Chief Officer
Health and Social Care Integration
Clackmannanshire, Stirling and NHS Forth Valley Partnership
Overview

This is a permanent appointment, however, for legal reasons; the formal appointment will be confirmed once the corporate body has been established. The appointment of chief officer is a joint NHS/Clackmannanshire/Stirling Council appointment and it is intended that the post holder would eventually be seconded to the Integration Joint Board (IJB) of the new corporate body in April 2015 as it will have no employment powers of its own.

The role that the Chief Officer will fulfil must be set out in the Integration Scheme that the Council and Health Board are required to agree and have approved by Scottish Ministers. The role will therefore develop and evolve in order to deliver agreed priorities. It is envisaged that the role, will in time have strategic and operational components. Initially the role will be focussed on strategic priorities including a) the development of an Integration Joint Board Strategic Plan in 2015 – 16 and b) responsibility for establishing Body Corporate arrangements.

There is the potential for this role to develop throughout 2015 – 16. As this is a period of transition the job description may therefore be amended to reflect the long term requirements of the integrated service.

The successful candidate can opt whether to be employed by Clackmannanshire Council or NHS Forth Valley and will be appointed on either health or council terms and conditions, depending on which organisation is most attractive to the individual. It is expected that candidates with a health background would prefer NHS and candidates with a local authority background would prefer council, candidates from neither background can also express a preference. It should be noted that pay and terms and conditions are different in both organisations and candidates cannot select terms from each employer but will be offered the whole package of conditions from one. The post will be accountable to the Integration Joint Board and will report to the Chief Executive Officers of both organisations and will be a member of both council and health management structures.
POST OF CHIEF OFFICER (HEALTH & SOCIAL CARE PARTNERSHIP)

Thank you for requesting information on the post of Chief Officer (Health & Social Care Partnership). Included in this pack you will find the following information:

- Timetable of Events
- Additional Information sources
- Advertisement
- Job Description
- Terms and Conditions Information

**Timetable of Events:**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Panel Short Leeting</td>
<td>17th February 2015</td>
</tr>
<tr>
<td>Assessment Centre (TBC)</td>
<td>20th February 2015</td>
</tr>
<tr>
<td>Interview</td>
<td>24th February 2015</td>
</tr>
</tbody>
</table>

**Additional Information**

Additional background information may be provided to candidates invited to interview, however the following documents provide additional information and can be accessed by clicking on the links below:

**Clackmannanshire/Stirling Council**

- [Taking Clackmannanshire Forward, Corporate Priorities 2012-2017](http://www.clacksweb.org.uk/council/corporateplan/)
- [Clackmannanshire Single Outcome Agreement 2013-2023](http://www.clacksweb.org.uk/council/corporateplan/) (above link refers)
- [Annual Accounts 2012/13](http://www.clacksweb.org.uk/council/financialservices/) once into the link you choose Financial Statements 2013-14
- [NHS Forth Valley](http://www.nhsforthvalley.com): For further information on NHS Forth Valley please visit our website - [www.nhsforthvalley.com](http://www.nhsforthvalley.com)
CHIEF OFFICER (HEALTH AND SOCIAL CARE INTEGRATION)

1. JOB PURPOSE

The post holder will:

Outcomes

• Deliver the best outcomes for patients, people who use services and carers within the Partnership area, by leading:
  a) the implementation of the Integration Scheme and Scheme of Delegation once agreed;
  b) the development of the Strategic Plan in accordance with the provisions agreed within The Public Bodies (Joint Working) (Scotland) Act April 2014;
  c) following delivery of the key strategic priorities of the post, continue to develop such plans and the operational delivery of services to support the plans.

Change

• Develop and implement the Integration Joint Board Strategic Vision and Strategic Plan delivering a programme of transformational change to deliver health and social care that is seamless from the perspective of the patient, user or carer; to provide leadership and influence ensuring a coherent vision, values and culture, underpin delivery of whole system change to improve outcomes for adults in Clackmannanshire/Stirling areas.

