**Information pack for appointment of members to the board of Skills Development Scotland**



The Minister for Higher and Further Education and Veterans seeks to appoint five highly experienced and passionate individuals with leadership skills to the Board of Skills Development Scotland from 8 January 2026. In doing so, the Minister recognises the wealth of expertise and knowledge across all communities and sectors and welcomes applications representing the diversity in Scotland.

The appointments process for these board vacancies follows the [Code of Practice for Public Appointments](https://www.ethicalstandards.org.uk/publication/statutory-guidance-application-2022-code-practice) and is regulated by the [Ethical Standards Commissioner.](https://www.ethicalstandards.org.uk/public-appointments)

<https://www.ethicalstandards.org.uk/public-appointments>

**Key dates for this appointment round**

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| **Closing date** | Tuesday 15 July 2025 at 12 noon |
| **Sift of applications** | Wednesday 23 July 2025 |
| **Date applicants will hear about the outcome of their application** | w/c 28 July 2025 |
| **Interviews** | Interviews will be conducted via MS Teams.  Monday – Friday, w/c 11 August 2025  **It is unlikely that we will be able to offer an alternative interview date.** |
| **Ministerial decision** | w/c 1 September 2025 |
| **Start date** | 8 January 2026 |

**Welcome letter**

Dear Applicant,

Thank you for your interest in this exciting opportunity to become a member of the Board of Skills Development Scotland (SDS). This information pack provides background information about SDS and the role of the Board to assist you in determining your suitability.

Scotland's education, research, innovation and skills drive our people and their unique talents and abilities. Our post-school or ‘tertiary’ education and skills system underpins every part of what makes Scotland a dynamic and successful nation; this system is key to delivering the economic transformation that will improve the lives of individuals and communities across Scotland while also enhancing our global reach and impact.

At the heart of a successful nation is a lifelong education, research, innovation and skills system that fosters curiosity, nurtures talent and enables everyone to fulfil their potential. Scotland is home to one of the world’s most respected and advanced post-school education and skills sectors with learners participating in diverse programmes across our colleges and universities education, research and skills system every year. We know we can do more to widen participation to education, support improved outcomes for learners and employers, increase the impact of our research, and do so by implementing reform across this system.

Scotland is a global leader in the post-school education sectors with a diverse and intelligence led programmes across post school, private training provider network and employers’ networks. This success is built on a foundation of data, research and intelligence- led decision making throughout the organisation. The voice of our service users, partners, network and staff is at the core of this approach, one which allows SDS to be innovative and responsive to the challenges ahead in delivering economic transformation that will improve the lives of individuals and communities across Scotland.

SDS is the national skills body supporting the people and businesses of Scotland to develop and apply their skills. SDS plays a critical role working with service users, employers and training providers across the country in schools, careers centres and partner locations.

With over 1300 SDS staff working across the country in schools, careers centres and partner locations, our goal is to ensure our services are accessible to all, whoever they are, wherever they live, whatever their needs. We also aim to be an employer of choice and exemplar of fair work.

Scotland’s post-school education and skills sector is on a ten-year transformation journey. In 2023, the Scottish Government published [Purpose and Principles](https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2023/06/post-school-education-research-skills-purpose-principles/documents/purpose-principles-post-school-education-research-skills/purpose-principles-post-school-education-research-skills/govscot%3Adocument/purpose-principles-post-school-education-research-skills.pdf) for post-school education, research and skills, which set out the direction of travel to a lifelong education and skills system that is fit for the future. Scottish Ministers announced that responsibility for providing national training programmes, including apprenticeships, will move from Skills Development Scotland to SFC. Ministers have also announced [legislation](https://www.parliament.scot/bills-and-laws/bills/s6/tertiary-education-and-training-funding-and-governance-scotland-bill#:~:text=As%20introduced%2C%20this%20Bill%20changes%20the%20way%20that,to%20decide%20if%20it%20should%20become%20an%20Act.) to enable system- wide reform and to simplify the post-school education funding landscape.

