

CSC NI

CIVIL SERVICE COMMISSIONERS
FOR NORTHERN IRELAND

CSC NI

18-19

ANNUAL REPORT

Ensuring appointment on merit and supporting ethical standards

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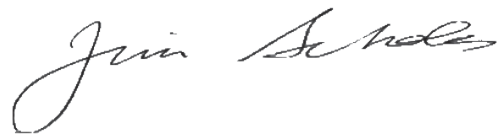
We, Your Majesty's Civil Service Commissioners
for Northern Ireland, present to Your Majesty
this report on our work during the period
1 April 2018 to 31 March 2019



Deirdre Toner
Chairperson



Sinéad Burns



Jim Scholes

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Sinéad Burns, Commissioner

Deirdre Toner, Chairperson

Jim Scholes, Commissioner

CIVIL SERVICE COMMISSIONERS FOR NORTHERN IRELAND

As guardians of merit, we uphold the principle that selection for appointment to the Northern Ireland Civil Service (NICS) should be on merit, on the basis of fair and open competition. Our Recruitment Code interprets the Merit Principle and applies it to the NICS recruitment process. Our auditing of this process encourages confidence in recruitment procedures and helps ensure the most suitable candidate is appointed. We also have an independent role in hearing appeals from civil servants under the Code of Ethics to support the Civil Service core values of integrity, honesty, objectivity and impartiality.

CHAIRPERSON'S FOREWORD



I am delighted to present this Annual Report, my first on behalf of the Civil Service Commissioners for Northern Ireland since taking up my position as Chairperson in June 2018. I would like to pay tribute to my predecessor Brian Rowntree for his dedication and contribution during his time in office, and wish him every success in his future endeavours.

During the course of the year, my fellow Commissioners and I have continued to effectively undertake our statutory duties upholding the principle that selection for appointments to posts in the Northern Ireland Civil Service (NICS) should be on merit on the basis of fair and open competition. A key priority in my first year in post was to establish a deeper understanding of the role and responsibilities of Commissioners and, through a comprehensive induction process, to become proficient as quickly as possible. I have been greatly assisted throughout this period by my fellow Commissioners Jim and Sinead and I would like to thank them for their support and guidance during my first year.

2018/19 was a busy and interesting year during which Commissioners dealt with a range of complex and challenging issues across a broad range of recruitment related matters. The year also saw an increase in the number of requests made under the '4-Stage Authorisation Process' for approval to appoint to the Senior Civil Service (SCS).

Commissioners have continued to implement their Audit and Review Strategy during the course of the year. They consider that audit through ongoing engagement with the NICS constitutes a very valuable tool in the effective discharge of their statutory role. I am also pleased to advise that Commissioners have concluded their Review of the '4-Stage Authorisation Process' and we look forward to working with the NICS over the incoming year to implement the outcomes of the Review.

Commissioners very much welcome the ongoing engagement with NICS officials throughout the year intended to ensure that the standards set out in the Commissioners' Recruitment Code were upheld. Indeed, it would be remiss of me if I did not reference the unprecedented times within which the NICS is currently operating. This has included the continuing absence of an Assembly with the resulting adverse impact upon the delivery of public services, the conduct of the Renewable Heat Initiative (RHI) Inquiry and the requirement to undertake extensive preparations in anticipation of EU Exit. Commissioners recognise that these challenges have placed a significant burden on the NICS and have sought to extend the flexibility and patience necessary to enable the NICS to manage their competing priorities whilst continuing to require that the standards set out in the Code are adhered to.

During the course of the year, I had introductory meetings with a range of key stakeholders including the Head of the NICS, Permanent Secretaries, representatives of the Civil Service Commission (UK), NICSHR Officials and other public office holders. Commissioners also held their annual meeting with the Commission for Public Service Appointments in the Republic of Ireland. I found these meetings to be both interesting and beneficial, providing

me with an opportunity to highlight Commissioners' strategic priorities. I look forward to building upon the relationships with these stakeholders in the years ahead.

Commissioners are committed to ensuring that their office meets its statutory duties and, in this regard, I am pleased to say that the past year saw Commissioners consulting upon and agreeing an updated Disability Action Plan which will run until 2022. Looking to the year ahead, Commissioners will continue to undertake their statutory role with the same level of scrutiny, building upon the progress which has been achieved in recent years. This year will also bring the opportunity to conclude the development of a new five year strategic plan whilst making revisions to the Recruitment Code and reflecting upon our role in chairing SCS competitions. We will do so whilst continuing to promote public confidence in appointments to the NICS by ensuring that they are made in accordance with the principle of merit and with the requirements of the Commissioners' Recruitment Code.

Finally, I would like to thank the Secretariat for their ongoing professional support, advice and guidance which they have continued to provide to us throughout the past year. In particular, I would like to thank Joanne Dowling whose tenure as Secretary to the Commissioners came to an end after a significant period of service. Joanne worked with many Commissioners over the years and her counsel has been invaluable. Commissioners wish her every success in her new role.

I hope you find this Annual Report to be interesting and informative. If you would like further information about any aspect of the work of Commissioners you can visit our website at www.nicscommissioners.org or contact the Secretariat who will be happy to respond to your queries.



DEIRDRE TONER
CHAIRPERSON

THE ROLE OF COMMISSIONERS

Who are the Civil Service Commissioners?

The first Civil Service Commissioners for Northern Ireland were appointed in 1923 by His Majesty King George V. Commissioners themselves are appointed on merit following public advertisement and by fair and open competition. All Commissioners are independent of the NICS and this is fundamental to their role. They bring to the job wide experience from different backgrounds, careers and interests.

What do Commissioners do?

Civil Service Commissioners for Northern Ireland were first appointed by Royal Warrant in 1923. Commissioners are appointed under the Northern Ireland Constitution Act 1973 which requires them 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 (this principle is known as the Merit Principle). The Commissioners' primary concern is to regulate appointments made to the NICS by way of open competition, at all levels, to ensure that the Merit Principle is adhered to. Additionally, Commissioners may consider and determine appeals made by existing civil servants under the NICS Code of Ethics.

While internal transfer and/or promotion are outside the remit of Commissioners, the broad principles set out in this Code reflect good practice and Commissioners consider they are applicable equally to internal appointments in order to safeguard the Merit Principle.

