

**CSC NI**

CIVIL SERVICE COMMISSIONERS  
FOR NORTHERN IRELAND

**CSC NI**  
**12-13**  
**ANNUAL REPORT**

*Ensuring appointment on merit & safeguarding ethics*



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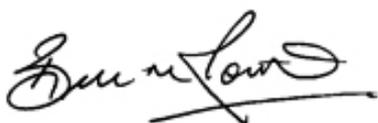
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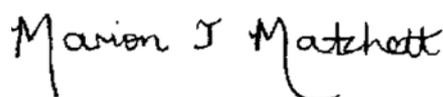
**CSC NI**

CIVIL SERVICE COMMISSIONERS  
FOR NORTHERN IRELAND

We, Your Majesty's Civil Service Commissioners for Northern Ireland, present to Your Majesty this report on our work during the period 1 April 2012 to 31 March 2013.



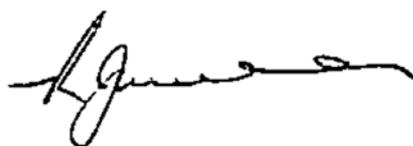
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Chairperson



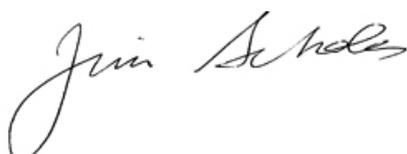
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# CHAIRPERSON'S FOREWORD

*Ensuring appointment on merit & safeguarding ethics*

## CHAIRPERSON'S FOREWORD

A year ago, I presented the Annual Report of the Civil Service Commissioners, having taken up the position of Chairperson a few weeks before its publication. In that report I paid tribute to the outgoing Chairperson, Brenda McLaughlin, for her outstanding service in the preceding six years. That service included oversight of such milestones as a review of the Commissioners' Recruitment Code, which was successfully launched in this reporting period, and a fundamental review of the approach to be taken to Commissioners' vitally important audit function.

One year on, I am delighted to present the Annual Report for 2012/13, a year which has continued to see considerable change. We bade farewell to Ruth Laird, to whom I pay tribute for her dedicated service as Commissioner and we welcomed Jim Scholes into the fold, in July 2012. I believe that the current cohort of Commissioners, who bring a wealth of skills and experience across the public, private and voluntary sectors places us in a very strong position to deliver against our key corporate objectives.

We have continued the excellent work to consolidate and build upon the relationships with our key stakeholders including the Departmental Permanent Secretaries and the Head of the Civil Service. We have nurtured our links with our fellow regulatory bodies, extending this to include the Commissioner for Older People. We have welcomed the opportunity this has afforded us to consider, for example, the potential issues older people face in terms of recruitment to the Northern Ireland Civil Service (NICS) and our role in upholding ethical standards in the NICS. We also particularly benefitted from visits to colleagues in Great Britain and the Republic of Ireland. These opportunities for sharing information and discussing areas of mutual interest have added real value to our work and have influenced our thinking as we reflect on our vision for the future.

In terms of our new priorities, I am keen that we strengthen our strategic focus in terms of our role. Therefore, in addition to further innovating in our approach to audit, we embarked on empowering improvement in recruitment to the NICS. A research project into perceptions and attitudes towards NICS careers was a milestone of achievement, not just in terms of it being the first research project undertaken on behalf of Commissioners, but also because it was a joint exercise carried out in partnership with the NICS and enjoying the support of our sponsor Department, the Northern Ireland Office.

Another new area of focus for us has been the issue of assurance provision. As regulators, we rely on assurances that are provided to us and we have welcomed the engagement of senior NICS colleagues on this issue. We are delighted to report that the level of assurances provided has increased and will continue to do so in the years ahead. This is a positive step in further increasing confidence levels in recruitment to the NICS. However, regrettably, during the year we have been made aware of a number of errors which have occurred in senior competitions and in one instance, a breach, albeit unintentional, of the Recruitment Code. In such circumstances, it behoves us as regulators, to ensure that matters have been fully investigated and that steps have been actively implemented to ensure that mistakes cannot happen again.

This year has also seen a renewed focus on the effectiveness of our own organisation and continuous improvement of our own practices. Developments in this area have included greater clarity over the information and assurances provided by HR Connect in senior competitions, the introduction of a comments, enquiries and complaints process, together with work to make the Code of Ethics appeal process easier to understand and navigate.

Of course, we can never stand still. There will always be more to do – I am keen that we further capitalise on the wealth of recruitment data which exists, to bring about improvements and address barriers to ensure that we maximise the applicant pool and consequently get the very best people for the jobs available. We are also keen to look more closely at the recruitment process itself to make the most effective use of new selection and assessment techniques and to ensure that the NICS and potential applicants benefit from the latest emerging thinking.

We must ensure that we have the necessary resources to be the effective regulator we aspire to be. We appreciate that we are operating in a climate of austerity - but if anything, this year has demonstrated that we have done more with less – we operated with one less Commissioner and a significantly reduced budget. However, this is not a trend which can continue if we are to safeguard and uphold the Merit Principle as a basic and fundamental tenet in our society.

Finally, I must express my thanks to the small but highly professional, capable and dedicated team of staff in the Secretariat. They have provided unstinting and good humoured support to me and my Commissioner colleagues

throughout the year and have taken the disruption of a relocation of our Offices in their stride. It is with regret that we say goodbye to Heather Stevens who has, for almost two years, carried out the duties of Secretary to the Commissioners. Heather has provided professional and informed advice and direction to Commissioners and has been a champion of innovation and reform whilst also an active promoter of effective governance within the organisation. We send Heather every best wish in her new role in the NICS.

It is truly an honour and a privilege to be Chairperson at this time of empowerment and change.



**BRIAN ROWNTREE CBE**  
Chairperson

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# EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

The 2012/13 Annual Report serves to highlight the work of the Northern Ireland Civil Service Commissioners for the period April 2012 – March 2013. The last year has seen many developments and milestones reached, all of which contribute to improvements in our role as regulators and in relation to the recruitment and selection procedures of the Northern Ireland Civil Service (NICS).

Following the launch of our revised **Recruitment Code**, a key event during the last year has been the publication of the **Pilot Audit Report** in relation to inward secondments which set out a number of recommendations to be taken forward by the NICS, all of which were accepted. As a result of the Pilot Audit and the subsequent Report, a Joint Review of Inward Secondment was also initiated which saw Commissioners work closely with the NICS to better understand the value of secondment and maximise its use.

In continuing our work on **audit**, we have this year explored a different approach to audit to focus on the area of compliance. The **Compliance Review** allowed us to further test all of the performance questions and indicators as set out in our draft Audit Guidance document in the context of examining a sample of competitions below Senior Civil Service (SCS) level to ensure they were conducted in compliance with the Recruitment Code. Audit continues to be a priority for

Commissioners as it helps provide evidence that the requirements of the Recruitment Code are being implemented in practice.