More information on the work of SDS can be found [here](https://www.skillsdevelopmentscotland.co.uk/). Some specific examples of our work and the voices that inform it can be found in the following links: [Scottish Careers Week](https://www.myworldofwork.co.uk/scottish-careers-week/)

[ScotApp Awards](https://www.skillsdevelopmentscotland.co.uk/news-events/2025/february/high-flyer-louise-lands-scotland-s-top-apprentice-title" \o "https://www.skillsdevelopmentscotland.co.uk/news-events/2025/february/high-flyer-louise-lands-scotland-s-top-apprentice-title)

Being a Board member of SDS is both a challenging and rewarding experience, and the forthcoming period will be even more so as we seize the opportunities and address the challenges through delivering meaningful reform to Scotland’s tertiary education, skills and research landscape.

This pack gives you the information you need to help you decide if this role is for you, and how to apply. More resources for potential applicants are also available online: [Public appointments - Scottish Government Jobs](https://www.jobs.gov.scot/public-appointments).

If you have a desire to make a significant difference in the lives of the people of Scotland and are passionate about driving transformative change and improvement across our post-schools education, research, innovation and skills sector by providing leadership, guidance and assurance to SDS, I strongly encourage you to apply for these Board member roles.

If you would like to discuss the role and organisation in more detail, Frank Mitchell, Chair of SDS at [BoardCmtteMtgs@sds.co.uk](mailto:BoardCmtteMtgs@sds.co.uk) or Shirley Laing, Director for Lifelong Learning and Skills, Scottish Government at [SDS\_Sponsorship\_Team@gov.scot](mailto:SDS_Sponsorship_Team@gov.scot) would be happy to discuss the role further with you.

Should you decide that you are able to contribute to our work, we hope you apply, and we wish you well with your application.

**Graeme Dey MSP**

Minister for Higher and Further Education and Minister forVeterans

**Frank Mitchell**

Chair, Skills Development Scotland

**Information about the role**

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| **Remuneration** | The position is remunerated at £339 for every day of not less than 7.5 hours (excluding meal breaks) devoted to performing your functions (as required or requested by the Board) on a pro rata basis, up to a maximum total fee of £8,136 per financial year. Remuneration is non-pensionable and reasonable expenses will be reimbursed. |
| **Time commitment** | Two days per month each of no less than 7.5 hours required. |
| **Length of appointment term** | The appointment is for 4 years from 8 January 2026. |
| **Location of meetings** | Board meetings are held in person at SDS’ head office in Glasgow. |
| **Disqualifications** | Those applying must be legally entitled to work in the UK.    A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of [the Scottish Parliament (Disqualification) Order 2020](https://www.legislation.gov.uk/sdsi/2020/9780111046029/contents).    In addition, a person is disqualified from being a member of the SDS Board if that person is:   * a member of the House of Lords; * a member of the House of Commons; * a member of the Scottish Parliament; * a member of the European Parliament; or * disqualified from election as a member of the Scottish Parliament or as a member of a local authority   Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role. |

**The Board of Skills Development Scotland**

Skills Development Scotland is a Non-Departmental Public Body (NDPB) responsible to Scottish Ministers. SDS is Scotland’s national skills body supporting the people and businesses of Scotland to develop and apply their skills through services including the provision of intelligence on Scotland’s labour market and workforce challenges and opportunities, the national careers service and administering Scottish apprenticeships. SDS plays a critical role working with service users, employers and training providers across the country in schools, careers centres and partner locations.

Scotland is home to one of the worlds most respected and advanced post-school education sectors with over half a million learners participating in diverse programmes across our colleges, universities and private training provider network every year. This system is key to delivering the economic transformation that will improve the lives of individuals and communities across Scotland while also enhancing our global reach and impact.

The Scottish Government’s priorities for SDS and the national outcomes it contributes to are set out in an annual [letter of guidance](https://www.skillsdevelopmentscotland.co.uk/media/3lebmwpc/letter-of-guidance-2025-26.pdf) and align with strategies set by the Scottish Government.

