



CIVIL SERVICE COMMISSIONERS  
FOR NORTHERN IRELAND

# ANNUAL REPORT 07-08

*Ensuring appointment on merit & safeguarding ethics*

## **Feedback**

Whilst this Report is a document of record it is important it is also relevant and informative to the public. Should you have any comments regarding any aspect of the Report (e.g. content, layout etc.) the Civil Service Commissioners would be happy to receive them. Any such comments should be sent to the following address:

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We, Your Majesty's Civil Service Commissioners for Northern Ireland, present to Your Majesty this report on our work during the period 1 April 2007 to 31 March 2008



Brenda McLaughlin, CBE  
Chairperson



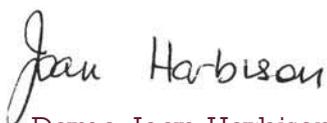
Mrs Ruth Laird



Mr Brian Carlin OBE



Dr Alan Lennon



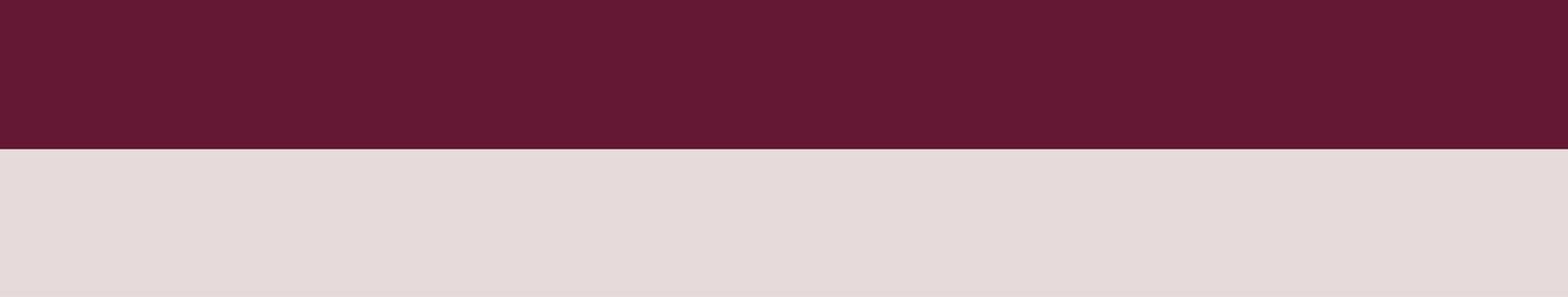
Dame Joan Harbison



Mr Sid McDowell CBE



Mr Alan Henry



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# FOREWORD

*Ensuring appointment on merit & safeguarding ethics*

# Chairperson's foreword

2007/08 has been another busy, interesting and challenging year for the Civil Service Commissioners. Restoration of the Assembly, and the increased scrutiny this brings in terms of increased accountability to local Ministers and local communities, coupled with major programmes of reform across the NI Civil Service (NICS), have all contributed to creating an impetus for change and for greater efficiency and effectiveness within the organisation. Commissioners are fully committed to supporting this drive for improved performance. We recognise the ever-growing importance of promoting and championing effective recruitment policies and practices, in order to ensure the NICS of the future is well-equipped to respond to these challenges.

2007/08 also saw the achievement of a significant milestone in the introduction of HRConnect, a new outsourced HR service, across the NICS. Commissioners have had first-hand experience of the new system in operation as the administration of external recruitment went live in October 2007. We welcome the move to HRConnect and recognise the hard work and commitment of the staff involved in realising this important achievement. In May 2007, Commissioners and members of the Secretariat had a tour of the new HRConnect contact centre in the Metro building and met key staff responsible for managing the centre. Commissioners continue to work closely with HRConnect staff in relation to our role in chairing Senior Civil Service (SCS)

competitions and we appreciate the progress that is being made in this busy and demanding area of work.

During the year, Commissioners chaired 10 senior competitions, which included one internal competition to appoint a second Permanent Secretary to the Department of Finance and Personnel. Following discussions with the Head of the Civil Service, agreement was reached, in principle, that Commissioners would be included in any future discussions concerning SCS posts to be filled via internal competition. We view this as a very encouraging development and look forward to contributing in this way.

Throughout 2007/08, Commissioners have continued to adopt a successful partnership approach to working with the NICS and we are keen to continue to use our influence and experience in bringing about improvements in recruitment policies and practices. The new workshop-style approach to our discussions with Central Personnel Group (CPG) has allowed us to explore key issues and concerns together in much greater depth than had previously been the case. Importantly, this has also ensured a deeper sense of shared understanding of our common objectives to protect the Merit Principle, uphold the Code of Ethics and promote public confidence in recruitment to the NICS. However, much remains to be done and a number of important issues are still to be resolved. These include the need to ensure that systems for

## CHAIRPERSON'S FOREWORD

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addressing diversity issues in recruitment are as robust as possible and also to consider how the Professional Skills for Government framework might be used to best effect as a recruitment tool. Commissioners look forward to playing a key role in progressing these issues during the year ahead.

I would also like to record our appreciation for the considerable support we have received from the Head of the Civil Service, Sir Nigel Hamilton, who has consistently lent his personal support across a wide range of issues in pursuit of our common objectives. We wish Sir Nigel well in his retirement and look forward to continuing this constructive and collaborative working relationship with the new Head of the Civil Service, Bruce Robinson, who succeeded Sir Nigel in summer 2008.

On the subject of retirement, it is important also to acknowledge the considerable contribution Sid McDowell has made to the work of the Commissioners over the past eight years. Sid's unfailing dedication and commitment to the role were evidenced by his willingness to defer leaving for a number of months after his term of office came to an end. Sid's experience, wise counsel and personal impact continue to be missed by Commissioners and the Secretariat alike.

I hope you find this report both interesting and helpful. If you would like any further information about the work of the Civil Service Commissioners you may wish to access our website at [www.nicscommissioners.org](http://www.nicscommissioners.org) or please do not hesitate to contact the Secretariat who will be happy to help.



*Brenda McLaughlin*

**BRENDA McLAUGHLIN CBE**  
*Chairperson*



# SUMMARY OF ROLE AS A REGULATOR AND WAYS OF WORKING AND OF WOR

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# Summary of role as a regulator and ways of working

The Civil Service Commissioners are appointed under, and derive their powers and responsibilities from, the Civil Service Commissioners (Northern Ireland) Order 1999. Their primary role is to regulate appointments to the Northern Ireland Civil Service (NICS) to ensure these are made on merit on the basis of fair and open competition. Appointments to the NICS must be made in line with the expectations set out in the Commissioners' Recruitment Code and an annual independent audit programme of different aspects of this Code is undertaken to examine the extent to which these expectations are being met.

Commissioners are directly involved in recruitment to the Senior Civil Service (SCS). All SCS recruitment panels are chaired by a Commissioner and all appointments are scrutinised by the Commissioners' Secretariat to ensure they are consistent with the Merit Principle.

