

**Chair and members of the
NMC Appointments Board**

**Information pack for
candidates**

December 2017

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This document is available in alternative formats on request. Please contact hannah.cole@nmc-uk.org if you need this information in an alternative format.

A message from Lorna Tinsley, Chair of the Selection Panel

Thank you for your interest in the Nursing and Midwifery Council's Appointments Board. With just under 690,000 nurses and midwives on our register, we are the largest professional regulator in the UK.

We exist to protect the public by regulating nurses and midwives in England, Scotland, Wales and Northern Ireland. We do this by setting standards of education, training, practice and behaviour so that nurses and midwives can deliver high quality healthcare throughout their careers. We maintain a register of nurses and midwives who meet these standards, and we have clear and transparent processes to investigate nurses and midwives who fall short of our standards. From January 2019, the NMC will also take on the role of professional regulator for nursing associates, a new role being introduced across health and social care settings in England.

The Appointments Board is a formal committee of the Council. It advises the Council on matters concerning the appointment, reappointment and development of panel members and legal assessors, as well as overseeing the NMC's approach to management of panel members and legal assessors.

We are seeking:

- two members to join the Appointments Board from March 2018, and
- a new Chair of the Board to take up office in August 2018.

Successful applicants will need expertise in the area of human resources, including recruitment and training; a sound understanding of managing contractors; the ability to work with a range of partners and stakeholders; excellent communication skills; a good understanding of governance and a commitment to the Standards of Public Life. In return, you will have an opportunity to play an important part in relation to our fitness to practise activities which help keep the public safe.

If you believe you have the expertise, commitment, and experience needed to support the Appointments Board in its role, I hope you will want to join us as we seek to deliver outcomes that will best protect patients and the public.

Lorna Tinsley
Chair of the Selection Panel

About the Nursing and Midwifery Council

About the NMC

We are the independent professional regulator for nursing and midwifery in the UK. We are here to protect the public by:

- Protecting, promoting and maintaining the health, safety and well-being of the public.
- Promoting and maintaining public confidence in the nursing and midwifery professions.
- Promoting and maintaining proper professional standards and conduct for members of the nursing and midwifery professions.

Our regulatory responsibilities are to:

- Keep a register of all nurses and midwives who meet the requirements for registration.
- Set standards of education, training, conduct and performance so that nurses and midwives are able to deliver high-quality healthcare consistently throughout their careers.
- Take action to deal with individuals whose integrity or ability to provide safe care is questioned, so that the public can have confidence in the quality and standards of care provided by nurses and midwives.

We are a statutory body and a registered charity. We are accountable to Parliament through the Privy Council. The [Professional Standards Authority](#) for Health and Social Care (PSA) oversees our work and reviews our performance each year. More information can be found in our [Strategy 2015–2020](#), our [Corporate Plan 2017–2018](#), our [Annual Report 2016–2017](#) and our [Annual Fitness to Practise Report 2016–2017](#).

We are funded by registration fees paid by nurses and midwives. We work closely with a wide range of stakeholders, including the trade unions and professional bodies for nursing and midwifery, to ensure our regulatory activities are efficient and effective. We do not lobby on behalf of the professions we regulate.

The Council

The Council is the governing body of the NMC and its members are the charity trustees. The remit of the Council is to:

- set the NMC's strategic direction and corporate objectives, in line with our core purpose
- ensure effective systems are in place for managing performance and risk
- maintain probity in, and public accountability for, the exercise of the NMC's functions and the use of funds.

The Council is comprised of 12 members: six members who are registered nurses and midwives; and six lay members. The Council includes members drawn from England, Scotland, Wales, and Northern Ireland. The members are appointed by the Privy Council.

The Council is supported in fulfilling its role by a number of committees, including the Appointments Board.

The Appointments Board

The Appointments Board is composed entirely of independent members, and it advises the Council on the appointment of fitness to practise panel members and legal assessors. The terms of reference for the Appointments Board are attached at **Annexe 1**.

We are seeking two members of the Board to take office from March 2018 and a Chair to take office in August 2018. The Appointments Board is responsible for:

- advising the Council on the appointment of legal assessors and panel members;
- approving policies governing the recruitment and selection, induction and development, appraisal and performance management of panel members and legal assessors; and
- overseeing the contractual arrangements governing panel members' and legal assessors' relationships with the NMC.

The time commitment for members of the Appointments Board is expected to be around eight to 10 days a year. Meetings normally take place in London, with the possibility of extraordinary meetings (usually convened by teleconference) as required.

Role description for members of the Appointments Board

Members of the Appointments Board play a valuable role, providing expertise and experience in making recommendations to the Council on the appointment and reappointment, training and performance management of panel members and legal assessors who participate in fitness to practise hearings.