In the reporting year, Commissioners have embarked on a new and exciting area of work by commissioning **Research** to further their knowledge as regulators. A small scale research project was completed in March 2013 which looked at the Perceptions and Attitudes to Careers in the NICS. This was our first research venture and was jointly sponsored by Corporate Human Resources (CHR) and part funded by our Sponsor Department, the Northern Ireland Office. This exercise brought to the fore some useful findings and evidence that we can now take forward with CHR.

As regulators of recruitment, we continually monitor recruitment to the NICS and have a primary role in chairing SCS competitions. Our Secretariat play a key role in the SCS recruitment process too by providing authorisations on behalf of Commissioners at each of the four stages in the appointment of Senior Civil Servants and 22 SCS competitions were progressed by the Office in this reporting year as detailed in Figure 1 on page 19. A total of 15 SCS competitions had a closing date for applications in the calendar year 2012 and by 1 February 2013, a total of 11 candidates had been appointed.

**Statistical data** on recruitment to the NICS is provided to Commissioners on an annual basis and we are pleased to report that our reporting requirements were met in a timely manner. However, we have noted with some concern the finding that fewer than expected older people, those from the Catholic community and external applicants are successful in competitions.

Given that the Code of Ethics falls within the Commissioners statutory remit, a key priority in this year was the review of the Commissioners' guidance documents in relation to appeals by NICS staff under the Code of Ethics. The revised guidance explains more clearly our role and remit and brings greater clarity for civil servants who wish to bring a concern/appeal under the **NICS Code of Ethics**. In the current year no such concerns were submitted to the Commissioners.

Commissioners place a great deal of importance on **relationship building** and throughout 2012/13 we have not only maintained relationships with key stakeholders but established many new relationships. Highlights were our visits to counterpart colleagues in Great Britain and the

Republic of Ireland. We have attended events and meetings to share experiences and learn about best practice across the UK and Ireland which has helped inspire our work. We continue to engage on a regular basis with the NICS which is essential in our role as regulator. We particularly value the relationships which have been forged with public and private partners and look forward to building on this as we go forward.

As a public authority, the Commissioners are not only keen to promote diversity but to fulfil our statutory disability duties and this has been reflected in this report. The Commissioners have incorporated objectives and targets in their Disability Action Plan and continue to engage with the appropriate authorities on such matters.

Commissioners attach particular importance to issues of equality and diversity which go to the very heart of the Merit Principle and we have sought to reflect our commitment to fulfilling our obligations to promote equality and good relations. A significant milestone in the reporting year was the publication of our 5 year Equality Scheme.

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# INTRODUCTION

## INTRODUCTION

### Who we are

Civil Service Commissioners are individually appointed by Royal Warrant to exercise the powers and responsibilities set out in the Civil Service Commissioners (NI) Order 1999. Sponsored by the Northern Ireland Office, we are entirely independent of Government and the Northern Ireland Civil Service (NICS) and we see that independence as being critical to our role as regulators.

Our main purpose is to regulate recruitment to the NICS, at all levels, to ensure that the most suitable candidate is appointed to the job. This is what we refer to as the 'Merit Principle' and we are its guardians. We ourselves are appointed following public advertisement and fair and open competition and we bring to the job wide experience from the public, private and voluntary sectors.

Details of all Commissioners in post during 2012/13 are provided in **Annex A**.

### What we do

The 1999 Order confers on us a statutory responsibility to:

- act as **guardians of the principle of selection on merit** on the basis of fair and open competition;
- make **General Regulations** which prescribe the circumstances in which the Merit Principle shall not apply;
- publish and maintain a **Recruitment Code** on the interpretation and application of the Merit Principle;
- **audit recruitment policies and practices** followed in making appointments to the Civil Service to establish whether the Recruitment Code is being observed; and
- **require the publication of specified information** relating to recruitment and to the use of permitted exceptions to the Merit Principle.

We also have a statutory 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.

In addition to our role as regulators we also chair competitions to recruit members of the SCS. Although not part of our statutory remit, this function allows us to experience at first hand the recruitment process and to observe its application at the highest levels of recruitment.

## Our Strategic Plan

We are reporting on the final year of our current three-year Strategic Plan which sets out our strategic priorities for 2011-2014 and our annual objectives and targets for 2012/13.

Our strategic priorities are:

- to be an exemplary regulator, guard the Merit Principle, promote equality and diversity, examine complaints under the NICS Code of Ethics and thereby promote public confidence in recruitment to the NICS;
- ensure the work of the Commissioners is led strategically in order that they can fulfil effectively their role and responsibilities;
- secure, deploy and account skilfully and effectively for the financial and other resources made available to Commissioners; and
- strive for innovation and continuous improvement in the working methods, systems and procedures adopted by Commissioners in discharging their statutory role and responsibilities.

In delivering on these priorities, **key achievements** during this year were:

- the launch of Commissioners' revised **Recruitment Code**;
- the publication of the **Report on a Pilot Audit** in relation to inward secondments undertaken, for the first time, directly by Commissioners, setting out a series of recommendations for action;

- a joint Review of Inward Secondments as an Exception to Merit with Corporate Human Resources (CHR) in the Department of Finance and Personnel;
- the fieldwork for a further method of audit - a Desk-top Compliance Review conducted internally by the Commissioners' Secretariat;
- the publication of a new procedure for **Handling Comments, Enquiries and Complaints**;
- a research project, jointly commissioned by Commissioners and CHR, and co-funded by our sponsor Department, to look at the Perceptions and Attitudes to Careers in the NICS;
- discussions with Permanent Secretaries resulting in increased levels of assurances being provided in the area of recruitment;
- a revision of our **Code of Ethics Guidance for Appellants** and introduction of a **Guidance for Departments** document to be published in the coming year; and
- the revision and publication of our 5 year **Equality Scheme**.

These are considered in more detail within the relevant sections of this report.

All of our key corporate governance and policy documents, including our Strategic Plan, Annual Business Plan and Equality Scheme can be found on our website at **www.nicscommissioners.org**

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# REGULATING FOR IMPROVEMENT

Ensuring appointment on merit & safeguarding ethics

### Introduction

This year has seen further significant developments in our work as we challenge ourselves to be innovative and pro-active as regulators of recruitment and as we seek to improve not only our own effectiveness but also our understanding of best practice in the field of recruitment.