Commissioners themselves are appointed on merit following public advertisement and fair and open competition and bring to the job wide experience from the public, private and voluntary sectors. Commissioners are independent of the NICS - this is fundamental to the role of regulator.



Civil Service Commissioners visit to the Metro Building

Commissioners are committed to continuing to work in close partnership with all key stakeholders to uphold the Merit Principle and promote public confidence in NICS recruitment.

Each NICS Department is linked to particular Commissioners who hold meetings with the relevant Permanent Secretaries and, on occasion, senior HR staff. These Links meetings provide a mechanism for sharing issues of concern in relation to recruitment policy and practice and for exploring ideas for development and improvement.

Commissioners also have a role in hearing appeals made by existing Civil Servants under the NICS Code of Ethics. In exceptional circumstances, Commissioners may consider taking an appeal direct from the complainant.

That said, Commissioners work closely with, and regularly meet, the Head of the Civil Service, Permanent Secretaries and senior officials within Central Personnel Group (CPG) to help shape and inform recruitment policy and encourage best practice.

Commissioners also engage, on occasion, with senior representatives of HRConnect who took on responsibility for transactional elements of NICS recruitment in October 2007.

Commissioners are committed to continuing to work in close partnership with all key stakeholders to uphold the Merit Principle and promote public confidence in NICS recruitment.



**SUMMARY OF  
STRATEGIC  
ISSUES WHICH  
AROSE DURING  
2007/08**

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# Summary of strategic issues which arose during 2007/08

A number of strategic issues arose in the course of the Commissioners' work during 2007/08. These matters of continuing interest and concern were explored with the NICS over the course of the year and will continue to be a focus for the work of Commissioners.

## Attracting Candidates

Commissioners have a statutory responsibility to ensure that appointments to the NICS are made on the basis of merit in fair and open competition. For this to be the case, it is vital that recruitment processes

embrace diversity, inclusivity and equality of opportunity and that competitions are open to the widest possible pool of applicants. Attracting a wide and diverse pool of candidates is inextricably linked to guarding the Merit Principle and is vital in terms of addressing any areas of under-representation and ensuring that the NICS is seen as an attractive and welcoming organisation.

From the Commissioners' experience, there is much that can be done to improve the reach of NICS recruitment activity. Commissioners would like to see outreach measures which are



Civil Service Commissioners for Northern Ireland 2007/08

## SUMMARY OF STRATEGIC ISSUES WHICH AROSE DURING 2007/08

# 07-08

Commissioners will continue to use their influence to ensure that all aspects of NICS recruitment processes are consistent with best practice in the field and, in particular, that steps are taken to identify, and then remove, any potential barriers.

proactive in seeking to attract under-represented groups both NICS-wide and within identified grades / disciplines. Specific measures might include thoughtful, well-placed advertisements, easy access to job-specific information and straightforward application forms and processes. Tailored feedback to candidates at relevant stages in the process is an important part of communication in terms of how the candidate performed and, when done well, can also send out a strong message about the nature of the NICS itself as an organisation. Commissioners will continue to use their influence to ensure that all aspects of NICS recruitment processes are consistent with best

practice in the field and, in particular, that steps are taken to identify, and then remove, any potential barriers.

### **Diversity considerations**

For the public to have confidence in recruitment to the NICS there must be evidence that, as an organisation, it is achieving diversity in the composition of its workforce and that it follows best practice recruitment policies and procedures. A key role for Commissioners is to seek to influence those involved in recruitment to the NICS and, where appropriate, encourage the use of positive action to address under-representation. There are strong moral and ethical reasons for promoting diversity. Commissioners are firmly of the view that diversity in the workplace also makes sound business sense and will contribute to the overall effectiveness of the organisation.

There are strong moral and ethical reasons for promoting diversity.... diversity in the workplace also makes sound business sense.

Commissioners would like to see more done to address diversity considerations proactively in recruitment to the NICS, at all levels. A significant amount of

# Summary of strategic issues which arose during 2007/08

data is gathered which could inform those considerations but it is not always available at the time, and in a format, to be most useful. Commissioners will continue to pursue this issue with the NICS and encourage the adoption of appropriate outreach measures and initiatives which fully embrace diversity in recruitment. In particular, Commissioners will look for strong evidence to demonstrate the practical application of the robust policy statements set out in the Recruitment Code and the Recruitment Policy and Procedures Manual. Commissioners welcomed the opportunity to contribute to the development of the first NICS Employment Equality and Diversity Plan. The next challenge will be to support effective implementation of the Plan which results in tangible differences, supported by firm evidence of progress.

## Removing barriers

The Recruitment Code sets out four key principles which Commissioners believe underpin the concept of recruitment on the basis of Merit:

- appointments should be made on Merit;
- appointment processes should be fit for purpose;
- appointment processes should be fair and applied with consistency; and
- appointments should be made in an open, accountable and transparent manner.

The overall aim is to appoint the best possible candidates to posts in the NICS. In order to ensure this is the case, Commissioners believe it is necessary for the NICS to explore whether or not any barriers or 'chill factors' exist at any stage in the recruitment process. For this reason, Commissioners have encouraged the NICS to work to identify any such barriers so that proactive steps can then be taken to eradicate them. Pursuing this further will be a key focus for Commissioners during the year ahead.

## SUMMARY OF STRATEGIC ISSUES WHICH AROSE DURING 2007/08

07-08

### **Links meetings with Permanent Secretaries**

A number of interesting issues arose during Commissioners' discussions with Permanent Secretaries at Links meetings during the year. Permanent Secretaries shared the Commissioners' concern at the length of time recruitment competitions take from beginning to end. This can have a negative impact in terms of the risk of candidates withdrawing before the process has been completed, which can only serve to promote and build a negative perception of the organisation. Lengthy recruitment processes also have a negative impact internally within the organisation in terms of the significant time and commitment required by staff, often at a senior level. There was also a common concern around the importance of effective, well-timed succession planning and the need for a degree of flexibility, particularly in a rapidly changing environment.



# SUMMARY OF KEY ACTIVITIES & ACHIEVEMENTS DURING 2007/08

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# Summary of key activities & achievements during 2007/08



Alan Henry, Brenda McLaughlin and Joan Harbison

The objectives and targets for 2007/08 were set out in the Commissioners' Business Plan. Progress against the Plan was monitored and reviewed regularly throughout the year and formally presented to, and discussed by, Commissioners on a quarterly basis. The key outputs achieved during the year are set out in Annex B and Commissioners are pleased to report that all key objectives and targets were addressed.

A particular focus for Commissioners is to fulfil effectively their regulatory responsibilities. The fact that Commissioners are independent of the

The fact that Commissioners are independent of the NICS means they have the ability to challenge NICS recruitment policies and processes to ensure these are robust, fair and fit for purpose.

