

Future Leaders Programme 2021 Recruitment Guide



Developing people
for health and
healthcare

www.hee.nhs.uk

Introduction

Thank you for participating in the Future Leadership Programme and congratulations on your successful bid. The programme is an investment in the next generation of clinical leaders, and so an investment in quality of care and patient outcomes. This handbook has been prepared to help guide you through the process of recruiting a Clinical Leadership Fellow. Please familiarise yourself with the sections of this handbook. The Future Leaders Recruitment team will contact you at each stage to help co-ordinate the process. If you have any questions or need any further information, please contact us.

Aims

The Future Leaders Programme offers opportunities for medical and dental trainees, as well as nurses and other healthcare professionals, to do a one year 'out of programme experience' Leadership Fellowship to help grow and develop their personal leadership skills.

The programme aims to enable Leadership Fellows to:

- Gain practical and academic experience in clinical leadership from local experts in the field.
- Build a network of expert contacts with medical and NHS management leaders.
- Enhance skills and competencies that are essential for future medical leaders.
- Develop competencies relevant to the dimensions defined in the [Healthcare Leadership Model](#).
- Undertake a one year postgraduate qualification e.g. in leadership or medical education.
- Develop and deliver a specialty or management driven project that is relevant to the specific needs of the NHS.

During the 12 month programme Leadership Fellows will have access to a variety of development opportunities. They will meet regularly and also organise their own annual Future Leaders Conference.

Candidates should demonstrate an awareness of the leadership skills that they would like to develop, and the motivation to engage with the opportunities that the programme offers.

Contacts

For recruitment enquiries, please email **Future Leaders Recruitment**: futureleadersrec.yh@hee.nhs.uk

For enquiries about existing Leadership Fellows or about courses and development opportunities, please email **Future Leaders Support**: futureleaders.yh@hee.nhs.uk

For finance enquiries related to existing Leadership Fellows or posts, please email:
Judith.Pummell@hee.nhs.uk

Recruitment Timeline

2021 Round 1 timeline for August 2021 starters

Activity	Deadline
Applications Open <ul style="list-style-type: none"> - Recruitment Team to publish adverts on HEE recruitment website - Bidders to publicise post(s) to potential applicants 	Mon 26 October 2020
Application deadline <ul style="list-style-type: none"> - No applications to be accepted after this date/time 	4pm on Fri 13 November 2020
Shortlisting deadline <ul style="list-style-type: none"> - Bidders to have informed all applicants of shortlisting outcome and invited successful applicants to interview by this date 	Fri 27 November 2019
Interview window <ul style="list-style-type: none"> - All interviews to take place during this period 	Mon 7 to Fri 18 December 2019
Offers made <ul style="list-style-type: none"> - Bidders to have informed all applicants of interview outcome - Bidders to have made verbal offers to successful applicants and agreed start date, employment arrangements - Bidders to have provided Recruitment Team with appointment details 	No later than Wed 6 January 2021
Appointment confirmation letters sent <ul style="list-style-type: none"> - Recruitment Team to issue appointment letters by this date 	No later than Wed 13 January 2021
Applications for OOP made (Medical and Dental trainees only)	By Fri 29 January 2020
Successful applicants start in post	August 2021

Applications

Applications for Future Leaders posts will open on Monday 26 November 2020. Applications will consist of an Application Form and CV sent to the Application Contact identified in your bid. All applicants must use the standard 'FLP 2021 Application Form' which will be available on the recruitment website.

Applications will close at 4pm on Friday 13 November 2020. No applications should be accepted after the application deadline. It will not be possible to extend the application deadline.

Adverts

Future Leaders vacancies will be listed on the HEE Yorkshire and the Humber [recruitment website](#). A link to the adverts for each post will be included in 'Vacancies' section on this page.

Promotion

Once applications open and adverts have been posted on the recruitment website, bidders will be responsible for promoting their posts to potential applicants. Please consider which networks and channels you can use to promote your posts.

When the application deadline is approaching, bidders may also wish to send a reminder to anyone who has expressed an interest.

Enquires

Bidders will also be responsible for responding to enquires about their posts during the recruitment round. For general enquires about the recruitment process, potential applicants can be directed to the [recruitment website](#) or futureleadersrec.yh@hee.nhs.uk.

