

Appointment of non-specialist Chair to a NICE guideline committee

Supporting information for applicants

Closing date for applications: Monday 4th March 2019 at 10:00am

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Introduction

Thank you for your interest in the role of CHAIR to a guideline committee.

The National Guideline Alliance (NGA), on behalf of NICE, is seeking to recruit a number of Chairs for guideline committees due to start work over the year. From April to January 2020, the NGA is expecting to start work on the following guideline topics (this is an indicative list and is subject to change):

- Self-harm (update of NICE guidelines CG16 and CG133)
- Meningitis (bacterial) and meningococcal septicaemia in under 16s: recognition, diagnosis and management (update of CG102)
- Rehabilitation for Chronic Neurological Disorders Including Traumatic Brain Injury
- Maternal and child nutrition (update of PH11) & Weight management before, during and after pregnancy (update of PH27)

Allocation of Chairs to specific guidelines will be determined post appointment. NICE aims to improve outcomes for people using the NHS and other public health and social care services. We do this by:

- **producing** evidence-based guidance and advice for health, public health and social care practitioners
- **developing** quality standards and performance metrics for providers and commissioners of health, public health and social care services
- **providing** information services for commissioners, practitioners and managers across health and social care.

About the post

We are looking for a skilled and experienced leader with a track record of chairing national or high profile multi-professional committees or working groups. Strong interpersonal skills and excellent verbal and written communication skills are required, along with an ability to communicate complex issues to differing audiences.

Applicants should have a commitment to evidence based medicine or practice, ideally with experience of guideline development processes.

The primary role of the Chair is to chair the committee and not to provide knowledge of the guideline topic. Specialist knowledge is provided by other committee members and a Topic Adviser, if appointed.

The role description and person specification are given in appendix A.

Role of all committee members

Members may be NHS staff, healthcare professionals, local government staff, social care practitioners, patients, service users and carers, and professionals from the academic world. They are expected to use their personal experience and judgement for the topics considered by the committee and to actively contribute to improving the quality and consistency of care provided by the NHS.

Committee members are appointed to a committee because of their relevant experience or their specific technical skills. Committee members are not appointed to act as representatives of a particular organisation. If members belong to stakeholder organisations, NICE and the committee assume that they bring this perspective to the group, and are not representing their organisation.

Committee members are co-authors of the guidance. They should respect the rights of NICE both to:

- publish the final guidance and associated products (for example, products to support implementation), and
- receive notification of any proposed publications related to their work on the guideline.

Committee members agree to:

- set aside enough time to attend committee meetings and use their personal and professional knowledge to inform the development of the guidance
- raise any concerns about process or details in the draft guidance with the committee, and try to resolve these issues within the committee, with support from the guideline developer or the NICE guidance project team
- contribute positively to the work of the committee and to developing the guidance
- take full account of the evidence in developing recommendations

- consider the analysis and interpretation of evidence prepared by the evidence review team
- act in a professional manner, show good manners and be courteous to colleagues and staff at all times (committee members should behave in a polite, efficient and respectful manner and without bias or favour, using the highest standards of conduct expected in public life and service while on NICE duty)
- be impartial and honest in conducting their duties for NICE, use public funds entrusted to them to the best advantage of NICE, and avoid deliberately damaging the confidence of the public or stakeholders in NICE
- ensure strict adherence to NICE's social value judgements and equality policy
- read and adhere to NICE's policies on hospitality, declarations of interests and travel and subsistence.

Role of the Chair

The Chair will work in collaboration with the staff of National Guideline Alliance (NGA), a guideline Topic Adviser (if appointed – see below) and the Committee to develop a guideline on behalf of the National Institute for Health and Care Excellence (NICE).

Chairs are appointed for their expertise and skill in chairing groups, and although they may have some knowledge of the topic, this is not their primary role in the group. Specialist knowledge is provided by other committee members.