## SUMMARY OF KEY ACTIVITIES & ACHIEVEMENTS DURING 2007/08

# 07-08

NICS means they have the ability – and indeed requirement – to challenge NICS recruitment policies and processes to ensure these are robust, fair and fit for purpose. Key activities aimed at fulfilling this regulatory function during 2007/08 included:

- arranging audits of aspects of NICS recruitment competitions to examine the extent to which the expectations set out in the Commissioners' Recruitment Code were being delivered in practice;
- quarterly meetings with senior representatives of Central Personnel Group (CPG), to discuss issues of concern and help inform and shape recruitment policy and encourage best practice;
- regular meetings with the Head of the Civil Service, the Permanent Secretaries Group (PSG) and the PSG Sub-group to discuss the broader strategic direction of the NICS and explore the potential impact of this in terms of selection and recruitment policy and practice;
- chairing all external competitions for appointments to the Senior Civil Service so as to oversee the process and ensure the Merit Principle is upheld;

- a regular programme of Links meetings with Departmental Permanent Secretaries and senior HR officials to explore issues of concern and ideas for development and improvement;
- regular and proactive engagement with GB and ROI Commissioners to share knowledge, experience and expertise on issues of common interest / concern; and
- extending invitations to representatives of other regulatory bodies to attend Commissioners' business meetings to share experience and good practice.

Other achievements during the reporting period which relate to the Commissioners' broader role and are worthy of particular note include:

- publication of the Commissioners' first Disability Action Plan;
- working with the NICS to help shape and inform development of the first NICS Employment Equality and Diversity Plan;

# Summary of key activities & achievements during 2007/08

- discussions with the NICS to encourage the development of mechanisms to enable the structured evaluation of SCS competitions so as to ensure that learning is effectively captured, particularly with a view to informing future competitions – this will continue to be an important 'live' issue during 2008/09;
- further development of the Chairperson's Checklist for use in SCS competitions – this was also shared with all those involved in the SCS recruitment process to

ensure a common understanding of the Commissioners' expectations;

- direct involvement of Commissioners in an internal SCS competition, and plans to extend and develop this role going forward; and
- developing and using a standard agenda for Links meetings with Permanent Secretaries to ensure effective communication of key messages.



Joan Harbison and Brian Carlin

# GUARDIANS OF THE MERIT PRINCIPLE

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# Guardians of the Merit Principle

The Commissioners' primary role is to guard the Merit Principle which means ensuring that selection for appointment to posts in the NICS is on merit on the basis of fair and open competition. This is the overarching principle which governs all activities by Commissioners. Guarding the Merit Principle is also a key means of seeking to ensure that the public can have confidence in the process of appointments to the NICS. In guarding the Merit Principle, Commissioners:

- maintain and promote the principle of selection on merit on the basis of fair and open competition;
- make General Regulations prescribing the circumstances in which the Merit Principle does not apply;
- publish and maintain a Recruitment Code on the interpretation and application of the Merit Principle; and
- audit recruitment policies and practices within the NICS to ensure the Recruitment Code is being observed.

The Recruitment Code (a copy of which is available from the Commissioners' website at [www.nicscommissioners.org](http://www.nicscommissioners.org)) sets out the four key principles which Commissioners consider to be central to,

and underpin, effective recruitment, namely that:

- appointments should be made on merit;
- the appointment process should be fit for purpose;
- the appointment process should be fair and applied with consistency; and
- appointments should be made in an open, accountable and transparent manner.

Appointments to the NICS must be based on these key principles – compliance with the Recruitment Code is mandatory for all NICS Departments and Agencies. Commissioners prescribe and monitor such appointments, including any made by way of exception to the Merit Principle. During 2007/08, Commissioners:

- arranged independent audits of aspects of NICS recruitment processes to ensure that, in practice, they lived up to the expectations of the Recruitment Code. Commissioners then worked closely with the NICS to ensure the implementation of audit recommendations;

- monitored appointments made by way of exception to the Merit Principle – this included scrutinising and challenging any such requests which required Commissioners’ approval;
- engaged regularly with key stakeholders in the NICS, including the Head of the Civil Service, Permanent Secretaries and CPG, so as to contribute to and help shape recruitment policies and processes with a view to promoting best practice; and

- undertook the role of panel chair for all external competitions for appointments to the Senior Civil Service (SCS) so as to oversee the process and ensure fairness and commonality of approach. An interesting development during 2007/08 was the agreement reached, in principle, with the NICS that Commissioners would be consulted about any decision to fill an SCS post by way of internal competition and might be invited to chair such competitions. Throughout the year, the Commissioners’ Secretariat also continued to scrutinise all SCS competitions to ensure they fully complied with the Commissioners’ agreed 4-stage approval process.



Brenda McLaughlin and Ruth Laird



# 2007/08 AUDIT PROGRAMME PROGRA

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# 2007/08 Audit Programme

Each year Commissioners undertake an audit programme to scrutinise specific aspects of the NICS recruitment process to examine the extent to which the principles of the Recruitment Code are being lived up to in practice and to ensure the Commissioners' expectations are being met. This process is key to safeguarding the Merit Principle and to ensuring that Commissioners, and the general public, can have confidence in the NICS recruitment process. For Commissioners, the annual audit process is premised on a spirit of seeking improvement and with a view to sharing knowledge and learning from best practice in other comparable organisations.

During 2007/08, the Commissioners' approach to audit has continued to evolve from a traditional compliance-type approach to a thematic examination of key aspects of recruitment policies and practices. This has provided the basis for more strategic discussions with CPG and a joint working approach to key areas of policy development. During the year, Commissioners were involved in three key audits: an Attracting Candidates Audit (commenced in 2006); a Quality Assurance Audit; and a Selection Processes Audit. A summary of each is outlined below.

## Attracting Candidates Audit

In the 2006/07 Annual Report, Commissioners advised that this particular audit had not been finalised and that a report on it would be included in the 2007/08 Annual Report. The purpose of this audit was to:

- review the policy initiatives developed, or being developed, by the NICS on a corporate basis and their effectiveness in attracting a diverse pool of applicants applying for positions in the NICS;
- audit the application of outreach measures identified in the NICS Recruitment Policy and Procedures Manual to attract under-represented sections of the community to consider a career in the NICS and assess the effectiveness of these measures in furthering the Merit Principle;
- undertake a benchmarking exercise against comparable bodies, in particular the Cabinet Office in the Home Civil Service (HCS); and
- comment on any potential additional opportunities in this area.

Commissioners considered this to be a particularly important audit topic as attracting a diverse and balanced pool of applicants goes to the very heart of the Merit Principle. Commissioners, therefore, believe it is vital that diversity considerations during selection and recruitment are sufficiently detailed and robust to ensure the widest possible pool of applicants is attracted, and actively encouraged, to apply for positions in the Civil Service. Any barriers to this, at each stage of the recruitment process, should be identified and removed and, during the year ahead, Commissioners will continue to use their influence to ensure this is the case.

Commissioners were disappointed that the audit findings reflected a somewhat limited view of diversity both in terms of practice and in planned programmes of outreach measures. However, Commissioners recognise that some time has passed since this audit was undertaken and acknowledge that progress has been made in a number of areas. For example, Commissioners welcomed the invitation from the NICS to work closely with them in helping to shape and inform development of the first NICS Employment Equality and Diversity Plan. Once this is finalised, Commissioners look forward to receiving regular reports on progress in implementing the Plan which will require leadership and commitment at a senior level across the organisation, if it is to have a real impact.

