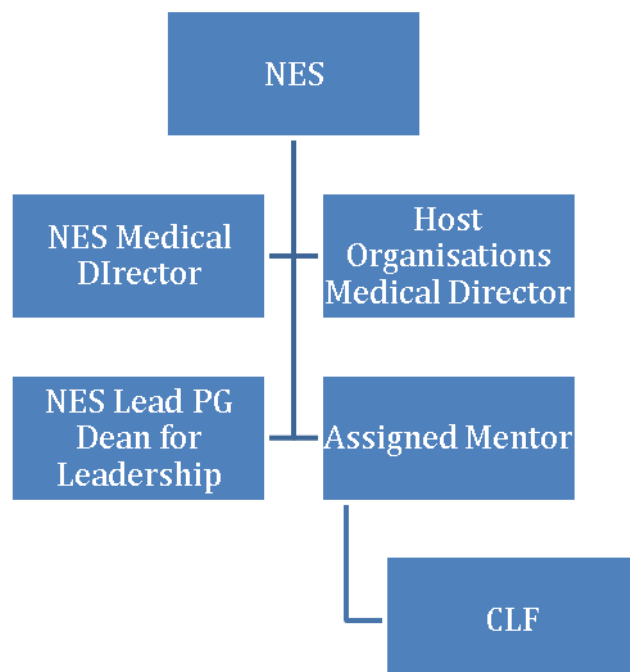


NHS EDUCATION FOR SCOTLAND

JOB DESCRIPTION

1. JOB DETAILS	
JOB REFERENCE	6548BR
JOB TITLE	Scottish Clinical Leadership Fellow
DEPARTMENT AND LOCATION	NES (employer) Medical Directorate for medical trainees and Dental Directorate for dental trainees.
IMMEDIATE MANAGER'S TITLE	Postgraduate Dean (Professional Development workstream) for medical trainees or Associate Postgraduate Dental Dean (core and specialty training) for dental trainees.
2. JOB PURPOSE <p>The Scottish Clinical Leadership Fellows (SCLF) programme is an integral aspect of NHS Scotland's approach to developing Professionalism and Excellence in the medical and dental professions. Fellows will have a bespoke opportunity to develop leadership and management capabilities and contribute to aspects of contemporary health and care-related activity. The programme aims to provide NHS Scotland with a cadre of doctors and dentists that are committed to living and working in Scotland and have enhanced capability to offer leadership in their work place and potentially at national and international levels.</p>	
3. DIMENSIONS <p>Fellows will spend up to one year in post during which time they will be employed by NHS Education for Scotland (NES) and will be based in one or two host organisations that will include (final details of host organisations to be confirmed):</p> <ul style="list-style-type: none"> • NHS Education for Scotland • The Scottish Government • Health Improvement Scotland • NHS National Services Scotland • Some of the Royal Colleges • Defence Organisations • General Medical Council • Territorial Boards/ Regional Planning Groups <p>During the year, Fellows will be offered a bespoke NES-provided leadership and management development programme including coaching, action learning sets, a customised programme and learning opportunities with Leadership Fellows in programmes elsewhere in the UK. There will also be opportunity to work closely with existing teams working in policy areas as outlined in A Route Map to the 2020 Vision for Health & Social Care.</p>	

4. ORGANISATION CHART



5. ROLE OF THE DEPARTMENT

NHS Education for Scotland (NES) is the national health board with statutory responsibilities to effect sustainable change through workforce development, education and training across the health and social care system in Scotland, while working at UK level with partner organisations.

We are the leader in educational design, delivery and quality assurance and provide wide-ranging support to workforce development. We are the official provider of workforce statistics for NHS Scotland and support national workforce planning. We design and develop digital technologies supporting innovation and transformation.

Our purpose is to drive change and improve the quality of care experienced by citizens across Scotland by ensuring that we have the right staff, with the right skills, in the right place, at the right time. NES is integral to improving outcomes for people and in ensuring a skilled and capable workforce underpins the design and delivery of services. As an organisation, we recognise the significant contribution we can make to improving population health, reducing inequalities and economic development.