Discharging of Commissioners' Roles and Responsibilities

Commissioners discharge their statutory responsibilities by:

- maintaining the principle of selection on merit on the basis of fair and open competition in relation to selection for appointment;
- making General Regulations which prescribe the circumstances in which the Merit Principle shall not apply;
- publishing and maintaining a Recruitment Code on the interpretation and application of the Merit Principle;
- auditing recruitment policies and practices followed in making appointments to the Civil Service to establish whether the Recruitment Code is being observed; and
- requiring the publication of such information as they may specify relating to recruitment and to the use of permitted exceptions to the Merit Principle.

Commissioners contribute to the development of an effective and impartial Civil Service by carrying out the duties imposed on them by the 1999 Order. This contribution provides assurance to the public that appointments to the NICS are made on merit, on the basis of fair and open competition. If appointments are made on merit, it should follow that the Civil Service has selected, from those available, the best persons for the jobs and the duties of the posts should therefore be carried out more effectively.

Commissioners' Strategic Priorities

Over the past year Commissioners have continued to focus on delivering on four strategic priorities:

- Safeguard an impartial and independent Civil Service by providing assurance that civil servants are recruited on the basis of fair and open competition.
- Comply with Sponsor Department's governance requirements and fulfil our obligations as a public body.
- Support the appointment and development of Commissioners and members of the Secretariat.
- Secure, deploy and account effectively for the use of financial and other resources.

Delivering on these strategic priorities is at the core of Commissioners' work, and despite 2018/19 being a year of significant change, with a new Chairperson and Secretary, Commissioners remained absolute in their focus. Further detail is provided throughout this Report on some of the actions undertaken by Commissioners to ensure the targets set in the 2018/19 Business Plan, which feeds into delivery of the strategic priorities, were met.

COMMISSIONERS IN POST SINCE JUNE 2018



Deirdre Toner

Chairperson,
appointed 1 June 2018
for a 5 year period.



Sinéad Burns

Commissioner,
appointed 8 March
2016 for a five year
period.



Jim Scholes

Commissioner,
appointed 1 July
2012 for a five a year
period. Extended for
5 years, until 30 June
2022.

COMMISSIONERS' STATUTORY AUDIT FUNCTION

Article 4(4) of the Civil Service Commissioners (Northern Ireland) Order 1999, requires Commissioners to audit recruitment policies and practices followed in making appointments to situations in the NICS to establish whether the Recruitment Code is being observed.

Commissioners' Approach to Audit and Review

Commissioners, in discharging their statutory duty to audit, seek to strike a balance between ensuring compliance with the Recruitment Code and delivering a proportionate and effective approach to their scrutiny role. Commissioners employ a range of tools to support them in the effective delivery of their oversight role.

Commissioners undertake independent audit reviews of NICS recruitment and selection policies and practices relating to appointments to the NICS to examine compliance with the principles of the Recruitment Code. Commissioners identify and prioritise areas of recruitment they wish to examine as part of their longer-range Audit and Review Strategy, which is progressed through Annual Audit Plans. For more details please refer to the section on Commissioners 2018/19 Audit Plan. These Reviews also provide information, observations and recommendations for the purpose of promoting improvement in performance and outcomes, in addition to adherence to the Code.

In addition to the schedule of audit reviews, Commissioners undertake regular structured engagement with the NICS in support of our statutory audit function to influence improvements to NICS recruitment policies and practices and secure progress on audit outcomes.

Formal reviews and structured audit engagement are further underpinned by an evidence-based assurance framework, mandated monitoring and reporting requirements for the NICS and compliance checks via Commissioners' SCS 4-Stage Authorisation Process.

Assurance Framework and Monitoring Requirements

Article 4(5) of the Civil Service Commissioners (Northern Ireland) Order 1999, provides that information relating to recruitment must be published in accordance with any requirements which the Commissioners may specify. On an annual basis, Department of Finance (DoF) are required to publish information on all recruitment competitions which have been held to appoint staff to the NICS. The information to be published, and the publication period, are matters for determination and scrutiny by Commissioners.

Under Appendix C of the Recruitment Code, Commissioners require:

- (a) evidence to provide assurance that systems are in place in the NICS to ensure that selection for appointment is made in accordance with the Recruitment Code;
- (b) evidence to provide assurance that recruitment policies and practices in the NICS are subject to regular internal monitoring;
- (c) details of the appointments made under Regulation 3 (Exceptions) of the Commissioners' General Regulations 2007; Civil Service Commissioners for Northern Ireland Recruitment Code page 37 of 37 (revised January 2017);
- (d) statistical summaries, in a format which the Commissioners may specify, of all recruitment activity during the publication period, including analyses by all categories covered by Section 75 of the Northern Ireland Act 1998;
- (e) any actions or initiatives undertaken in the reporting year to attract candidates, and advance a recruitment-related agenda for diversity, inclusivity and equality of opportunity and which specifically target areas of under-representation;
- (f) a report on the outcomes as a result of any such actions or initiatives referred to at (e) above; and
- (g) any other relevant information in a specified format regarding recruitment and selection as Commissioners may require.

NICS Annual Statement of Compliance on Recruitment

In 2016/17, Commissioners introduced the '*Permanent Secretary Statement of Compliance on Recruitment*' to confirm adherence to the Commissioners' Recruitment Code for all appointments made to NICS Departments and the Public Prosecution Service (PPS) during the annual reporting period to bolster the evidence-based assurance framework and strengthen formal accountability at the most senior levels within the NICS.

The assurance framework is managed by the NICS and is comprised of the following key components:

- regular reviews of external competitions;
- monitoring of exceptional appointments and extensions to merit lists;
- assurance statements signed by HRConnect and Competition Leads when running an external competition;
- annual assurances from all Grade 7s within the Vacancy Management Team;
- annual confirmation from Permanent Secretaries/Accounting Officers that all appointments have been managed by NICS HR Resourcing;
- the above evidence is collated by NICS HR and provided to the DoF Permanent Secretary for consideration and, if satisfied, issue of the annual Statement of Compliance to Commissioners.

Commissioners will use all of the above information to form an annual opinion as to whether NICS recruitment practices are in accordance with the principles set out in Commissioners' Recruitment Code.

Further details on Commissioners' approach to audit is set out in [Regulating for Improvement - Audit Framework and Guidance](#). This is also available from our website www.nicscommissioners.org.

Commissioners' 2018/19 Audit & Review Opinion

It is Commissioners' opinion that based on the information available, the NICS selection and recruitment practices are in keeping with the requirements set out in the Recruitment Code.