In going forward, Commissioners will continue to promote and encourage the adoption of appropriate outreach measures and initiatives which fully embrace diversity in recruitment; look for strong evidence of the practical application of the robust policy statements detailed in the NICS Recruitment Policy and Procedures Manual; and work with the NICS to ensure that recruitment panels have access to appropriate and improved data to inform diversity considerations.

### Quality Assurance Audit

This involved reviewing a selection of audits carried out in previous years in order that Commissioners might be assured that the NICS had taken adequate action to address the auditors' findings. The audit focused on reviewing the findings, recommendations and action plans produced following a compliance audit carried out in the Department for Regional Development (DRD) and on four thematic audits which covered training of panel members; appointment of disabled candidates; use of agency staff; and feedback processes.

Commissioners were pleased to note that, in the case of each earlier audit examined, the relevant Department and/or Agency had considered all of the initial recommendations. The vast majority of these had been taken on board and acted upon resulting, for

# 2007/08 Audit Programme

example, in more detailed policy guidance. Following the Quality Assurance Audit, Departments agreed to take on board the few recommendations which remained outstanding from the initial audits. For example DRD agreed to ensure the inclusion of closing time/dates on all application forms dispatched to candidates. Also, in order to meet the requirements of the Commissioners' Recruitment Code, CPG has been persuaded of the value of developing a database monitoring requests for feedback and/or complaints from candidates.

The annual audit process is premised on a spirit of seeking improvement and with a view to sharing knowledge and learning from best practice in other comparable organisations.

## Selection Processes Audit

The purpose of this audit was to examine the selection processes used by the NICS and, in particular, consider the extent to which these satisfied the Commissioners' expectations as set out in the Recruitment Code.

Commissioners were pleased to note the auditors' overall view that the four key principles of the Recruitment Code, and the expectations relating to these, were being adhered to in practice. The auditors noted that robust policies and processes were in place and, importantly, were being followed. They also found evidence of a desire to modernise some areas of the recruitment process. While considerable good practice was identified, and is very much welcomed, the audit identified some scope for improvement. Commissioners are keen to ensure that the NICS is aware of, and benefits from, best practice in both the wider public sector and the private sector and will use their influence to promote this during the year ahead.

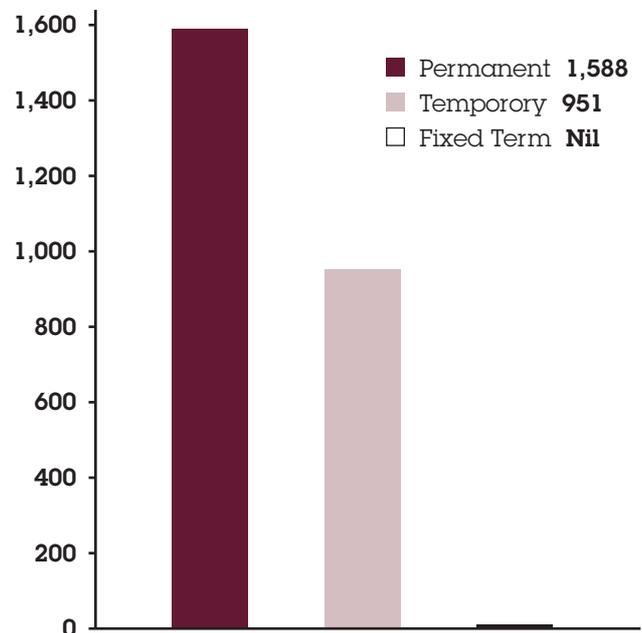
# PUBLICATION OF NICS RECRUITMENT INFORMATION

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# Publication of NICS recruitment information

Commissioners are keen to encourage openness and transparency in the publication of recruitment information. In line with the Civil Service Commissioners (NI) Order 1999 and the Recruitment Code, Commissioners require NICS Departments and Agencies to publish a wide range of information and statistical summaries regarding recruitment to the NICS. The detailed information is published in the Agencies' Annual Reports or in the NICS Recruitment Service Annual Report. Placing this information in the public domain improves the accountability of Departments and Agencies in relation to their recruitment practices. Summaries of some of the key information for 2007/08 are provided in Figures 1 and 2 below which, respectively, detail the appointments by type and provide a breakdown of the number of applications and appointments made to the various occupational groups. For comparative purposes, Figure 3 provides details of appointments made to the various occupational groups during the three-year period April 2005 - March 2008.

**Figure 1**  
**2007/08 Appointments by type**



Commissioners are keen to encourage openness and transparency in the publication of recruitment information.

**Figure 2**  
2007/08 recruitment by occupational group\*

Occupational Group *	Number of Applications	Number of Appointments
General Service Grades	17,862	1,886
Secretarial Grades	0	0
Scientific Grades	813	98
Technology Grades	389	157
Legal Grades	106	15
Computer Grades	199	37
Other Prof & Tech Grades	3,981	226
Centralised Services Grades	804	67
Industrial Grades	445	53
<b>Total</b>	<b>24,599</b>	<b>2,539</b>

\*see Annex C for examples of the grades included in each occupational group

**Figure 3**  
**Appointments by occupational group\*:**  
April 2005 – March 2008

Occupational Group *	Number of Appointments 1 April 2005 - 31 March 2006	Number of Appointments 1 April 2006 - 31 March 2007	Number of Appointments 1 April 2007 - 31 March 2008
General Service Grades	2069	1,869	1,886
Secretarial Grades	0	0	0
Scientific Grades	149	122	98
Technology Grades	52	169	157
Legal Grades	51	49	15
Computer Grades	30	15	37
Other Prof & Tech Grades	396	307	226
Centralised Services Grades	94	21	67
Industrial Grades	161	113	53
<b>Total</b>	<b>3,002</b>	<b>2,665</b>	<b>2,539</b>

\*see Annex C for examples of the grades included in each occupational group



# COMPETITIONS FOR SENIOR APPOINTMENTS

# APPOINTMENTS

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# Competitions for Senior Appointments

Commissioners have been chairing SCS competitions since April 2005 and this has proven to be an effective means of promoting the Merit Principle and ensuring that the recruitment principles are upheld. During 2007/08, Commissioners chaired nine open

competitions, which resulted in seven appointments, as two candidates withdrew before appointment - details are provided in figure 4 below. In addition, one internal competition was also chaired by a Commissioner.

