

Appointment of NRS Non Executive Management Board Members

Guidance Notes and Role Description for Applicants

September 2015

Please read these notes carefully before completing your application form.

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1. Board Purpose

The purpose of the Management Board of National Records of Scotland the “NRS Board”, which acts in an advisory capacity to the Chief Executive, is to advise on the operations of NRS, with a particular focus on the strategic direction of the organisation, checking it is on track to deliver the purpose and vision. It considers the balance between business and transformation activities and uses the experience of Non-Executive Directors (NXDs) to identify opportunities and emerging issues that ought to be taken into consideration. The Board meets quarterly and at present comprises the Chief Executive (Chair), four Business Leads and two NXDs.

2. The Audit and Risk Committee

The Audit and Risk Committee supports the Accountable Officer with regard to the efficient and effective use of income and expenditure and the associated responsibilities around risk, control, governance and assurance.

The Committee meets quarterly and is chaired by a NXD member of the Management Board and the other members include NXDs, SG internal audit, external audit and representatives from SG Finance Directorate

The Role of the Chair of the NRS Audit & Risk Committee is to:

- provide effective leadership to the Committee, including chairing meetings and fostering sound decision-making and full participation by other members of the Committee; advise the Accountable Officer on financial and corporate governance matters (including risk management) and to quality assure, at a strategic level, the audit strategy and related audit reports and actions;
- ensure effective communications between the work of the Audit & Risk Committee and the Management Board.

3. About National Records of Scotland (NRS)

National Records of Scotland (NRS) is a Non-Ministerial Department (NMD) within the Scottish Administration. It is headed by a Chief Executive who fulfils the role of two statutory office holders, the Registrar General for Scotland and the Keeper of the Records of Scotland. It was established on 1 April 2011, following the amalgamation of the General Register Officer for Scotland (GROS) and the National Archives of Scotland (NAS).

3.1 Our Business

National Records of Scotland performs the registration and statistical functions of the Registrar General for Scotland and the archival functions of the Keeper of the Records of Scotland, including maintaining the archives as one of Scotland’s five National Collections.

We hold records spanning the 12th to the 21st centuries, touching on virtually every aspect of Scottish life. We are the repository for the public and legal records of Scotland but we also have many local and private archives. We hold and make available one of the most varied collections

of records in Britain. We provide a leadership role for archive and record professionals, and require 250 named public authorities to submit records management plans for agreement by the Keeper.

We administer the registration of life events such as births, deaths, marriages, civil partnerships, divorces and adoptions. We are also responsible for the statutes relating to the formalities of marriage and civil partnership and the conduct of civil marriage.

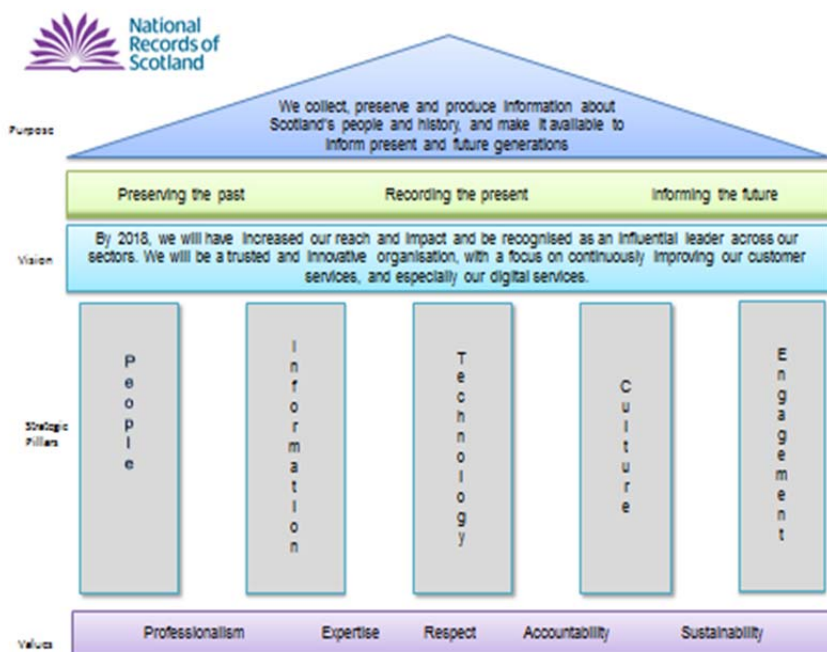
We take the census of Scotland's population every 10 years and prepare and publish regular demographic statistics. These statistics play a vital part in underpinning decision making from national to local level, and are a building block in the development of a large number of economic and social statistics.