In reaching this conclusion Commissioners examined a range of evidence gathered throughout 2018/19 relating to our statutory functions. This included scrutiny of the Appendix C data as required to be provided by the NICS and requests made under Commissioners' 4-Stage Authorisation Process for SCS appointments. Commissioners also welcomed the assurance provided in the 2018 Statement of Compliance by the DoF Permanent Secretary that all appointments made to the NICS and the PPS during the 2018 reporting period complied with the Commissioners' Recruitment Code.

Commissioners have however identified a number of issues relating to the application of procedure and policy relating to resourcing over the course of the year, which are outlined in more detail in the Audit Engagement section of this Report. Commissioners have sought further assurances from NICS HR and will continue to monitor these areas and engage with the NICS in this regard.

Commissioners' 2018/19 Audit and Review Plan

Commissioners' Audit and Review Strategy sets out the planned programme of audit topics over the strategy period. Commissioners decided in 2018 to extend the 2016-2019 Strategic Audit Plan for a further year to account for the in-year change in the Chairperson of Civil Service Commissioners. The Strategic Plan will be reviewed in late 2019, and a new Strategic Plan will be developed to take account of the current Commissioners' priorities.

The Strategic Audit Plan is supplemented each year with an Annual Audit Plan, which sets out the scheduled audit topics for the year ahead. The 2018/19 audit timetable was the subject of a re-prioritisation due to emerging priorities and business need.

The planned Review of Recruitment Related Complaints will now take place in 2019/20. Commissioners will consider the timing of the postponed Desktop Compliance Review of non-SCS Competitions as part of the Review of the Strategic Audit Plan.

Commissioners are pleased to have completed their Review of the 4-Stage Process and Documentation in 2018/19. The outcomes of this Review are summarised below.

2018/19 Review of CSC 4-Stage Authorisation Process and Documentation

As noted elsewhere in this Report, Commissioners have a statutory role to regulate appointments to the NICS. Article 6 of the Civil Service Commissioners (Northern Ireland) Order 1999 provides that any appointment to the SCS made through open competition requires the written approval of the Commissioners whose decision shall be final.

Commissioners' 4-Stage Authorisation and Approval Process, which is administered by the Office of Civil Service Commissioners (OCSC), requires the NICS, via HRConnect, to provide a number of specific assurances and supporting documentation to Commissioners at four key stages of the recruitment process for all senior external competitions. This is utilised to confirm compliance with NICS recruitment policy and procedures and the Commissioners' Recruitment Code and inform Commissioners' authorisation and written approval of a senior appointment to the NICS.

In 2017/18 Commissioners undertook a review of the assurances provided as part of the 4-Stage Process to assess if they continue to provide adequate assurance in relation to current recruitment practices and adherence to the Recruitment Code. This Review identified a number of potential improvements and refinements in relation to the process and supporting documentation which would merit further consideration.

Commissioners therefore decided to undertake a full review of the 4-Stage Process and Documentation in 2018/19 to examine how the process might be further refined and rationalised, whilst maintaining an appropriate level of assurance to Commissioners in relation to NICS compliance with the Recruitment Code.

Key Findings and Recommendations

The Review found that there is both the rationale and scope to streamline the 4-Stage Authorisation Process without compromise to the level of assurance required by Commissioners, providing appropriate audit arrangements are in place.

The Review also produced a number of findings and recommendations:

- in recognition of Commissioners' proportionate approach to audit, there is scope to further consolidate the assurance-based approach and reduce the resources required to administer the process, supported by revised audit arrangements, after an appropriate trial period and evaluation;
- an assurance-based approach would also ensure responsibility for the application of NICS policy and practice and for quality assuring recruitment activities and

documentation appropriately rests with NICS HR, via HRConnect, with the OCSC, on behalf of Commissioners, responsible for seeking confirmation that the principles of the Recruitment Code have been upheld and for examining this via the statutory audit function;

- the document templates used in the operation of the 4-Stage Authorisation Process contain information which is no longer necessary and duplicated information and could therefore be rationalised;
- aligning the phrasing of assurances sought with the relevant sections of the Commissioners' Recruitment Code and the NICS Recruitment Manual will help to ensure clarity and consistency of terminology and support the streamlining of the template documentation.

Outcomes

- Commissioners have agreed to revise the 4-Stage Process and Documentation and the arrangements for audit, subject to further engagement with relevant stakeholders with regard to the detail of implementation and a trial period and evaluation.
- Revised 4-Stage document templates have been prepared for discussion and consultation with key stakeholders.
- Revised audit arrangements have been prepared.
- NICS HR have agreed in principle to the recommendations made, subject to further engagement on the detail and exploration of operational factors, including supporting IT systems.
- An initial operational meeting has been held to discuss the approach to implementation.

Next Steps

Commissioners will continue to engage with NICS HR and their delivery partners on the detail of the proposed revisions and work towards implementation of a revised 4-Stage Process and audit arrangements on a trial basis, which will be subject to an evaluation. This will be reported on in a future Annual Report, subject to the timetable for the scoping work, trial period and evaluation.

Audit Engagement with the NICS during 2018/19

During 2018/19, Commissioners engaged with the NICS on a range of recruitment issues, including a number of ongoing and outstanding action points from Commissioners' audits and reviews.

Review of the NICSHR Centralisation Project

Commissioners welcomed an update on the outcome of the transformation project to centralise NICS Departmental human resources functions into NICSHR, over a year on from its establishment in April 2017. Commissioners note that a further restructuring of NICSHR into functional areas will help to address some of the issues experienced in the first year of operation and introduce a more consistent, corporate approach across the service.

Strategic Review of Resourcing

Commissioners are very pleased to see progress of the long-standing NICS action to undertake a Strategic Review of Resourcing. Commissioners were pleased to receive an overview of this developing area of work from the Director of NICSHR, and have invited NICSHR to keep them updated as the review progresses. It is Commissioners' expectation that they will be provided with detailed proposals and sufficient advance opportunity to consider any potential impacts of the proposals on their oversight role and the requirements of the Recruitment Code.

Strategic Workforce Planning

Commissioners received several updates on the developing NICS framework for Strategic Workforce Planning, which is closely related to the Review of Resourcing. The framework will assist NICS Departments to take a more consistent approach to planning and forecasting their longer term resourcing requirements by providing detailed Departmental staffing profiles. Commissioners are of the view that that this will help to bring greater discipline and consistency across the NICS, which should be reflected in NICS recruitment practices.

