

# TOP LEVEL APPOINTMENTS COMMITTEE

RECENT DEVELOPMENTS and TRENDS

September 2012

Maureen P Lynott Chairperson

# Agenda

- Objectives and Terms of Reference
- Membership
- Process
- Statistics & Trends
- Considerations

# Objectives and Terms of Reference

TLAC recommends candidates to Ministers and Government for the most senior Civil Service posts, at Assistant Secretary General level and upwards;

- In an independent manner;
- Strictly on the basis of merit;
- Ensure selection process is accessible to widest pool of qualified candidates from all sectors.

# Appointed Members since July 2011

## External TLAC Members

- Ms Maureen Lynott, Performance & Management Consultant (Chairperson)
- Mr Clive Brownlee, Praesta Ireland
- Dr Dorothy Scally, Professional Development Consultant
- Mr Kevin Empey, Director, Towers Watson
- Mr Martin Murphy, Managing Director, HP Ireland

## Senior Civil Service Members

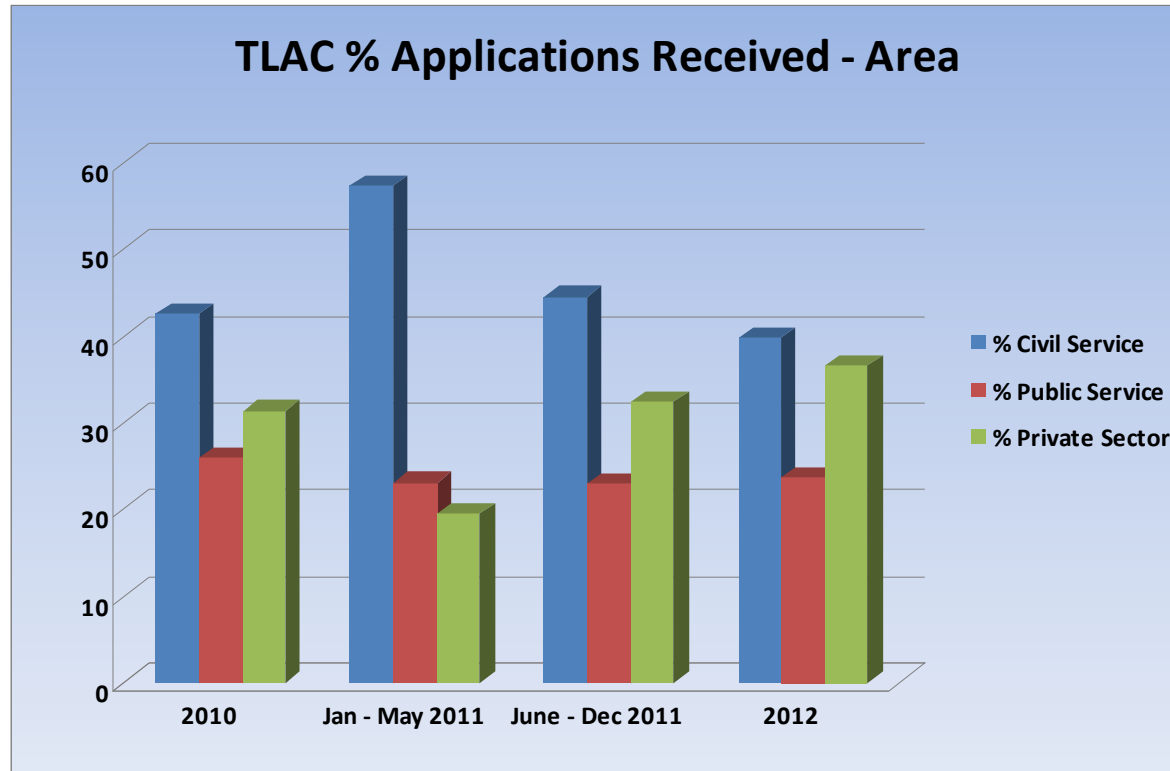
- Mr Robert Watt, Secretary General, D/Public Expenditure & Reform
- Mr Martin Fraser, Secretary General, D/Taoiseach
- Mr Tom Moran, Secretary General, D/Agriculture, Food & the Marine
- Ms Josephine Feehily, Chairman, Office of the Revenue Commissioners