The role of members includes:

- preparing for and actively participating in the scheduled meetings of the Appointments Board
- contributing your knowledge and expertise to ensuring effective oversight, scrutiny and constructive challenge
- participating in an annual appraisal of your own performance and contributing to an annual evaluation of the effectiveness of the Board as a whole, and
- upholding the public interest and carrying out your role in accordance with the NMC Code of Conduct for members and the Principles of Public Life (the 'Nolan principles'). These are set out at **Annexe 3**.

Competencies

Appointments Board members are expected to demonstrate the following competencies:

Competency 1: understanding of the public and stakeholder interests

- Ability to command the trust and confidence of the public/patients, registrants and NMC stakeholders, as well as other Board members and key colleagues in the Fitness to Practise directorate.
- A genuine interest in making a significant contribution to public protection and safeguarding the health and well-being of patients and the public.
- An understanding of the objectives of professional regulation in relation to upholding public interest and safeguarding the health and wellbeing of the public.
- An understanding of the need to observe the Principles of Public Life (the 'Nolan principles') in everything you do as a member of the Appointments Board.
- A good understanding of governance and a willingness to add value to the work of the NMC.

Competency 2: ability to influence and communicate effectively

- Excellent communication skills, both oral and written, with the ability to present views clearly and succinctly, using well-reasoned arguments.
- Ability to operate effectively as a committee/board member, constructively challenge the opinions of others as well as to accept challenge with confidence and maturity.
- Shows respect for the views of others, listens, gives serious consideration to other positions and explores options.

Competency 3: strong analytical skills and sound judgement

- Ability to assimilate complex information in order to form opinions and reach sound conclusions.
- Press for sufficient and relevant information; probe the facts and challenge assumptions.
- Critically evaluate information provided and reach sound conclusions.
- Open-minded, able to bring their own experience to bear on issues under discussion and exercise sound judgement.
- See the wider issues and implications of a problem or situation.

Competency 4: proven track record of senior level human resources experience, including management of contractors

- Understanding and expertise in recruitment, training, appraisal and disciplinary processes within a sizable organisation or a regulated environment.
- Knowledge of equality and diversity issues relating to recruitment and performance management.
- Expertise or a good understanding of procurement, or contract management.

Additionally, for the Chair's role

Competency (Chair): strong leadership and chairing skills

- Ability to demonstrate effective leadership and motivational skills and the ability to think strategically.
- Effective influencing skills.
- Ability to lead discussions to an appropriate conclusion, enabling and encouraging all members to participate.
- Ability to manage and resolve conflict in order to gain fair and acceptable outcomes.
- Ability to identify areas for improvement by constantly reviewing approach, practices and procedures.
- Knowledge and understanding of the role of the Chair and non-executive directors.

Public confidence

Integrity and upholding the Principles of Public Life are critical to this role. If there are any past professional or personal issues which you think are likely to cause embarrassment or bring the NMC into disrepute, please declare these in your application.

While declaration of any such issues may not necessarily prejudice your application, we may need to discuss this with you and the Selection Panel may wish to explore these matters at interview. If you fail to disclose this information, it could result in your application not being progressed, or if you were successful, in your appointment being terminated.

Conflicts of interest

You are required to declare any conflict of interest (as soon as you become aware of any such interest) that could be perceived as relevant to the NMC, including any relationship past or present to any existing Council member, member of the Selection Panel or member of the NMC's Executive team.

Any actual or perceived conflicts of interest may be explored with you at any stage of the process, including by the Selection Panel at interview stage.

If you are successful in your application, you should note the requirement to declare any conflict of interest that arises in the course of the NMC's business.

Terms of appointment

Terms of office for members of the Appointments Board will start on 1 March 2018 and will last until 28 February 2021. Members are eligible for two terms of office of up to three years, subject to satisfactory performance and a review of the Board's ongoing skills requirements. Members' performance is appraised annually through a process of peer review conducted by the Chair of the Board. The Chair of the Board will be invited to serve from 4 August 2018 for a period of three years, in the first instance. The Chair's performance is appraised annually by the Chair of Council.

Time commitment

The Appointments Board normally meets 4 times a year, with the possibility of additional meetings or teleconferences as required. Board members need to be prepared to commit approximately eight to 10 days a year to prepare for and attend meetings. On appointment, members will be expected to complete a programme of induction activities.

Remuneration

Remuneration is £286 per day plus reasonable travel and accommodation expenses incurred in either attending Board meetings or in undertaking other duties associated with Board membership. Remuneration is paid via the payroll and cannot be paid to an employer or any company. Reasonable travel and out-of-pocket expenses incurred on NMC business will be reimbursed in accordance with the Council's expenses policy.