Budget

• Be accountable to the Integration Joint Board for the integrated budget for adult health and social care service provision, to ensure delivery of the agreed integrated services.
Corporate Management

- Participate as appropriate in the corporate and strategic management of both partner organisations and be accountable for ensuring that the Integration Joint Board corporate and strategic objectives are reflected and met in the services for which the post holder is responsible.

Systems and Performance

- Lead the design and introduction of integrated systems of governance, finance reporting and performance and be accountable to the joint partners for the performance of the partnership.

Operational Responsibility

- The postholder will be responsible for operating activities relating to the delivery of the strategic plan.
- The services within the scope of this Strategic Plan will be those defined under the Regulations as published in October 2014.
2. ORGANISATION CHART AND REPORTING RELATIONSHIPS

Chief Executive Officer

Integration Joint Board

NHS Forth Valley

Chief Executive 's Officer

Clackmannanshire & Stirling Councils

Chief Officer

Services within the Health & Social Care Partnership
This is a key post which is integral to significant transformational change and clear objectives will be agreed with the post holder to ensure delivery of the Integration Joint Board’s outcomes and priorities.

3. KEY RESULT AREAS & RESPONSIBILITIES

During 2015 – 16 the key result areas will be:-

• Responsibility for establishing Body Corporate Arrangements
• Leading the implementation of the Integration Scheme
• Leading the development of the Strategic Plan

Additional Key Areas and Responsibilities

• Supporting the Integration Joint Board Committees, ensuring appropriate infrastructure is in place to support the business of the Partnership. Ensuring standard operating procedures are in place to deliver the work of the Integration Joint Board and comply with all statutory guidance. Produce annual performance plans to comply with Audit arrangements.

• In addition this post will develop the integrated planning of Health and Social Care Services, ensuring the management, planning and commissioning of services meets the objectives of the Integration Joint Board and statutory requirements as defined in the Strategic Plan, by providing strategic leadership and direction.

• Lead the integration of services through the co-ordination, the preparation and the application of key strategic documents including Service Plans and Joint Commissioning Plans.

• Manage inspection and audit activity relating to the delivery of services defined in the Integration Joint Board Scheme and undertaken as part of the Joint Commissioning plan.
• Design and implement, in partnership with both organisations and with their staff side/Trades Union representatives, organisational arrangements, including locality arrangements, which are fit for purpose, take into account statutory and professional responsibilities and accountabilities and deliver objectives on time and within budget.

• Manage and be accountable for all allocated budgets to meet the agreed objectives of the Joint Board, ensuring that financial targets are achieved within the resources available.

• Develop standards for the joint delivery of adult health and social care services ensuring a robust performance management framework is in place to measure service delivery, and ensure continuous improvement. Ensure that all statutory clinical and non-clinical governance and professional standards are adhered to and arrangements are established to ensure systems are in place which meet professional and clinical standards. Work on a Care and Clinical governance framework to include the Chief Social Work Officer, Medical Director and Nurse Director.

• Lead initiatives to ensure that the Council and Board working with Third Sector partners and independent contractors to deliver the necessary outcomes; meet policy requirements and relevant targets.

• Develop and secure effective partnership working with a range of key stakeholders, including voluntary and private sector providers, trades unions/professional organisations and staff to achieve optimum development of services taking account of the NHS Scotland Staff Governance Standard, any Clackmannanshire and Stirling Council's requirements and the Best Value arrangements of both organisations.

• Ensure the Integration Joint Board fulfils its responsibilities as Community Planning Partner. Lead and develop Community Planning Partnership arrangements, as agreed and in accordance with the CPP Single Outcome Agreement.
• Lead the cultural changes required to achieve integration, through personal commitment to the values of collaborative leadership, strengthening partnership arrangements, through facilitation and active support to merge two very different cultures, ensuring staff are supported to achieve transformational change that will foster a supportive, learning, outcome-focused organisation and create a strong partnership ethos.

• To generate an ethos of professional and distributive leadership amongst professionals, senior clinicians and managers who form the health and care partnership with regard to accountability, responsibility, role and contribution.