Data Retention

All applications should be saved and kept confidentially in line with your organisation's Information Governance Policy. Applications forms, shortlisting and interview records should be kept for a period of 13 months. After this period all applicant records must be deleted.

Eligibility

The minimum entry criteria for the Future Leaders Programme is set out below. Your post may only be open to specific staff groups or healthcare professionals working at a higher AfC band. The specific eligibility criteria for your post should be listed in the Person Specification for your post.

Entry Criteria – Specialty Trainees, and Specialty and Associate Specialist (SAS) Doctors

Essential Criteria (at post start date)

Medical Specialty Trainee: ST3+ / GPST2+ (Must have a Yorkshire and the Humber NTN.)²
 Dental Specialty Trainee: StR (Must have a Yorkshire and the Humber NTN.)
 Public Health Registrars: ST3+ (Must have a Yorkshire and the Humber NTN.)
 Specialty and Associate Specialist (SAS) Doctors
 Full GMC, GDC or UKPHR registration as applicable and current licence to practice
 Have a satisfactory ARCP outcome
 Have Head of School approval for a year Out of Programme
 Must not have existing experience in a senior / significant leadership role

1. GP trainees may be ST2 at the time of application. Current CT2/CT3 medical trainees may apply, **conditional on** achieving a satisfactory ARCP outcome and securing an ST3/ST4 place.
2. All medical and dental trainees in Yorkshire and the Humber are allocated a National Training Number beginning 'YHD'. Core trainees are allocated a Deanery Reference Number ending 'YH'.

Post CCT doctors are not eligible to apply.

Entry Criteria – Other healthcare professionals

Essential Criteria

AfC Band 6 (or higher) NHS Healthcare Professional including: Nurses, Pharmacists, Biomedical Scientists / Healthcare Scientists, and Allied Health Professionals, working within Yorkshire and the Humber.

Full registration and good standing with appropriate professional body

Have agreement from their current employer to undertake a secondment

Must not have experience in a senior / significant leadership role

All other healthcare professionals must currently be in a substantive role in healthcare and working for an NHS employer within Yorkshire and the Humber.

Less Than Full Time / Part Time working

The programme is open to applicants wishing to work less than full time, if this is appropriate to the post / project applied for. Requests for less than full time should be discussed with the educational supervisor.

Right to Work - Tier 2

Current medical and dental trainees requiring a Tier 2 visa who are currently sponsored by Health Education England are eligible to apply. All other applicants requiring a Tier 2 visa are only eligible to apply if their current sponsor is willing to continue their sponsorship for the duration of the programme.

Shortlisting

Bidders are responsible for shortlisting applications once the application deadline has passed. A shortlisting deadline has been set to allow time to inform applicants of their outcome and to invite eligible applicants to interview (See the timeline on page 3.).

Scoring

Applications should be scored against the essential criteria in the Person Specification. We recommend a minimum of 2 people score each application using an agreed shortlisting framework.

Please keep a record of your shortlisting scores for each applicant along with any comments as applicants can request feedback. This should be kept in line with your organisations' Information Governance Policy.

Example shortlisting framework:

	0 points	1 point	2 points	3 points
Person Specification Criteria	Does not demonstrate achievement	Below level required for the post	Meets essential requirements	Exceeds requirements

Your organisation may have existing shortlisting guidance or a template matrix. An *optional* template shortlisting matrix will be sent with this handbook.

Applications from Previous Fellows

Please note that as the programme intends to provide leadership development to as many healthcare professionals as possible, applications from current or previous Clinical Leadership Fellows must not be accepted and should be shortlisted out.

Feedback & Interview invitations

Once shortlisting is complete, all eligible candidates should be invited to interview. If there are too many eligible candidates, shortlisting scores can be used to reduce the field.

Bidders are responsible for arranging the interviews and sending interview invitations. Please ensure all shortlisting outcomes and interview invitations are sent by the shortlisting deadline.

When sending interview invitations, please also inform the Future Leaders recruitment team of your confirmed interview date.

Interviews

Bidders are responsible for arranging interviews for eligible applicants. All interviews must take place within the interview window (See the timeline on p3.). This ensures that appointments can be confirmed in time for successful applicants to request OOP approval and for starter arrangements to be made.