A Topic Adviser with specialist knowledge may also be appointed to a Committee when the Chair does not have topic expertise. The Topic Adviser is a member of the Committee but also supports the Chair and the staff of the NGA by providing clinical advice and contributing to the development of the scope and review protocols and the identification and review of evidence.

The Chair ensures that the committee takes full account of the evidence in developing recommendations and considers the analysis and interpretation of the evidence prepared by the evidence review team. The Chair must therefore establish trust and mutual respect among members of the committee and give opportunities for all members to contribute to its discussions and activities.

While all committee members must ensure appropriate consideration of the implications of guidance for equality, this is a particular responsibility for the chair.

The Chair should also offer committee members feedback and comment on their contribution to the committee, on an annual basis, for revalidation purposes or personal development.

The Chairs of advisory committees are in a special position in relation to the work of their committee and have greater scope to influence the outcome of discussions. The Chair helps the committee to work collaboratively, ensures a balanced contribution from all committee members and takes decisions about the potential conflicts of interest of their committee members.

Before you consider applying for the role of chair, please ensure you read the [conflicts of interest section](#) of this document and refer to NICE's [policy on declaring and managing interests for NICE advisory committees](#). Anyone whose interests prevent them from chairing a committee may instead like to consider applying for a committee member role (including the Topic Adviser role, if applicable).

Remuneration

Chair

The NGA will give an honorarium of £250 per day to the committee Chair for each formal and full-day committee meeting. This covers any preparatory and follow-up work undertaken and any additional meetings attended as agreed with the NGA.

The NGA will also pay reasonable out-of-pocket expenses, including train fares and hotel costs when necessary, for attending committee meetings.

Locum costs

NICE will reimburse locum backfill for committee members, chairs and vice chairs that are working in NHS general practice and a locum is needed to allow their attendance on NICE business. The cost of the locum cover will be reimbursed up to a maximum of £600 per day or £300 for half a day. Locum reimbursement claims must be submitted by the practice via an invoice and all reimbursement will be to the practice. Further information is available in the [non-staff reimbursement policy](#).

Other expenses

NICE recognises that in some circumstances individuals will need to arrange for carers or support workers to accompany them to a meeting, or to take over unpaid caring responsibilities while they are at a meeting – this includes childcare or care of a family member with a disability or other additional needs.

Please refer to [NGA's travel and subsistence policy](#).

Time commitment

Committee members are expected to attend up to 12 day-long committee meetings over a period of 18 months during the guideline development. In addition, committee members will have to spend time reading substantial committee documents, helping to produce consultation documents and respond to stakeholder responses to the consultation documents. The Chair works with the staff of the NGA between meetings and usually attends a pre-committee meeting to prepare papers and presentations.

The Chair undertakes additional work before development to scope the guideline – including attendance at scoping meetings – and is involved in recruitment of the guideline committee. The Chair is also involved after development – during consultation, validation, publication and post-publication phases – in work relating to the quality assurance of the guideline in liaison with NICE.

Period of appointment

Chairs and members of topic-specific committees will be appointed for the duration of a specific guideline.

Diversity and equality of opportunity

Appointment is governed by the principles of public appointment based on merit. Candidates may come from a wide range of backgrounds and experience, and each successful candidate will need to demonstrate that they meet all the essential criteria for the post. NICE encourages applications from groups currently under-represented on our committees.

We will consider reasonable adjustments to our recruitment processes to ensure that those applicants who possess the skills and experiences required for a role are not put at a substantial disadvantage because of a disability.

Equality monitoring

We recognise that you may be wary about giving us personal information, and be concerned about how we use it and how well we protect it. You may also feel that some of the questions on the monitoring form are intrusive.

Why we need this information

NICE's guidance and other quality improvement products aim to help the NHS and the health and social care community and other planners and practitioners to give all sections of their communities an equal opportunity to benefit from health and social care services. More evidence on how interventions affect particular groups would help us to do this better. But we also believe it's important that our advisory bodies reflect the diversity of the population. Not only is it right in principle, but it also means that they can draw on a broader range of knowledge, experience and insight, and so produce better guidance.