The role of the Board is to provide leadership, direction, support and guidance and ensure SDS delivers and is committed to delivering its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers.

In response to significant challenges, the tertiary education sector is undergoing significant reform to enable greater participation in education, improved outcomes for learners and employers, and increased impact of our research and innovation.Following the publication of James Wither’s [Independent Review of the Skills Delivery Landscape](https://www.gov.scot/publications/fit-future-developing-post-school-learning-system-fuel-economic-transformation/), and the Scottish Government’s own detailed analysis of the changes now required, the Scottish Government is pursuing bold and far-reaching reforms of the post-school education, skills and research system. In January, Ministers [announced](https://www.gov.scot/news/delivering-a-world-class-skills-system/) that responsibility for providing national training programmes, including apprenticeships, will move to SFC. You will play a role in leading SDS through a period of change, driving cultural change and transformation. SDS is on a significant transformation journey towards realising the ambitions of its Strategic Plan 2022-2027, maintain its focus on transforming its services and develop a more sustainable target operating model. Putting our employee and customer voice at the centre of this work, it is accelerating our understanding and use of Artificial Intelligence (AI) and emerging technologies. This will further enable our leadership role in understanding both how AI is disrupting the labour market, occupations and jobs informing a dynamic and responsive approach to inclusive skills and workforce development and the potential for improving productivity and value creation as a responsible public body.

You will be expected to adhere to SDS’s Code of Conduct, which is available [here.](https://www.skillsdevelopmentscotland.co.uk/media/5hdjpawo/board-members-code-of-conduct.pdf)

**The role of the SDS Board member**

You will be responsible for holding the Executive of SDS to account through constructive challenge and engagement. In addition, you will have the opportunity to represent SDS in different forums and to be an ambassador for the organisation and its aims and objectives.

Members of the Board are appointed by Scottish Ministers, on behalf of Scottish Government as the Shareholder for Skills Development Scotland Limited, and have a collective responsibility for the proper conduct of SDS affairs. The members are drawn from a range of backgrounds in the private and public sectors.

Being a Board member of SDS involves participating in full Board meetings and Board Strategic Workshops as well as being a member (or Chair) of at least one of the Board’s Committees. Board members should operate with honesty, integrity, openness and in line with SDS’s organisational [values](https://www.skillsdevelopmentscotland.co.uk/media/jzrac3xf/sds-code-of-conduct.pdf) which are:

* We put the needs of our customers at the heart of all we do
* We continuously improve to achieve excellence
* We demonstrate self-motivation, personal responsibility and respect
* We make use of our combined strengths and expertise to deliver the best

outcomes.

The main duties of SDS Board Members are to provide leadership, governance, direction, advice and guidance to ensure that SDS delivers its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. Members’ corporate responsibilities, under the leadership of the SDS Chair, include:

* taking forward the strategic aims and objectives of SDS as agreed by the Scottish Ministers;
* determining the steps needed to deal with changes which are likely to impact on the strategic aims and objectives of SDS or on the attainability of its operational targets;
* promoting the efficient, economic and effective use of budget, staff and other assets and resources by SDS consistent with the principles of [Best Value](http://www.scotland.gov.uk/Topics/Government/Finance/spfm/BestValue), including, where appropriate, participation in [shared services](http://www.scotland.gov.uk/Topics/Government/PublicServiceReform/efficientgovernment/SharedServicesDecemberPDF) arrangements;
* ensuring there are effective arrangements to provide assurance on risk management, governance and internal control;
* regularly reviewing financial and other information concerning the management and performance of SDS;
* demonstrating high standards of corporate governance at all times, including openness and transparency in decision making;
* acting as an ambassador for SDS and engaging with key internal and external stakeholder groups to support and advance SDS’s strategic aims and objectives.