Progress of Audit and Review Outcomes

While Commissioners are acutely aware of the unprecedented challenges currently facing the NICS, Commissioners have expressed their concern to the NICS regarding the slippage of key audit actions, as well as lapses in the application of recruitment procedures. Whilst these have not resulted in any significant breach of merit that Commissioners are aware of, they could give rise to concerns regarding the reliability of assurances provided in relation to recruitment. Commissioners were pleased that the NICS provided additional assurances with regard to the progression and prioritisation of key actions and that they are taking steps to ensure the consistent application of procedures and standards. Commissioners will continue to monitor this closely and engage with the NICS over the coming year.

Review of NICS Recruitment and Selection Training

Commissioners are pleased to note that, following their own review in 2015/16, NICSHR has completed their Review of Recruitment and Selection Training to examine Commissioners' earlier findings and take account of the recommendations made by Commissioners.

Commissioners welcome in particular that NICSHR has committed to reviewing the content and provision of training every two years, which was a recommendation made by Commissioners. Commissioners are pleased that their recommendations with regard to SCS Recruitment Refresher Training are being progressed in a practical and pragmatic manner.

Commissioners are also pleased that NICSHR has agreed to consider feedback to candidates as a separate strand of work, as this is an important requirement of Commissioners' Recruitment Code. NICSHR has been invited to consider how they can improve the quantity and quality of feedback provided. Commissioners noted that the ongoing work in NICS to develop a revised approach to recruitment will affect the implementation of some of the key outcomes of the training reviews. While Commissioners are disappointed at the further delay to this area of work, it is accepted that NICSHR's efforts should be concentrated on the future approach to recruitment currently under development.

Commissioners' Review of Strategic Investment Board (SIB) Staff Working in the NICS

Commissioners have continued to engage with NICSHR on SIB staff working in the NICS following their Review which concluded last year. As reported on in last year's Annual Report, as a result of this Review the NICS committed to undertaking a programme of work to address Commissioners' concerns, including the development of revised policy and guidance documents and monitoring arrangements.

Commissioners welcomed sight of the draft revised NICS Secondment Policy, which is intended to standardise processes and practices across the NICS, and to provide clarity on the recording and monitoring mechanisms for filling situations within the NICS by way of secondment. Commissioners have provided feedback to the NICS on the draft policy and will continue to monitor the progress of this area of work.

Looking Forward

In addition to the formal schedule of audits in 2019/20, Commissioners will continue to engage with the NICS across the full range of resourcing and recruitment developments, policies and practices and in relation to audit outcomes. In particular Commissioners will be monitoring the progress and outworking of the Strategic Review of Resourcing, to ensure that Commissioners are fully cognisant of, and consulted on, any proposed

changes to NICS recruitment and resourcing practices with the potential to impact on the statutory role of Commissioners in relation to the principles set out in the Recruitment Code.

Commissioners' 2019/20 Audit and Review Plan

In line with Commissioners' 2016-20 Audit and Review Strategy, the following areas of NICS selection and recruitment have been identified for review with the NICS during 2019/20:

- Recruitment related complaints; and
- NICS Annual Statement of Compliance on Recruitment.


Recruitment Related Complaints

Commissioners consider complaints to be a valuable indicator of the success of any system and the Recruitment Code sets out Commissioners' expectations that complaints relating to NICS recruitment are dealt with in an efficient, appropriate and timely manner. NICS HR commenced publishing statistical data on the number of recruitment related complaints in their 'Annual Report on Recruitment to the NICS 2016'. Commissioners have therefore decided to undertake a review of this area to improve our understanding of the nature of the complaints received, and consider whether it identifies any areas which Commissioners would wish to examine with regard to compliance with the Code. The review will also consider the NICS process for determining that an issue should be treated as a complaint. We will report on the outcome of this review in the 2019/20 Annual Report.

NICS Annual Statement of Compliance on Recruitment

Commissioners will undertake an examination of the evidence which underpins the Annual Statement of Compliance on NICS Recruitment from the DoF Permanent Secretary.

As noted earlier in this report, following a period of engagement with the NICS, Commissioners introduced the annual '*Permanent Secretary Statement of Compliance on Recruitment*' in 2016/17. This was a key priority for Commissioners, and is considered to be a significant step forward in strengthening formal accountability at the most senior levels in the NICS and in assuring Commissioners that recruitment and selection practices and activities are managed and monitored in line with NICS policies and procedures and the Recruitment Code. At the time of introduction, Commissioners agreed that this should be added to the audit topics to be considered as part of their Audit and Review Strategy, once the process was established and fully implemented.



Following the centralisation of the NICS Human Resources Services into NICSHR under the DoF in 2017, a consolidated statement is made on behalf of the NICS by the DoF Permanent Secretary and the supporting assurance framework is managed by NICSHR.

The Review will consider the range of information and evidence which is collected from Departments and NICSHR to support the making of the Annual Statement of Compliance to determine if the Commissioners' expectations and the requirements of the Code have been met.

SENIOR CIVIL SERVICE 4-STAGE AUTHORISATION PROCESS

All appointments to the SCS through open competition require the approval of Commissioners.

In support of the request for approval, relevant recruitment information is provided by HRConnect or Departments to Commissioners at four key stages of the SCS recruitment process. The process also requires a number of assurances from HRConnect in relation to the competition process.


Detailed information on the Commissioners' 4-Stage Authorisation Process can be found on our website www.nicscommissioners.org.

During this year Commissioners received requests under the 4-Stage Authorisation Process for twenty SCS external recruitment competitions. These are listed in Table 1 below. It should be noted that some of the competitions included below have been detailed in previous Annual Reports. However authorisation, and/or approval, was granted for appointments from these competitions during the reporting period.

Table 1: Senior Civil Service Competitions dealt with during 2018/19

POST	LEAD NICS DEPARTMENT
Assistant Solicitor (Grade 5)	Departmental Solicitor's Office, Department of Finance
Director, Property Services Division, Central Procurement Directorate (Grade 5)	Department of Finance
Chief Executive, LPS (Grade 3)	Department of Finance
Assistant Director, PPS (Grade 5)	Public Prosecution Service
Senior Assistant Director, PPS (Grade 3)	Public Prosecution Service
Second Legislative Counsel, OLC (Grade 3)	Office of the Legislative Counsel, The Executive Office
Chief Executive, HSENI (Grade 5)	Health and Safety Executive for Northern Ireland
Director of Information Services & Property Management (Grade 5)	Department for Communities
Director of the NI Bureau in China (Grade 5)	The Executive Office
Assistant Solicitor, Office of the Legislative Counsel (Grade 5)	The Executive Office
Deputy Chief Social Work Officer (Grade 5)	Department of Health
Assistant Solicitor, Commercial and Property Division (Grade 5)	Departmental Solicitor's Office, Department of Finance
Chief Environmental Health Officer (Grade 5)	Department of Health
NICS Finance Director (Grade 5)	Department of Finance
Deputy Chief Medical Officer (Grade 5)	Department of Health
Permanent Secretary	Department of Finance lead on behalf of all departments
Deputy Chief Veterinary Officer (Grade 5)	Department of Agriculture, Environment and Rural Affairs
Healthcare Policy Group Deputy Secretary (Grade 3)	Department of Health
Director of Rehabilitation and Reducing Reoffending (Grade 5)	Department of Justice
Deputy Secretary, Engaged Communities Group (Grade 3)	Department for Communities

These competitions were scrutinised under Commissioners' 4-Stage Authorisation Process where necessary, and any appointments made from these competitions have been approved under this process.



