

**The Highland Council**

Agenda Item	<b>4</b>
Report No	HC/13/19

**25 March 2019****Recruitment Process for Depute Chief Executive****Report by the Chief Executive****1. Executive Summary**

- 1.1 The Depute Executive / Director Corporate Resources has announced his retirement with effect from 1 July 2019. This report presents proposals for the recruitment process of a new Depute Chief Executive. A new job and person specification have been created as the new post will not be a direct replacement for the existing role. The new role is designed to offer resilience and support through the upcoming re-structure and beyond and will have a broader scope of roles and responsibilities as detailed at Appendix 1.
- 1.2 It is proposed that the Appointments Panel for the position of Depute Chief Executive should involve 10 Members, being the Convener, Leader and Depute Leader of the Council, 3 Strategic Chairs and Leader plus one member of the Opposition, Leader of the Scottish Conservative and Unionist Group and Leader of the Labour Group. The Panel would be chaired by the Convener. Training can be provided for any Member who has not already been involved in an interview process.
- 1.3 The post will be advertised in accordance with standard recruitment policy. The Chief Executive will provide advice on the process and act as adviser to the Panel. Internal advice on the process will be provided by HR and Committee Services.

**2 Recommendations**

- 2.1 Members are asked to Agree:
- i. the Appointments Panel and Recruitment Process as detailed in Section 1 of the report
  - ii. that administrative issues related to the recruitment should be approved by the Appointments Panel
  - iii. that External Advisers should be used in accordance with sections 4.1, and the extent of involvement should be approved by the Appointments Panel and not exceed £15k
  - iv. that the salary should be a single point of £119k

### 3. Job Profile and Recruitment Pack

- 3.1 A draft job profile and person specification for the post has been prepared by the Chief Executive and is attached at Appendix 1. It is proposed that this document should be submitted to the Appointments Panel for final approval.
- 3.2 The Corporate Communications Team will prepare the draft Recruitment Pack for approval by the Appointments Panel.

### 4. External Advisers

- 4.1 In order to provide a wide search and depth to the analysis of applicants' profiles, independent recruitment advisers can add value to the recruitment to this key post. The amount of specialist support should be tailored to meet the requirement, in this instance, it is suggested that consideration is given to investing in a Headhunter type search and a targeted recruitment campaign. An adviser from the company could also prepare an evaluation of applications and facilitate a Short Listing Meeting.
- 4.2 Post Short-listing, current best practice would be to conduct an Assessment Centre in order to gain a better understanding of potential candidates. The Assessment Centre would also consist of face-to-face sessions with elected members.
- 4.3 The assessment day would be followed by formal Interviews by the Council's Appointments Panel assisted by the Chief Executive and a senior member of the HR team. Depending upon the level of involvement it is estimated that the cost of the External Advisers would not exceed £15k plus travel and accommodation costs.
- 4.4 There is also an option open to Members to run the recruitment without specialist advisers, this option would be most cost-effective but carries a risk to the breadth of search and would result in a less competitive field.

### 5. Salary

- 5.1 The salary for Chief Officers is agreed by national negotiations (CO/150). It is recommended single point CO52 £119k is used for the Depute Chief Executive post.

### 6. Timetable

- 6.1 A provisional indicative timetable for recruitment would be as follows:

Serial	Event	Timing
1	Post to Advert	By 1 April 2019
2	Closing Date	30 April 2019
3	Short Listing	By 31 May 2019
4	Assessment Centre and Interviews	By 28 June 2019

The timetable is subject to confirmation by the Appointments Panel, a more

6.2 detailed draft timetable is at Appendix 2.

## 7. Implications

7.1 Community (Equality, Poverty and Rural), Climate Change/Carbon Clever - None

Financial implications: There are financial implications in respect of advertising costs and the costs of external advisers as estimated in the report

Risk implications: There are risks to the Council if there are delays in the recruitment to the post of Depute Chief Executive

**Designation:** Chief Executive

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**Date:** 21 March 2019

## Appendices

1. DRAFT Job and Person Specification
2. DRAFT Timetable for Recruitment

## Appendix 1

### DRAFT Person Specification and Job Description – Depute Chief Executive - The Highland Council

#### Depute Chief Executive

##### Essential Experience

- Broad experience across an extensive portfolio of management functions
- Record of achievement at senior management level in a complex, multi-functional organisation
- Understanding key drivers in a business area and working in partnership with stakeholders to deliver transformation with evidence the delivery of tangible benefits
- Successful budgetary management and control
- Developing integrated services
- Working at Board level, extensive experience as Chair
- Demonstration of relationship building with Elected Members
- Managing consultation forums and relationships with trades unions
- Managing and understanding a demanding client and supplier base
- Risk analysis, risk awareness, monitoring and management of risk
- Practical knowledge of engagement philosophies and application of these to lead complex negotiations
- Practical knowledge of setting strategy in a complex organisation
- Demonstrate delivery of outcomes in a commercial environment
- Proven track record of achieving inward investment