### Launch of the Revised Recruitment Code (April 2012)

The 2012 **Recruitment Code**<sup>1</sup> was published in April following the culmination of two years' work to revise the then Code to ensure that it provided a clear and robust foundation for NICS recruitment policy, procedure and practice. Having consulted extensively with stakeholders, it was clear that the existing Code with its principle-based approach, was still valid but the revised version now provides greater clarity around Commissioners' expectations and changes quite substantially the permissible involvement of Ministers in senior appointments. The Revised Code is now embedded in the NICS and it has been gratifying to see its outworking.

### Pilot Audit of Inward Secondment as an Exception to Merit

Audit is one of the main tools in our regulatory toolkit which we can use to establish whether or not the Recruitment Code and its principles are being observed in both the interpretation and application of the Merit Principle during NICS recruitment. It provides an important independent challenge function, the primary aim of which is to seek an assurance that the Merit Principle is being upheld. It was therefore a milestone to have carried out a pilot audit which not only tested the Audit Guidance and Framework under development in the previous year, but allowed us, as Commissioners, to take a

more hands-on approach to this important aspect of Commissioners' responsibilities.

The **Report on the Pilot**, setting out our recommendations in relation to the specific area of inward secondment as an exception to merit, was published in June 2012 and is available on our **website**. We would like to take this opportunity to commend the NICS, and in particular the Permanent Secretaries and HR colleagues in each of the six Departments audited, both for their willingness to engage with us in a new process and for their formal Management Response which welcomed and accepted all the recommendations. In particular, this has led to a Joint (Commissioner and the NICS) Review of inward secondment and a better understanding of the value of secondment to the NICS. This is an issue which also found resonance in the research project referred to below. However, more fundamentally this pilot has demonstrated the value of direct engagement by Commissioners in audit activity and we are committed to continuing that close engagement with the NICS, as we take forward our future audit strategy.

### Desk-top Compliance Review

Following the success of the pilot exercise, we were determined to explore further options for our future approach to audit, including compliance. Recognising that the Pilot had given us the opportunity to test a relatively narrow set of performance questions in relation to secondment, our focus shifted to consider a type of compliance audit which would test all of the performance questions and indicators as set out in our draft Audit Guidance document, whilst also providing a useful vehicle for checking that competitions below SCS level, where we have no direct involvement, were being conducted in compliance with the Recruitment Code.

<sup>1</sup>Published on 23 April 2012

The exercise took the form of a document based review focusing on a small sample of randomly selected recruitment competitions below SCS level within the six NICS Departments which were not audited in the Pilot Audit carried out in 2011/12. This would enable us to further refine our approach to audit by testing a paper-based compliance review which would be carried out by senior Secretariat staff on our behalf.

The field work for this Desk Top Compliance Review was completed in March 2013 and the findings will be available in Summer 2013.

## Procedure for Handling Comments, Enquiries and Complaints

A key theme for Commissioners this year has been that of corporate governance. We have taken stock to challenge ourselves on our own effectiveness as an organisation and have seized the opportunity to improve some of our internal processes and create new processes where none previously existed. For example, we became aware that although there are various specific complaints procedures outlined within documents such as the NICS Code of Ethics' Guidance, we had no general policy or procedure for the handling of complaints.

In keeping with good governance, we therefore developed a guide entitled '**Handling Comments, Enquiries and Complaints**' reflecting the NICS Customer Service principles. The introduction of this new procedure was developed by Commissioners and subsequently published on the website on 7 February 2013. This document provides a comprehensive guide on how to make a comment, enquiry or complaint and we actively encourage our customers to engage with it so that we can continuously improve the service we offer.

## Research into Perceptions and Attitudes to Careers in the NICS

Perhaps one of the most exciting and interesting developments in our work this year has been the commitment to carry out research to further our knowledge in the area which we regulate. Our first venture has been a relatively small-scale research project jointly sponsored by CHR and also part funded by the Northern Ireland Office (NIO), our sponsor Department, to look at perceptions held in relation to careers in the NICS at senior level. This project which was carried out by Fujitsu and completed in March 2013, has provided us with an insight, albeit, with caveats due to the size of the sample, into what can be done in order to attract high calibre candidates from the private, voluntary and wider public sector, into the NICS.

In particular, the research found that there is generally a large talent pool applying for senior posts in the NICS, although the number of external candidates applying is small, with an even smaller proportion being successful. Further work would be needed to understand the reasons for this. However, there was evidence of barriers existing in the form of the application and selection process, the benefits package, and in some cases, the employer 'brand'. It was suggested that inward secondments might go some way to helping address a lack of understanding externally as to what a career in the NICS involves.

We look forward to working with CHR to take this forward over the forthcoming year and to constructing a dedicated programme of research as part of our ongoing activity.

## The Senior Civil Service (SCS) 4-stage authorisation process

One of the key roles the Secretariat provides on behalf of Commissioners is authorisation of the recruitment process at each of four stages in relation to all appointments to the Senior Civil Service. This is an important exercise which requires HR Connect to provide assurances to Commissioners that the various requirements of the Recruitment Code and NICS Recruitment Policy and Procedures have been met at each of the following stages:

- Following finalisation of the recruitment documentation, seeking authorisation to proceed to advertise;
- Following eligibility sifting and short-listing (if applicable), seeking authorisation to issue invitations to interview;

- Following determination of the Merit List, seeking authorisation to issue a pre-employment offer to the candidate at the top of the Merit List; and
- Following successful pre-employment checks, seeking authorisation to issue the letter of appointment.

In the course of the reporting year, the Secretariat administered this process in relation to the SCS competitions listed at **Annex C**. Statistical information in relation to this work for the last three years is set out in **Figure 1** below. This shows a recent significant increase in the number of external SCS competitions, which we warmly welcome as a means of ensuring the maximum talent pool is available for selection on merit. The statistics also demonstrate that the average length of time for a competition to run has remained fairly constant at 80 working days or 16 weeks.

<sup>1</sup> **Figure 1:**  
**Office of the Civil Service Commissioners 2010/11 – 2012/13 information relating to external SCS competitions.**

Year	2010/11	2011/12	2012/13
Number of Competitions	13 <sup>2</sup>	11 <sup>3</sup>	22 <sup>4</sup>
Shortest Period of time for a Competition (working days) Stage A – Stage D	47	44	56
Longest Period of time for a Competition (working days) Stage A – Stage D	161	151	116
Average length of a competition (working days)	73	81	80

<sup>1</sup> This information has been obtained from internal records relating to the reporting period.

<sup>2</sup> One competition cancelled and 1 postponed.

<sup>3</sup> Three competitions cancelled.

<sup>4</sup> Nine competitions completed; 7 started and approved at Stage A; 1 ceased at Stage C; 6 are in Preliminary stages.

## Publication of 5 year Equality Scheme

The reporting year also saw the requirement to review and refresh our Equality Scheme. The revised Scheme was approved by the Equality Commission for Northern Ireland on 25 July 2012 and is available to view on our [website](#).