# Process

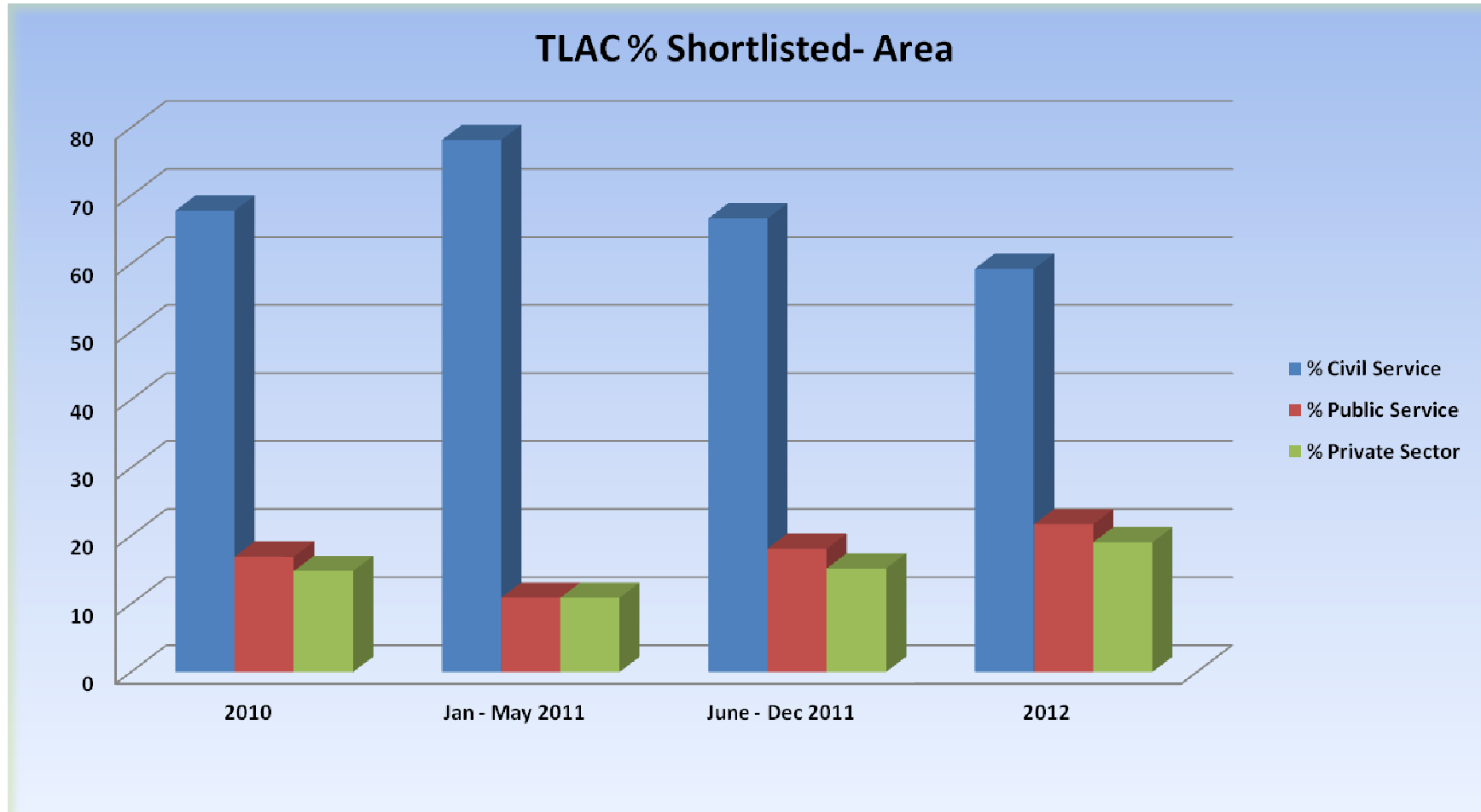
- **Initial recruitment and selection process** by Public Appointments Service in conjunction with TLAC
  - Recruitment campaign
  - Shortlisting
  - Preliminary interviews
- **TLAC interviews**
- **Recommendations** to Minister/Government