We have a global audience for our work, for example genealogists researching their Scots ancestry can access our records online or as part of a visit to Scotland, and the Scottish Register of Tartans attracts worldwide interest.

3.2 NRS Corporate Strategy

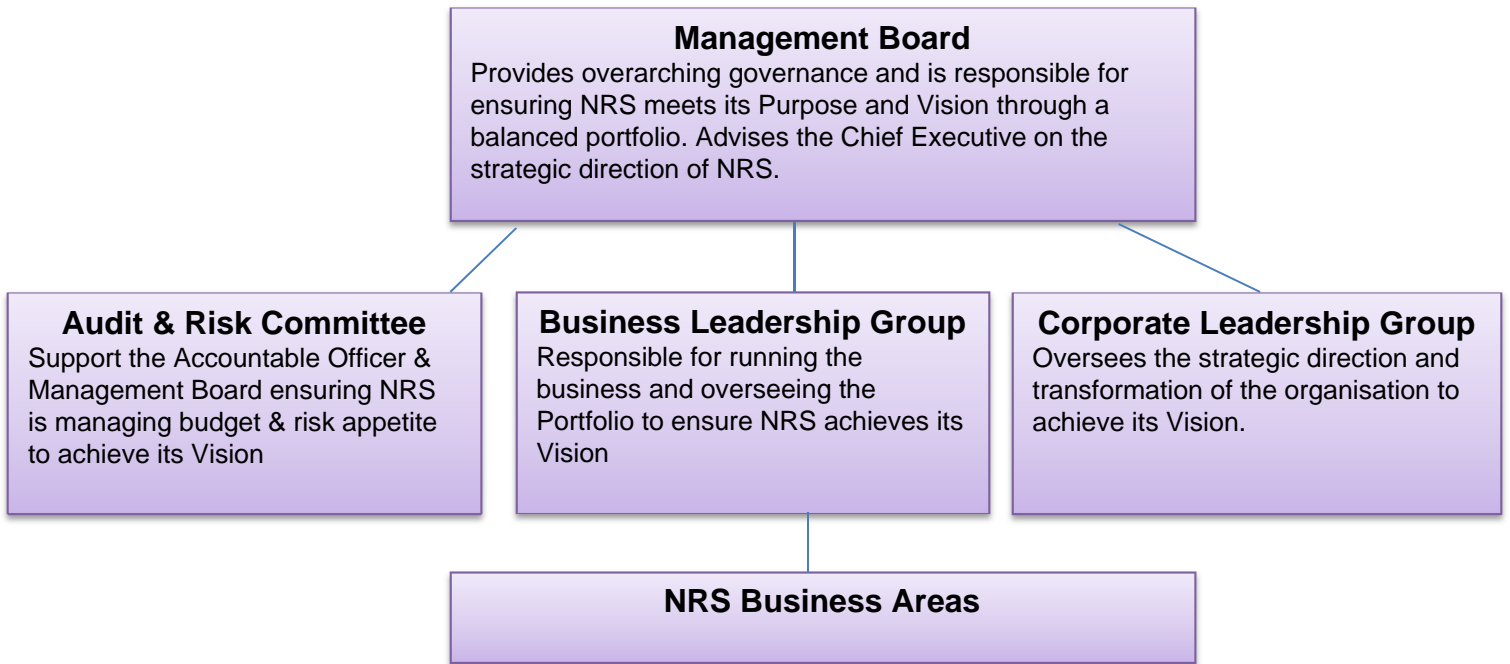
Like other Scottish public bodies, NRS operates within the National Performance Framework set by Scottish Ministers. The framework underpins delivery of the Scottish Government's purpose.

As well as supporting the Government's Purpose, NRS has its Purpose, Vision and Values:



3.3 NRS Corporate Governance

To assist delivery of these priorities, the current corporate governance and oversight arrangements which NRS has in place are:



Further information about NRS can be found on our website at: www.nrscotland.gov.uk/about-us

4. Application Guidance and Selection Process

Your application is very important as it is the key document which will determine whether or not you will proceed through the first assessment stage to final assessment stage (comprising of a short talk /presentation and interview) and ultimately to appointment. You must, therefore, demonstrate clearly the evidence required at the first stage to show how you meet the essential criteria.

Please do not substitute your Curriculum Vitae for a completed application form since this will not be considered on its own. This is to enable the selection panel to consider all applications on an equal basis.

If you have any general queries regarding this application pack, please do not hesitate to contact [NRS Corporate Development](#) or telephone 0131 314 4685.

