadership-in-a-rewarding-complex-and-demanding-world-by-paul-gray-pag1962/>
- 5 Core Leadership Capabilities: <http://www.leadingbettercare.scot.nhs.uk/developing-myself/reviewing-my-needs/core-leadership-capabilities/>
- 6 The NHS Leadership Academy: <http://www.leadershipacademy.nhs.uk/>
- 7 NHS Improvement: <https://improvement.nhs.uk/>

Other Key Sources

The King's Fund publications:

- Leadership and Leadership Development in Health Care: The Evidence Base (February 2015): <https://www.kingsfund.org.uk/publications/leadership-and-leadership-development-health-care>
- The practice of system leadership – being comfortable with chaos (May 2015): <https://www.kingsfund.org.uk/publications/practice-system-leadership>
- Leadership in the NHS – Thoughts of a newcomer (June 2016): <https://www.kingsfund.org.uk/publications/articles/leadership-nhs>

Other publications:

Lord Rose NHS Leadership Review 2015 – Better leadership for tomorrow: <https://www.gov.uk/government/publications/better-leadership-for-tomorrow-nhs-leadership-review>

NHS Improvement: Developing People – Improving Care:

<https://improvement.nhs.uk/resources/developing-people-improving-care/>

Institute for Healthcare Improvement: High-Impact Leadership: Improve Care, Improve the Health of the Populations and Reduce Costs:

<http://www.ihl.org/resources/Pages/IHIWhitePapers/HighImpactLeadership.aspx>



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