Director of Nursing and Midwifery Talent Scheme

Delivered in partnership with NHS England, NHS Improvement and Health Education England

Information and Application Pack
Talent management is not about simply recognising high performers today. It is about proactively identifying, nurturing and developing the future leaders of tomorrow irrespective of personal background. Therefore, differentiating high potential from high performance is key.

Based on extensive research across many industry sectors, high potential has been defined under the following headings (see Annex A for more detailed criteria).

Leadership development theory suggests that individuals obtain 70% of their learning from job-related experiences, 20% from interacting with others and 10% from taught elements.

The Director of Nursing and Midwifery Talent Scheme has been developed with this in mind. Participants will work together through action learning, obtain development through a series of residential and be supported and encouraged to gain practical experience outside of their own organisation through a stretch or connecting experience.

The purpose of the initial assessment criteria and process is to identify a cohort of individuals who are successfully performing a role below the board and who are demonstrating the potential to progress to the next level. The intention is to develop a pipeline of candidates suitable for promotion within the next 1-3 years who will be tracked, monitored and supported by local and regional talent boards.

Typically, applicants will be working at AfC 8c or above as a Deputy Director of Nursing, or equivalent.

All applicants nominated by their employer will be reviewed by the Director of Nursing Talent Management Steering Group and a decision taken as to whether they should attend the formal assessment process.

The Director of Nursing and Talent Midwifery Scheme has a strong commitment to equality and diversity and would encourage applications from eligible candidates who are currently under-represented at senior levels in our workforce.

The assessment process will inform individual career development plans for all applicants. It will also be used to shape and tailor the formal development programme to ensure it meets the individual and collective development needs of all successful cohort members.

Please note that the cost for this talent scheme has been funded at a national level. However, there is a requirement for any travel or overnight accommodation to be funded by the individual or individual organisation.
Overview and Timing

1. Complete Application - April

Please note - all applications must be submitted by 9am, 30th April 2018 via the following link: https://nhsx.uk/programmes/director-of-nursing

Individuals wishing to be considered for participation in the scheme will be required to complete an application pack. This will comprise of:

- A CV setting out the individuals’ career to date and key achievements.
- An application form containing:
  - A supporting statement detailing evidence against the indicators of potential (Annex A).
  - A Career Development Plan (CDP). Please use the CDP template within the application form.

Applications will not be accepted unless all of the above documents are submitted.

2. Organisation/Line Manager Approval - April

The line manager will:

- Hold a validation/career interview with the applicant and assess the evidence provided against the indicators of potential and discuss any potential areas for further development.
- Assess the applicant’s potential for progression using the following criteria:
  i. Aspiration - this explores how far the individual shows the desire and motivation to progress to this level of role and has actively invested in their own personal development to demonstrate this.
  ii. Engagement - explores how committed the individual is both emotionally and rationally, to the health and care system and in particular recognising the complexity and potential compromises that operating at this level might require.
  iii. Ability - the extent to which the individual understands the stretch of the role with increased complexity and ambiguity, greater use of judgement and the visibility of the role.
  iv. NHS Values - these do not form part of the assessment, but should underpin all associated behaviours and assessments of the individual applicant.

Panel Reviews - May & June

12-month Development Programme - August 2018
The assessment forms and criteria are provided as separate documents.

Line managers will be asked to recommend candidates they deem to be suitable for the scheme and have this countersigned by the Chief Executive/Accountable Officer of the employing organisation.

3. Shortlisting Process - May

All the applications from the region will be reviewed by a sub group of the Director of Nursing and Midwifery Talent Management Steering Group.

The panel will determine the extent to which individuals should participate in further assessment based on their application.

4. Panel Reviews - November

Individuals assessed in categories one and two will be invited to attend an assessment centre. The full details of the format of this process will be provided to the selected candidates.