Invitations

All invitations to interview must be sent by the shortlisting deadline, and eligible applicants should be given sufficient time to respond to invitations. Please remember to confirm the interview date and time, location, and anything applicants will be asked to bring with them to interview.

Applicants should be asked to bring one form of photographic ID when they attend interview, along with proof of any qualifications requested in the Person Specification.

Questions

Interview questions should explore the aims of the Future Leaders Programme and the criteria in the Person Specification. Questions should be set before the interview, and the same questions should be used for each applicant.

Scoring

We recommend a minimum of 2 people interview each applicant. Please keep a record of each applicant's interview score along with any comments as applicants can request feedback. This should be kept in line with your organisations' Information Governance Policy.

Example interview framework:

	0 points	1 point	2 points	3 points
Interview question	Does not demonstrate achievement	Below level required for the post	Meets essential requirements	Exceeds requirements

Your organisation may have existing interview guidance or a template scoresheet. An *optional* template interview scoresheet will be sent with this handbook. Example interview questions are also given on the template.

Availability to start

At interview, please confirm that each applicant:

- Will be available for the post/programme start date (August 2021)
- Medical and Dental trainees and Public Health Registrars are aware that they will need approval from their School for a year Out of Programme Experience (see page 7)
- All applicants from other healthcare professions have secured agreement from their current employer that they will continue to be employed on secondment basis for the duration of the programme (see page 7)

Feedback

Once interviews have been completed, all applicants should be informed of the outcome. If possible, successful candidates can be informed on the day of interview. At this stage, only a verbal offer is made.

Offers

Once interviews have been completed, bidders can make a verbal offer to the successful candidate. This should be done no later than the date given in the timeline (page 3). This deadline allows time for the next stages in the process to ensure that candidates are able to start at the right time.

Once a verbal offer has been accepted by the successful candidate, please inform Future Leaders Recruitment and provide us with the following:

- Full name (including title) of the successful candidate
- Their Application Form
- Confirmed start date
- Confirmed employer
- Their email address and mobile number (If different from contacts on the Application Form.)

Confirmation of Appointment

After we have received details of the successful candidate, the recruitment team will check the relevant details and make a record of the appointment. We will then send the candidate a formal confirmation of appointment to the Future Leaders Programme. This will be copied to:

- The bidder and lead contact
- Future Leaders Support
- Associate Postgraduate Dean for the Future Leaders Programme
- Senior Finance Manager for HEE Yorkshire and the Humber
- The employer
- The candidate's School (if a Medical or Dental trainee)

When the recruitment round has concluded, the recruitment team will transfer the details of all the new Leadership Fellows and posts to Future Leaders Support, who will welcome the new Leadership Fellows and make induction arrangements.

Confirmation of Employment

Medical and dental trainees will be employed by the nominated employer for the vacancy. This includes doctors currently undertaking a Public Health training programme.

All other applicants will be appointed on a secondment basis. As such they will continue to be employed by their current organisation for the duration of the Future Leadership Programme. Offers will be made conditional on the secondment being agreed by their current employer.

Employers will be copied in when the recruitment team send formal confirmation of appointment to the programme. Employers will then begin pre-employment checks and send formal offers of employment / secondment arrangements.

Out of Programme Approval

Medical, Dental and Public Health trainees who are offered a Future Leaders post will need to apply for approval to take a year out of their training programme. Out of Programme (OOPE) applications must be submitted to the candidate's School for approval by their Training Programme Director.

OOPE applications must be submitted at least six months prior to the start of the post / programme cohort. This allows Training Programme Directors sufficient notice to plan changes to their rotations.

Applicants to the Future Leaders Programme are made aware of this requirement on the [recruitment webpage](#). Further information for applicants about the OOPE process can be found on our [Training Guidance webpage](#). OOPE application forms can also be downloaded from this page.

Induction

All fellows will be invited to a programme induction in August 2021. Details will be included in the confirmation of appointment letter. Educational supervisors should also prepare a post specific induction and meet with their fellows to establish the remit of the project. Advice for educational supervisors is available on the [Future Leaders website](#).