# Statistics & Trends

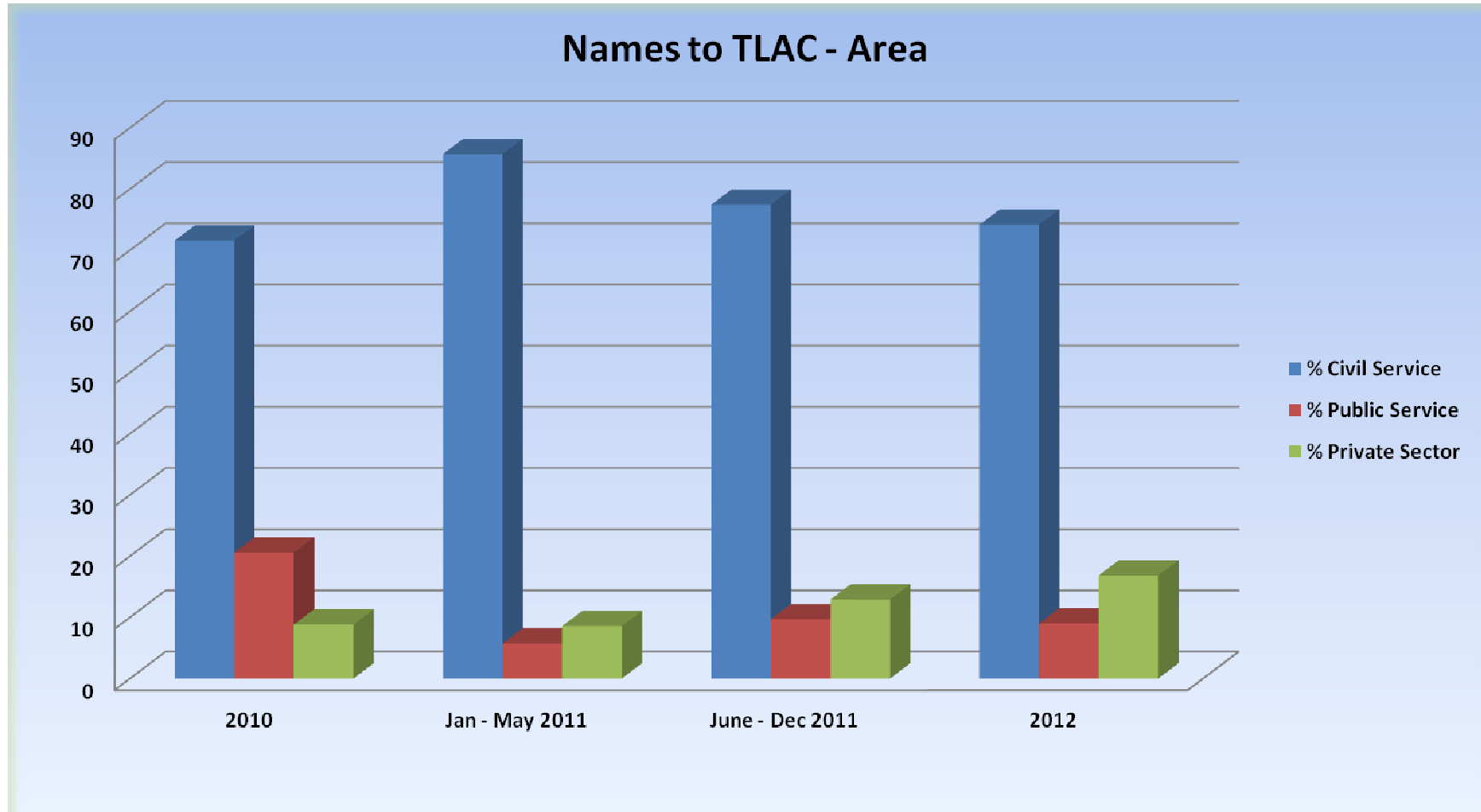
## Where did applications come from?