## Annual Review of the Publication Scheme

Under the Freedom of Information Act 2000 all public bodies are required to adopt and maintain a scheme for the proactive publication of information. Such schemes are intended to ensure that information is made available to the public without the need for a specific request. Information which would be exempt under

Part II of the Act, for example because it is sensitive or confidential, is not included in our Scheme. Such information may be edited out of documents published under the Scheme.

In line with Section 20 of the Act, the Information Commissioner (ICO) approved a new model publication scheme mandatory from 1 January 2009, which has been used as a basis for the Commissioners' Scheme.

The **Publication Scheme** is reviewed by the Secretariat on an annual basis and approved by Commissioners. A number of amendments were made to reflect publications which were posted to the Commissioners' website during the year. This year the scheme was changed from hard copy to an interactive electronic document with appropriate links on our website.

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# KEY ISSUES

Ensuring appointment on merit & safeguarding ethics

### **Reflections on our roles and responsibilities**

A fundamental issue for us as Commissioners is the safeguarding of our independence. A key way to do this is to ensure that there is an understanding of our proper role. Although we have engaged with a wide range of stakeholders in the reporting year, we will consider further in the forthcoming year whether there is a need for other forms of outreach and education, so that there is greater awareness of the particular role which we undertake. Linked to this is the need for us to understand how we are viewed by our stakeholders so that we can ensure proper accountability, improve our own performance and make a more effective contribution corporately.

We are also concerned to ensure that we are given sufficient resources to carry out our statutory functions. This presents a significant challenge in the current climate when our resources have been reduced by 16% over the last three financial years. We are operating with one less Commissioner, our Secretariat team has been restructured and we have relocated our Office, in order to deliver the requisite level of savings. However, with challenge comes opportunity and we intend to use this opportunity to explore different vehicles for carrying out our role such as developing a modest research programme which complements our audit strategy. The relatively frequent turnaround in staff, due to the nature of their appointment as secondees from the NICS,

presents challenges in terms of ensuring that corporate memory is retained, but is mitigated by effective succession planning. It also provides an opportunity for the NICS staff to gain experience of working in a regulatory environment.

### **Our role in chairing SCS competitions**

As Commissioners we have a unique insight into the recruitment process at senior levels in the NICS through our role in chairing recruitment panels and we play a vital role in bringing transparency, independence and fairness to the process. In the reporting year we have taken the opportunity to reflect on our experiences with a view to identifying and building on the positive aspects, whilst also highlighting where we feel improvements could be made.

We have been greatly encouraged by the growing appetite within the NICS for the use of a greater range of assessment techniques, although there is scope for more to be done, for example to embrace greater use of assessment centres and psychometric testing, when appropriate.

Competence based interviewing, in our view, is both a strength and a weakness. It is a strength in that it brings consistency but it is a weakness in that it can result in interviews which may not be sufficiently challenging and engaging in order to find the best person for the job.

## 12-13

More frequent use of a two-stage process with two interviews, one focussed on the professional requirements of the job and one with a presentation and competence based interview, work well in our experience and can help counter any lack of familiarity with a competence-based approach. In this two-staged approach, the presentation can be a case study scenario based on, or connected to, strategic planning for the department and remains a valuable tool in the selection toolbox, especially where follow-up questions are pursued. This two-stage process can also include an Occupational Personality Questionnaire which, where it complements the process, can be helpful.

We would like to commend Permanent Secretaries and senior staff for their willingness to ensure that we are properly briefed on the nature of the post and its strategic fit within the Department. We are also pleased to note that, in our experience, the quality of Candidate Information Booklets is improving with the level of detail from the Departments more user-friendly and outward focussed. However, in our view, too often we are presented with this key document at a late stage with little opportunity for influencing it. We would therefore welcome earlier involvement in the job analysis process.

In general, we have found continuing improvement in the support offered by HR Connect; however, the processes can be inhibiting for senior competitions. A reliance on email and standardised text can be extremely limiting, to the point where, in one particular competition, we had complaints from an applicant which we felt obliged to accommodate. We were also disappointed to have a number of mistakes drawn to our attention in the reporting year. In the main these related to certain steps having been taken in the recruitment process before the necessary Commissioner approvals had been obtained. However, in one case, we were made aware of an error which we considered to be a breach of the Recruitment Code. We sought assurances from HR Connect and the Department involved that a full investigation of the circumstances which had given rise to the error was conducted and are satisfied that appropriate remedial steps have been taken by HR Connect to ensure that such an error cannot happen again.

We would also welcome an annual review of competitions with CHR and HR Connect which could consider such issues as the size, composition and quality of applicant pools, the issue of how feedback is provided to unsuccessful candidates and an evaluation of panel member training.

## Commissioners and Secretariat Development

In the reporting year, we maintained our commitment to learning and development, ensuring that we update our knowledge and thinking in relation to recruitment as well as keeping abreast of developments in good governance in order to meet our responsibilities as an arms-length body.

We particularly benefitted from a session carried out by Fujitsu which highlighted best practice and emerging developments in the area of **selection and assessment techniques**. We are keen to take this area of work forward with colleagues in CHR in the Department of Finance and Personnel, particularly as the application/selection process emerged as a potential barrier to the attractiveness of the NICS in the research project referred to on page 17. We believe strongly that the NICS should be at the leading edge of best practice and innovation in terms of its assessment techniques; however, we recognise that there is a balance to be struck between ensuring an effective value for money recruitment process on the one hand, with maximising the opportunity for securing the best person for the job on the other. We will continue to work with NICS colleagues to find an appropriate balance going forward and would like to acknowledge the developments already taking place, for example, increasing use of second interviews, following an initial competence based interview, in order to test candidates' particular vision for and approach to, the post in question.

Following a tendering exercise, we also benefited from a tailored training session on corporate governance delivered by Chartered Institute of Public Finance and Accountancy (CIPFA). This proved most useful in helping to reassure us that our **corporate governance** processes are already robust, but also enabled us to identify a number of action points which will lead to further improvements, recognising that corporate governance is, by its nature, an evolving process with no room for complacency. We have also invested heavily in up-skilling the Secretariat in this vital area of support, with three members of staff having either completed or working towards an accredited qualification in corporate governance.

In addition, our **induction training** was updated and delivered to the incoming Chairperson and Commissioner as well as one new member of the Secretariat team recruited during this financial year.

Training to sit on recruitment panels was also provided to the new Chairperson and Commissioner and refresher training provided to other Commissioners as required. Commissioners also benefited from a dedicated session on Job Analysis training.

Mandatory annual training in relation to **information assurance** was carried out by all Commissioners and staff at the appropriate level, in compliance with Northern Ireland Office requirements.