**Figure 4**  
**SCS appointments approved by Commissioners during 2007/08**

Department	Job Title	Applicants			Appointments		Internal or External Candidate
		Male	Female	Total	Male	Female	
Office of the First Minister and Deputy First Minister	Director of NI Bureau Washington	20	5	25	1	0	Internal
Health, Social Services & Public Safety	Deputy Chief Medical Officer	6	6	12	0	1	External
Agriculture and Rural Development	Permanent Secretary	12	3	15	1	0	Internal
Regional Development	Permanent Secretary	16	5	21	1	0	Internal
Northern Ireland Office - Public Prosecution Service	Assistant Director Finance and Resources	12	7	19	1	0	External
Social Development	Director of Voluntary and Community Unit	16	12	28	Suitable candidate withdrew from competition		
	Director of Operations, SSA	20	6	26	1	0	Internal
	Director of Voluntary and Community Unit	21	18	39	0	1	Internal
	Director of HR Resources	5	12	17	Suitable candidate withdrew from competition		
<b>TOTAL</b>		<b>128</b>	<b>74</b>	<b>202</b>	<b>5</b>	<b>2</b>	<b>5 Internal 2 External</b>

For comparative purposes, details of all SCS appointments made via open competition and approved by Commissioners during the three-year period April 2005 – March 2008 are provided in Figure 5 below.

**Figure 5**

**SCS appointments via open competition and approved by Commissioners:**  
April 2005 – March 2008

Period	Total	Gender		Internal or External Candidate
		Male	Female	
1 April 2005 – 31 March 2006	21	16	5	17 Internal 4 External
1 April 2006 – 31 March 2007	20	13	7	14 Internal 6 External
1 April 2007 – 31 March 2008	7	5	2	5 Internal 2 External

The proportion of senior appointments to the NICS from outside the organisation remained broadly similar to that in 2006/07. This year saw the appointment of two females to the SCS. Commissioners will continue to monitor trends in recruitment and use their influence to encourage the NICS to identify barriers and, where necessary, develop appropriate outreach activities.



# EXCEPTIONS TO THE MERIT PRINCIPLE

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# Exceptions to the Merit Principle

Commissioners are firmly of the view that appointments by way of exception to the Merit Principle should be rare and there must be strong and compelling grounds to justify any such appointments.

A key role for Commissioners is to prescribe the circumstances in which the Merit Principle shall not apply. Such circumstances are set out in General Regulations. The purpose of allowing exceptions is to provide an appropriate degree of flexibility, when necessary and justified, to meet the business needs of the NICS and its obligations as a good employer. Commissioners are firmly of the view that appointments by way of exception to the Merit Principle should be rare and there must be strong and compelling grounds to justify any such appointments. Departments are permitted to make some appointments by exception to Merit in line with the Recruitment Code but in other cases the specific approval of Commissioners is required. Commissioners actively scrutinise and challenge requests from Departments and only grant approval when they are satisfied that this is

necessary and appropriate. During 2007/08, Commissioners were asked to consider such requests, as follows:

- two requests related to secondments resulting from the Review of Public Administration (RPA) – Commissioners were content to approve these on the understanding that the appointments would last no longer than two years;
- two requests were for extensions to existing secondments, one of which was for a period beyond that normally provided for by the Recruitment Code and the other was for an extension beyond the 18-month period initially requested by the Department. In both cases, Commissioners were persuaded that the particular circumstances and business need justified the extensions and were, therefore, content to grant approval; and
- one request for a temporary appointment to the SCS was refused. After giving the request careful consideration, Commissioners concluded that the rationale put forward by the Department was neither exceptional nor sufficiently compelling to warrant an appointment by way of exception to the Merit Principle.

## EXCEPTIONS TO THE MERIT PRINCIPLE

# 07-08

Departments and Agencies reported a total of 28 appointments made as exceptions to the Merit Principle during 2007/08. This compares to 2,539 appointments made following open competitions during the same period. Commissioners note that appointments by exception to the Merit Principle remain infrequent, representing just over 1% of all appointments during 2007/08.

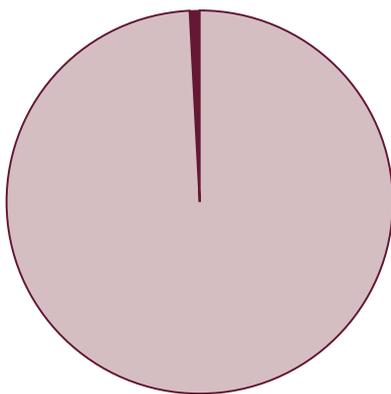
**Figure 6** shows the trends of appointments to the NICS made as exceptions to the Merit Principle over the last three years.

**Figure 7** gives a breakdown of these appointments by category and illustrates that the vast majority continue to fall into category (α) which permits short-term secondments to the NICS.

**Figure 6**

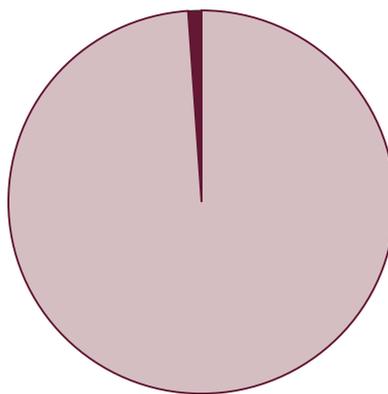
**Appointments made by Exceptions to Merit:**  
April 2005 - March 2008

1 April 2005 - 31 March 2006



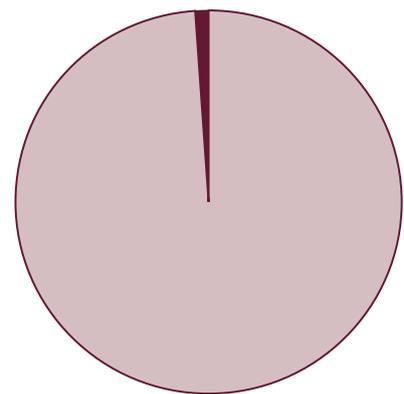
■ Others 99.2%  
■ Exceptions 0.8%

1 April 2006 - 31 March 2007



■ Others 99%  
■ Exceptions 1%

1 April 2007 - 31 March 2008



■ Others 99%  
■ Exceptions 1%

# Exceptions to the Merit Principle

**Figure 7**

**Appointments made by Exceptions to Merit:**

April 2005 - March 2008

Exception Category	Number of appointments: April 2005 - March 2006
(a) Secondment	14
(b) Re-employment	2
(c) Transfer from another civil service of the Crown	1
(d) Transfer of persons on functions being transferred	2
(e) Shortage of suitable candidates	0
(f) Assistance to disabled	0
(g) Exceptional needs of the NICS	2
(h) Programmes to assist the long-term unemployed	3
<b>Total</b>	<b>24</b>

Exception Category	Number of appointments: April 2006 - March 2007	Number of appointments: April 2007 - March 2008
(a) Secondment	25	21
(b) Transfer from another civil service of the Crown	1	2
(c) Transfer of persons employed on functions being transferred	0	5
(d) Exceptional needs of the NICS	0	0
(e) Appointments made under Government initiatives/programmes	1	0
(f) Reinstatement	0	0
<b>Total</b>	<b>27</b>	<b>28</b>

# PROMOTING EQUALITY & DIVERSITY

## CODE OF ETHICS

COD

ET

*Ensuring appointment on merit & safeguarding ethics*

# Promoting Equality & Diversity

As a recognised public authority, Commissioners are totally committed to fulfilling their obligations to promote equality of opportunity and good relations under Section 75 of, and Schedule 9 to, the Northern Ireland Act 1998. The Commissioners' Equality Scheme and related Implementation Plan set out how these obligations will be fulfilled and copies of both documents are available from the Commissioners' website at [www.nicscommissioners.org](http://www.nicscommissioners.org)

In August 2007, Commissioners presented their annual report to the Equality Commission demonstrating the progress made in implementing the Equality Scheme during 2006/07. New guidance is awaited from the Equality Commission regarding the revision of Equality Schemes and the Commissioners' Scheme will be updated in line with any new requirements. In the meantime, Commissioners will continue to operate the existing Scheme and monitor progress accordingly.