If you require further information about the duties and functions of National Records of Scotland please contact the Chief Executive's Business Management Unit on 0131 535 1311 or at nrs:rg-keeper@nrscotland.gov.uk

4.1 Completing Your Application

- The application form is provided as a downloadable word document. After completion it should be e-mailed to [NRS Corporate Development](#). If you have any difficulties using the form or need it in a different format please e-mail NRS Corporate Development or telephone 0131 314 4685.
- The **Monitoring Information section** of the completed application form is never seen by the selection panel and is not used to assess your suitability for appointment. The **remaining parts of your application form are made available** to those involved in the shortlisting and interview stages. Please do not worry about referring to named events/activities and employment in your application. It is accepted that there will be situations where the applicant considers this necessary. It is left to the individual's judgement and disclosure of such information will not count against you.
- Review the essential criteria being tested before completing the initial stage. Remember when seeking to demonstrate a skill, please give specific examples/evidence of where, when you acquired, and how frequently you have demonstrated the skills, required for this appointment.
- A good application should be structured to ensure that it flows in a clear and/or logical way. Applicants seeking to demonstrate a skill should provide evidence and examples to ensure that it is clear to panel members what **they** did, the reasons for their action, what happened, what they took into account, and the outcome. Applicants should not assume that the evidence provided is obvious when it comes to meeting the criterion, for instance by only recounting job titles or job duties. You should try and avoid bland and hypothetical statements and where possible/appropriate use the first person – "I" not "We".

Guidance Notes and Role Description for Applicants

- When being asked to demonstrate knowledge, understanding or experience, applicants may wish to describe how they gained and/or used this knowledge or understanding. You may also wish to demonstrate the breadth/depth of your knowledge and experience and any situations where you have demonstrated it. You may also set out job titles or roles held where they have gained and/or used their experience.

4.2 Skills, Knowledge and Experience

Candidates are being asked to demonstrate that they have the skills knowledge and experience to contribute to at least one of the **NRS Four Key Priorities**:

Priority	Context
Customer Service	<ul style="list-style-type: none"> • We have an in-depth understanding of our customers and use this information to develop responsive services. • We have developed a customer focused culture based on our detailed understanding of customer's needs both now and in the future. • We have developed robust mechanisms for customer engagement and measuring customer satisfaction across our range of services to ensure continuous improvement
Professionalism	<ul style="list-style-type: none"> • We have developed our leadership skills at all levels and have a focused, flexible and well-motivated staff that deliver our services, products and activities with optimum professionalism and efficiency. • We have developed a clear career path for all staff, resulting in an appropriately skilled workforce whose wide variety of expertise and skills are properly recognised. • We have raised our profile with peer organisations and government and enabled innovative ways of working, resulting in increased recognition and trust in the validity, integrity and accuracy of our services, products and activities
Digital	<ul style="list-style-type: none"> • We use digital technology to maximise the efficiency with which we deliver our existing activity • We use digital technology to create opportunities to innovate and to deliver new business • We develop our skills to allow us to fully exploit the opportunities digital technologies provide
Reach & Impact	<ul style="list-style-type: none"> • We increase the impact that our products/services have through partnering, linking and networking (as individuals and as an organisation) across our sectors, raising awareness and understanding of the products/services we provide and how they can be used • We have a wider customer base and more people use our products and services • Our products, services and activities contribute to the delivery of demonstrable benefits to communities and stakeholders

In addition to the above, successful candidates must be able to:

- Understand and support the strategic direction of NRS
- Act as an ambassador, championing NRS within the wider operating environment.
- Analyse and evaluate information to provide advice, support and constructive challenge to the Chief Executive and senior team
- Demonstrate knowledge of Financial and Risk Management (*Chair of Audit & Risk Committee*)
- Demonstrate knowledge and experience of Information Management and safeguarding privacy (*at least one Board Member*)

Further information and examples on completing a competency-based application, and advice on preparing for an interview, can be found in the hints and tips section of the Appointed for Scotland website www.appointed-for-scotland.org/How-to-apply/Hints-and-tips/.

We would advise applicants to keep a copy of their initial application for reference.