• Develop and implement a communication and engagement strategy which addresses effective engagement with communities and frontline employees and which supports innovative practice and local solutions to health inequalities and shapes the Partnership’s Strategic Plan.
## PERSON SPECIFICATION

**Job Title: Chief Officer**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Essential</th>
<th>Desirable</th>
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<tbody>
<tr>
<td><strong>Personal Traits</strong></td>
<td>• Dynamic leadership style</td>
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<td></td>
<td>• Drive and determination</td>
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<td></td>
<td>• Open, supportive and visible management style</td>
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<td>• Positive professional approach to leading by example</td>
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<td>• Commitment to collaborative working</td>
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<td>• Resilience and stamina required to fulfil a demanding and unique</td>
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<td>high profile position</td>
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<tr>
<td><strong>Qualifications &amp; Training</strong></td>
<td>• Degree in relevant discipline or equivalent qualification</td>
<td>• Post graduate degree or equivalent qualification in a business, health or social</td>
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<td></td>
<td>• Evidence of continuous professional development</td>
<td>services related discipline</td>
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<tr>
<td><strong>Experience &amp; Knowledge</strong></td>
<td>• Experience in identifying new &amp; innovative ways of tackling</td>
<td>• Evidence of management</td>
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<td>complex issues involving wide range of stakeholders</td>
<td>training/development</td>
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<td></td>
<td>• Experience of effective performance management and ensuring key targets are</td>
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<td>met</td>
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<td></td>
<td>• Successful track record of in Strategic Planning and leading</td>
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<td></td>
<td>effective change</td>
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<td></td>
<td>• Experience of working in a political environment</td>
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<td></td>
<td>• Considerable management experience at a Senior level in a multi-disciplinary</td>
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<td></td>
<td>public or private sector organisation</td>
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<td></td>
<td>• A proven understanding and significant experience of; managing multi-agency</td>
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<td>staff, Finances/Budgets and information issues associated with managing a</td>
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<td>large complex</td>
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<tr>
<td>Skills/Abilities</td>
<td>Specific Job Requirement</td>
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</table>
| • Excellent leadership, vision and motivational skills  
  • Demonstrable decision making skills  
  • Effective team working and partnership working skills  
  • Excellent communication skills  
  • Persuasion, facilitation and negotiation skills  
  • Strong presentational and facilitation skills  
  • Ability to develop and communicate strategic vision at local and national level  
  • Ability to analyse and prioritise within that strategic vision  
  • High intellectual ability  
  • Strategic thinking and planning ability  
  • Political awareness  
  • Financial management and awareness  
  • Ability to engage with different groups, clarify complex issues and generate respect | • Requires high visibility, promoting success and achievements  
  • Required to work flexibly to meet the needs of the organisation  
  • Required to travel throughout and outwith the partnership area  
  • Current full driving licence  
  • Ability to integrate thinking across an organisation |
Clackmannanshire/Stirling & Health & Social Care Partnership

Chief Officer – Health & Social Care Integration

The Clackmannanshire and Stirling area has been transformed over the past decade and is one of the fastest growing areas in Scotland. Just a 30 minute drive from Edinburgh and Glasgow, we’re ideally situated in the very heart of Scotland.

The new Health and Social Care legislation and emerging partnership arrangements bring new challenges and opportunities for change. Strong leadership and working closely with our communities and our partners will support this change and you can be part of it.

We are looking for an individual who can strategically lead the Clackmannanshire and Stirling Health & Social Care Partnership to oversee the integration of health and social care services.

As an experienced senior manager, you will drive change to ensure the partnership successfully implements Health & Social Care Integration within the area. You will bring extensive leadership experience within a large complex and multi functional organisation and be able to demonstrate continual improvement. You will have a successful track record in leading and managing organisational and cultural change along with significant financial management and risk management experience within a large complex organisation.

Application packs are available online by accessing www.myjobscotland.gov.uk/clackmannan.