SDS is committed to the Public Sector Equality Duties / Equality Act 201 and to ensuring that equality, diversity and equity is at the core of the work of the Board, SDS services and external partnerships. This commitment is reflected across the organisation through evidence-led continued assessment and adaption. Candidates will be expected to understand the legal duties and share this commitment to ensure SDS has a robust foundation through which to continue to pioneer equality and diversity work across all activities and transformational programmes - [equality-diversity-mainstreaming-report-outcomes-2025-29.pdf)](https://www.skillsdevelopmentscotland.co.uk/media/aivjegfx/equality-diversity-mainstreaming-report-outcomes-2025-29.pdf).

**Person specification**

The Minister for Higher Education, Further Education and Veterans is looking for **five** new Board members. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

SDS is looking to appoint a minimum of 3 specialist Board members. It is important to note that to be considered for appointment you should ideally, by the end of the process, meet *at least one* of the Priority criteria, and *all* of the Essential criteria for these roles. Candidates may submit evidence against more than one priority criterion, and, if invited to interview, will be advised on which of these criteria they will be assessed for appointment.

For the remaining generalist roles, consideration will also be given to candidates who do not meet any of the Priority criteria but meet all the Essential criteria, where the breadth of their experience or skills is such that it provides additional resources and expertise to the board.

Priority criterion is weighted over the Essential criteria, and the candidates who provide the strongest evidence against the priority criterion will be considered most able to fulfil the role. In the event that candidates provide evidence of equal merit against the priority criterion, the panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidate(s) most able to fulfil the role. For the generalist roles, candidates will only be assessed against the essential criteria.

**You may provide evidence for more than one Priority criteria.**

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| **Criterion** | **Example indicators** | **How this will be assessed** |
| **Priority** | | |
| 1. Leadership experience and knowledge of the role of the post-school education and skills system and its impact on the economy and society, including local government/local authorities and their needs. | We need someone who:   * Can demonstrate knowledge and practical experience in a leadership role of the link between skills development and its impact on the economy and society which has enhanced social outcomes and furthers collective knowledge through best practice. * Has experience of working in or engaging within the education system. * Is able to describe how personal or professional experience of a protected characteristic has informed their thinking about education and/or skills delivery. * Can effectively demonstrate knowledge of working in partnership with local authorities/local Government, including their relationship with the school and education system. | This will be tested in the written application and at interview. Word Limit: 300 words |
| 2. Experience and knowledge of working closely with business and industry across the UK to develop a diverse and skilled workforce. | We need someone who:   * Can evidence experience within industry (for example heavy industry), as well as an understanding of female representation and equal and diverse representation across the sector. * Can provide evidence and examples of how this experience helps drive the supply chain. * Understands the needs of large and SME employers in the sector. | This will be tested in the written application and at interview. Word Limit: 300 words |
| **Essential** | | |
| 1. Strong knowledge of good governance. | We need someone who:   * Has direct experience of ensuring the highest standards of corporate governance at board level are maintained; * Is able to articulate what board responsibilities are from a fiscal and legal perspective; * Has an understanding of audit and risk management and able to demonstrate effective practical application of that understanding. | This will be tested in the written application and at interview. Word Limit: 300 words |
| 2. Experience of managing performance. | We need someone who:   * Has experience of successful performance management and of evidencing impact and continuous improvement. * Can demonstrate successfully contributing to collective decision making and the identification of implications associated with it. * Has experience of contributing to organisational planning, delivery, scrutiny and accountability. * Has experience in ensuring effective governance so that an organisation’s objectives are met and exceeded. * Is able to constructively challenge senior executives and peers to ensure the delivery of outcomes at a senior level. | This will be tested in the written application and at interview. Word Limit: 300 words |
| 3. Experience of managing organisational change and transformation. | We need someone who:   * Has experience of handling complex organisational and structural changes within large and complex organisations or sectors. * Can demonstrate the ability to manage relationships with a variety of key stakeholders, including trade unions. * Can evidence shaping opinion and reach a common purpose within a high profile and complex environment. | This will be tested in the written application and at interview. Word Limit: 300 words |
| 4. Ability to work as an effective Board member through working collaboratively with influence. | We need someone who can:   * Demonstrate an understanding of the purpose and core values of Skills Development Scotland. * Evidence the ability to constructively challenge the views of others within a senior position or in a Board. * Evidence leading on the formulation and implementation of strategy and maintaining strategic direction during a period of change. * Evidence the ability to broker consensus, seeking and considering the views of others, and demonstrating an understanding and practical application of issues relating to equality, diversity and inclusion. * Work collaboratively and constructively across boundaries and organisations, breaking down barriers where needed to achieve success. | This will be tested in the written application and at interview. Word Limit: 300 words |