The dates of the assessment centres are:

**Leeds**
- 29th and 30th May (North Region)
- 31st May and 6th June (Midlands & East Region)

**London**
- 22nd and 24th May (London Region)
- 14th and 15th June (South Region)

All applicants are requested to keep at least two of these days free until the shortlisting panel has reviewed applications in early May and notified applicants of the outcome of the process.

**Assessment Centre**

- Individuals invited to meet with the review panel will attend a half day process, with other candidates, comprising of an interview and a presentation designed to assess their potential and development needs. Details about the topics for the presentation will be sent out to applicants ahead of the scheduled assessment centres.
5. Development - from August 2018

Candidates with an excellent portfolio and assessed as ready now will receive individually tailored development to consolidate their learning and get them ready for appointment to future roles.

The development programme will run for 12 months. Content will be shaped by the needs of the cohort of candidates, but is likely to involve skills/learning in relation to any identified changes to the existing DoN role in light of new care models and readiness to take up Board/Governing Body appointments. The programme will include some skills modules, coaching, mentoring and practical experiential learning through project work, rotations and/or secondments. Participants should be able to commit to a minimum of two development days per month for the duration of the formal programme. Residential elements of the programme will take place in:

**Midlands & East and the North Regions**
Launch event - August 2018
Module 1 - September 2018
Module 2 - November 2018
Module 3 - January 2019
Module 4 - March 2019

**London and the South Regions**
Launch event - September 2018
Module 1 - October 2018
Module 2 - December 2018
Module 3 - February 2019
Module 4 - March 2019
Annex A: Indicators of Potential Framework Assessment Criteria

Individuals with the potential to progress to a director role will demonstrate the following:

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<th>Current Performance</th>
<th>Ability</th>
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<tr>
<td>• Consistently delivers against their current job objectives regularly going above and beyond to ensure excellent delivery outcomes</td>
<td>• Setting direction</td>
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<td>• Consistently demonstrates the leadership competencies as defined by the NHS Healthcare Leadership model or organisation-specific competency framework</td>
<td>— Simplifies the complex, remains strategic and makes effective corporate and open decisions by focusing on key facts</td>
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<td>• Has a track record of developing others</td>
<td>— Employs a well-developed political astuteness to navigate and influence the political environment skilfully</td>
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<td>• Personally role models the NHS values, ensuring they are embedded in their teams and acting as an exemplar for good performance management.</td>
<td>— Analytical and incisive. Lacking managerial levers available to more traditional leaders, system leaders are capable of gathering and citing evidence to support their case and of articulating an argument in a simple and unambiguous way.</td>
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<thead>
<tr>
<th>Aspiration</th>
<th>Engagement</th>
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<td>• Expresses desire to progress with the health and care system and is willing to move across boundaries (organisational, professional or sector) to widen their experiences and meet operating needs of the system</td>
<td>• Committed to developing a career path in the health and care system by taking advantage of external opportunities and bringing the learning back to their organisation</td>
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<td>• Sets challenging career goals for self and takes the necessary steps to achieve these, critically reviewing their progress at regular stages</td>
<td>• Committed to delivering excellent public services for patients and the public and value for money for the taxpayer</td>
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<td>• Consistently seeks out opportunities to develop with stretching assignments, learning from their mistakes along the way</td>
<td>• Acts as an ambassador for their organisation and the health and care system as a whole demonstrating pride and enjoyment in their work and role modelling the NHS values</td>
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<td>• Is known outside of their immediate business area by building successful networks and has a reputation for delivering to an exceptional standard.</td>
<td>• Willingly applies additional, discretionary effort.</td>
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<th>Delivering results</th>
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<td>• Honest and direct and able to have ‘courageous conversations’ where these are needed, in order to achieve results</td>
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<td>• Innovates and transforms, driving positive change through a confident balancing of risks and benefits, and creating a culture where change is seen as an opportunity</td>
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<td>• Shows determination to take on the big challenges and make decisions at pace</td>
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<td>• Knows how to lead change by addressing cultural issues rather than relying on structural solutions.</td>
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