In the spirit of good governance and to ensure robust delivery of the Secretariat's management of the 4-Stage Authorisation Process on behalf of Commissioners, an annual internal audit of the process is undertaken to ensure that it is being operated in line with procedure. The audit found that procedures were satisfactorily applied by OCSC Secretariat at each stage of the process and Commissioners were reassured that the 4-Stage Authorisation Process is operating in line with the Recruitment Code.

APPOINTMENTS MADE BY WAY OF EXCEPTION TO MERIT

Regulation 3 of Commissioners' General Regulations 2007 permits appointments to be made other than in accordance with the Merit Principle.

The Commissioners' General Regulations and Recruitment Code outline the particular circumstances in which the principle of selection on merit on the basis of fair and open competition shall not apply. The Commissioners' objective in permitting exceptions is to provide flexibility where it can be justified as necessary and appropriate to meet the business needs of the NICS. Commissioners scrutinise and challenge NICS requests for appointments to be made by way of exception to the Merit Principle on a case-by-case basis. Departments must justify to Commissioners why it is not reasonably practicable to make the appointment in accordance with the Merit Principle, in order that Commissioners may be satisfied that appointment by exception is warranted.

While specific approval of Commissioners is required for some appointments by way of exception to merit, the Recruitment Code permits Departments to make appointments via exception to merit in certain limited circumstances at grades below SCS level for a period of up to two years. However, any extension beyond two years requires Commissioners' approval.

During 2018/19, Commissioners approved two appointments at SCS level to positions in the NICS under Commissioners' 2007 General Regulations, Regulation 3(a) Secondment; and one appointment at SCS level under Regulation 3(b) Transfer from another civil service of the Crown. Commissioners also approved the extension of one appointment to the NICS at SCS level under Regulation 3(a) Secondment.

As mentioned above, under Regulation 3(a) Departments can make appointments below SCS level for periods of up to two years. In line with the Code, Commissioners' approval was sought, and granted, for extensions to secondments for two posts at Grade 7 and one post at Deputy Principal grade.

Table 2: Appointments made by the NICS by way of Exception to Merit: January 2016-December 2018¹

Exception Category	Appointments: January 2016- December 2016	Appointments: January 2017- December 2017	Appointments: January 2018- December 2018
(a) Secondment	12	12	11
(b) Transfer from another civil service of the Crown	0	0	1
(c) Transfer of persons employed on functions being transferred	6	3	0
(d) Exceptional needs of the NICS	1	0	0
(e) Appointments made under Government initiatives/ programmes	0	0	0
(f) Reinstatement	0	0	0
Total	19	15	12

¹ This information is sourced from the NICS Annual Reports 2016 – 2018.

NICS CODE OF ETHICS

One of the Commissioners' statutory roles is to hear appeals under the NICS Code of Ethics.

During the 2018/19 reporting year, four concerns were considered by Commissioners and after detailed consideration Commissioners determined that two of the concerns raised were not matters which fell to be considered under the NICS Code of Ethics.

It is Commissioners' expectation in hearing Code of Ethics appeals that an existing civil servant should first raise their concern with their Department under the Code of Ethics. In this regard, one concern has not progressed under the Code of Ethics appeals process; and the remaining concern is the subject of Departmental investigation processes.

The NICS is required to provide annually the number of concerns dealt with by Departments under the Code of Ethics.

During the 2018 calendar year the NICS reported that four complaints were received under the NICS Code of Ethics; three of the concerns raised were accepted by the relevant Department as a complaint under the Code of Ethics. The outcome for two of the investigations concluded that there was no evidence to substantiate the complaint; and one concern raised was referred onward to an appropriate Agency for investigation and assurance.

MONITORING NICS RECRUITMENT

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

In order to discharge our statutory duties, Commissioners rely on a range of recruitment-related information and statistical data collated and analysed by DoF, the Northern Ireland Statistical and Research Agency (NISRA) and other organisations.

The NICS publish their recruitment-related information for the calendar year of 2018² in the [Recruitment to the NICS Annual Report 2018](#). The report also includes the [NISRA Analysis of NICS Competitions 1 January 2018 to 31 December 2018](#) published by DoF.

Each year Commissioners determine how the information published in the NICS Annual Report on recruitment fulfils Article 4(5) of the Civil Service Commissioners (NI) Order 1999 as set out in Appendix C of the Recruitment Code.

NICS Recruitment during 2018 and Trends in Recruitment

The number of recruitment competitions, applications and appointments for 2016 to 2018 reporting periods are included in **Table 3**.

Table 3: NICS Open Recruitment Competitions, Applicants and Updated Figures for 2016-18³

Detail	2016	2017	2018
Open Competitions	51	88	109
Total Applicants	4,131	5,794	6,282
Eligible Applicants	3,277	4,236	3,666
Appointees*	434	556	286

*Figures as at 1 February 2019, further appointments are expected to be made from 2018 competitions.

2 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.

3 Data includes both permanent and temporary competitions.

The level of NICS recruitment has continued to rise again in 2018, following the end of the recruitment embargo in April 2016. As noted in the table above, 109 NICS recruitment competitions were held in 2018, attracting 6,282 applications. The number of competitions and applicants was higher than in 2017, increasing by approximately 24% and 8% respectively.

The NICS reports that there were no general service corporate recruitment competitions advertised during 2018. With regard to volume Departmental competitions, the highest number of applicants was for the Northern Ireland Prison Service (NIPS) competition for Custody Prison Officers and Night Custody Officers, which attracted 951 applicants.

While Commissioners have no regulatory role in relation to internal competitions, we consider that it provides context and a helpful comparative perspective to publish this information alongside the open recruitment data. NICS internal recruitment competitions and appointment figures for 2016 to 2018 are therefore detailed in **Table 4** below.