We encourage people with the right qualifications from all parts of the population to join advisory bodies. This is why we want you to answer all the questions in the monitoring form.

NICE is legally required to avoid unlawful discrimination and to consider how to advance equality. Monitoring the impact of our recruitment policies is essential to meet these duties.

How we use the information

We use the information you give us only for monitoring the diversity of applicants and appointees to our committees. We will not use it in the selection process, and our interview panel will not see it. We detach this information from the application form so that you can't be identified. A separate department in NICE analyses the information and reports on whether the information indicates our processes could be unfairly impacting on certain groups.

It is important for us to collect this information and we very much hope you will want to complete this form.

How to apply

The following documents must be submitted for your application:

- applicant information form
- short CV
- cover letter explaining how you meet the criteria in the person specification and your motivation for applying for the post (maximum 2 pages); your full name and the specific role for which you are applying must be clearly noted at the top of your letter.
- name and contact details of two referees.
- completed declarations of interests form.

As noted above, applicants are also asked to include the equality monitoring form.

Send applications to Offiong Ani at NGAApplications@rcog.org.uk. Applications **must** be received by 10:00am on 4th March 2019. We will not consider applications arriving after this date.

Your application will be acknowledged by email (or another way, if requested).

Selection process

All appointments are made on merit according to NICE's Appointments to Advisory Bodies Policy and Procedure. This policy adopts the relevant principles in the [Governance Code on Public Appointments](#).

After the closing date for applications:

- A panel will assess candidates' CVs and supporting letters to decide who best meet the criteria for the role and who will be invited to interview. The panel will rely only on the information you give in your application to assess whether you have the skills and experience required. Please ensure that you provide evidence to support how you meet all the essential criteria.
- We anticipate that by Friday 22th March 2019, the panel will have decided who will be invited for interview.

- The panel will choose only the strongest applicants who it feels have demonstrated that they best meet the criteria in the person specification.
- If invited to interview, the panel will ask you about your skills and experience, asking specific questions to assess how you meet the criteria for the role.
- If your application is successful, you will receive a letter/email from the recruiting team to confirm the terms on which an appointment is offered.
- The recruiting team will notify you if you are unsuccessful.

Timetable

Interviews are scheduled to take place in London on **Wednesday 24th April 2019**.

Additional information

Please note that anyone who meets 1 or more of the categories below will be automatically disqualified from membership of any NICE committee:

- a doctor who is under investigation¹ by the General Medical Council (GMC), or following investigation by the GMC has had restrictions placed on their practice or been removed from the Medical Register
- other professionals who are under investigation for professional misconduct, or have been found to be in breach of appropriate professional standards by the relevant professional body
- anyone who has received a prison sentence or suspended sentence of 3 months or more in the last 5 years.

Anyone who meets any of the categories below will not be automatically disqualified, but they may be asked to step down from membership of a NICE committee, at the sole discretion of NICE. Therefore, please tell us in your application should any of these points apply:

- people who are the subject of a bankruptcy restrictions order or interim order
- anyone who has been dismissed (except by redundancy) by any NHS or social care body

¹ GMC 'Investigation' is defined as an investigation into whether the practitioner's fitness to practice is impaired by reason of one or more of the heads of impairment set out in section 35c(2) of the Medical Act 1983

- those who have had an earlier term of appointment terminated
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986
- anyone who has been removed from trusteeship of a charity.

Any committee members or chairs who are appointed because of their up to date professional health and care service knowledge and experience and work in a regulated profession should have an active registration with the appropriate professional body when they are appointed and when their appointment is renewed. For medical committee members or chairs, this includes a licence to practise.