# Make-up of shortlisted applicants?

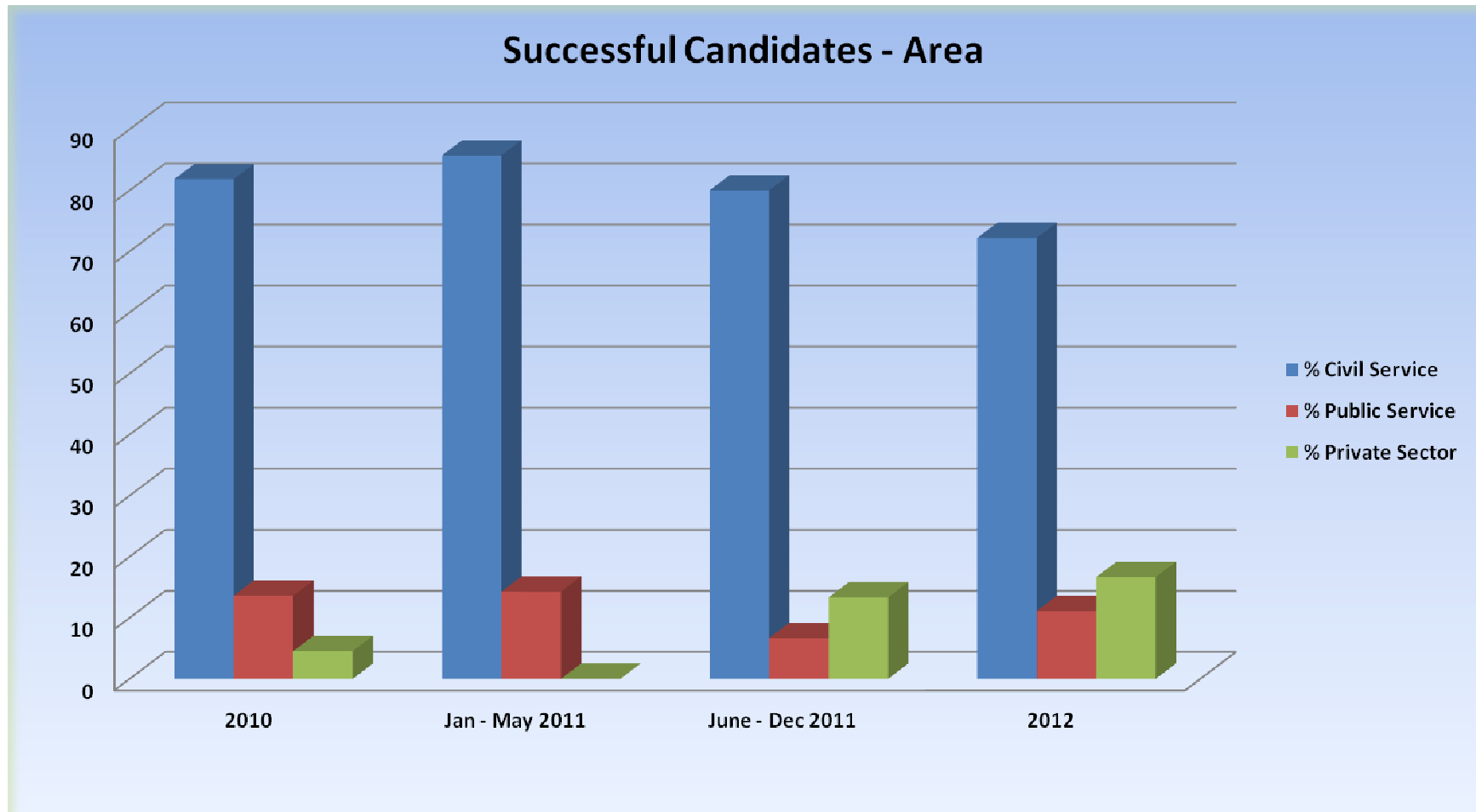