Table 4: NICS Internal Recruitment Competitions and Appointment Figures 2016-18

Detail	2016	2017	2018
Internal Competitions	42	76	89
Internal Appointments*	133	795	205

*Figures as at 1 February 2019, further appointments are expected to be made from 2018 competitions.

Internal recruitment activity has also continued to increase in 2018 following the end of the embargo on recruitment and promotion in April 2016. Two of the 89 internal competitions during 2018 were for SCS positions. One appointment to the SCS had been made by 1 February 2019. Commissioners continue to encourage the NICS to address diversity issues within the NICS through open competition wherever possible.

Summary of Applicants for the Periods 2016-18 by Equality Grouping

Commissioners note the following with regard to the NISRA analysis of recruitment activity in 2018⁴:

- Almost three out of five applicants for permanent jobs were male (58.5%), with females representing 41.5% of applicants. For temporary jobs, almost three quarters of applications were from males (74.1%), with 25.9% from females.

⁴ It should be noted that further appointments may be made from these competitions, which could change the profile of appointees.

- In terms of community background, 46.0% of applications for permanent posts were from Protestants, with a smaller proportion from Catholics (40.4%) and 13.6% from applicants whose community background was not determined. For temporary jobs around half of applications received were from Catholics (51.8%), with 36.2% from Protestants and 12.1% from applicants whose community background was not determined.
- The proportion of applications for permanent jobs from minority ethnic groups was 2.3%, for temporary jobs it rose to 4.0%.
- The proportion of applicants for permanent jobs who declared a disability was 4.0%, for temporary jobs it rose to 5.4%.
- For permanent jobs over half (52.5%) of applicants were aged 25-39, 19.7% aged 16-24 and 18.2% aged 40-49. Fewer than one in ten applicants were aged 50 or over (9.7%). For temporary jobs, four out of five applicants were aged 16-24 (78.1%).
- 94.5% of applicants for permanent posts stated their sexual orientation was towards someone of a different sex, with 3.4% reporting orientation towards someone of the same sex and 2.1% reporting orientation towards both sexes. The figures for temporary posts were broadly similar.
- In relation to applicants for permanent jobs, for those who provided their NICS employment history, around a quarter (24.2%) reported they were a current NICS employee, 8.7% of applicants reported that they had previously been an NICS employee and 67.1% reported no NICS employment history. For temporary positions 94.6% reported no NICS employment history.

Commissioners note that 3,474 of the 6,058 applicants for permanent jobs in 2018 (57.3%) were deemed to be eligible for the competition for which they had applied and that, in general, NISRA analysis revealed relatively small differences between the actual and expected numbers of eligible applicants. Candidates from a minority ethnic background were less likely to be eligible.

Commissioners also acknowledge that the profile of applicants is dependent on the occupations for which jobs were advertised and the numbers of applications for each competition, and that a different set of competitions being launched could yield a different applicant profile.

Table 5 below details the NICS applications for 2016, 2017 and 2018 by equality groupings (extracted from NISRA's ['2018 Analysis of NICS Recruitment'](#) and the ['Recruitment to the NICS Annual Report 2018'](#)).

Table 5: The breakdown by equality grouping of applicants for NICS posts from 1 January 2016 to 31 December 2018⁵

		2016		2017		2018	
Total number of applicants⁶		4,131		5,794		6,282	
Number of <u>eligible</u> applicants		3,277		4,236		3,666	
Equality Category	Description	% Applicants					
		% Total	% Eligible	% Total	% Eligible	% Total	% Eligible
Gender	Male	59	57	60	59	59	57
	Female	41	43	40	41	41	43
Community Background	Protestant	44	44	47	49	46	44
	Catholic	46	46	41	40	41	44
	Not Determined	10	9	12	12	14	12
Ethnicity	White	99	99	98	98	98	98
	Minority Ethnic Groups	1	1	2	2	2	2
Disability	With a declared disability	4	4	3	3	4	4
	Without a declared disability	96	96	97	97	96	96
Age group⁷	16-24	22	24	22	24	22	22
	25-39	55	56	54	54	51	51
	40-49	15	13	17	17	18	17
	50+	8	7	7	6	9	9
Sexual Orientation	Both sexes	5*	2	5*	2	2	2
	Different sex	95	94	95	95	95	94
	Same sex	*	4	*	3	3	3
NICS employment history⁸	Current	14	14	13	14	17	21
	Previous	10	10	6	6	6	7
	None	74	72	49	42	50	53

* The NICS has reported the 2016 and 2017 both sexes/same sexes data as a combined figure.

5 This information is based on data provided by NISRA in the Analysis of NICS Recruitment Competitions 2016-2018 as at 1 February 2019 with the exception of 2016 and 2017 total applicant data, which is taken from Recruitment to the Northern Ireland Civil Service Annual Report 2018, published by the NICS. The full reports are available on the NISRA and NICS Recruitment websites respectively. Note that totals may not sum due to rounding or missing information.

6 2016 and 2017 Data taken from Recruitment to the Northern Ireland Civil Service Annual Report 2018, published by the NICS.

7 Based on age at closing date for applications.

8 NISRA reports Employment history is not available for a number of 2016, 2017 and 2018 applicants.

Updated Summary of NICS Appointments

The NICS Annual Report presents recruitment data for NICS competitions with a closing date in a particular calendar year, currently 2018. The appointment figures are for all appointments made from these competitions by 1 February of the following year. The figure reported may not be the final number of appointments which will be made. NICS competition merit lists usually remain live for a period of one year, with the possibility of extension where there are cogent and practical reasons for this.

Following a recommendation from Commissioners, the NICS publish updated appointment figures for the three prior reporting periods in order to address the issue of unreported appointments. The [Recruitment to the NICS Annual Report 2018](#) therefore provides updated NICS appointment figures for 2015, 2016 and 2017, taken from the [NISRA Analysis of NICS Recruitment Competitions 2018](#).

Commissioners note the following with regard to the NISRA analysis of permanent appointments to the NICS in 2018:

- more applications were received from males, a higher number of females were appointed than was expected;
- the number of appointees from a 'Not Determined' community background was lower than expected;
- the number of appointees with NICS experience was higher than might have been expected;
- there were more appointees than expected in the 25-39 age category and fewer than expected in the 16-24 category;
- in relation to the first key selection stage (invitation to interview), the analysis shows that across the equality categories, the profile of candidates invited to interview was broadly in line with what was expected;
- at interview stage, the analysis shows that fewer candidates aged 50 or over than expected passed the interview. Across other equality categories, the profile of those passing the interview was in line with what would be expected;
- of those candidates who passed the interview, the profile of applicants offered appointment across the equality categories was similar to the expected profile; and
- in the case of the 28 temporary appointments made by 1 February 2019, the profile of appointees across the equality categories was broadly in line with the expected profile.