Conflict of interests

NICE is expected to achieve and maintain high standards of fairness in the way we conduct our business. These standards include impartiality, objectivity and integrity, and effective handling of public funds. Managing potential conflicts of interests is an important part of this process.

Managing conflicts of interests effectively is an essential element in developing the guidance and advice that NICE publishes. Without this, professionals and the public will lose confidence in our work.

We give particular consideration to interests involving payment or financial inducement or any reputational interest related to academia or published work that may be affected by the matters under discussion.

The Chairs of advisory committees are in a special position in relation to the work of their committee and have greater scope to influence the outcome of discussions. The Chair helps the committee to work collaboratively, ensures a balanced contribution from all committee members and takes decisions about the potential conflicts of interest of their committee members.

Chairs may not have any direct interests (financial, non-financial professional or personal) that relate to the services, interventions, products, or delivery of care to be considered within the scope of the guideline². This includes a published statement

² This does not include GPs (partner, salaried or locum) with a general interest in the topic through the provision of primary care services

expressing a clear opinion about the matter under consideration, which could reasonably be interpreted as prejudicial to an objective interpretation of the evidence. It may also be inappropriate for Chairs to have relevant indirect interests, including when a close family member could potentially gain financially from the person's work with NICE.

Please ensure you read NICE's [policy on declaring and managing interests for NICE advisory committees](#) before applying.

As part of NICE's commitments under the World Health Organisation Framework Convention on Tobacco Control, individuals working for, or holding office in, tobacco organisations cannot be appointed to NICE's advisory committees. (Tobacco organisations include the tobacco industry, and organisations speaking on behalf of, or funded by, the tobacco industry.) Further information is contained in [NICE's statement on engagement with tobacco industry organisations](#).

Standards in public life and code of conduct

Committee members are expected at all times to act in good faith and observe the highest standards of impartiality, integrity and objectivity in conducting the committee's business (see appendix B). Members will be required to sign to accept the terms of appointment relating to conduct (appendix C).

How we manage your personal information

NICE is committed to meeting the highest standards when collecting and using personal information. When we ask you for personal information, we promise we will:

- only ask for what we need, and not collect too much or irrelevant information
- ensure you know why we need it
- protect it and as far as possible, make sure that nobody has access to it who shouldn't
- ensure you know that you have a choice about giving us information
- make sure we don't keep it longer than necessary
- not use your information for purposes incompatible with the reasons we asked for it .

We ask that you:

- give us accurate information
- inform us as soon as possible of any changes, or if you notice mistakes in the information we hold about you.

More information about how we process your personal data can be found on our [privacy notice](#). Please ensure you also read [NGA's Privacy Notice](#) before applying.

Useful links

[About NICE](#)

[NICE Annual Reports](#)

[Social Value Judgement](#)

[NICE Equality Scheme](#)

[Policy on declaring and managing interests](#)

[Privacy notice](#)

[Information about the recruiting centre](#)

How to complain

If you feel that equality and fairness were not observed during the recruitment process please contact the recruiting centre. Should your concerns remain, you can submit a complaint to:

David Coombs
Associate Director, Corporate Office
National Institute for Health and Care Excellence
10 Spring Gardens
London
SW1A 2BU
complaints@nice.org.uk

Appendix A: Role description and person specification

NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE

Role	Chair of a NICE guideline committee
Centre	National Guideline Alliance (NGA)