Our work is fully aligned with the NHS Scotland Quality strategy. NES has leads for each of the professional groups in the NHS, organised within a Directorate structure.

The **Medical Directorate** has a number of roles encompassing areas specific to Medicine in addition to more corporate responsibilities:

- Enable the education of undergraduate medical students through the distribution and performance management of the Medical Additional Costs of Teaching (Medical ACT funding).
- Through a robust system of educational governance, operate all approved foundation and speciality (including GP) training programmes.
- Ensure the effective delivery of the Quality Improvement Framework for medical education and training as laid down by the General Medical Council (GMC), through a system of Quality Management capable of demonstrating that Local Education Providers are meeting the GMC standards.

- Manage study leave, clinical academic training, flexible training, careers guidance, trainer development and training for doctors in difficulty.
- Support and manage, with others clinical skills and Patient Safety training across NES.
- Contribute to the agenda of supporting the development of multi-professional education where appropriate.
- Manage the IT systems that support medical education quality management including the Scottish training Survey, the Scottish Quality Data Hub and the trainee data base system.

The **Dental Directorate** has a number of roles encompassing areas specific to Dentistry in addition to more corporate responsibilities:

- Enable the education of undergraduate dental students through the distribution and performance management of the Additional Costs of Teaching (ACT funding) and through the Dental Outreach Centres.
- Enable the education of dental care professionals (dental nurses, dental hygienists and therapists, dental technicians, Orthodontic Therapists) through funding of programmes
- Through a robust system of educational governance, operate all approved vocational, core and specialty training programmes.
- Ensure the effective delivery of a quality improvement framework for dental education and training.
- Manage study leave, clinical academic training, flexible training, careers guidance, trainer development and training for dentists in difficulty.
- Provide CPD for dentists and dental care professionals and support audit in Primary Dental Care
- Contribute to the agenda of supporting the development of multi-professional education where appropriate.
- Manage the IT systems that support dental education and training.

The programme is national and whilst it is managed for employment purposes within NES, Fellows will be based in a number of organisations, all in Scotland, most of which are in Edinburgh.

6. KEY AREAS OF RESPONSIBILITY: KEY RESULT AREAS / MAIN TASKS

Ongoing throughout the year

- Contribute creatively to specific aspects of the host organisation's purpose, from a platform of developing personal and professional leadership and management capability
- Engage actively with the assigned mentor and develop programme objectives
- Maintain a leadership and management portfolio to evidence experience and learning.

Required components

- Engagement with all elements of the bespoke leadership and management development programme
- Peer support and learning
- Pursuance of a relevant project that meets the Fellow's leadership and management objectives
- Networking with other health and social care professionals to further the cause of leadership for

improvement.

- contribute to the evaluation and evolution of the SCLF and of its composite parts

7. USE OF PHYSICAL RESOURCES

Equipment and machinery

- Computer
- Storage devices
- Communication devices

Systems

- Software
- Data systems

8. ASSIGNMENT, GENERATION AND REVIEW OF WORK

Work will be generated with Fellows by the host organisation and associated groups. It is anticipated that Fellows will be able to co-produce a work plan with guidance from their assigned mentor and as far as possible tailored to the learning needs of the Fellow in the context of the agreed broad theme and needs of the host organisation.

Whilst there will be no formal assessment of Fellows in the programme, there is an expectation that the Fellow will be highly motivated to achieve tangible outcomes that will enhance their personal portfolios and make a meaningful contribution to NHS Scotland.