Closing date for receipt of completed applications is 30th January 2015.
Chief Officer (Health & Social Care Integration)

Terms and Conditions Information – Clackmannanshire Council

<table>
<thead>
<tr>
<th>Salary</th>
<th>The salary for the Chief Officer (Health &amp; Social Care Integration) is currently 85,734 - 89,235 per annum.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of Salary</td>
<td>Salary will be paid monthly in arrears on the 27th of each month.</td>
</tr>
<tr>
<td>Superannuation</td>
<td>The postholder may join or transfer into the Superannuation Scheme administered by Clackmannanshire Council.</td>
</tr>
<tr>
<td>Hours of work</td>
<td>The basic working week is 35 hours. However, the postholder will be expected to work those hours required to fulfil the duties and responsibilities of the post.</td>
</tr>
<tr>
<td>Holiday Entitlement</td>
<td>Annual leave entitlement is based on local authority continuous service as follows:</td>
</tr>
<tr>
<td><strong>Number of completed continuous years service</strong></td>
<td><strong>Annual Leave Entitlement</strong></td>
</tr>
<tr>
<td>0</td>
<td>30</td>
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<tr>
<td>1</td>
<td>31</td>
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<td>2</td>
<td>32</td>
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<td>3</td>
<td>33</td>
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<td>4</td>
<td>34</td>
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<td>5</td>
<td>35</td>
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</tbody>
</table>

In addition there are 8 fixed public holidays.
<table>
<thead>
<tr>
<th><strong>Sick Pay</strong></th>
<th><strong>Reckonable Service at Commencement of Absence</strong></th>
<th><strong>Full Allowance For:</strong></th>
<th><strong>Half Allowance For:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than 26 weeks</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td></td>
<td>Less than 1 year</td>
<td>5 Weeks</td>
<td>5 Weeks</td>
</tr>
<tr>
<td></td>
<td>1 year but less than 2 years</td>
<td>9 Weeks</td>
<td>9 Weeks</td>
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<tr>
<td></td>
<td>2 years but less than 3 years</td>
<td>18 Weeks</td>
<td>18 Weeks</td>
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<tr>
<td></td>
<td>3 years but less than 5 years</td>
<td>22 Weeks</td>
<td>22 Weeks</td>
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<tr>
<td></td>
<td>5 years and over</td>
<td>26 Weeks</td>
<td>26 Weeks</td>
</tr>
</tbody>
</table>

**Relocation - Assistance with Expenses**

Reimbursement for all costs associated with relocation may be available up to a maximum of £6,000. Payment is normally dependent upon the new employee relocating to the geographical area of the Council.

**Place of Work**

The post is based at Kilncraigs, Alloa, although the postholder may be required to work at any workplace within the area of the Council.

**Car Allowance & Travel Expenditure**

Where the Council authorises an employee to use a form of transport in the course of their work they will be reimbursed at 45p per mile.

**Period of Notice**

A minimum of 12 weeks notice must be provided by either Clackmannanshire Council or the postholder on terminating the contract of employment.

**Maternity Provisions**

Provided the postholder has sufficient service and fulfils the maternity leave criteria, she will be entitled to up to 52 weeks maternity leave consisting of 39 weeks pay, the first 6 weeks being paid at 9/10ths pay, 12 weeks at 5/10ths pay, 21 weeks at Statutory Maternity Pay and the remaining leave without pay.

**Continuous Period of Employment**

Entitlement to maternity and sickness allowance is based on all previous reckonable service which is local government service or service with an employer covered by the Redundancy Payments (Local Government) Modification Order 1983 (as amended).
<table>
<thead>
<tr>
<th>Political Restrictions</th>
<th>This post is politically restricted. The post holder will therefore be debarred from standing for election to a local authority and restricted in his/her activity with a political party.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Union Membership</td>
<td>The Council encourages all employees to become members of an appropriate recognised Trade Union.</td>
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</tbody>
</table>
### Terms and Conditions Information – NHS Forth Valley

