

CIVIL SERVICE SENIOR APPOINTMENTS PROTOCOL

Introduction

1. This protocol has been drawn up by the Senior Leadership Committee and the Civil Service Commission. It sets out the way in which appointments to the most senior posts in the Civil Service will be handled. The protocol falls under section 17, Part 1, of the Constitutional Reform and Governance Act 2010 "Additional functions of the Commission".
2. The protocol applies to all appointments to Director General, Permanent Secretary and equivalent jobs in the Civil Service.
3. The arrangements are based on a number of underlying requirements:
 - The selection route for any appointment (including assignments created as a result of departmental restructuring) will be decided by the Senior Leadership Committee, on which the First Civil Service Commissioner sits.
 - Any appointment on promotion must follow an internal or external recruitment competition.
 - All recruitment competitions, external or internal, will be conducted in compliance with the Civil Service Commission's Recruitment Principles.
 - A presumption that the field for any internal competition will be established through a civil service-wide advert.

Deciding the Selection Route

4. The selection route for any appointment will be decided by the Senior Leadership Committee, on which the First Civil Service Commissioner sits. The Committee will decide the route: external competition; internal competition; or a managed move of an individual at the same level, in light of a business case (provided by the Permanent Secretary with advice from the SLC secretariat) weighing up the relevant factors as set-out in Annex A.
5. The Senior Leadership Committee, with non-Executive members, will review their decisions on the selection routes for appointments every six months.

Selection Routes

External & Internal Competitions

6. The Civil Service Commission's Recruitment Principles, made under Part 1 of Constitutional Reform and Governance Act 2010, set out the legal interpretation of the principle of selection on merit on the basis of fair and open competition for appointment to

the Civil Service. Under the Act these Principles apply to all external recruitment into the Civil Service, including into those jobs covered by this Protocol.

7. This Protocol also applies the Recruitment Principles to all internal recruitment competitions for these jobs, the only difference being in the requirement for the job to be advertised civil service-wide¹, rather than publicly, to meet the principle of openness. The requirements for fairness and merit, on the involvement of Ministers, and that a Commissioner must chair the competition, remain the same as for external competitions.

8. For all recruitment competitions the department must satisfy the Commissioner chairing the competition that the proposed composition of the selection panel is fit for purpose. The panel shall usually have the recruiting Permanent Secretary, another Permanent Secretary, a non-executive board member and/or an external stakeholder as members, which should include men and women. Panels will be provided with common data and suitability evidence for all internal candidates and they should make every effort to ensure comparable evidence is provided for external candidates. Candidates will be assessed against a common set of leadership competences applicable to all Director General and Permanent Secretary jobs, in addition to criteria specific for the role.

Managed Moves

9. The Senior Leadership Committee will undertake an annual review of all appointments made by a managed move

Use of Commission's Exceptions

10. The Civil Service Commission's Recruitment Principles set out a limited number of circumstances where, in order to meet the needs of the Civil Service, an exception to the principle of selection on merit on the basis of fair and open competition can be made. Use of an exception to make an appointment to any job covered by this Protocol requires the specific approval of the Commission.

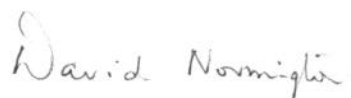
Reporting

11. The Civil Service Commission will report on the operation of this Protocol in its annual report.



**Cabinet Secretary &
Head of the Civil Service
Senior Leadership Committee**

Date: 11/7/11



**First Civil Service Commissioner
Civil Service Commission**

Date: 27/6/11

¹ Except in cases of departmental restructuring, where the field of internal candidates may be restricted.

The business case presented to SLC for the mode of selection for a vacancy must weigh up and provide evidence for the following factors, where relevant, that would tend towards:

External Competition	Internal Competition	Managed Move
<p>Weak internal pool – the internal pool of potential candidates does not have the skills required, or at a sufficient level, for the post.</p> <p>Specific skills or experience needed – there is a need or demand to bring in skills from other sectors, and this post call for those skills.</p> <p>Knowledge of the external market –the external market appears to offer the skills which are in shortage internally.</p> <p>Diversity of the existing team – the experience and working style of the existing senior team could be complemented by an external appointment.</p> <p>Ministerial preferences – the Secretary of State or Prime Minister have expressed a preference for the recruitment to test/source the external market.</p>	<p>Strong internal pool – the internal pool of candidates is strong e.g. where potential internal successors to the post have been identified as part of the talent management strategy.</p> <p>The skills set - required is usually associated with people who have experience of working in the Civil Service.</p> <p>Promotion opportunity – the post is suitable for promotion and not necessarily suited only to people with experience of working at the level of the advertised post.</p> <p>Pay and benefits – market evidence shows pay and benefits associated with the post are uncompetitive with external comparators and therefore unlikely to attract a quality external field and/or the scale and interest of the job is unlikely to be sufficiently attractive to external candidates.</p> <p>Restructuring - the vacancy will arise as part of the restructuring of a departmental senior team and there is a credible internal field.</p>	<p>Critical business need - there is an urgent business need to fill a post and the internal field has been assessed to ensure that the selected candidate is the most suitable for the post.</p> <p>Individual development needs– an individual with high potential (assessed through cross-departmental moderation) has been identified as benefiting from a move into such a role to give the experiences and stretch required to prepare the individual for the next level. The individual's strengths and weaknesses will have been mapped on to key roles to identify the most suitable posts to provide job focussed development.</p> <p>Retaining talent – a move into such a role will retain a high performing individual (but not necessarily with high potential) identified as having key skills and experience which are in shortage internally.</p> <p>Restructuring - the vacancy will arise as part of the restructuring of a departmental senior team and there is only one credible candidate.</p>