CSC NI

# MONITORING RECRUITMENT

The Civil Service Commissioners (NI) Order 1999 and the Commissioners' Recruitment Code (Appendix C) require NICS Departments and Agencies to publish a wide range of information and statistical summaries regarding recruitment to the NICS.

Placing this information in the public domain enables Commissioners to carry out our role in monitoring recruitment; improves the accountability of Departments and Agencies; ensures openness and transparency and helps to encourage public confidence in recruitment to the NICS.

Recruitment-related information for the calendar year of 2012<sup>1</sup> is contained in the **Annual Report on Recruitment to the Northern Ireland Civil Service 2012** published by the Department for Finance and Personnel (DFP). This report also includes an analysis by the Northern Ireland Statistics and Research Agency, (NISRA) of NICS Recruitment Competitions during the same period, the main findings of which can be found on page 26.

<sup>1</sup> From 1 April 2010, NICS recruitment-related data has been reported on a calendar-year basis to bring the reporting period into line with other reports on equality information.

## NISRA Report – Main Findings

### Overview of Recruitment to NICS<sup>2</sup> (1 January 2012 – 31 December 2012)

The NISRA report provides a high-level statistical summary, from an equality perspective, of the recruitment of staff to the Northern Ireland Civil Service (NICS). It provides analyses of applicants across various equality categories and compares the profile of appointees and of candidates remaining in the competitions at interim stages with what might be expected if the groups within each equality category (e.g. males and females) had been equal in merit.

In 2012, there were **110 NICS recruitment competitions** which closed for applications. The total number of applications received was 16,795.

### Permanent NICS jobs

- There were **100 competitions for permanent NICS jobs**, which attracted a total of 15,219 applications.
- By 1 February 2013, **268 appointments** had been made from these competitions. In terms of gender, the number of male appointees was a little lower than might have been expected. The imbalance in terms of community background was more marked with substantially fewer Catholics being appointed than expected. In terms of age there were substantially fewer appointees than expected in the older age categories. The number of appointees with

no NICS experience was also substantially lower than might have been expected.

### Temporary NICS jobs

- There were **10 recruitment competitions for temporary NICS jobs**. These competitions attracted 1,576 applications.
- By 1 February 2013, **27 appointments** had been made from these competitions. The analysis shows that the overall number of appointees across the various equality categories was broadly in line with what would have been expected if the groups of applicants within each equality category had been equal in merit.
- Analysis of the interim stages of the competitions reveals that the profile at each stage was generally similar to what might be expected, although substantially fewer than expected candidates aged 50 or over were invited to interview.

### Senior Civil Service jobs

- There were **15 competitions for Senior Civil Service jobs**, which attracted 261 applications. By 1 February 2013, **11 appointments** had been made from these competitions.
- Analysis of the interim stages shows that for every group, the outcomes at each stage were broadly in line with what would be expected had the groups been equal in merit.

<sup>2</sup> This information is provided by NISRA

## Commentary

There are a number of very positive developments set out in the full DFP Annual Report, which we welcome. Some of these are detailed below:

- an undertaking that a full analysis of the 2011 EO2 competition will be completed when all appointments have been made at the close of the competition and this analysis will inform decisions on future recruitment exercises;
- arrangements are being put in place to evaluate the effectiveness of the Fast Stream Scheme in achieving its aim to recruit and appoint high calibre graduates with potential to reach at least Grade 7 within five years;
- a new policy document on Reasonable Adjustments in the NICS (Recruiting People with Disabilities), was published in November 2012, providing clear guidance, procedures and processes to support high quality decisions on reasonable adjustments;
- Commissioners' pilot audit has prompted the development during 2013 of a departmental guide for best practice in relation to appointments made through inward secondment by way of exception to merit;
- the initiation of a strategic review of staff resourcing during 2012 to consider arrangements for filling positions through internal vacancy management and through external recruitment;
- the publication in March 2012 of reports on a 2012 Article 55 Review and a 2010 Gender Review on the NICS workforce, setting out affirmative actions and specific targets for achievement by 2013 when the next reviews will be conducted; and

- the inclusion of more comprehensive information within the NISRA Report to include an analysis on the interim stages of temporary NICS competitions and plans to collect data on dependants.

Whilst we welcome these positive steps forward, we do note that at present, fewer than expected older candidates, those from the Catholic community and external applicants are being appointed. We have had discussions with the Commissioner for Older People in particular to highlight the recruitment of older people as an area of mutual interest and will seek to progress this in the coming year. We are also keen to engage with representative bodies in relation to the private, voluntary and wider public sectors with a view to helping address any barriers, real or perceived, which may be preventing applicants from these backgrounds successfully embarking on a career in the NICS. More qualitative analysis is also needed to inform discussions on these variances noted in recruitment and application processes.

We are also concerned to note that the merit lists relating to the Administrative Assistant and Administrative Officer competitions, both dating from 2009, have been used to fill posts in 2012 despite the merit list for both having had a one year limit, and we have expressed our concern to CHR in DFP. Whilst we appreciate that the volumes in these competitions are such that they are costly to run, this has to be balanced with a constantly changing applicant pool, particularly in relation to these junior grades and we would urge NICS to cease this practice.

## Senior Appointments

As Commissioners, we chair the recruitment panels for all SCS open competitions and our involvement usually begins at the planning stages. We attend initial scoping meetings with senior Departmental representatives to discuss the job descriptions and person specifications. We welcome involvement in all aspects of the competition design, including agreeing the eligibility and shortlisting criteria, the assessment process and the interview questions and associated indicators. This direct involvement enables Commissioners to ensure that all aspects of the competition process support and promote the Merit Principle and gives us first hand experience of how the process works in practice.

Commissioners continue to monitor and evaluate this procedure on a regular basis and liaise closely with HR Connect and CHR to ensure that the process is robust and provide assurances that the procedures are sufficient to satisfy Commissioners.

Summary SCS recruitment related data is included in the **NISRA Report**, with the **Main Findings** detailed on page 26 of this document.

A total of 15 SCS competitions were held, which had a closing date for applications in 2012. The total number of applications received was 261. By 1 February 2013, a total of 11 candidates had been appointed from 8 competitions.

The **Recruitment Code** makes provision, on an exceptional basis, for Ministerial Involvement in senior appointments. It is important that any such involvement should be accommodated within a system which ensures that individual appointments are made on the basis of merit, free

from personal or political partiality, so that the public may be reassured that the appointees may serve Ministers of different political backgrounds. This is important in order to safeguard the non-partisanship of the Civil Service and to ensure that recruitment decisions are free from political influence.

Commissioners' approval was sought for Ministerial Involvement in only 2 of the 15 senior competitions during the 2012 calendar year. The requests related to all aspects permissible under the 2005 Recruitment Code in operation at the time and following scrutiny of the business argument put forward, we were content to grant approval.