ROLE DESCRIPTION

<p>Summary</p>	<p>The Chair will work in collaboration with the Director and staff of the NGA, the guideline Topic Adviser (if appointed) and the Committee over a period of 24 months to develop a guideline on behalf of the National Institute for Health and Care Excellence (NICE).</p> <p>The Chair ensures that the committee takes full account of the evidence in developing recommendations and considers the analysis and interpretation of the evidence prepared by the evidence review team. The Chair must therefore establish trust and mutual respect among members of the committee and give opportunities for all members to contribute to its discussions and activities.</p> <p>The Chair will be supported by the staff of the NGA who will be responsible for overall project management, organising Committee meetings, carrying out evidence reviews and economic analysis.</p> <p>A Topic Adviser with specialist knowledge may also be appointed to the Committee to support the Chair and Developer by providing clinical advice and contributing to the development of the scope and review protocols and the identification and review of evidence.</p>
<p>Responsibilities</p>	<ul style="list-style-type: none"> • Act in accordance with the principles of the NICE Code of Conduct • Participate in NICE Committee Chairs training • Participate in the recruitment of committee members including shortlisting and interviewing applicants (by telephone). • Work with the Topic Adviser and developer staff to develop the scope of the guideline

	<ul style="list-style-type: none"> • Help plan, chair and maintain the focus and smooth running of committee meeting • Agree draft agendas with the developer's staff and ensure that committee meetings achieve their aims by keeping to the agenda • Ask for Declarations of Interest from committee members at each meeting, identify any conflicts and handle these as they arise in line with NICE's policy • Facilitate committee meetings to achieve consensus in relation to the evidence base, provide appropriate clinical interpretations where possible and formulation of concise action-orientated recommendations. • Facilitate topic groups of committee members on specific questions as required. • Facilitate discussion at committee meetings about guideline development and writing of recommendations, ensuring all members are involved in discussion and encouraged to express their views • Keep group discussion unified and avoid disruption by sub-conversations or dominance by any group members • Encourage constructive debate, without forcing agreement and prevent repetitive debate • Summarise the main points and key decisions from discussions at committee meetings • Assist in resolving concerns or disagreements between committee members • Work with the Topic Adviser and Guideline Lead to ensure appropriate governance of committee meetings and guideline materials, such as accurate sets of meeting minutes, recording and assessing the impact of declarations of interest, ensuring confidentiality, etc. • Sign-off all meeting minutes once approved by the Committee • Work with the Topic Adviser, the Guideline Lead and other members of the developer's technical team between meetings to ensure timely delivery of high-quality systematic reviews and health economic content • Take responsibility with the Topic Adviser and Guideline Lead for quality assuring drafts of the guideline and
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	<p>contributing to the writing of the final guideline documents.</p> <ul style="list-style-type: none"> • Represent the Committee at other meetings (such as those organised by NICE and relevant medical Royal colleges), if required • Be a champion for the guideline after publication and undertake activities to promote its implementation, such as talking at press and professional conferences and publishing guideline-related articles in accordance with the NICE publications policy.
<p>Conditions</p>	<p>The Chair will contribute to the scoping, development and validation of the guideline. The successful candidate will be expected to:</p> <ul style="list-style-type: none"> • Participate in scoping meetings (and potentially a scoping workshop). • Attend all 12 Committee meetings, held 6-8 weekly, held in London over a period of approximately 18 months <p>The number of committee meetings will be determined by the content of the scope and will be a mixture of one- and two-day events held in London. The Chair may claim up to £250 per day for each formal and full-day Committee meeting to cover preparation and attendance at the meeting.</p> <p>Outside of these meetings the Chair will be required to attend pre meetings (by telephone) and review and provide feedback on substantial committee documents as well as help to produce consultation documents.</p> <p>Travel and subsistence will be met as per the NGA policy on travel and subsistence.</p> <p>Where overnight accommodation is required, this must be agreed with the NGA in advance of the meeting.</p>