9. COMMUNICATIONS AND WORKING RELATIONSHIPS

Internal to the programme

- Mentor – who will be a senior, experienced leader within their organisation
- Sponsor – A senior leader in the hosting organisation at chief executive level
- NES Postgraduate Dean (SCLF Lead) for medical trainees or Associate Postgraduate Dental Dean (core and specialty training) for dental trainees
- Leadership and Management development programme faculty, coaches and mentors
- Peers in the programme
- Other national Clinical Fellows as relevant e.g. Quality and Safety Fellows

External

- Relevant contacts in NHS territorial Health Boards; Health and Social Care Partnership organisations; other National Health Boards
- UK organisations with leadership and management focus: e.g. FMLM

10. MOST CHALLENGING PARTS OF THE JOB

You will be at the leading edge of a new approach to developing leaders for the future NHS in Scotland. As such there will be high expectation and an emergent structure that you will be a part of creating.

You will need to be well-organised, self-starting, resilient and open to challenge and change. If co-creation doesn't interest you, this may not be the programme for you.

You must be comfortable with using IT equipment at home and be conversant with common IT packages and platforms (e.g. Microsoft Office; MS Teams; Zoom).

You will need to balance your own and others' time-pressures and priorities, to negotiate and influence, to build and maintain professional relationships and effective networks across boundaries. The aim of the Fellowship is to help you to recognise, and to further develop these important skills.

11. EFFORT REQUIRED TO DELIVER THE REQUIREMENTS OF THE POST

Physical skills

Proficiency with computing skills

Physical effort

No role-specific requirements

Mental effort

No role-specific requirements

Emotional effort

Good emotional intelligence

Working Conditions

Home or Office-based, normally during recognised office hours, although there will be exceptions, with variable bases and an expectation that travel may be involved

12. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

- MBChB or equivalent (medical trainees); BDS or equivalent (dental trainees)
- Full Registration and a Licence to Practise with the GMC (medical trainees); full registration with the GDC (dental trainees)
- At the time of interview are in a substantive post; medical specialty trainees must have successfully completed CT2/ ST2 at the time of commencing the post, and dental specialty trainees must have successfully completed two years of dental specialty training (*i.e.* ST2).
- Evidence of satisfactory progress to date in your career
- Evidence of a commitment to your leadership and management development
- Evidence of an intention to contribute to UK healthcare into the future

13. JOB DESCRIPTION AGREEMENT

Job holder’s signature: Date:

Manager’s signature: Date:



Scottish Clinical Leadership Fellowship

Cohort 12

Application Pack

For Posts Commencing August 2022

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Introduction

NHS Education for Scotland (NES) in partnership with the Scottish Government is pleased to launch the ninth cohort of the Scottish Clinical Leadership Fellow (SCLF) programme for medical and dental trainees.

The Fellowship is open to medical and dental specialty trainees who, At the time of application, in a substantive training post; medical specialty trainees must have successfully completed CT2/ ST2 at the time of commencing the post, and dental specialty trainees must have successfully completed two years of dental specialty training (*i.e.* ST2).

This prestigious programme is aimed at trainees that have the curiosity and ambition to push their development to new heights. Fellows will have a bespoke opportunity to develop leadership and management capabilities and contribute to aspects of contemporary health care and medical and dental education development in an apprenticeship-style model.

These one-year posts are an integral aspect of NHS Scotland's approach to developing Professionalism and Excellence in the medical and dental professions. The Fellows will work closely with leading figures in the host organisations and find themselves immersed in the practicalities of running an organisation at a national level. The programme aims to provide NHS Scotland with a cadre of doctors and dentists who are committed to living and working in Scotland and who have enhanced capability to offer leadership in their work place and potentially at national and international levels.

Programme Structure

The programme is national and whilst it is managed for employment purposes within NES, Fellows will be based in a number of organisations in Scotland, the majority being in Edinburgh and Glasgow.

As a component part of the Fellowship, NES provides a bespoke leadership and management development programme to include coaching, paired learning opportunities, a modular programme, action learning and opportunities to learn with Leadership Fellows in other UK programmes. There will also be opportunity to work closely with existing teams working in policy areas as outlined including; *A Route Map to the 2020 Vision for Health & Social Care*, the *Shape of Training report*, the Chief Medical Officer's reports on *Realistic Medicine*, the *National Clinical Strategy* and the *Professionalism & Excellence Report*.