#### ABOUT THE POST

<table>
<thead>
<tr>
<th>JOB DESCRIPTION:</th>
<th>A job description and person specification is attached</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRACT:</td>
<td>£73,560-£100,255. Entry point on the salary scale will take account of previous experience. Your salary will be paid into your bank account on the last Thursday of each month.</td>
</tr>
<tr>
<td>HOURS OF WORK:</td>
<td>The post is full-time. For pay purposes the working week will be deemed to be 37.5 hours. You will be expected to work the hours required to do the job including evening and weekend work.</td>
</tr>
<tr>
<td>ANNUAL LEAVE/STATUTORY AND PUBLIC HOLIDAYS:</td>
<td>Annual leave entitlement including Public Holidays on appointment will be 35 days; upon completion of 5 years NHS Service 37 days; and after 10 years NHS Service 41 days. The leave year is from 1 April to 31 March.</td>
</tr>
<tr>
<td>MOTOR VEHICLE PROVISION:</td>
<td>There may be provision for a leased car.</td>
</tr>
<tr>
<td>SICK PAY</td>
<td>Entitlement to Statutory Sick Pay and Occupational Sick Pay will be in accordance with the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service.</td>
</tr>
<tr>
<td>NO SMOKING POLICY:</td>
<td>NHS Forth Valley operates a No Smoking Policy and it is the case that Staff are not permitted to smoke on the premises during working hours. It is a condition of employment that you comply with these requirements.</td>
</tr>
</tbody>
</table>

#### GENERAL CONDITIONS

| CONDITIONS OF SERVICE: | Other conditions of service are those laid down and amended from time to time by the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service Handbook. Performance management arrangements and pay progression will be subject to Direction by the Scottish Ministers as set out in NHS HDL (2007) 15 and guidance from the Scottish Government Health Directorates. |
| SUPERANNUATION:        | Employees are automatically opted into the NHS (Scotland) Superannuation Scheme. Contributions are between 12.3% and 13.3% dependent on salary |
### DISABLED APPLICANTS:
A disability or health problem does not preclude full consideration for the job and applications from people with disabilities are welcome. All information will treated as confidential. NHS Forth Valley has been approved by the Employment Services Department as an Equal Opportunities Employer with a positive policy towards employment of disabled people. NHS Forth Valley guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.
You will note on our application form we ask for relevant information with regard to your disability. This is simply to ensure that we can assist you, if you are called for interview, to have every opportunity to present your application in full. We may call you to discuss your needs in more detail if you are selected for interview.

### ASYLUM AND IMMIGRATION ACT 1996 and 2004 (Section 8)
The Asylum and Immigration Act 1996 and 2004 required employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to provide relevant original documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom.

### TRAVEL EXPENSES INCURRED WHEN ATTENDING FOR INTERVIEW:-
Reasonable travel expenses incurred when attending for interview will be reimbursed. The Travel expenses for the successful candidate will be paid when they take up post and will be included in their first monthly salary. Please note, however, reimbursement of expenses shall not be made to individuals who refuse an offer of employment on grounds which, in the opinion of NHS Forth Valley, are inadequate.

### RELOCATION EXPENSES:
Relocation expenses will be payable to the successful candidate in accordance with the Board’s Policy. This is available on request from the Human Resources Directorate. Candidates who require to relocate to take up post should discuss this with the interview panel.
<table>
<thead>
<tr>
<th><strong>GENERAL CONDITIONS (continued)</strong></th>
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<tbody>
<tr>
<td><strong>MEDICAL EXAMINATION:</strong></td>
</tr>
<tr>
<td><strong>DISCLOSURE SCOTLAND CRIMINAL RECORD CHECK (Police Act 1974 Part V) and Protection of Vulnerable Groups Scotland Act 2001:</strong></td>
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<tr>
<td><strong>REFERENCES:</strong></td>
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<tr>
<td>Core Value</td>
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</tbody>
</table>
| 1. Is customer focused | • Actively gathers information about customers’ needs to understand their perspectives  
• Is engaging and listens to and values customers’ need, suggestion and feedback  
• Is customer focused and supports the customer to make informed choices  
• Manages customer expectations  
• Anticipates customers’ needs and is inclusive; checks what has been understood  
• Within their areas of control, will develop or customise products and service to better meet the needs of the customer  
• Actively champions the fulfilment of the customers’ needs within their team and the organisation as a whole  
• Deals with customer feedback in a professional manner |

*Anticipating customers’ needs and their individual differences; designing, promoting or supporting the delivery of products and services that exceed customers’ expectations.*

People who are competent at being Customer Focused have a desire to please customers and seek to anticipate customers’ needs. They push the organisation to do more than is required to ensure that the customer is satisfied

Customer focus refers to patients/clients, internal and external customers or service users.