Commissioners are keen to promote equality of opportunity and good relations in all aspects of their work.

In June 2007, the Commissioners' first Disability Action Plan was produced and submitted to the Equality Commission.

The Commissioners' Good Relations Strategy was refreshed and updated in November 2007 and key targets and objectives have been reflected, as appropriate, in the 2008/09 Business Plan. Progress against the Strategy continues to be monitored by Commissioners at regular intervals throughout the year.

In June 2007, the Commissioners' first Disability Action Plan was produced and submitted to the Equality Commission. Commissioners are fully committed to fulfilling their statutory disability duties and have incorporated appropriate objectives and targets into the 2008/09 Business Plan to reflect this. In addition, disability considerations are now built into the scope of audits in the Commissioners' annual audit programme, as appropriate. Members of the Secretariat have also reflected the disability duties within their personal performance agreements and development plans, as necessary. During this reporting period, and in line

The Commissioners' Equality and Diversity Sub-group was actively involved in work with Central Personnel Group (CPG) to help shape and inform development of the first NICS Employment Equality and Diversity Plan.

with the Disability Action Plan, Commissioners oversaw a consultation exercise aimed at identifying, and then removing / reducing, any barriers to consultation with disabled people. The responses received were positive with no major barriers identified in relation to the Commissioners' existing consultation methods. As a result of this exercise, Commissioners have committed to undertaking any further consultation via electronic means.

In addition to fulfilling their statutory equality responsibilities, Commissioners are keen to promote equality of opportunity and good relations in all

aspects of their work. A key aspect of this is using Commissioners' influence to encourage the NICS to take proactive measures to promote equality of opportunity and good relations throughout all stages of the recruitment process. Commissioners consider this to be crucial if the NICS is to be as reflective as possible of the community it seeks to serve.

During this reporting period, the Commissioners' Equality and Diversity Sub-group was actively involved in work with Central Personnel Group (CPG) to help shape and inform development of the first NICS Employment Equality and Diversity Plan. Commissioners very much welcomed this opportunity and look forward to continued close working with CPG in overseeing implementation of the Plan, when finalised, and receiving reports on progress against targets. Commissioners acknowledge the considerable time and effort CPG invested in developing this Plan.

# Code of Ethics

The NICS is governed by a Code of Ethics which requires civil servants to act with integrity, honesty, objectivity and impartiality. Commissioners have a role to ensure these values are upheld by hearing appeals made by existing civil servants under the Code. In exceptional circumstances, Commissioners may consider taking complaints direct from civil servants should circumstances warrant such an approach.

During this reporting period, two approaches were made to Commissioners regarding potential breaches of the Code of Ethics. After detailed consideration of each case, and following legal advice, Commissioners concluded that the information, as presented, did not provide evidence that the Code had in fact been breached. In each case, the concerns raised related to allegations of irregularities in internal procedures and processes which were matters for the relevant Department to consider and were not issues for consideration under the Code of Ethics.

## Core Values :-

- integrity,
- honesty,
- objectivity
- impartiality.

Where there is an overlap or ambiguity as to whether a complaint should be considered under the Code of Ethics or other employment-related procedures, such as those relating to harassment, bullying or discrimination, Commissioners consider it prudent, in most cases, to await the outcome of any internal or external procedure before making a determination regarding a possible breach of the Code. This is considered important so as not to jeopardise any ongoing process, regardless of the outcome of that process.

Commissioners have a role to ensure these values are upheld.

# LINKS WITH OTHERS

# OTHER

*Ensuring appointment on merit & safeguarding ethics*

# Links with others

Commissioners are keen to build and maintain effective relationships with a wide range of stakeholders with a view to sharing experience, expertise and learning from existing best practice. The following provides a summary of key contacts and relationships maintained and nurtured during 2007/08.

## GB Civil Service Commissioners

Annual meetings with GB Commissioners are of significant value and allow for the exchange and sharing of experiences and views on issues of

mutual interest and concern. A key focus for discussion at the October 2007 meeting was on the developing role of GB Commissioners, particularly in light of the draft Constitutional Reform Bill. Both groups of Commissioners recognised the value of remaining in close contact as work on this develops.

Commissioners are keen to build and maintain effective relationships with a wide range of stakeholders.



Dr John Mallon, NISRA and Brenda McLaughlin



Civil Service Commissioners with GB Commissioners

### ROI: Civil Service Commissioners & Public Appointments Service (PAS)

The ROI Public Appointments Service (PAS) hosted a delegation of Canadian Commissioners in May 2007 and kindly invited NI Commissioners to attend the event in Dublin. This was an extremely useful opportunity to meet and learn about the experiences of colleagues in other jurisdictions and to examine their approach to tackling many common issues, particularly in relation to the role of regulators. Unfortunately, the

planned annual meeting with ROI Commissioners had to be postponed but contact has been maintained via the respective Secretariats and Commissioners very much look forward to a formal meeting in the year ahead.

# Links with others



Alan Henry and Fiona Chamberlain, Assistant Crown Solicitor

## Networking and building relationships

Inviting key stakeholders to join Commissioners at regular business meetings has been an important feature over the last twelve months. This has provided Commissioners with an opportunity to explain and promote their role and to develop shared understanding in relation to issues of common interest and concern. During 2007/08, guests included the NI Commissioner for Public Appointments, the NI Ombudsman, the Assistant Crown Solicitor and representatives of the Equality Commission for NI, the NI Statistics and Research Agency (NISRA) and the Northern Ireland Office.

**LOOKING  
AHEAD -  
STRATEGIC  
MISSION &  
PRIORITIES**

LOOKING  
AHEAD  
STRATEGIC  
MISSION &  
PRIORITIES  
MISSION  
PRIORIT

*Ensuring appointment on merit & safeguarding ethics*

# Looking Ahead - strategic mission and priorities

The Commissioners' strategic mission is to ensure appointment on merit and safeguard ethics by:

- being an exemplary regulator;
- acting as guardians of the Merit Principle;
- promoting public confidence in recruitment to the NICS;
- promoting equality, diversity and good relations; and
- upholding the Code of Ethics.

The Commissioners' 2008/09 Business Plan (available from the website at [www.nicscommissioners.org](http://www.nicscommissioners.org)) sets out the strategic direction for Commissioners over the three-year period 2008 – 2011 and details the specific actions to be taken during 2008/09 that will contribute to the achievement of those priorities. All of the objectives, targets and actions in the Plan have been developed to support Commissioners in fulfilling their statutory responsibilities to uphold the principle that selection for appointment to posts in the NICS should be on merit on the basis of fair and open competition and to safeguard ethics within the NICS.