**How to apply online**

Click the ‘apply now’ link at the top of the advert. As part of the online application process, you will need to complete the personal information section, and then upload the following:

1. **Supporting statement (to be uploaded as an attachment)**

You have 300 words in your supporting statement for each criterion you are addressing. You should clearly indicate throughout your statement which of the criteria you are evidencing.

1. **Tailored career life/history (to be uploaded as an attachment)**

In addition to your supporting statement, you should also submit a **tailored life/career history**. This should be no more than **2 pages, of no less than font-size 11,** and tailored to the role and the criteria set out in the table above. This will be used by the panel in conjunction with the supporting statement to provide evidence against each of the criteria listed.

Please note that **you do not have the option to edit your application once you click ‘submit’**; you must have all your information and attachments to hand before submitting your application. Late applications, and those without a supporting statement and CV **cannot be considered by the panel**.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

**The selection** **panel**

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| **Chair** | Dr Stuart Greig, Head of Governance and Assurance, Scottish Government |
| **Panel member** | Professor Cara Aitchison, Interim Co-Chair, Scottish Funding Council |
| **Panel member** | Nazim Hamid, Member of the Board of Skills Development Scotland |
| **Representative from the Ethical Standards Commissioner** | Jayam Dalal, Public Appointments Adviser |

A pre-sift will be carried out in advance of the application forms being assessed by the selection panel. This will be carried out by **Stevie Boal, Helen McGillivray and Sophie Ryder** from the Scottish Government.

Please note that applicants will be asked to declare if they know any members of the selection panel or other people conducting part of the assessment who are named in this pack. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](https://www.ethicalstandards.org.uk/publication/code-practice-ministerial-appointments-public-bodies-scotland-march-2022-version).

**The assessment** **process**

The assessment process will happen as follows:

1. In the first instance, a pre-sift of all applications will be conducted by the relevant Sponsor Area. This process is intended to identify and remove applications that clearly do not meet the Priority and/or Essential criteria outlined in the person specification.
2. The selection panel will assess all applications against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
3. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment. The interview will also require candidates to deliver a short presentation to the selection panel.
4. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public Life.](https://www.ethicalstandards.org.uk/code-practice-ministerial-appointments-public-bodies-scotland-march-2022-version#annex-1-the-principles-of-public-life-in-scotland)
5. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.
6. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
7. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

**Guaranteed interviews**

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

**Fit and proper person checks**

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

* Conduct to date has been compatible with the public appointment
* Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
* There are no unmanageable conflicts of interest
* Political activity is declared
* There is agreement to abide by the [Principles of Public life in Scotland](https://www.ethicalstandards.org.uk/code-practice-ministerial-appointments-public-bodies-scotland-march-2022-version#annex-1-the-principles-of-public-life-in-scotland)
* There is confirmation that the time commitment required for the role can be met.

**Social media checks for candidates invited to interview**

The selection panel may consider publicly available information about candidates which is posted by candidates on social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments.

**Gender Representation on Public Boards (Scotland) Act 2018**

Scottish Government recognises the implications of the Supreme Court judgement dated 16 April 2025 for public appointments subject to the Gender Representation on Public Boards (Scotland) Act 2018. The Supreme Court ruled that a person with a full gender recognition certificate (GRC) which recognises their gender as female, is not a “woman” for the purposes of the Equality Act 2010 and consequently the Gender Representation on Public Boards (Scotland) Act 2018. Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 has been prepared and will be published soon. The updated guidance will apply to this appointment process once available. The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