2. Understands Organisations | • Understands the social and political dynamics within the organisations  
• Builds and maintains partnerships across organisational boundaries  
• Understands and uses organisational skills to effectively facilitate the needs and objectives of the partnership  
• Sees opportunities to do things differently |

*Recognising and understanding organisational politics and working within organisational dynamics to accomplish objectives in creative and innovative ways*
### Chief Officer

**Senior Leadership Competency Model**

**October 2014**

| People who exhibit organisational understanding, engage well with the social and political dynamics within an organisation and build and maintain partnership and alliances. They understand people’s roles in the organisation and can effectively work through others to get needed resources and accomplish objectives. | • Is able to organise and present their thoughts and ideas clearly  
• Is well prepared and takes responsibility when presenting  
• Delivers according to the needs of the audience  
• Effectively applies their professional knowledge to the issues facing the organisation |
|---|---|

### 3. Is Visionary

**Identifying long term goals and championing the implementation of different or alternative ideas.**

People who are competent at visioning generate creative and strategic solutions that can be successfully implemented. They think in innovative ways and support similar thinking in others. They challenge and push the organisation to constantly improve and grow.

| • Views tactical problems or initiatives from a broad perspective and develops solutions that support strategic objectives  
• Generates new ideas/solutions that can be successfully implemented promoting a public service ethos  
• Identifies long-term future goals for the organisation  
• Thinks and plans strategically and champions new ideas which are in the best interests of the partnership  
• Sees how best to make a difference by thinking in innovative and creative ways  
• Communicating and promoting ownership of the vision by challenging and pushes the organisation to constantly improve and grow |

### 4. Provides Team Leadership

**Leading others in an inclusive way to accomplish team goals and objectives.**

People who display this competency effectively

| • Has a desire to effectively lead others and exerts the effort to do so  
• Inspires others to perform by setting a good example of hard work and a willingness to extend themselves and personally take on tasks to meet objectives  
• Competently assigns tasks to team members according to their capacities and capabilities, recognises |
### Chief Officer

#### Senior Leadership Competency Model

#### October 2014

| Communicate well to influence the activities of team members to achieve results. They foster teamwork and promote good team processes that best utilise the talents of the group to accomplish objectives. | Potential and gives praise for good work
- Encourages and demonstrates open and honest communication
- Fosters and promotes an environment of collaboration; challenges when they observe poor practice
- Holds others accountable for fulfilling their commitments
- Assumes personal responsibility for the success or failure of the team whilst acknowledging the limitations

| 5. Manages, Motivates and Inspires

*Respectfully directing and leading others to accomplish goals, objectives and outcomes.*

People who display the competency effectively and fairly manage and direct the activities of others. They work through other people to achieve outcomes, through motivation and feedback and encourage people to be accountable. | Has a desire to lead and demonstrates adaptive leadership to do so
- Inspires people by personal example
- Acknowledges, accepts and celebrates differences in themselves and others
- Knows the strengths and weaknesses of their group and recognises and values the contribution of others
- Acknowledges and recognises potential
- Is tolerant and non-judgemental of others
- Drives a knowledge management culture by supporting people to be effective in their jobs
- Holds others accountable for results whilst respecting and maintaining privacy and confidentiality
- Assumes personal responsibility for the success of the group, collectively and individually
- Drives the creation of a learning and development culture
- Supports a culture of valuing equality and diversity

| 6. Has Integrity

*Upholding and role modelling high standards of fairness and ethics in everyday words and actions.* | Demonstrates sincerity and honesty in all their business dealings
- Is ethical and honest in all their dealings with people
- Is fair in their expectations of others
- Holds themselves to a high standard and will do what is right in spite of the consequences for themselves |
### Chief Officer