4.3 Fit and Proper Person Tests

Candidates must provide the Selection Panel with sufficient information and evidence to enable them to feel confident that the person they are appointing to the board of NRS is a fit and proper person to take up the appointment. In the context of public appointments this is an individual who is suitable for appointment because they meet the requirements of the role and because their past or present activities and/or behaviours do not render them unsuitable for a given appointment. This is an ongoing process with various checks built in to the stages of the appointment round, designed to gather the appropriate information and evidence required. For these appointments, the verifications in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant

- Evaluation of the evidence provided by you in relation to the skills and knowledge required for the role will be tested in the application and further probed at interview should you be invited.
- Those invited for interview, will also be asked to participate in a short task to test their contribution to our Four Key Priorities. This will involve the consideration of a sample Board paper which will form the basis of 10 minute presentation / talk on your selected priority, to the Board prior to interview.
- If applicants provide information in support of having the relevant competency which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.

Ensuring that the applicant's conduct to date has been compatible with the public appointment in question

- Confirmation that you understand the work of NRS and the nature of the appointment and that you are not aware of having committed any offence or performed any act incompatible with the position that you are applying for forms part of the declaration statement of the application form. By virtue of submitting the completed form you are

declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment

- You are asked in the application form to complete questions about potential conflicts of interest.
- If invited for interview, further assessment will be through questioning that you understand what is meant by a conflict; asking you to confirm that, to the best of your belief, you do not have any conflicts that are incompatible/unmanageable; or seeking additional information if you have declared a conflict in your initial application.
- As part of the Commissioner's Code, if invited for interview you will also be asked to declare if you have had any political activity in the past five years.

Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters

- Confirmation that you are not disqualified on any grounds from being appointed to this Board forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the members' code of conduct for the body concerned

- You are referred to the Model Code of Conduct for Members of Devolved Public Bodies www.scotland.gov.uk/Publications/2014/02/4841 and you should review it prior to submitting your application. Confirmation that you have read the Model Code of Conduct, that you understand this Code and that you agree to be bound by it in the event that you are appointed forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.
- Applicants are expected to embrace the Principles of Public Life in Scotland. These are highlighted within the application pack. If invited for interview, you will be asked to confirm your understanding of, and agreement to, applying these principles.

Establishing that the individual is able to meet the time commitment required

- The publicity for the role sets out the time commitment involved for the role. If invited for interview, this will be fully explored with you to ensure that you can offer the appropriate assurance that you can undertake the commitment required of the role.

4.4 How we will handle your application

- Following receipt of your completed application the **Monitoring Information** section will be separated from the rest of the application form.
- Initially your completed application form will be assessed against the essential criteria being tested at this stage to see whether you have the necessary skills, knowledge and understanding. Based on this assessment, the applicants who most closely match the essential criteria will be shortlisted for interview.
- Applicants who are not selected for the interview stage of assessment will be advised of the outcome of their applications in writing.
- Full details of the selection panel are at paragraph 6.14
- If invited to the interview stage and you have a disability, it will be this point you should let us know (contact details will be provided in your invitation to next stage) if you would like particular arrangements made.
- If invited to the interview stage you will be asked questions by the selection panel to assess whether you can demonstrate that you have skills, knowledge and understanding required for this role and which meet the essential criteria. You will also undertake an exercise which will test one of the NRS Four Key Priorities as detailed at paragraph 3.2.
- If you are successful you will be invited in writing by the Chief Executive Officer to accept the appointment.
- All applicants invited to the interview stage will be advised in writing of the outcome of their assessment.
- Feedback will be offered to all applicants. Feedback will be based on:
 - the assessment of your merit in relation to the skills and knowledge required; and
 - the outcome of the fit and proper person test (Commissioner's Code requirement) where appropriate.

4.5 Appointment Round Timetable

The table below shows the key milestones during the appointments process.

Stage In Process	Timescale
Date appointment publicised	15 Oct 2015
Closing date for applications	5 Nov 2015
Date of shortlist meeting to select candidates for interview	w/c 9 Nov 2015
Date by which outcome of shortlist will be relayed to candidates	w/c 9 Nov 2015
Latest date for unsuccessful applicants to request feedback.	27 Nov 2015

Date of interviews	30 Nov & 4 Dec 2015
Date by which applicants will be informed of decision	w/c 7 Dec 2015
Latest date for unsuccessful candidates to request feedback.	31 Dec 2015
Expected date of appointment	1 Feb 2016

4.6 Nationality/Disqualifications

There is no bar on non-British nationals applying for and being appointed to the board of Non-Departmental Public Bodies (NDPBs). However, you must be legally entitled to work in the UK.

Members of the Scottish Parliament, Members of Parliament, Members of the House of Lords and Members of the European Parliament are disqualified from applying for these appointments.