## Exceptions to Merit

The **Recruitment Code** allows for circumstances which warrant appointments being made as exceptions to the Merit Principle. However, as guardians of the Merit Principle, we believe that any such appointments should be rare and should be justified by strong and compelling grounds. We scrutinise and challenge all requests from Departments on a case-by-case basis and grant approval only when we are satisfied fully that an appointment is both necessary and appropriate.

During 2012/13, we were asked to consider **two** requests to approve appointments by way of exception to the Merit Principle. A summary of the requests is outlined below:

- One request, under Regulation (a), to extend a current secondment beyond 2 years up to a maximum of one further year. After careful consideration of the business case submitted, we were content to grant approval.
- One request, under Regulation 3(b), from

one Department to appoint a member of staff currently on secondment. Commissioners noted the proposed business case, however as this was a delegated matter, agreed it would be for the Department to satisfy itself that any such appointment meets the requirements of the Code. If so, Commissioners were content to support the appointment.

While the specific approval of Commissioners is required for some appointments by exception to merit, the Recruitment Code does permit Departments to make appointments via exception to merit in certain limited circumstances, at grades below SCS, for periods of up to two years. Departments and Agencies are required to publish, annually, details of such appointments.

**Figure 2**

**Appointments made by Exception to Merit: January 2012 – December 2012**

Exception Category	Number of appointments: April 2010 – March 2011	Number of appointments: January 2011 – December 2011 <sup>1</sup>	Number of appointments: January 2012– December 2012
(a) Secondment	30 <sup>2</sup>	6	12
(b) Transfer from another civil service of the crown	842 <sup>3</sup>	0	4
(c) Transfer of persons employed on functions being transferred	0	0	3
(d) Exceptional needs of the NICS	0	0	0
(e) Appointments made under Government initiatives / programmes	0	1	0
(f) Reinstatement	0	1	0
<b>Total</b>	<b>872</b>	<b>8</b>	<b>19</b>

<sup>1</sup> The figures provided relate to the calendar year of 2011 and reflect the change in reporting practice by NISRA and DFP and overlaps for the period (Jan – Mar 2011).

<sup>2</sup> This figure includes 25 secondments from the Northern Ireland Office to the Department of Justice upon the devolution of Policing and Justice on 12 April 2010 and has been adjusted from the figure of 29 reported in the 2009/10 Annual Report, following work on the Pilot Audit.

<sup>3</sup> Northern Ireland Court Service staff transferred into the NICS upon devolution of Policing and Justice on 12 April 2010.

CSC NI

# UPHOLDING THE NICS CODE OF ETHICS

*Ensuring appointment on merit & safeguarding ethics*

The NICS is governed by a **Code of Ethics** under which civil servants must act with integrity, honesty, objectivity and impartiality. If a civil servant is aware of actions by others which he/she considers to be in conflict with the Code, he/she can raise this within the Department under an internal complaints process. If the civil servant is unhappy with the outcome of the internal process he/she may then refer the complaint to us as Commissioners, and we may decide to hear an appeal. We may consider taking a complaint direct from a civil servant without the person first going through the internal process but this would be in exceptional circumstances.

In exercising this aspect of our statutory remit, we are concerned primarily about issues which have a public interest dimension. If there is an overlap or ambiguity as to whether a complaint should be considered under the Code of Ethics or other employment-related procedures, we will decide, in most cases, to await the outcome of any internal or external procedure before investigating a possible breach of the Code. We do this so as not to jeopardise any ongoing process, regardless of the outcome of that process.

In the reporting year there were no Code of Ethics cases taken forward by Commissioners. A total of 4 enquiries were raised with Commissioners for consideration under the Code of Ethics; however, all of these cases related to HR management

issues and were therefore not accepted for investigation by Commissioners under the Code of Ethics. Commissioners also received 2 Freedom of Information requests and 11 other general queries, of which 4 related to HR Management issues.

### The Code of Ethics Guidance documents

A key priority in the 2012/13 Business Plan was the review of Commissioners' guidance document in relation to appeals by NICS staff under the Code of Ethics. This work has been completed and the existing document will be replaced with a new suite of documents, providing **General Guidance**, specific **Guidance for Appellants** and **Guidance for Departments** in the coming year. In revising the guidance documents we have endeavoured to explain more clearly our role and remit in relation to civil servants who wish to bring a concern/ appeal under the NICS Code of Ethics and have provided greater clarification that HR management issues cannot be considered by Commissioners under the Code.

The NICS Handbook policy on Standards of Conduct (Annex 1 Northern Ireland Code of Ethics) has been amended to reflect these changes.

CSC NI

# VALUE OF RELATIONSHIPS/ LEARNING FROM OTHERS

## VALUE OF RELATIONSHIPS/ LEARNING FROM OTHERS

As Commissioners, we place a great deal of importance on establishing and maintaining effective relationships with stakeholders in order to share experiences, expertise and learn from existing good practice. In addition to our links with the Head of the Civil Service and the NI Permanent Secretaries we also work closely with our counterparts in Great Britain (GB) and the Republic of Ireland (ROI) to explore issues of mutual interest and concern.

Throughout 2012/13, we continued to seek opportunities for engagement with a wide range of other stakeholders and fellow regulators who might inform and influence our work. During the year, there were meetings with:

- Head of the Civil Service
- Permanent Secretaries
- Permanent Secretaries People Issues Sub-Group
- Corporate Human Resources, in DFP
- NICS Departmental Human Resources Directors
- HR Connect
- NI Statistics and Research Agency (NISRA)
- Northern Ireland Public Service Alliance (NIPSA)
- The Chair and Chief Executive of the Equality Commission
- Officials from within HR Connect and Fujitsu
- Senior officials in the Northern Ireland Office
- The Regulation & Quality Improvement Authority
- Utilities Regulator
- Commissioner for Older People
- Assembly Commissioner for Standards

- Commissioner for Complaints – Northern Ireland Ombudsman
- Commissioner for Public Appointments for Northern Ireland

We were also very kindly hosted on visits to the Public Appointment Service and the Commission for Public Service Appointments in the Republic of Ireland and our counterparts in the UK, the GB Civil Service Commission. We found the sharing of information and discussion of mutual challenges most constructive and helpful particularly as we develop our thinking in relation to the provision of assurances.

Such engagement has enabled us as Commissioners to establish a valuable network of public and private sector partners with whom we plan to continue working with in order to promote mutual learning and share best practice. We intend to further build on this in the forthcoming year, and are keen to foster closer links with the private, voluntary and wider public sectors in Northern Ireland as we seek to maximise the talent pool for recruitment to the NICS.