**Common questions and answers**

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| **Who can I contact to speak about this role?** | Frank Mitchell, SDS Chair, [BoardCmtteMtgs@sds.co.uk](mailto:BoardCmtteMtgs@sds.co.uk)  Shirley Laing, Director for Lifelong Learning and Skills, Scottish Government, [SDS\_Sponsorship\_Team@gov.scot](mailto:SDS_Sponsorship_Team@gov.scot) |
| **Who can I speak to about a disability related reasonable adjustment?** | Please contact the Public Appointments Team  Email: public.appointments@gov.scot  Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](https://contactscotland-bsl.org/) |
| **I am having a problem with the application process, who can I speak with?** | Please contact the Public Appointments Team (see contact details above). |
| **Do you have any advice for candidates attending interviews?** | Yes. More information is provided here: [Introduction - Public appointments: guide - gov.scot (www.gov.scot)](https://www.gov.scot/publications/public-appointments-guide/pages/application-process/#stage2) |
| **I can’t attend the interview in person, can I attend remotely?** | Yes. You can request to attend the interview using MS Teams. Please contact the Public Appointments Team (see contact details above). |
| **Will you reimburse expenses for attending an interview?** | Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview. |
| **What does ‘appointed on merit’ mean?** | Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test. |
| **What role does the Ethical Standards Commissioner (ESC) have in the appointments process?** | The ESC [regulate and monitor the public appointments process.](https://www.ethicalstandards.org.uk/public-appointments) The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner’s role is provided here:  [Public appointments Information leaflet | Ethical Standards Commissioner](https://www.ethicalstandards.org.uk/publication/public-appointments-information-leaflet) |
| **Can I apply if I am not a British citizen?** | Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen however youmust be legally entitled to work in the UK. |
| **Would remuneration for a public appointment impact on my benefits?** | Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: [Public appointments and welfare benefits: information - gov.scot (www.gov.scot)](https://www.gov.scot/publications/public-appointments-and-welfare-benefits-information/) |
| **Do the selection panel see information from the diversity monitoring form?** | No. Diversity monitoring information provided by applicants is not shared with the selection panel.  If applicants opt for a guaranteed interview this information will be shared with the selection panel.  Information about a reasonable adjustment may be shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required). |
| **Do I need to provide an email address and contact details at application stage?** | In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected. |
| **How will my personal information be handled?** | All personal information will be handled with great care and in line with UK General Data Protection Regulation (GDPR) and data protection requirements. Further information can be found in the [Privacy Notice](https://www.jobs.gov.scot/privacy-notice#xd_co_f=OGY4OTA3NDktMTg4Ny00NzkxLWEyMGEtZTczYTAyN2EyZWYx~). |
| **Can I get feedback on my application or interview?** | Yes. Feedback is available on request. |
| **Is any training provided if I am offered and take up an appointment?** | Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government. |
| **Can I apply for a Chair role on a board if I have already been a member of that board?** | Yes. Board members can serve a maximum of 8 years on one board in one role. The board Chair is considered a different role and so current and previous members can apply. |
| **Is it possible to hold more than one public appointment?** | Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest. |
| **Are public appointments announced?** | Yes. Every appointment is announced here: [Public appointments: news releases - gov.scot (www.gov.scot)](https://www.gov.scot/collections/public-appointments-announcements/)  The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years. |
| **What standards are expected of board members?** | The conduct expected of board members of Scottish public boards is set out here: [Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)](https://www.gov.scot/publications/model-code-conduct-members-devolved-public-bodies-2/)(this includes the Principles of Public Life) |
| **How can I complain about the public appointments process?** | Further information about the complaints process for public appointments can be found here: [How to apply - Public appointments: guide - gov.scot (www.gov.scot)](https://www.gov.scot/publications/public-appointments-guide/pages/complaints-process/)  Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner.  [Investigation process public appointments | Ethical Standards Commissioner](https://www.ethicalstandards.org.uk/investigation-process-public-appointments) |

**For further information**

Please contact the Public Appointments Team, Scottish Government

**Email:** [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](https://contactscotland-bsl.org/)

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