##### As an active member of the Executive Leadership Team:

- Act as the formal Deputy for the Chief Executive and as Head of the Paid Service in their absence provide strategic leadership and direction to deliver the policies and priorities of the Council in accordance with its core values
- Lead the portfolio of services the post is responsible for ensuring at all times the effective delivery of high quality, customer focused and cost-efficient services
- Lead business transformation, lead programme of organisational change, including: Programme Management Board; Resources and Improvement Governance Board; ICT transformation and Contracts Board and any other boards as directed by the Chief Executive
- Lead, develop and coach a Team of Heads of Service to plan and deliver exceptional performance

##### Reporting Responsibilities

- Reporting to the Chief Executive as Depute and as a member of the Corporate Management Team
- Key working relationships include Elected Members, Directorate and Service Management Teams, Trades Union Representatives, Employees, Community Partners and other Public, Private and Voluntary Sector Agencies and Bodies

## Roles and Responsibilities

- Provide leadership and guidance to members of the Executive Leadership Team regarding the allocation of resources, risk management, change management and leadership behaviours
- Deputise for the Chief Executive in her/his absence
- Develop and implement strategies for the delivery of services, taking into account anticipated developments in the external environment and to influence those developments where possible
- Determine operational priorities and review functional activities across the organisation to ensure effective deployment of employees and all other resources in order to achieve high individual, team and organisational performance
- Be responsible to the Chief Executive for ensuring that the quality and delivery of service provision meets or exceeds customer expectations and that statutory obligations are fulfilled.
- Establish long term financial plans as required and contribute to financial planning at a corporate level
- Communicate complex and potentially contentious information in a way that is tailored to meet the needs of a variety of audiences. This includes provision of advice and guidance to the Council and its Committees on all aspects
- Develop long term plans for physical and information resources, including tendering where applicable, ensuring that resources required to achieve the overall aims of the Council are in place
- Represent the Council to external bodies positively forging links and exploring collaborative/joint working/partnership opportunities that are of benefit to the Council
- Knowledge of significant areas of national policy and best practice in promoting social inclusion and equalities, including working with partners

## Skills and Behaviors

- Sound business acumen with strong knowledge of the external environment and working in partnership
- Sound understanding of organisational change management philosophies, tools and techniques
- An ability to assess business needs from multiple sources, producing high level summaries and recommending appropriate interventions.
- Proven leadership & managerial skills
- Strong written and verbal communication skills and ability to tailor communications to the audience
- Relationship, influencing and negotiation skills
- Team working and team building skills
- Strong customer focus skills and the proven ability to continually anticipate and exceed customer expectations

## Attributes

**The post holder is expected to display the following attributes:**

- **Communication** - Communicates in a way which is clear, open, honest and constructive; shares, listens and responds to information, options, ideas and instructions
- **Customer Focus** - Recognises customer service is part of everyone's job; takes into account customer needs and expectations; strives to meet expectations where

possible, manages expectations where this is not possible; is proactive in improving the service

- **Professionalism** - Maintains the standards expected by the service and the organisation at all times; remembers that they are representing the Council
- **Respect** - Behaves in a way that demonstrates respect for people, property and policy
- **Creative/Innovative Thinking** - Looks for creative ways to continuously improve
- **Engagement** - Understands the importance of employee commitment; creates a positive atmosphere which motivates people to contribute to the task at hand
- **Future Focused** - Looks to the future of the organisation and its contribution to the Region; focuses on sustainability; has a business focus; is commercially aware – understands that everything has a cost and is able to make best use of all resources; understands how the organisation operates both formally and informally; demonstrates awareness of political sensitivity
- **Team Leadership** - Provides active leadership to the team, service or organisation; demonstrates organisational values, is transparent in their approach, ethical, encourages trust and respect, is self-aware and self regulates their behaviour

**Appendix 2 - Dep CEO Recruitment – DRAFT Process Timetable**

<b>Date</b>	<b>Event</b>	<b>Details</b>
Early March	Define Requirement	Job and Person Specification
Early March	Select Recruitment Partner	Engage with agencies to select best fit- If required
Mid-March	Agency to commence search, no public advertisement until instructed	Search commenced – active headhunting a key requirement
Early March	Draft paper detailing process	HR Manager
By mid-March	Administration socialise recruitment process with opposition group leaders	Process / Governance; including Appointment Panel make up / costs etc.
By mid-March	Refine Advert	To include refreshed candidate recruitment pack up
25 March	Paper to Council meeting	Chief Executive
By end March	Meeting to discuss the format of Assessment Centre	Agreement on Assessment Centre to consider: external Stakeholder panel; psychometric leadership feedback; session with staff; facilitated session with Members
By end March	Book Assessment Centre	HR Manager
By Mid-April	Letters sent to partners inviting them to the assessment centre	Invites sent to key partners – PA to CEO
Late April	Closing date	
Late April	Applications in	
Early May	Agency	Evaluation summary of applications received
Mid- May	Papers issued to members	
Late May	Shortlisting	
Late-May	Candidate de-briefs conducted and invite letters sent out to shortlisted candidates.	
Late June	Assessment Centre and Interviews	
Late June	Offer of employment	
Late June	DCEO Retirement	
	3 Month notice period	Subject to individual circumstance of incumbent