### Working with the NICS

As Commissioners, we work closely with the NICS to ensure that the Merit Principle is understood and upheld. This work is crucial in promoting public confidence in NICS recruitment. We meet regularly with the Head of the Civil Service, Permanent Secretaries and senior officials within CHR in order to influence and inform recruitment policy and encourage best practice.

Matters explored during the most recent meetings included our evolving approach to audit and the provision of assurances with respect to recruitment.

CSC NI

# PROMOTING DIVERSITY

As a public authority, we are committed to fulfilling our obligations to promote equality of opportunity and good relations under Section 75 of, and Schedule 9 to, the Northern Ireland Act 1998. Our Equality Scheme and related Implementation Plan set out how our obligations will be fulfilled. Copies of current documents are available from our website at [www.nicscommissioners.org](http://www.nicscommissioners.org).

Commissioners attach particular importance to issues of equality and diversity which go to the

very heart of the Merit Principle and we have sought to reflect our commitment to fulfilling our obligations to promote equality and good relations.

In July 2012, we presented our annual report to the Equality Commission for Northern Ireland (ECNI) outlining the progress made in implementing the **Equality Scheme** during 2011/12. The current Equality Scheme, which has been endorsed by the Equality Commission, is published on our website.

CSC NI

**GOVERNANCE  
STATEMENT  
ON INTERNAL  
CONTROLS  
OPERATED**

## GOVERNANCE STATEMENT ON INTERNAL CONTROLS OPERATED

As an arms length body, we are committed to ensuring that effective controls are in place and are effective in order to ensure the delivery of the following objectives:

### STAFF MANAGEMENT OBJECTIVES

- Performance management processes are robustly followed (including setting objectives, conducting staff appraisals and managing attendance);
- Health and safety and security policies are in place and complied with;
- That staffing structure is appropriate, with the correct number of suitably qualified and trained staff; and
- That staff demonstrate high standards of propriety (for instance, in dealing with conflicts of interest that arise, and maintaining gifts and hospitality registers).

### Internal controls

- Staff and Commissioners' appraisal systems and Personal Development Programme, in line with NICS/Home Civil Service policies followed and monitored to ensure compliance;
- Learning and Development Plan for Commissioners and Secretariat, which identifies relevant training requirements, is considered and reviewed quarterly;
- Health & Safety training is provided periodically to Commissioners and Secretariat; and
- Processes are in place for quarterly monitoring to ensure compliance with Health & Safety and security advice.

### FINANCIAL MANAGEMENT OBJECTIVES

- Expenditure is effectively monitored, controlled and forecast;
- Prompt payment targets are, insofar as possible, complied with;
- Finance and procurement policies are complied with, including through submitting timely returns to central finance;
- Value for money and financial considerations form a central part of decision-making; and
- Requirements and delegations set out in the Management Statement /Framework Document are complied with.

### Internal controls

- The allocated budget is profiled in agreement with Commissioners' priorities and monitored monthly. Any in year pressures/easements will be re-profiled as necessary. The Secretariat comply with Departmental monitoring procedures and contribute to central returns, as necessary;
- Appropriate systems of internal and financial control are in place (e.g. authorisation payments procedures and budget reconciliation), which provide secure, accurate and timely data to Commissioners and sponsoring Department;
- Budget reports and monitoring information is a standing item on the Commissioners' business meeting agenda;
- Performance against prompt payment policy is monitored monthly;

- Procurement policy and procedures are applied as necessary; and
- The Secretariat meet regularly with NIO sponsor division.

## STRATEGY AND POLICY OBJECTIVES

- Strategic and policy direction is effectively set and communicated across the business area;
- Delivery of strategic and policy aims is effectively monitored;
- Risks to delivery of strategic and policy are effectively managed; and
- Relevant statutory and non-statutory guidance is complied with, including compliance with the requirements of Section 75 of the Northern Ireland Act 1998 and other equality legislation.

## Internal controls

- A formal business planning process is followed which: sets strategic priorities, annual targets and objectives; includes a risk register to identify, prioritise and manage risks; and includes a learning and development plan for Commissioners and Secretariat which identifies relevant training requirements. All of these documents are reviewed at quarterly intervals;
- Strategic and business objectives are communicated to all staff in an annual Away Day to enable personal objective setting in line with the performance management/appraisal system. Weekly team meetings ensure delivery is monitored;
- Adherence to the requirements under Section

75 of the Northern Ireland Act 1998 is achieved via the Equality Scheme and Disability Action Plan and is accessible on the website. As part of the business planning process, key documents are reviewed and as necessary, reprioritised on a quarterly basis; and

- Progress report on adherence to the Equality Scheme is completed and submitted to ECNI annually.

## INFORMATION ASSURANCE AND DATA HANDLING OBJECTIVES

- Procedures for the protection and safe handling of information – including protectively marked material and personal information are in place and complied with; and
- Freedom of Information requests are answered accurately and within required timescales.

## Internal controls

- Appropriate arrangements have been put in place to effectively classify and manage information. The Secretariat regularly reviews the information held in line with the retention schedule;
- Mandatory training is undertaken annually by Commissioners and Secretariat in Information Assurance in line with Sponsoring Department guidelines;
- FOI compliance in place;
- Information Asset Register is maintained and regularly reviewed; and
- Agreed Protocol operated in relation to decision-making by Chairperson, Commissioners and Secretariat.

# CSC NI ANNEXES

# COMMISSIONERS IN POST DURING 2012/13



## **Brian Rowntree, CBE** (appointed 1 June 2012 for a 5 year period)

Brian is the former Chairman of the Northern Ireland Housing Executive and he currently holds appointments as an Independent Member of the Northern Ireland Policing Board and an advisory board member of NAMA (National Assets Management Agency). He has held public appointments in the Criminal Justice, Health and Further Education sectors, as well as chairing corporate governance forums both in Northern Ireland and on a cross border basis and he held the position of Vice President of Cecodhas, the European Social Housing forum. Mr Rowntree is Vice Chair to the Chair's Forum Northern Ireland and a management board member of the Association for Criminal Justice Research and Development. He is also Principal of Business Improvement Services.



## **Marion Matchett, CBE** (appointed 8 March 2010, reappointed 8 March 2013)

Marion was appointed on 8 March 2010. Marion has spent all of her working life in the public sector and has been involved in education and training at a number of levels. As a former teacher, adviser, lecturer and inspector Marion's professional experience extends across the education and training sectors in Northern Ireland and beyond. Marion was Chief Inspector of the Education and Training Inspectorate until her retirement in 2008 and was also a member of the Chief Inspector's Forum (UK) and the Standing International Conference of Inspectorates. Marion has a particular interest in the contribution of regulation and inspection to the promotion of improvement in services.