Depending on the host organisation, there may scope for Fellows to continue with a small clinical commitment.

Host Organisations

Fellows may either be immersed in one organisation for the whole year or be based in two organisations working on complementary projects – such flexibility can be accommodated as negotiated between the Fellow, their mentor and the available host organisations.

The principal host organisations in previous years have included:

- Scottish Government Health & Social Care Directorates (Edinburgh), including Health

Workforce, Chief Medical Officer, Chief Dental Officer and Quality & Improvement Directorates

- NES – Medical & Dental (Glasgow, Edinburgh, Dundee, Aberdeen or Inverness)
- Scottish GMC Office
- Healthcare Improvement Scotland (HIS)
- NHS Health Services Scotland (NSS)
- The Royal College of Physicians and Surgeons of Glasgow (RCPSG)
- The Royal College of Surgeons of Edinburgh (RCSEd)
- The Royal College of Anaesthetists (RCOA)
- The Scottish Deans Medical Education Group (SDMEG)
- The Medical and Dental Defence Union of Scotland (MDDUS)
- The Royal College of Physicians of Edinburgh (RCPE)
- The General Medical Council (GMC)
- The North of Scotland Planning Group
- NHS Lanarkshire
- NHS Grampian

For the 12th cohort, NES in partnership with Scottish Government will recruit a number of Fellows to the programme (up to 12) and a number of the above-listed organisations (and potential others) will act as hosts for this cohort.

As well as working as part of their host organisations, Fellows will have the opportunity to work collaboratively with a number of key groups, which include:

- Scottish Association of Medical Directors
- Directors of Medical Education Group
- Scottish Chief Executives Group

Support

Internal to the programme Fellows will be supported by:

- An executive sponsor in the host organisation facilitating and promoting the Fellowship
- A leadership mentor – who will be a senior medical leader - not necessarily from the same host organisation - focusing on the development of leadership and management skills
- A project mentor whose main focus will be the practicalities of delivering a project within the host organisation
- A leadership supervisor from NES and coaches/ mentors as appropriate
- A lead Postgraduate Dean for NES, which is the recruiting and employing organisation
- Peers in the programme
- Other national Clinical Fellows as relevant e.g. Quality and Safety Fellows

External support will include:

- Relevant contacts in NHS territorial Health Boards; Health and Social Care Partnership organisations; and other National Health Boards.
- UK organisations with a leadership and management focus: e.g. King's Fund; Health Foundation; and the Faculty of Medical Leadership and Management (FMLM).

Key Areas of Responsibility

Throughout the year Fellows will contribute creatively to a wide variety of projects in their host organisations, forming a platform for developing their own personal leadership and management capabilities. They will actively engage with their assigned mentors to develop tailored programme objectives and to plan and undertake a project that supports these objectives.

Fellows will engage with the NES-provided bespoke leadership and management development programme and are encouraged to participate in other leadership and management organisations e.g. FMLM, King's Fund, or the Institute for Healthcare Improvement.

Evaluation

Whilst there will be no formal assessment of Fellows in the programme, there is an expectation that Fellows will be highly motivated to achieve tangible outcomes that will enhance their personal portfolios and make a meaningful contribution to NHS Scotland. Fellows will need to ensure a well-evidenced approach is taken to understanding and documenting achievement through their personal portfolio development, and in terms of demonstrating contribution to delivery of hosts' objectives.

PRE-EMPLOYMENT CHECKS

Full pre- and post-employment checks will be carried out by the relevant HR department for the successful candidates. Please note that failure to comply with requests for information/forms may result in a delayed start to the Fellowship.

Frequently Asked Questions:

***Q:** I am currently in my first year of a GP training post would I be able to take a year out of my post for this fellowship?*

A: No. The fellowship opportunity is for those that have successfully completed CT2/ ST2 or above.