Successfully achieving the strategic priorities represents a challenging and ambitious programme of work. Commissioners will monitor and keep targets under regular review so as to be

able to respond appropriately to any changes which occur with the passage of time. Commissioners will evaluate progress towards both the strategic priorities and the annual objectives and targets on a quarterly basis and report formally on this in future Annual Reports.

Commissioners are fully committed to working in close partnership with key stakeholders in order to achieve the strategic priorities. The NICS, and in particular the Permanent Secretaries of the NI Departments and representatives of Central Personnel Group in the Department of Finance & Personnel (DFP), have a shared interest in protecting the Merit Principle, upholding the Code of Ethics and promoting public confidence in recruitment to the NICS. Commissioners will continue to work closely with these key stakeholders in order to achieve these common goals.

# ANNEXES

*Ensuring appointment on merit & safeguarding ethics*

## Annex A

### Commissioners in post during 2007/08



**Chairperson: Brenda McLaughlin, CBE**

Brenda, appointed on 11 May 2006, is a graduate of Queen's University Belfast and served as Pro-Chancellor of Queen's for eight years, retiring on 31 December 2007. She is a Director of Ulster Bank and was Chair of the NI Opportunity Now Campaign for nine years.

She is a member of the Public Service Commission, was first Chair of the South and East Belfast Health and Social Services Trust and was appointed to the Departmental Board of the Northern Ireland Office in 2001, where she served for a period of five years.

A former Board Member of Business in the Community, Brenda was recently appointed to the Board of the Ulster Orchestra and has also been on the Executive Councils of Action Cancer, the Northern Ireland Chest Heart and Stroke Association and Extern.



**Brian Carlin, OBE**

Brian, appointed in 2002, worked for 43 years in Bombardier Shorts, before retiring as Executive Vice-President in 1996. In October 1996 he was appointed Chairman of the Central Services Agency and served for a period of seven years. He also served on the Northern Ireland Council for Curriculum, Examinations and Assessment (CCEA) from 1997-2006. Brian was appointed to the Equality Commission in August 2003.

He serves on the Board of Maydown Precision Engineering in Derry and other interests include acting as a Trustee for the Bytes Project, the Bombardier Shorts Charitable Foundation and the Bombardier Shorts Pension Fund.



**Dame Joan Harbison**

Joan was appointed on 1 October 2006. She was a teacher and lecturer professionally and has extensive experience of public and voluntary service in Northern Ireland. She was the Chief Commissioner of the Equality Commission for Northern Ireland until July 2005 and previously Vice Chair of the Eastern Health and Social Services Board and the Standing Advisory Commission on Human Rights (SACHR). She was a member of the General Dental Council for the United Kingdom and of the Human Fertilisation and Embryology Authority as well as serving on the Financial Services Authority Consumer Advisory Panel.

Joan was actively involved in the Northern Ireland Association of Citizen's Advice Bureaux for many years and was its Chair from 1994 to 1995. She is currently a member of the NI Judicial Appointments Commission and of the Health and Personal Social Services Regulation and Quality Improvement Authority. She is also Chair of Age Concern, Northern Ireland.

## COMMISSIONERS IN POST DURING 2007/08

# 07-08



### **Alan Henry**

Alan, appointed in 2002, was Head of Human Resources at Royal Mail. He is currently an HR consultant, specialising in recruitment and selection, equal opportunities and diversity. Alan is a Human Rights Commissioner and a former Commissioner of the Equality Commission. He is an Industrial Tribunal panel member and an assessor for the Office of Public Appointments. He is also an Assessor for the National Patient Safety Authority.



### **Ruth Laird**

Ruth was appointed on 1 June 2006. She has over 20 years experience in the field of human resource management and organisational development, working in the public, private and voluntary sectors. She was formerly Director of the National Trust NI and Head of Personnel, BBC (NI) and was a Fair Employment Commissioner until June 1999.

Ruth is a chartered member of the Institute of Personnel and Development. She is currently a member of the NI Judicial Appointments Commission; a member of the Health and Personal Social Services Regulation and Quality Improvement Authority; and a non-executive Director of the NI Transport Holding Company and the NI Prison Service. She is also a Board Member of Business in the Community.



### **Alan Lennon, OBE**

Alan, appointed on 1 October 2006, has an extensive management background in both the private and public sectors and has active business interests in Northern Ireland. He has developed strong links with education through his work as Chair of the Northern Ireland Council for the Curriculum, Examinations and Assessment (CCEA) and with research as Chair of the Research and Education Advisory Panel of the Department of Agriculture and Rural Development. He is also a Board Member of Business in the Community.



### **Sid McDowell, CBE**

Sid, appointed in 1999, was a former trade union official, Chairman of the Northern Ireland Housing Executive and the Local Government Staff Commission. He is President of the Northern Ireland Association of Citizen's Advice Bureaux, Vice-President of the Association for Spina Bifida and Hydrocephalus (NI) and a Board Member of Threshold, the mental health charity and Habinteg Housing Association. Sid is also a non-executive Director of the Northern Ireland Prison Service. In March 2006 he was appointed Chairman of the Public Service Commission.

Sid stepped down as a Civil Service Commissioner in September 2007 at the end of his term of office.

## Annex B

### 2007/08 Business Plan - end year report

Objectives	Targets	End year position
To promote public confidence in recruitment to the NICS	Raise profile of the Commissioners' roles and responsibilities through a Communications Strategy	Addressed - delivered via implementation of the 2007/08 Communications Strategy
	To ensure appointments are made on merit	Addressed - via SCS approval process, chairing SCS competitions, the audit programme, and in regular discussions with CPG
	To ensure exceptions to the Merit Principle comply with the Code	Addressed - as above
To provide timely responses to queries from the public and Ministers	To ensure that accurate and timely advice is given to the public and Ministers	Addressed - all such queries are responded to swiftly, as and when required. Monitoring process has been developed and implemented
To provide timely advice to NICS Departments/NIO	To ensure that accurate and timely advice is given to Departments/NIO on interpretation of the Code remit of Commissioners	Addressed - all such queries are responded to swiftly, as and when required
To approve SCS appointments within specified timescales	To ensure that the SCS recruitment process meets the requirements of the Recruitment Code	Addressed - via SCS approval process, chairing SCS competitions, the audit programme, and in regular discussions with CPG
	To ensure that SCS approvals are completed in the agreed timescale for each stage	Addressed - all approvals completed within 2 days of receipt of all necessary information
To progress Code of Ethics appeals with minimum delay	To ensure all new complaints are processed in accordance with the Commissioners' agreed procedures	Addressed - all cases progressed in line with agreed procedures
To promote equality of opportunity & good relation duties under Section 75 of the Northern Ireland Act 1998	Monitor the implementation of the Recruitment Code	Addressed - via audit programmes; chairing SCS competitions and OCSC approval process for SCS appointments
	To review the Commissioners' Equality Scheme within 12 months of the Equality Commission's report on effectiveness of section 75	Deferred - ECNI revised guidelines not available until end November 2008. New Equality Scheme will be developed in 2009
	Prepare, by August 2007, annual progress report to ECNI on implementation of the Equality Scheme during 2006/07	Addressed - Annual Progress Report sent to Equality Commission and published on website on 30 August 2007
	To achieve the targets set in the Good Relations Strategy	Addressed - revised Strategy published on website