Commissioners acknowledge that, on an individual competition basis, disparities between the actual and expected numbers of appointees in each equality category are generally small (typically less than 3) and the appointment of a further candidate from a different category could change the overall profile of appointees. Updated figures for 2018 will be reflected in our 2019/20 Annual Report.

Table 6: The number and breakdown by equality grouping of **appointees** for NICS posts 2016 to 2018 (Comparison of actual and expected number of appointments)⁹

		2016			2017			2018		
Total NICS appointments		434			556			286		
Equality Category	Description	Expected	Actual	Difference	Expected	Actual	Difference	Expected	Actual	Difference
Gender	Male	253	240	-13	326	321	-5	183	167	-16
	Female	181	194	13	230	235	5	103	119	16
Community Background ¹⁰	Protestant	194	217	23	262	279	17	120	124	4
	Catholic	203	188	-15	235	218	-17	109	111	2
	Not Determined	38	29	-9	59	59	0	29	23	-6
Ethnicity	White	430	#	#	546	548	2	280	#	#
	Minority Ethnic Groups	4	*	#	10	7	-3	6	*	#
Disability	With a declared disability	16	10	-6	16	16	0	11	8	-3
	Without a declared disability	418	424	6	540	540	0	275	278	3
Age group ¹¹	16-24	97	83	-14	106	105	-1	53	43	-10
	25-39	246	261	15	299	313	14	129	141	12
	40-49	59	59	0	103	89	-14	47	46	-1
	50+	33	31	-2	48	49	1	29	28	-1
Sexual Orientation ¹²	Both sexes / Same sex	21	22	1	23	22	-1	12	8	-4
	Different sex	412	412	0	533	533	0	246	250	4
NICS employment history	Current	81	99	18	100	124	24	53	77	24
	Previous	49	55	6	39	40	1	17	19	2
	None	291	262	-29	258	235	-23	176	152	-24

number has been suppressed to avoid disclosing another number that is too small to publish.

* number too small to publish (ie below 5).

9 Data is as at 1 February 2019 for competitions which closed in each year. NISRA has reported that totals within an equality category may not sum to overall total due to rounding or missing information. Further appointments may be made from these competitions, which may change the profile.

10 2018 community background data is for permanent appointments only. NISRA reports the 'Protestant' and 'Not Determined' categories were combined in 2018 temporary appointment data due to small numbers (<5) of appointees in the 'Not Determined' categories (28 temporary appointments were made in total, 10 in the Protestant/not determined category and 18 in the Catholic category).

11 2018 age data is for permanent appointments only, based on age at closing date for applications. NISRA reports the 40-49 and 50+ categories were combined in 2018 temporary appointment data due to small numbers (<5) of appointees (28 temporary appointments were made in total, 21 in the 16-24 category, 5 in the 25-39 category and 2 in the 40+ category).

12 NISRA reports that the 'both sexes' and 'same sex' categories were combined due to small numbers in the 'both sexes' category. 2018 sexual orientation data is for permanent employees only due to the small numbers for temporary appointments.

Table 6 above compares the actual number of appointments against the expected appointments by equality group for 2016, 2017 and 2018. In 2018 there were 286¹³ appointments made from 62 of 109 competitions held. No appointments had been made from the remaining 47 competitions as at 1 February 2019. NISRA analysis reveals some disparities between the number of actual and the number of expected appointees if applicants within each category had been equal in merit. This is explained in detail in the [NISRA Analysis of NICS Recruitment Competitions 2018](#).

Senior Civil Service Recruitment 2018

Of the 109 competitions advertised by NICSHR in 2018, 14 were for SCS competitions, attracting 262 applications and resulting in 16 appointments by 1 February 2019. Commissioners note that, given the small number of SCS appointments, no analysis is presented by NISRA. We note, however, that NISRA report that nine males and seven females were appointed, in line with what would be expected based on the applicant pool. In relation to the key interim stages, current NICS employees and candidates in the 40-49 and 50 or over age categories were more likely to be deemed eligible for the competition. The profile of candidates who passed the interview was in line with what would be expected.

NICS Recruitment Developments 2018

Commissioners monitor ongoing developments within the NICS and meet regularly with the NICS to discuss key issues relating to recruitment and selection. We are pleased to note that the NICS has reported a number of recruitment developments and improvements during 2018/19:

- The publication of the NICS People Strategy in June 2018 and a supporting programme of work which is underway to enable a different and improved model and culture of people management across the NICS. In the first year of implementation the NICS reports it has completed a number of shorter term actions, including delivery of development programmes at Grade 5 and Grade 7, establishment of a NICS-wide Mediation Service, Mentoring Circles and the introduction of a NICS Cancer Support Network, with significant success in delivering priorities that will make NICS a diverse and inclusive place to work. The NICS reports that work has started on a number of longer term transformation projects on building the capacity of line managers; providing effective tools for line managers; improving how the NICS manages performance; strategic workforce planning, recruitment and vacancy management; flexible ways of working; and building career paths.

¹³ 258 permanent appointments were made, plus a further 28 temporary appointments. Some appointment data is too small to publish for certain equality groupings.

- Commissioners welcome the initiation of the NICS Strategic Review of Resourcing intended to explore fundamental changes to the NICS approach to recruitment and selection. The NICS report that their aim is to introduce simple, timely and responsive processes that include a more tailored recruitment process with a greater focus on the skills required for job roles and individual posts. It is expected that following consultation, changes will be introduced on an incremental basis over a 12-18 month period. Commissioners will continue to engage with the NICS with regard to the Merit Principle and their expectations as set out in the Recruitment Code.
- The NICS has reported that work in relation to a marketing and outreach strategy is ongoing following completion of the latest Article 55 statutory review into the community background profile of the NICS and the non-statutory review into gender. Commissioners consider that outreach activities have an important role to play in maintaining the Merit Principle, by ensuring efforts are made to attract a wide pool of suitably qualified candidates and targeting any areas of under-representation identified through the range of recruitment monitoring requirements, including under Appendix C of the Recruitment Code.
- Commissioners welcome that the NICS has reported a substantial increase in diversity and inclusion activity in 2018 across the NICS which is being delivered under the NICS People Strategy, led by Departmental representatives in the central Diversity Champions Network and co-chaired by the Permanent Secretary for the Department of Justice (DoJ) and Director of NICS HR. Disability and LGBT Diversity Champions were appointed in 2018 and related working groups established, who have taken forward a range of related initiatives. The NICS also reports that a Gender Action Plan is being taken forward and a Women's Network has been established; and that a number of outreach events took place with ethnic minority groups in 2018 to obtain feedback on how to improve access to services, including recruitment services. Further detail is available in the Recruitment to the NICS Annual Report 2018. Commissioners look forward to future updates from NICS on the progress and outcomes of this work.