***Q:** I have just commenced an ST3 post, would I be able to take a year out of my post for this fellowship?*

A: You have to be in your training post for at least 12 months to be eligible for OOPE. Please discuss your plans with your Educational Supervisor and Training Programme Director before applying for the Fellowship. Please see the Gold Guide for further information: <https://www.copmed.org.uk/gold-guide-7th-edition>

***Q:** I am currently in a LAT post, am I eligible to apply?*

A: No. You have to be in a substantive training post (and have a national training number) to be eligible to apply for the fellowship.

***Q:** I am currently based in England/Wales/North Ireland and would like to apply for the SCLF programme, am I eligible?*

A: You have to be in a substantive training post in Scotland at the time of application. If you are in a training post elsewhere in the U.K., your application may be considered if you intend to remain in Scotland following your Fellowship.

***Q:** I am an FY2, am I eligible?*

A: No. The Fellowship opportunity is for those that have successfully completed CT2/ ST2 or above

***Q:** I complete my training before the Fellowship commences, can I apply as a post CCT fellow?*

A: You have to be in a substantive training post in Scotland at the time of application. If you have completed training but not taken up a substantive career post at the time the Fellowship commences, your application may be considered. You will forfeit any period of grace. It is however available to dentists in post-CCST training in Orthodontics and in Paediatric Dentistry.

***Q:** I am not Scottish, am I eligible?*

A: Yes, as long as you are in a substantive training post in Scotland at the time of application and have the right to work in the UK.

Q: *I am a CMT2 and will be applying for ST3 soon, am I eligible?*

A: Yes, you are, as long as you complete CT2 successfully. However, if you are successful you will have to forfeit your ST3 post and reapply for ST3 again at the end of the Fellowship year. Please

discuss your plans with your educational supervisor and Training Programme Director before applying for the Fellowship.

Q: *Can I apply for deferred entry once I secure a post on the SCLF scheme?*

A: Deferment may be considered.

Q: *Is this post available for less than full time basis?*

A: Yes, but only for one year.

Q: *Do I have to resign from my job to join the Fellowship?*

A: No. If your application is successful, you need to apply for an Out of Programme Experience (OOPE) through your Training Programme Director (<http://www.scotlanddeanery.nhs.scot/trainee-information/out-of-programme-oop>) . To leave your training for a year, the Deanery must approve your application and a six- month notice period is recommended to request OOP approval. **Please discuss your plans with your Educational Supervisor and Training Programme Director before applying for the Fellowship.**

Q: *How do you learn on the job?*

A: Fellows work closely with leading figures in the host organisations, so they learn by active engagement in an apprenticeship model. For example, if a fellow is working in NES they may be working on projects related to improving quality of training in Scotland, and if the fellow is based in the Government their work will involve projects related to Government policy and implementation.

There is a common core of management and leadership training that fellows in all host organisations will engage in. NES delivers this core training. All fellows will work in a team to build a Scottish network of clinicians interested in improving the quality of health care and cascading a better understanding of future challenges that face the implementation of the 2020 Vision for Scotland.

Q: *Do I have to relocate?*

A: You do not have to relocate, as long as you are prepared to travel to your host organisation. The widespread use of MS Teams means that the need for travel is now much reduced. You should expect to work from home and as such you should ensure you have access to broadband. Any request for relocation expenses should be discussed at interview and would have to be approved in writing by the employing organisation in advance of appointment.

Q: *How much am I going to be paid?*

A: NES will pay your salary at the appropriate point on clinical scale based on your last pay, without banding supplement; i.e. you will be paid your basic salary only. You may want to take some locum work over the weekends to supplement your income.

Q: *What are my hours and days of work:*

A: Exact working pattern to be agreed with host organisation but likely to be Monday-Friday 09:00-17:00. Similarly, the inclusion of up to one clinical day per week can be discussed.