Eligibility and disqualification criteria

Eligibility

To be eligible as a member of the Appointments Board, applicants must not be a registered nurse or midwife, nor have any intention of commencing or resuming practice in either of these professions. Members of the Appointments Board are prohibited from being a member or Chair of NMC fitness to practise panels during their membership of the Board.

Disqualification criteria

The Council has determined the criteria for disqualification from appointment as a member and suspension or removal of a member as set out in **Annexe 2**. These are in line with the criteria set out in the Nursing and Midwifery Council (Practice Committees) (Constitution) Rules 2008.

A member of the Board may be disqualified if she or he:

- is at any time the subject of a criminal conviction for an offence involving dishonesty or deception;
- is declared bankrupt or is the subject of a sequestration order;
- has made a composition or arrangement with, or has been granted a trust deed for, a creditor and has not been discharged from it;
- has been ordered to be removed from the office of trustee by the Charity Commission under s.79 CA 2011 or a previous enactment;
- has been removed from the office of a charity trustee under s.34 of Charities and Trustee Investment (Scotland) Act 2005 or a previous enactment; or
- is the subject of a disqualification order under the Company Directors' Disqualification Act 1986 or a previous or relevant enactment.

Appointment process

Selection Panel

The NMC has appointed a Selection Panel which will be responsible for taking selection decisions at the short-listing and interview stages, and for making a recommendation to the Chair of the Council regarding appointment. The Selection Panel's decisions at all stages of the process will be based on the competencies for the role.

Timetable

Timeline	Stage
12:00 noon, 19 January 2018	Deadline for receipt of applications
29 January 2018	Selection Panel decides short list
7 and 8 February 2018	Interviews

For an informal discussion about the role, or any aspect of the appointment process, please contact Jenny Deere by email at jennifer.deere@nmc-uk.org or by telephone on 07956 883058.

We will complete thorough background checks and searches which may include checking your eligibility to work in the UK, Disclosure and Barring Service (previously known as Criminal Records Bureau) checks, safeguarding checks, references and other online searches. Candidates selected for interview are asked to ensure that

referees will be available to give a telephone reference during the period 30 January to 6 February 2018.

The Selection Panel will determine the preferred candidates for both the position of Chair and members and will make recommendations to the Chair of the Council, who is responsible for the appointments. The NMC will notify unsuccessful candidates at the same time. We aim to notify successful candidates as soon as possible.

How to apply

All applicants are required to complete and submit the application form and submit a CV, demonstrating their suitability for the role. **Your CV should not exceed three pages. We cannot accept a covering letter in place of the application form.** Please include full details of your career, qualifications, and experience. Please note that it is not necessary to include extensive details of any publications or research you may have conducted.

You can access application forms from the NMC website: www.nmc.org.uk/appointments-board-recruitment . **You will need to download the application form so you can complete it offline.**

You should give concise and specific examples of where your skills and knowledge match the competencies required for the role(s). **Your answers should not exceed 300 words per competency.**

Once you have completed your application and are ready to proceed, you will need to submit the following documentation to Hannah Cole using the following email address hannah.cole@nmc-uk.org:

1. A completed application form;
2. A CV of no more than three pages, and
3. Equality and diversity monitoring form (optional).

How we will handle your application

We will deal with your application as quickly as possible. Once you have submitted your application, we aim to acknowledge receipt within two working days.

The selection process will be evidence-led. We will assess the information you provide in your application form and CV against the competency criteria for the role.

Equal opportunities

The NMC values equality and diversity. We are committed to making our processes fair, transparent, and accessible.

To make sure we are treating candidates fairly, we monitor diversity at all stages of the selection process. When submitting your application you are also invited to submit an Equality and diversity monitoring form. You do not have to provide this information but we would be grateful if you would do so. This information is not used for selection purposes.

Anonymised data may be shared with the Selection Panel.

Accessibility

We will seek to make reasonable adjustments where required. Please contact Hannah Cole on 020 7681 5206 or by emailing hannah.cole@nmc-uk.org if you:

- would like to receive the candidate information pack and application form in audio, large print, Braille, or another format; and/or
- require any other reasonable adjustments at any stage of the process.

Use of your personal information

Your personal information will be held in accordance with the Data Protection Act 1998 and will only be used for the purposes of the selection and appointment process.

If successful, your records will be retained for the duration of your period in office and used for the purposes of communication, monitoring and processing of payments. From 25 May 2018, data will be held and processed in accordance with the General Data Protection Regulation (GDPR).

Complaints

We aim to provide a customer-focused service at all times. If you believe that a mistake has been made in our selection process, or you are unhappy with the service you have received, we will seek to resolve your concerns at an early stage.