COMMISSIONERS' ENGAGEMENT

Engagement with Stakeholders

An important focus for Commissioners is to establish and develop effective relationships with stakeholders to facilitate the mutual sharing of experience and expertise. In addition to Commissioners' links to the Head of the Civil Service and the NICS Permanent Secretaries, Commissioners also work closely with their counterparts in Great Britain (GB) and the Republic of Ireland (ROI) to explore issues of mutual interest.

Since taking up appointment in June 2018, the Chairperson undertook a series of meetings to engage with regulatory organisations and key stakeholders. This was to help inform and ensure that the Chairperson was fully informed in relation to recruitment in the NICS. This allowed the Chairperson to consider and reflect on strategic priorities and delivering Commissioners' statutory functions while striking the balance of meeting the needs of the NICS with regard to recruitment.

As part of their annual engagement with the Head of the Civil Service, David Sterling, and the Permanent Secretaries Group (PSG), Commissioners were presented with an update on the NICS of the Future agenda to have a well-led, high performing NICS with staff focussed on outcomes to deliver the Programme for Government outcomes-based framework. PSG highlighted particular challenges facing the Civil Service in delivering strategic priorities and services. Commissioners had previously identified to PSG that an area of interest was in relation to "Diversity and Inclusion in the NICS". Commissioners welcomed the presentation by NICS HR and themed discussion with PSG and NICS HR to explore the issues, particularly with regard to recruitment and outreach activity.



(Left to Right Jim Scholes, Sue Gray, Derek Baker, Deirdre Toner, David Sterling, Katrina Godfrey, Jill Minne, Sinéad Burns and Janine Fullerton)

Commissioners also met with representatives from the Commission for Public Service Appointments in Dublin as part of their routine engagement to share strategic developments and explore issues of common interest. Áine Gray and Michelle Noon from the Public Appointments Service (ROI) joined the meeting and provided a helpful briefing in relation to Diversity and Inclusion in the Public Service in Ireland.



(Left to Right Jacqui McCrum, Rebecca Connolly, Maire Ní Fhiachain, Liam Duffy, Justice Daniel O’Keefe, Deirdre Toner, Sinéad Burns, Jim Scholes, Áine Gray, Michelle Noon, Jo Kenny)

During the year, there was engagement with:

- Head of the Civil Service;
- Permanent Secretaries and senior officials;
- NICSHR, in DoF;
- NI Statistics and Research Agency;
- Senior Officials in the Northern Ireland Office;
- Crown Solicitor’s Office;
- Civil Service Commission (UK);
- Equality Commission for Northern Ireland;
- Northern Ireland Public Services Ombudsman;
- Disability Action;
- NICS Disability Working Group;
- Commissioner for Public Appointments for Northern Ireland;
- Northern Ireland Human Rights Commission;
- Commission for Public Service Appointments (ROI); and
- Public Appointments Service (ROI).

PROMOTING DIVERSITY

Commissioners attach particular significance to issues of diversity, inclusivity and equality of opportunity which are central to the Merit Principle and embedded within Commissioners' Recruitment Principles.

Commissioners' Equality Scheme and Disability Action Plan set out how their statutory obligations will be fulfilled to promote equality and good relations. Following a consultation during summer 2018, Commissioners published their updated Disability Action Plan for 2018-22. Copies of current documents are available to view online at www.nicscommissioners.org.

Commissioners also seek to influence and encourage the NICS to take proactive measures to promote equality of opportunity and target under-representation throughout all stages of the recruitment process.

During the year, Commissioners were pleased to meet with the NICS Disability Champion, Ronnie Armour and the NICS Disability Working Group. Commissioners welcomed the work of the Working Group in relation to a range of issues, including the subgroups' recommendations to address barriers to recruitment, to promote and support career development, and to seek to ensure the retention of staff with disabilities. Commissioners noted the engagement between the NICS Disability Working Group and NICSHR and look forward to seeing actions to promote diversity and inclusion, particularly in relation to appointments to the NICS.



(Left to Right Laura McCartney MBE, Disability Action, Séan Fitzsimmons, Disability Action, Deirdre Toner, Jim Scholes, Sinéad Burns)

In December 2018, Commissioners had an informative and engaging meeting with Laura McCartney MBE, Assistant Director of Employment and Training and Séan Fitzsimmons, Employment Advocacy Officer from Disability Action. Commissioners were provided with an update on legislation and recent case law with regard to disability and employment. The discussion included specific challenges facing those with disabilities living in Northern Ireland, reasonable adjustments and positive action in relation to recruitment.

COMMISSIONERS' SECRETARIAT AND RESOURCES 2018/19

To deliver our statutory responsibilities we receive support from a Secretariat which comprises 6 members of staff, 5 of whom are part-time and 1 is full-time:

2018/19 Budget Expenditure

Item	(£000s)
Commissioners' Fees	27
Staff Salaries	206
Accommodation and overheads	25
Training (Commissioners and Staff)	3
Total	261

WEBSITES AND RESEARCH MATERIAL

The Civil Service Commissioners for Northern Ireland www.nicscommissioners.org

NICS HR <https://www.finance-ni.gov.uk/nics-hr>

NICS Recruitment <https://irecruit-ext.hrconnect.nigov.net/>

Northern Ireland Statistics and Research Agency www.nisra.gov.uk

Equality Commission for Northern Ireland www.equalityni.org

Civil Service Commission <http://civilservicecommission.independent.gov.uk/>

Commissioner for Public Appointments (ROI) www.cpsa.ie

Public Appointments Service (ROI) www.publicjobs.ie

'Recruitment to the Northern Ireland Civil Service' Annual Reports

<https://irecruit-ext.hrconnect.nigov.net/pages/content.aspx?Page=Annual-Reports>

'Analysis of NICS Recruitment Competitions 1 January 2018 – 31 December 2018'

<https://www.nisra.gov.uk/sites/nisra.gov.uk/files/publications/Analysis-of-NICS-Recruitment-Competitions-2018.pdf>





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