Q: *Would I be able to carry on doing clinical work to maintain my clinical skills while on the Fellowship?*

A: You may undertake clinical work by separate arrangement. You should ensure that you have appropriate indemnity and contractual arrangements in place. However, the expectation is that this would not be at the expense of your commitment to your host organisation(s). For example, it would not normally be appropriate for you to do an overnight shift and take the following day off. Some SCLFs have chosen to do locum work at weekends or bank holidays.

Q: *Would my host organisation support any clinical courses relevant to my specialty?*

A: Study leave can be negotiated with NES and the host organisation. Fellows have the opportunity to attend courses relevant to leadership and management. Funding will not normally be provided for courses relevant to your clinical specialty.

Q: *Can I work from any of the NES offices?*

A: Many of the host organisations are based in the central belt and the Edinburgh or Glasgow offices would be very suitable. However, NES offices in Aberdeen, Dundee or Inverness could also be used as a base for NES-hosted Fellows. However, the Fellow would still need to attend regular events in the central belt.

Q: *What will this post entail from day to day?*

A: The working day is an indicative 09:00-17:00 office job. As a Fellow who is based in the NES office for example, you will attend meetings with the NES team, actively participate in a project related to medical training and link it to national strategies such as *2020 vision* and *Professionalism and Excellence in Scottish Medicine*. The Fellow will have access to leadership and management training workshops alongside management trainees and senior clinicians.

Q: *What are the positives of this post?*

A: The Fellowship provides a different type of a challenge to what you will normally face as a doctor. It gives access to decision-making circles, and an insight into how policies are shaped on a national level. The environment of the programme is very supportive, there are no limits to creativity and hard work is highly valued.

Q: *What are the negatives of this post?*

A: The Fellowship is, by design, not as well defined or structured as your medical training programme; you have to experiment and improvise on the go. The year will be a mixture of hard work and adventure and will involve a steep learning curve. Another disadvantage is that the Fellow will lose banding supplements and may wish to undertake some locum work to compensate.

Q: *Is it a worthwhile experience? Would previous fellows recommend it to others?*

A: Current Fellows highly recommend it and we will be pleased to put any prospective applicants in touch. Here is a sample testimony from a previous Fellow:

"As a doctor, I want to be an active participant in how patient care is designed. I don't want to be frustrated by system failures, I want to be inspired by the challenge, and this fellowship is helping me acquire the knowledge, skills and contacts required to do so."

Q: *Are there any further opportunities for a post-graduate degree in medical leadership and management?*

A: The programme does not include a PG certificate. However, there are several short courses available on distance-learning basis that you might want to consider.

Q: *Would the fellowship prolong my training?*

A: The Fellowship is an Out of Programme Experience (OOPE), and so it will not count towards your training. If you join the fellowship, then you will extend your training by another year. It is well worth it though!

Q: *What about Coronavirus?*

A: Covid-19 has affected all aspects of healthcare. NES will always follow Scottish Government Guidance, and as a SCLF this may mean that the main NES offices are not always open, access to other host organisation buildings is limited, and that travel to different locations may not be possible, necessary, or expected. However, host organisations are now fully familiar with online conferencing tools such as MS Teams, and the NES-delivered leadership and management training is currently fully delivered online. Where possible, we will have and be supportive of in-person interactions. You will certainly have a different experience compared with earlier cohorts of SCLFs, but there is much that can be achieved, and you will not be disadvantaged. You will need a good

internet connection with sufficient bandwidth for multiuser online meetings. Your carbon footprint from travelling is likely to be far lower, and we welcome applications from across Scotland.

Further Information

For more information please contact:

Medical Trainees:

Professor Alan Denison Postgraduate Dean, alan.denison@nhs.scot

Professor Stewart Irvine, Medical Director, stewart.irvine@nhs.scot

Dr John Colvin, Scottish Government Lead, John.Colvin@nhs.scot

Dental Trainees:

Mr Donald Thomson, Associate Postgraduate Dental Dean, Donald.Thomson@nhs.scot

Ms Aisla Morrison, Associate Postgraduate Dental Dean, Aisla.Morrison@nhs.scot

Arrangements can be made to discuss the fellowship with current or previous post-holders.