The first line for complaints is to the NMC Secretary directly in writing, by email, or by telephone. We will aim to reply within 5 working days. Contact details are below:

Email: fionnuala.gill@nmc-uk.org

Address: 23 Portland Place, London W1B 1PZ

Tel: 020 7681 5842

After the NMC Secretary has investigated your complaint, if you are still not satisfied, you can escalate your complaint through our formal [complaints procedure](#).

We will acknowledge your complaint within two working days and we aim to respond within 20 working days.

Annexe 1: Terms of reference for the Appointments Board

1. The Appointments Board is established by the Council under Article 3 (12) of the Nursing and Midwifery Order 2001.

Remit

2. The remit of the Appointments Board is to assist the Council in connection with the exercise of any function or process relating to the appointment of Panel Members and Legal Assessors.¹

Responsibilities

3. Approve the code of conduct for Panel Members.
4. Approve policies governing the recruitment and selection, induction and development, appraisal, performance management, remuneration and contractual arrangements of Panel Members and Legal Assessors.
5. Approve policies for travel arrangements, reimbursement of expenses and the payment of allowances to Panel Members and Legal Assessors.
6. Scrutinise and review forward plans to ensure that timely and sufficient appointments and reappointments can be made to meet the NMC's caseload.
7. Scrutinise and review the implementation of recruitment and selection arrangements and make recommendations to the Council regarding the appointment of Panel Members and Legal Assessors.
8. Scrutinise and review the implementation of induction, training and development, appraisal and performance management arrangements, (including but not restricted to participation rates, sitting arrangements, feedback from Panel Members and Legal Assessors) and criteria for reappointments, and make recommendations to the Council regarding a) the reappointment of Panel Members and Legal Assessors and b) the early termination of appointment of Panel Members and Legal Assessors where appropriate.
9. Report annually to the Council on the Appointments Board's activities, including an assessment of compliance with, and effectiveness of the policies in place.
10. Undertake any other responsibilities requested by the Council consistent with the remit of the Board.

¹ Panel members and legal assessors are independent contractors and are not employees of the NMC

Membership

11. The Appointments Board will consist of up to five Partner Members, one of whom will be the Chair of the Board, selected and appointed in accordance with the Standing Orders.

Annexe 2: Disqualification criteria determined by the Council

Disqualification from appointment as committee member

A person is disqualified from appointment as a member if that person—

- (a) has at any time been convicted of an offence involving dishonesty or deception in the United Kingdom and the conviction is not a spent conviction;
- (b) has at any time been convicted of an offence in the United Kingdom, and—
 - (i) the final outcome of the proceedings was a sentence of imprisonment or detention, and
 - (ii) the conviction is not a spent conviction;
- (c) has at any time been removed—
 - (i) from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners, the Charity Commission, the Charity Commission for Northern Ireland or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity—
 - (aa) for which the person was responsible or to which the person was privy, or
 - (bb) which the person by their conduct contributed to or facilitated, or
 - (ii) under—
 - (aa) section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990 (powers of Court of Session to deal with management of charities), or
 - (bb) section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (powers of the Court of Session), from being concerned with the management or control of any body;
- (d) has at any time been removed from office as the chair, member, convenor or director of any public body on the grounds, in terms, that it was not in the interests of, or conducive to the good management of, that body that the person should continue to hold that office;
- (e) at any time has been adjudged bankrupt or sequestration of the person's estate has been awarded, and —
 - (i) the person has not been discharged, or
 - (ii) the person is the subject of a bankruptcy restrictions order or an interim

bankruptcy restrictions order under Schedule 4A to the Insolvency Act 1986 or Schedule 2A of the Insolvency (Northern Ireland) Order 1989 (which relate to bankruptcy restriction orders and undertakings);

(f) has at any time made a composition or arrangement with, or granted a trust deed for, the person's creditors and the person has not been discharged in respect of it;

(g) is subject to—

(i) a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986,

(ii) a disqualification order under Part II of the Companies (Northern Ireland) Order 1989(company directors disqualification),

(iii) a disqualification order or disqualification undertaking under the Company Directors Disqualification (Northern Ireland) Order 2002, or

(iv) an order made under section 429(2) of the Insolvency Act 1986 (disabilities on revocation of a county court administration order);

(h) has been included by—

(i) the Disclosure and Barring Service in a barred list (within the meaning of the Safeguarding Vulnerable Groups Act 2006 or the Safeguarding Vulnerable Groups (Northern Ireland) Order 2007), or

(ii) the Scottish Ministers in the children's list or the adults' list (within the meaning of the Protection of Vulnerable Groups (Scotland) Act 2007).

Annexe 3: Principles of Public Life

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any conflicting interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.