## 2007/08 BUSINESS PLAN - END YEAR REPORT

Objectives	Targets	End year position
To ensure that Commissioners have effective support and advice to enable the achievement of their statutory role and responsibilities	To ensure that all necessary support and advice is provided to Commissioners accurately & within appropriate timescales	Addressed -via full programme of meetings, the annual audit programme and ongoing Secretariat support
To support and assist the Chairperson & Commissioners in developing their role	To develop good working relationships with senior management of NICS/NIO/ Ministers/other Commissioners etc	Addressed - via the full programme of meetings with CPG and PSG and contact with Commissioners in other jurisdictions
To effectively and efficiently manage the Commissioners' meetings with the support of the Secretariat	Provide papers at least one week in advance of meeting	Addressed
	Provide responses to queries within one day of receipt where all information is available	Addressed
	Prepare draft minutes of meetings within one week	Addressed
To produce an Annual Report on time	Agree Report content and format by 30 April 2007	Addressed
	Obtain statistics from recruitment points by 1 May 2007	Addressed
	Draft report by 15 May 2007	Addressed
	Finalise report by 31 May 2007	Addressed
	Publish and distribute report by 30 June 2007	Addressed
To effectively audit NICS recruitment practices against the Recruitment Code and to complete an agreed Audit Programme	To award a new audit contract by 30 April 2007	Addressed
	To agree an audit programme for 2007-08	Addressed
	To ensure that reports are completed by agreed timescales	Addressed
	Each audit report reviewed within one week of receipt	Addressed
	To prepare papers for Commissioners on issues arising from the audits as required	Addressed
	To identify and implement any action required as a result of agreed audit recommendations within agreed timescale	Addressed
	To review the effectiveness of the new approach to auditing the 2005 Recruitment Code by end 2008	Deferred until Spring 2009

## Annex B

### 2007/08 Business Plan - end year report

Objectives	Targets	End year position
To continually review processes for improvement including electronic records management	To review SCS approval process in light of the NICS' Recruitment Guidelines on SCS appointments	Deferred until HRConnect processes for SCS recruitment have been firmly established
	Identify any process which needs to be developed/ reviewed, as appropriate	Addressed
	To continue to develop branch records to make best use of OASIS	Addressed
To monitor and report on appointments by way of exceptions to the Merit Principle	To ensure compliance with the Recruitment Code on exceptions to the Merit Principle	Addressed - approval granted, as appropriate, by Commissioners
	Monitor & report in the Annual Report on appointments by way of exceptions to the merit principle	Addressed - Quarterly reports requested from NICS departments and NIO in-year. Relevant details included in 2006/07 Annual Report
To keep website up-to-date	To continue to improve website access and layout and make it user friendly	Addressed - content of website reviewed in line with Publications Scheme
	Publish all public documents on website within 1 week of publication	Addressed
Maintain the staff levels required for the effective discharge of the Commissioners' functions	To maintain appropriate staffing levels within the Secretariat	Addressed
	To effectively induct the Commissioners' new Secretary	Addressed
To deploy and manage resources to secure best value for money	To live within our budget for the financial year	Addressed
	Measure actual spends against forecast	Addressed
	To secure additional financial resources as required to achieve this year's business objectives	Addressed
	100% scrutiny of bids, business cases and in-year expenditure	Addressed
	To meet all response dates for Estimates, in-year monitoring and other financial exercises	Addressed
	Delivery of timely, accurate and complete reports and submissions for the Divisional Coordinator/FSD within FSD deadlines	Addressed

## 2007/08 BUSINESS PLAN - END YEAR REPORT

Objectives	Targets	End year position
To provide effective strategic leadership and direction to the OCSC Secretariat	To manage and implement the 2007/08 Business Plan	Addressed - reviews undertaken on a quarterly basis
	Establish FJPs within 15 working days of new reporting year	Addressed
	All staff understand their individual contribution	Addressed
	To induct new staff and agree PDPs within 2 months	Addressed
	Perform 95% of PAIs within 5 working days of the end of the agreed period	Addressed
	Establish an agreed 2008/09 Business Plan by 1 April 2008	Addressed
To provide training and continuous professional development for the Commissioners	To continue to provide appropriate development plans for Commissioners	Addressed
	To ensure implementation of the Training and Development Strategy	Addressed
	To ensure that networking opportunities are maximised	Addressed - via liaison with NIO/ NICS; ROI & GB Commissioners and invitations to key stakeholders to attend Commissioners' meetings
To maintain a well managed, trained & motivated Secretariat	Implementation of Training and Development Strategy	Addressed
	To ensure completion of PDPs within 15 working days of 1 April 2007	Addressed

## Annex C

### Occupational Groups for recruitment purposes

For recruitment purposes there are 8 occupational groups. Examples of grades within these groups are as follows:-

Occupational Group	Example Grades
General Service Grades	Graduate Recruitment, Administrative Officer, Administrative Assistant
Secretarial Grades	Typist
Scientific Grades	Scientific Officer, Fisheries Officer, Fuel Technologist, Microbiologist
Technology Grades	Graduate Trainee Quantity Surveyor, Electrical Engineer, Architect, Trainee Civil Engineering Assistant, Tracer
Legal Grades	Legal Assistant, Law Clerk
Computer Grades	Programmer, Programmer Analyst, Systems Analyst
Other Professional & Departmental Grades	Graduate Trainee Valuer, Inspector of Schools, Nursing Officer, Statistician, Vehicle Inspector, Veterinary Officer
Centralised Services	Cleaner, Messenger, Security Guard, Telephonist, Laboratory Attendant
Industrial Grades	Road Worker, Industrial Technician, Porter, Farm Worker, Labourer, Fish Farm Assistant

## Annex D

### 2007/08 Resources and Budget

# 07-08

The Office of the Civil Service Commissioners for Northern Ireland (OCSC) supports the Commissioners in delivering all of their statutory responsibilities. The Secretariat comprises the following officials:

**Secretary: Rosemary Crawford**  
Grade 5 (part-time)

**Deputy Secretary: Joanne Dowling**  
Grade A (part-time)

**Iris Lovell**  
B1

**Paul Lavery**  
B2

**Maureen Tipping**  
Grade C (part-time)

**Mae Hamilton**  
D1 (part-time)

#### 2007/08 Budget

Item	(£000s)
Commissioners' Fees*	56
Audit Contract	29
Staff Salaries	184
Accommodation and Overheads	82
Training (Commissioners and Staff)	3
<b>Total</b>	<b>354</b>

\* Includes fees related to attendance at training events



Civil Service Commissioners and Secretariat staff

# Notes



# Notes



**CIVIL SERVICE COMMISSIONERS  
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