PERSON SPECIFICATION

	Essential Criteria	Desirable Criteria
Extent and nature of committee experience	<ul style="list-style-type: none"> • An understanding of the social, political, economic and professional influences on NICE • Credible level of experience in chairing national or high profile multi-professional committees within a relevant setting • Credible level of experience of expert committee work in a relevant setting • Experience of working with patient/service user/carers representatives 	<ul style="list-style-type: none"> • Experience of guideline development processes.
Excellent oral and written communication skills, communicating confidently and generating trust and confidence in individuals at all levels both within and outside the organisation and across multidisciplinary teams	<ul style="list-style-type: none"> • Negotiating and influencing skills. • Experience of developing effective relationships with a range of stakeholders and working in partnership with senior professionals at a national level in a health care setting. • Experience of communicating with a range of audiences at all levels. • Excellent written and verbal communication skills, including listening, constructive discussion and an ability to reach consensus • Excellent group management, leadership and facilitation skills • Highly developed interpersonal and team-working skills 	
Ability to exercise judgement across a wide range of issues	<ul style="list-style-type: none"> • Discretion in handling politically sensitive and confidential information. 	
Ability to contribute to the work of the advisory body	<ul style="list-style-type: none"> • Experience in health care, either as: • a practicing health care professional, or 	<ul style="list-style-type: none"> • General understanding of the clinical topic

	<ul style="list-style-type: none"> • working in or in association with the wider aspects of health care or the healthcare industries, or • through engagement in or with health care as a patient, member of the public, user, carer or as an advocate. • Ability to take an impartial and balanced view during discussions of complex and emotive subjects. 	
Ability to understand and interpret multiple complex data sets	<ul style="list-style-type: none"> • An understanding of critical appraisal of research evidence. 	<ul style="list-style-type: none"> • An understanding of systematic review methodology • A knowledge of health economics
Nature of the motivation underpinning the application	<ul style="list-style-type: none"> • Clearly and persuasively stated reasoning for making an application. • Commitment to producing guidelines based on evidence. • Commitment to work within the framework of NICE's processes and policies. • No conflicts of interest (financial or non-financial, personal, non-personal or family interests). Please see NICE Policy on Conflicts of Interest for details. 	
Equality and diversity	<ul style="list-style-type: none"> • Commitment to eliminating unlawful discrimination, advancing equality and an understanding or awareness of the issues of inequality in health, public health care settings. 	

Appendix B: The Committee on Standards in Public Life: the seven principles of public life

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Appendix C: Standards of business conduct for NICE committee members

1. Committee members are required to abide by NICE business standards in order to serve on NICE guidance committees³. Standards include conforming to the Nolan Principles set out in the NICE Code of Business Conduct and declaring any interests in accordance with the NICE code of practice for declaring and dealing with conflicts of interest.
2. The 7 Nolan Principles for the conduct of public life that must be adhered to are:
 - selflessness
 - integrity
 - objectivity
 - accountability
 - openness
 - honesty
 - leadership.
3. NICE business standards additionally set out circumstances in which it may be inappropriate for a person to serve on a NICE committee. This may result in automatic disqualification from membership of a committee on a temporary or permanent basis.
4. Anyone meeting 1 or more of the categories below will be automatically disqualified from membership of any NICE committee:
 - a doctor who is under investigation⁴ by the General Medical Council (GMC), or following investigation by the GMC has had restrictions placed on their practice or been removed from the Medical Register
 - other professionals who are under investigation for professional misconduct, or have been found to be in breach of appropriate professional standards by the relevant professional body
 - anyone who has received a prison sentence or a suspended sentence of 3 months or more in the last 5 years.

³ 'Committees' includes any formally constituted body involved in developing NICE guidance including advisory bodies, Guideline Development Groups, panels and guidance committees

⁴ GMC 'Investigation' is defined as an investigation into whether the practitioner's fitness to practice is impaired by reason of one or more of the heads of impairment set out in section 35c(2) of the Medical Act 1983

5. Anyone who meets any of the categories below will not be automatically disqualified, but they may be asked to step down from membership of a NICE committee at the sole discretion of NICE:

- people who are the subject of a bankruptcy restrictions order or interim order
- anyone who has been dismissed (except by redundancy) by any NHS or social care body
- in certain circumstances, people who have had an earlier term of appointment terminated
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986
- anyone who has been removed from trusteeship of a charity.

I accept the above conditions for committee membership:

Name:.....

Signature:.....

Date:.....