**Senior Leadership Competency Model**

**October 2014**

| People who display this competency conscientiously and reliably behave in an ethical and honest manner in their dealings with management, peers, direct reports and service users. They are fair in their expectations of others and behave toward others with equal fairness. | • Does not promise what they cannot deliver  
• Delivers what they have promised with sound governance and compliance  
• Takes responsibility and is accountable for their decisions and actions and is worthy of the personal trust of others |
|---|---|
| **7. Influences & Persuades**  
*Convincing other to adopt a course of action* | • Has ideas, a point of view or desired outcomes that they want others to adopt  
• Does their homework and develops the information necessary to support their position  
• Attempts to understand their audience and adapts their message to fit the audience  
• Persists with meeting his/her objectives provided they continue to be in the best interests of the partnership  
• Has the courage or strength of purpose to want to convince others  
• Effectively persuades and influences people  
• Demonstrates and promotes resilience  
• Models partnership working |
| People who display this competency influence others without being excessively aggressive or pushy. They are confident and do not give up easily. | |
## Chief Officer
### Senior Leadership Competency Model
**October 2014**

| People who are competent at teamwork build and maintain cooperative working relationships with others. They complete their own tasks for group projects in a timely and responsible manner and directly contribute to reaching the group goal. | • Understands, listens to and values the input of others  
• Collaborates effectively in meetings and informal interactions and gives support to good decision making  
• Commits to supporting the larger group effort and provides clarity when required  
• Assists others in the completion of their tasks to support group goals  
• Continues to develop a culture of caring for each other, partners and people who access their services  
• Deals with issues and problems as they arise |
| --- | --- |
| **9. Uses In-depth Problem Solving**  
*Solving difficult problems through careful and systematic evaluation of information, possible alternative and consequences.*  
People who are competent at In-Depth Problem Solving and Analysis are capable of generating good solutions to difficult problems. They consider many sources of information and systematically process and evaluate the information against possible courses of action and carefully deliberate before a final decision is made. | • Considers many sources of information  
• Evaluates information in an objective, pragmatic manner  
• Systematically evaluates possible courses of action and potential consequences  
• Strives to create a culture where everyone contributes their ideas for improvement and innovation  
• Carefully deliberates before a final decision is made but does not overanalyse problems that do not merit this level of attention  
• Generates good solutions to difficult problems |
| **10. Championing Ambitious Change**  
*Taking action to support and deliver highest quality, safe, consistent and effective services* | • Accepts innovation and improvement openly and willingly  
• Readily adapts and adjusts to new or changing circumstances |
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| and implement change initiatives effectively. | People who display this competency actively lead change efforts through their words as well as their actions. They build the support of those affected by the change initiative and take personal responsibility to ensure that changes are successfully implemented. |
| • Is willing to change the way they work by adopting new methods, processes etc. |
| • Anticipates the need for sustainable change; making use of feedback to inform improvement and change |
| • Actively promotes the change initiatives in their group or the organisation as a whole |
| • Assumes personal responsibility and pride in their work to see that necessary change is adopted and effectively implemented |

| 11. Continuous Development |
| Striving to expand knowledge and refine skills through education and training. Inspiring others to develop and refine knowledge and skills relevant to their work. |
| People who display this competency always strive to improve their knowledge, understanding, abilities and skills throughout their working lives. Through their example or by direct encouragement, they also inspire others to be lifelong learners. |
| • Is eager to learn new things |
| • Regularly exerts the effort to learn new skills or abilities, develop new or improved knowledge etc. |
| • Seeks out and learns from mentors and other knowledgeable people in and outwith the organisation |
| • Takes, or is willing to take, the jobs and assignments that will prepare them for future advancement |
| • Inspires and encourages others to learn and grow throughout their work life |
| • Promotes professional autonomy |
| • Improves own leadership |
| • Enables intelligent risk-taking |
| • Involves people in development and improvement |