4.7 Equality and Diversity

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. NRS will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to meet the person specification and participate fully in the selection process. If you require any of the application pack documentation in an alternative format, please get in touch with NRS Corporate Development on 0131 314 4685

NRS is committed to appointment on merit, diversity and equality for public appointments. For more information about public appointments and other vacancies please visit the dedicated public appointments website at www.appointed-for-scotland.org

4.8 Effect on existing benefits you may receive currently

The effect of taking up a remunerated public appointment may affect any benefits you receive. This will depend on your individual circumstances and you should, therefore, seek early advice from the office that pays your benefit. Advice can also be found at these two websites:

- www.direct.gov.uk/en/MoneyTaxAndBenefits/index.htm
- www.direct.gov.uk/en/DisabledPeople/FinancialSupport/DisabilityLivingAllowance/index.htm.

4.9 Postage

If returning your completed application by post, please ensure it bears the correct value of postage as failure to do so may cause Royal Mail to delay your application thus causing you to miss the closing date.

4.10 Interviews/Expenses

Applicants can claim for reasonable expenses incurred in attending for interview, including dependent carer expenses. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you **must** contact with NRS Corporate Development or by telephone on 0131 314 4685, in advance, for confirmation of current subsistence rates. If invited for interview, the rates with a claim form will be included in the letter of invitation. Receipts must be provided in support of all claims.

4.11 Publicising Appointments

Should you be appointed, some of the information that you have provided may be made public in the press announcement of your appointment. This applies particularly to any other public appointments you may hold, and of any significant political activity recently undertaken by you. The press release may include:

- your name;
- a short description of the body to which you have been appointed;
- a brief summary of the skills and knowledge you bring to the role;
- the period of remuneration associated with the appointment;
- details of all other public appointments held and any related remuneration received;
- a statement that the appointment is regulated by the Commissioner for Ethical Standards in Public Life in Scotland; and
- details of any political activity declared.

4.12 Complaints

For details of our complaints procedure, please visit the NRS website www.nrscotland.gov.uk/about-us/complaints-procedure or contact:

The Business Management Unit
National Records of Scotland
HM General Register House
2 Princes Street
Edinburgh
EH1 3YY

Tel: 0131 535 1311
E-mail: [NRS Complaints](mailto:NRS.Complaints)

4.13 Conflicts of Interest

More guidance on conflicts of interest can be obtained by visiting the Commissioner's website www.publicappointments.org/publications/publication/596/. Alternatively, you can contact [NRS Corporate Development](mailto:NRS.Corporate.Development) on 0131 314 4685

4.14 Selection Panel

The selection panel will comprise:

- Tim Ellis, (Chair) NRS Chief Executive (Registrar General for Scotland & Keeper of the Records of Scotland);
- Karen Watt, Director of Culture, Europe and External Affairs, Scottish Government; and
- Aileen McKechnie, Director of Advanced Learning and Science, Scottish Government.

Applicants will be asked in the application form to declare if and how they know any of the above selection panel.

4.15 Support and Development

If you are successful at interview and accept the appointment then you will be invited to an induction session that will include (but not be restricted to) the following information:

- the role of the of the Chair and Members in supporting the success of the NRS Strategy roles and relationships with Ministers and Scottish Government officials;
- organisational structure;
- arrangements for Board meetings;
- budget and financial information; and
- arrangements for expenses.

4.16 Appraisal

During the term of your appointment you will be subject to an ongoing appraisal process. This will give you an opportunity to discuss your performance with the Chair, highlighting any developmental or training needs which may have been identified.

5. Further Information

5.1 Time Commitment

Throughout the year, Members will be required to commit to the quarterly meetings dealing with the business of the Board with the Chair of the Audit & Risk Committee required to also commit to the quarterly meetings of the Committee. Members will be expected to read papers and provide additional input in between these meetings. They may also be involved in serving on committees.

Members will also be expected to undertake training appropriate to their roles and responsibilities and attendance at workshops or other events for the purposes of strategic development and for the development of organisational strategy may be required. This could lead to a further commitment in the first year with the majority of that time being towards the beginning of the year.

5.2 Location of Meetings

Meetings will normally be held in Edinburgh, either in our office in the city centre or in Corstorphine to the west of the city

5.3 Length of appointment

This appointment will be for up to four years and there is the possibility of re-appointment, subject to evidence of effective performance. Any appointments and subsequent re-appointments will not extend beyond a maximum of eight years.

5.4 Remuneration

Attendance is required at quarterly meetings of the Board for which there is remuneration of £225 per meeting. Reasonable travel expenses will be reimbursed.

Attendance at additional meetings or workshops is likely to be required during the year, for which there is the same level of remuneration.

6. Annex A The Nine Principles of Public Life

You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit when carrying out public business.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.

Respect

You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times.