**Raymond Mullan, OBE** (appointed 1 October 2009, reappointed 1 October 2012)

Dr Raymond Mullan, appointed in October 2009, was Director & Chief Executive of Newry & Kilkeel Institute of Further & Higher Education from 1991 to 2007 and was Interim Director and Chief Executive of Belfast Metropolitan College during 2008 and 2009. He was a lay Commissioner of the Northern Ireland Judicial Appointments Commission until June 2012 and is a non-executive Director of the Southern Health & Social Care Trust. Dr Mullan has also served on the Northern Ireland Economic Development Forum and is a member of Newry Chamber of Commerce and Trade, as well as serving as a Director of WBR Credit Union.



**Vilma Patterson, MBE** (appointed 2 February 2009, reappointed 2 February 2012)

Vilma has spent over 30 years in the construction industry, in sports ground construction, consultancy, research and network development. She was previously a member and Chair of the Independent Monitoring Board for HMP Maghaberry and Chair of the Association of Members of Independent Monitoring Boards for Northern Ireland. She is also the former Chair of the Women in Business Network and was a member of the Parades Commission 2006 - 2010 as well as a Member of the Prison Service Review Body from 2011 - 2013. She is currently Chairman of the Probation Board for NI and a non-executive member of the Audit Committee of the Police Ombudsman for NI.



**Jim Scholes** (appointed 1 July 2012 for a five year period)

The career of Jim Scholes has been spent in the practice of the law and, in particular, as a prosecutor over a period of thirty-six years. During that time he has held a number of senior appointments including Acting Director of Public Prosecutions for Northern Ireland and Deputy Director of Public Prosecutions for Northern Ireland.

He was appointed a Parole Commissioner for Northern Ireland in February 2013.



**Ruth Laird CBE** (re-appointed in June 2009 for 3 years – expired June 2012)

Ruth was first appointed on 1 June 2006 and reappointed in June 2009 for a further period of 3 years. She has over 30 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 Northern Ireland, Head of Personnel, BBC (Northern Ireland) and a Fair Employment Commissioner.

Ruth is a chartered member of the Institute of Personnel and Development. She has previously held appointments as a member of the Northern Ireland Judicial Appointments Commission and as a non-Executive Director, Northern Ireland Transport Holding Company. Ruth is currently a Northern Ireland Parole Commissioner; a Board member of the Regulation and Quality Improvement Authority; and a member of the Council of the University of Ulster.

In March 2012 Ruth was appointed as a National Trustee and Northern Ireland Chair of Barnardo's.



**Brenda McLaughlin CBE** (re-appointed as Chairperson in May 2009 for 3 years – expired 11 May 2012)

Brenda McLaughlin CBE (re-appointed as Chairperson in May 2009 for 3 years – expired 11 May 2012)

Brenda was first appointed in May 2006 and reappointed in May 2009 for a further period of 3 years. She is a graduate of Queen's University Belfast, where she served as a member of Senate and then as Pro-Chancellor for eight years. She was a member of the Public Service Commission and is a former Director of Ulster Bank.

Brenda was the first Chair of South and East Belfast HSS Trust, and also served as Vice Chair of the Eastern Health and Social Services Board and as a Non-Executive Director on the Departmental Board of the Northern Ireland Office. She was Chair of the Opportunity Now Campaign ( NI ) and was a member of the BBC Broadcasting Council and the Board of Business in the Community.

She currently serves on CPANI as an Independent Assessor in appointments to Public Bodies.

Brenda was appointed as the Divisional Trustee for Northern Ireland on the Board of NSPCC and sits as Deputy Chair on the Board of the Ulster Orchestra. She has also served on the Executive Councils of Action Cancer, Northern Ireland Chest Heart and Stroke Association and Extern.

# 2012/2013 RESOURCES AND BUDGET SPEND

To deliver our statutory responsibilities we receive support from a Secretariat which comprises the following officials:

**Secretary: Heather Stevens**

Grade 5 (part-time)

**Deputy Secretary: Joanne Dowling**

Grade A (part-time)

**Bernie Gray**

B1/Deputy Principal

**Jane Hamill**

B2/Staff Officer

**Lynn Baird**

Grade C/EO (part-time)

**Mae Hamilton**

D1 (part-time)

## 2012/13 Budget Spend

Item	(£000s)
Commissioners' Fees*	£52.9k
Staff Salaries	£256.4K
Accommodation and overheads	£63.3K <sup>1</sup>
Training (Commissioners and Staff)	£5.9K
<b>Total</b>	<b>£378.8K</b>

\* Includes fees related to attendance at training events, travel and subsistence.

<sup>1</sup> NIO recorded £64.9 as £1625 was applied as a prepayment but invoice was paid in the 2011/2012 year.

# LIST OF SCS COMPETITIONS HANDLED IN 2012/13<sup>1</sup>

Grade 5 , Office of the Legislative Counsel	Office of the First Minister and Deputy First Minister
Grade 3, Chief Executive, Roads Service	Department for Regional Development
Permanent Secretary	Department for Regional Development
Grade 5 -Director of Natural Heritage, NIEA (DOE) External Competition	Department of the Environment
Chief Nursing Officer	Department of Health, Social Services and Public Safety
Chief Executive, HSENI	Department of Enterprise, Trade and Investment
Permanent Secretary	Department of Agriculture and Rural Development
Grade 5, Supplies and Services, CPD	Department of Finance and Personnel
Grade 5 - Departmental Scientific Adviser	Department of Agriculture and Rural Development
Deputy Chief Social Services Officer	Department of Health, Social Services and Public Safety
Chief Dental Officer	Department of Health, Social Services and Public Safety
Chief Pharmaceutical Officer	Department of Health, Social Services and Public Safety
Director of Offender and Policy Operations, Northern Ireland Prison Service	Department of Justice
Director of Rehabilitation, Northern Ireland Prison Service	Department of Justice
Grade 5 - Director of Family and Children's Policy, Social Services Policy Group	Department of Health, Social Services and Public Safety
Grade 5 - Director of Estates Development, Health Estates and Investment Group	Department of Health, Social Services and Public Safety
Grade 3 - Senior Assistant Director - Legal	Public Prosecution Service
Grade 3 - Senior Assistant Director - Resources & Change	Public Prosecution Service
Grade 5 - Assistant Director/ Regional Prosecutor - Legal	Public Prosecution Service
Grade 3 - Chief Veterinary Officer	Department of Agriculture and Rural Development
Grade 5 – Office of the Legislative Counsel	Office of the First Minister and Deputy First Minister
Permanent Secretary	Department of Culture, Arts and Leisure

<sup>1</sup> Statistics relate to SCS competitions allocated to Commissioners between April 2012 and March 2013.



**CIVIL SERVICE COMMISSIONERS  
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