Useful Links

- The Scotland Deanery (<http://www.scotlanddeanery.nhs.scot/>)
- NHS Education for Scotland (<http://www.nes.scot.nhs.uk/>)
- The Scottish Government (<http://www.scotland.gov.uk/>)
- Faculty of Medical Leadership and Management (<https://www.fmlm.ac.uk/>)
- SCLF blog (<https://t.co/uQoe2ymVPD>)
- SCLF Twitter handle ([@SCLF_](https://twitter.com/SCLF_))



PERSON SPECIFICATION

Essential Criteria – these are attributes without which a candidate would not be able to undertake the full remit of the role. Applicants who do not clearly demonstrate in their application that they possess the essential requirements will normally be eliminated at the short listing stage.

Desirable Criteria – these are attributes which would be useful for the candidate to hold. When short listing, these criteria will be considered when more than one applicant meets the essential criteria.

Means of Assessment – please note that candidates invited for interview will be notified if there will be a requirement to undertake a test or presentation. These additional assessments may be used to judge one or more criteria within the factor.

Factors	Essential	Desirable	Means of Assessment
Key Leadership Behaviours	<ul style="list-style-type: none"> Inspiring Empowering Adaptive Collaborative Engaged and Engaging 		Application & Interview
Qualifications	<ul style="list-style-type: none"> MBChB or equivalent (medical trainees), or BDS or equivalent (dental trainees) 	<ul style="list-style-type: none"> Additional degree 	Application
Academic/Professional	<ul style="list-style-type: none"> Full Registration and a Licence to Practise with the GMC (medical trainees); registration with the GDC (dental trainees) At the time of application, in a substantive training post; medical specialty trainees must have successfully completed CT2/ ST2 at the time of commencing the post, and dental specialty trainees must have successfully completed two years of dental specialty training. (i.e. ST2) Evidence of satisfactory progress in career to date 	<ul style="list-style-type: none"> Professional qualifications Publications Presentations 	Application & Interview

Leadership & Management	<ul style="list-style-type: none"> • Commitment to developing expertise in leadership and management • Evidence of awareness of own development needs • Some understanding of the range of opportunities and challenges facing public sector leaders in Scotland 	<ul style="list-style-type: none"> • Evidence of interest in leadership • Evidence of aptitude to lead 	Application, Interview & Presentation
Education and Teaching	<ul style="list-style-type: none"> • Interest in, and experience of teaching 	<ul style="list-style-type: none"> • Evidence of involvement in regular teaching 	Application & Interview
Quality/Service Improvement	<ul style="list-style-type: none"> • Understanding of quality improvement processes • Some understanding of the structure of the Scottish healthcare system • Good understanding of NHS Scotland, including organisational structure, education, research, service provision, and medical politics 	<ul style="list-style-type: none"> • Evidence of involvement in quality improvement projects • Publications • Presentations 	Application & Interview
Skills	<ul style="list-style-type: none"> • Flexible approach to working arrangements • Willing and able to travel to various locations • Able to communicate at all levels, including using online formats • No role-specific physical skills, physical effort or mental effort requirements 		Interview & Presentation
Personal	<ul style="list-style-type: none"> • Well organised, self-starting and resilient • Open to challenge and change • Good emotional intelligence 		Application & Interview

Leadership Behaviours

NHS Education for Scotland (NES) assesses and selects employees based on our leadership behaviours which are expected at all levels in the organisations. These leadership behaviours support the NES ways of working and NHS Scotland values.

These leadership behaviours describe how we work, and what is expected of everyone who works in NES. A number of methods may be used to assess these behaviours as part of our recruitment and selection processes. Our leadership behaviours are:

