

High Potential Scheme (HPS)

Frequently asked Questions

Question	Response
Overview	
What is the High Potential Scheme?	<p>An innovative career development scheme to help high potential, aspiring middle level leaders accelerate their career to executive roles at a faster pace within the next 5-8 years</p> <p>https://vimeo.com/hyperfinemedia/review/344577447/a269786e20</p>
Why the High Potential Scheme?	<p>Recent Leadership reviews cite the evidence that there is a lack of a clear, visible pipeline of compassionate and diverse leaders, ready to take up our more senior roles and with the right type of leadership skills and behaviours for the new and changing environment that characterises the health and social care sector. They also called for a style of inclusive leadership.</p> <p>This has been re-emphasised by NHS England’s Board in response to multiple reports including Kirkup and Ockenden and has featured in subsequent updates.</p> <p>More recently, the NHS people plan aims to accelerate the redesign of patient care to future-proof the NHS and Care for the decade ahead. Within that, the workforce implementation plan - led by the People Directorate within NHS England and Improvement - is seeking to ensure that leadership at all levels empowers the healthcare workforce to deliver continuous improvement.</p> <p>The HPS is part of a wider strategy to improve whole system talent management across Health and Care.</p> <p>Investing in the creation of a visible and supported pathway to senior leadership roles will also help us address other sector-wide priorities, including contributing to a more diverse and inclusive leadership pipeline.</p>

What are the aims of the scheme?	<ul style="list-style-type: none"> To improve the identification, development, and deployment of our current and future leaders. Enhance all ICS systems capability to manage talent effectively and help staff members realise their potential as key organisational priorities, becoming increasingly self-sufficient over time. Fill short- and medium-term senior leader vacancies with appropriately skilled and experienced people and manage job moves where appropriate Provide career development as part of a talent pipeline, management, and support to identified leaders so that in the longer term there are strong well-developed candidates to fill board, governing and senior system roles Champion an inclusive mind-set and diversity of thought, background, and profession leading to boards and governing bodies that are as diverse as our workforce
Who has developed it?	HPS has been developed by the NHS Leadership Academy in partnership with pilot Integrated Care Systems (ICS).
What is our current status?	We are currently in Cohort 2 which is being run as a buddy model
How many participants will we have on the buddy phase of the scheme?	We will run 1 cohort of 40 participants across Staffordshire and Stoke on Trent ICS and Shropshire Telford and Wrekin ICS
What is different about the HPS?	The scheme forms an important part of the talent pipeline for future aspirant senior leaders with HPS graduates ready to access the Aspiring Chief Executive Programme and regional talent pool in future years. It will directly support other important changes to our talent management approach such as the work of the Regional Talent Boards.
What is the scheme ED&I commitments?	Diversity and inclusion are at the heart of HPS. It sets out to directly address identified gaps, at Board level, for under-represented groups. Applications from BAME, LGBT+, female, and staff with disabilities are particularly welcome.
Who can take part?	Anyone employed in a health and care funded role within-Staffordshire and Stoke-On-Trent ICS or Shropshire, Telford & Wrekin ICS.
Where can staff find out more?	www.twbstaffsandstoke.org.uk/HPS
Who can I contact if I have questions about the scheme?	Email: highpotentialscheme@combined.nhs.uk
Who are the Executive Sponsor for the scheme?	<p>Shajeda Ahmed, Director of People, OD & Inclusion (North Staffordshire Combined Health Care NHS Trust and Executive Lead, OD, Leadership, Inclusion and Health & Wellbeing (Staffordshire & Stoke-On-Trent ICS)</p> <p>Stacey-Lea Keegan, Interim Chief Executive Officer, The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (STW ICS) and Chair of the STW ICS HPS Steering group</p>

How will the scheme be funded?	Organisations in the ICS are committed and supportive of the HPS approach and are committed to the development of successful applicants. No monetary backfill is provided. Individual organisations will discuss the best approach to support their participants on the scheme, in partnership with line managers CPOs /People teams and CEOs .
What are the benefits for participants?	<ul style="list-style-type: none"> • Participants will be joining the second cohort of the High Potential Scheme, accessing tailored development to support the acceleration of their careers. • They will learn and develop their potential to reach senior executive roles working with a personal mentor for the duration of their time on the scheme, to maximise their personal development. • Participants will gain experience working in different roles/parts of the local systems and access opportunities that may otherwise be logistically too difficult to coordinate or not possible to provide. • A participant's development will be individualised, based on their own unique needs, and positioned around accelerating their career progression. • Being among the first cohorts joining the scheme means participants will directly contribute to the design of the participant offer. They'll be able to share their ideas and implement and introduce improvements. • A participant's development doesn't end when the scheme does, their career will be supported by becoming members of the ICS alumni.
What are the benefits for organisations?	<ul style="list-style-type: none"> • Involvement in creating a more diverse pipeline and pool of aspirant senior leaders • Enhancing visibility of aspiring leaders at different leadership career stages across health and care • Increasing knowledge of the talent pool across health and care • Tracking career progression and an improved understanding of the barriers to progression • Collaborating with stakeholders to generate a robust approach to the identification, development and deployment of high potential • Establishing an open dialogue about personal and career development for everyone • Improving retention rates amongst our future leaders within the ICS • Cross system working to support recruitment and retention across the system.
Scheme Recruitment	
When do cohort 2 applications open/close?	14 th June 2022- 14 th August 2022
How are we advertising/marketing the scheme?	The CSU Communications team will disseminate information to the communications teams within partner organisations. Communications will also be circulated within diversity and HR/OD networks for cascading.
What is the application process?	It is an open application process. Applicants will need to complete an on-line application form.

	<p>Applicants will need to seek the support of their line manager or another senior sponsor within your organisation.</p> <p>An initial sifting of applications, for eligibility for the scheme, will take place. After this, applicants will be shortlisted</p>
How do applicants choose which level of the scheme to apply for?	Candidates are required to complete a 'career stage self-assessment' document at application.
Is there a cap on application numbers?	There will be no cap on applications numbers
What are the key dates in the selection process?	<p>Applications open: 14th June 2022 – 14th August</p> <p>Application sifting to check for scheme eligibility: August 2022</p> <p>Application shortlisting August- September 2022</p> <p>Shortlisted applicants complete the on-line diagnostic questionnaire prior to face to face assessments</p> <p>Face-to-face assessments – October 2022</p> <p>Confirm participants onto the scheme – October 2022</p>
What is the selection process?	<p>Once, the on-line application has been submitted and initial sifting has been completed, Applications will be shortlisted, subsequently shortlisted applicants will need to complete:</p> <ul style="list-style-type: none"> • Complete an on-line diagnostic • Attend a face-to-face assessment (face to face/virtual)
What are the eligibility criteria?	<p>To be eligible applicants must be:</p> <ul style="list-style-type: none"> • In an NHS/ Health and Care-funded role, based within the Staffordshire and Stoke-On-Trent ICS or Shropshire, Telford & Wrekin ICS • A middle level leader (Agenda for Change bands 8a-d, or equivalent in other pay structures, clinical or non-clinical). • Interested in progressing your career to senior leadership roles, for example, board, executive or governing body level over the next five – eight years • Working towards one of the two career transitions identified for the High Potential Scheme
Who will assess the candidates?	Senior managers from both health and care within the ICS will undertake the assessor roles. Training will be provided for these individuals.
How are we going to deal with unsuccessful applicants?	All applicants will receive feedback following the assessment process from employing organisations. Unsuccessful applicants will be provided with signposting to other available national development

	opportunities. It will be the responsibility of their employing organisations to pick up their local development needs.
Participant Offer	
How long is the programme?	24 months.
Who will the organisational sponsors be?	The participants line managers or other identified sponsors, from within their organisation, that the applicant chooses.
What is the role of the sponsor?	They will be required to support participants learning and development throughout the scheme. They will need to meet with the participant monthly to share ideas, reflect and review progress on participants experiences. To present their participant at placement panels throughout the scheme to find appropriate stretch opportunities for their career development.
What is the role of the career's coach	Each participant will be assigned a coach. The coach will meet with the participant between 6-8 times over the two-years and will help the participant to understand their aspirations, strengths, and areas for development and to set goals and plan a bespoke development roadmap.
What development will participants undertake?	<p>The 'HPS' is not a classroom based traditional programme. It is challenging, practical and stretching, immersing successful participants in real life projects, and exposing them to complexity within our system. The programme follows the 70:20:10 model:</p> <p><u>Experience-based learning-experiential learning</u></p> <ul style="list-style-type: none"> • The largest proportion of the career development plan should include gaining the cross-sector experience that participants need to help them progress to the next level, for example, undertaking stretching assignments/placements or secondments. Examples include: projects, stretch assignments and work placements or role changes. • Participants will undertake at least two key experiences spanning several months during the scheme. • It is anticipated that the experience-based learning component will be completed on either a full time or part time basis, of at least one day a week. <p><u>Developing Relationships – key relationships include:</u></p> <ul style="list-style-type: none"> • Career coach. • Organisational sponsor • Become an active member of a national virtual community of HPS participants and alumni, enabling participants to access peer support and networking opportunities. • Mentor or buddy who can support with specific development needs.

	<p><u>Formal Learning and additional offers</u></p> <ul style="list-style-type: none"> • core workshops, with additional local workshops and learning events • Log learning during the scheme • To graduate, participants will submit reflective log and attend a show case with senior leaders capturing reflections of learning. • Attend showcase opportunities • Attend Graduation celebration • <u>Attend 100% of the programme</u>
Who will identify the work-based experiences for the participants?	The ICS Project team will assist in facilitating and identifying experienced-based learning opportunities with the participants.
Will candidates attend any taught programmes/courses?	Yes, we will curate a suite of development offers some of which will be delivered face to face. Additionally, there will be the potential to do some programmes collectively as we design, developed on the needs of the participants
When is the launch event?	November 2022 – date TBC
What happens if a participant drops out?	The participant will be provided with support where required and reasons for their decision clarified and logged.
What happens if a participant needs to take leave from the scheme, e.g. maternity, adoption, paternity?	Each case will be dealt with on an individual basis.
What are the career transitions?	<p>The High Potential Scheme will help participants progress through one of two key career transitions. Each transition relates to the necessary step changes in experience, skills, knowledge, and behaviours required for your progression from middle level leader to senior executive level. The two development streams are:</p> <p>Development stream one - for leaders moving towards managing a range of teams. Where roles could have a strong team leadership focus as a manager of managers or have a strong technical expertise focus. While roles could be manager of managers, they may also be senior technical experts.</p> <p>Development stream two – for leaders moving towards leadership or a whole function of service. Where roles are likely to be leading part of a complex system, a smaller discrete system, service, or complex programme area. There is likely to be notable differences in the need to connect across service areas/functions to deliver successful outcomes for patients, citizens, communities, or staff.</p> <p>Applicants will be required to complete a self-assessment to determine which stream they are suitable for.</p>

Evaluation	
How will we know if the scheme has been a success?	<p>Scheme KPI's attached.</p>  <p>Measuring success_DRAFT.pptx</p>
How will the scheme be evaluated?	<p>The scheme will be evaluated from day one, and action research will be undertaken during the testing year in relation to the buddy model approach. Participants joining the scheme during the testing year will be given the opportunity to shape the design of the scheme.</p>