# Successful at preliminary interview – names to TLAC?

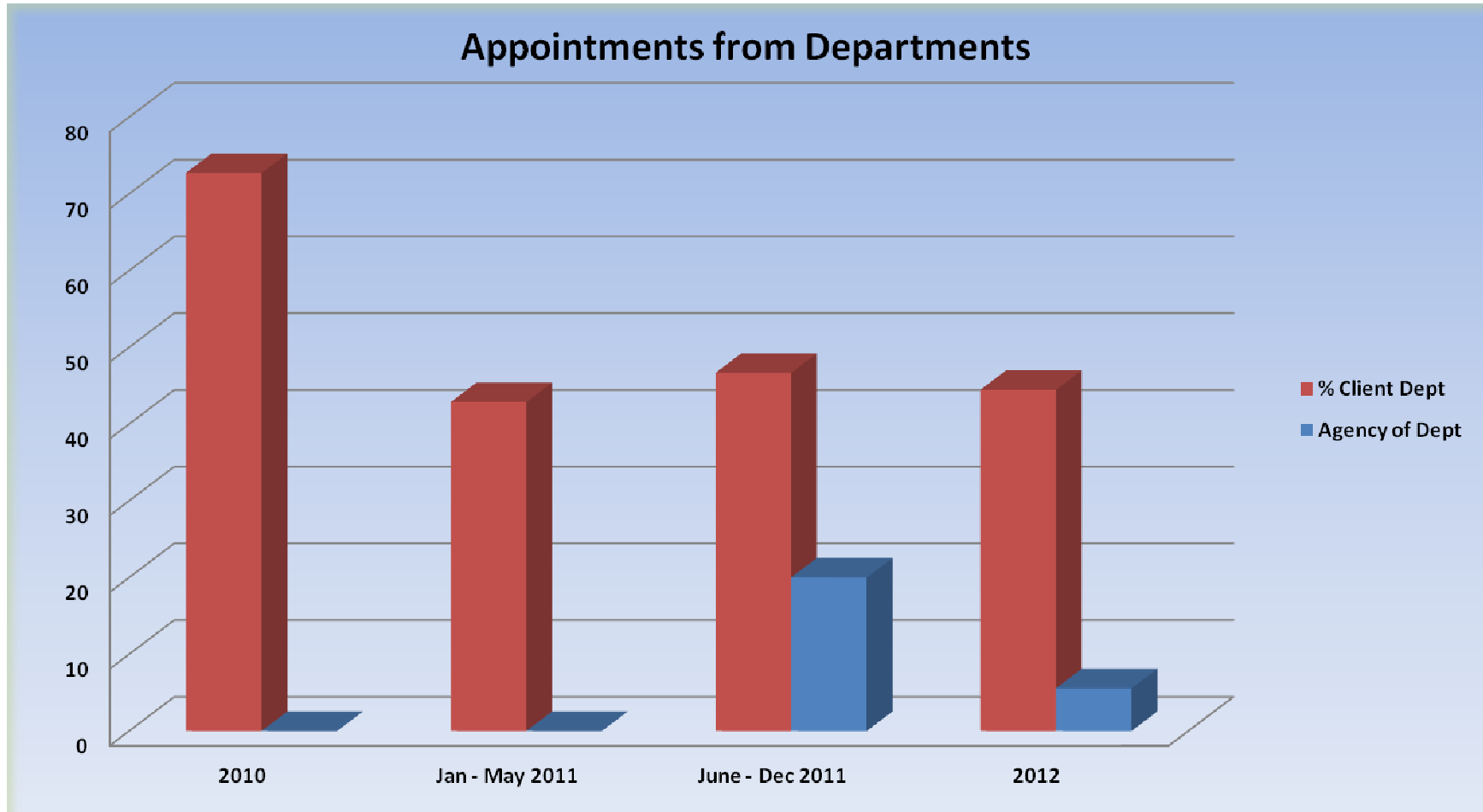




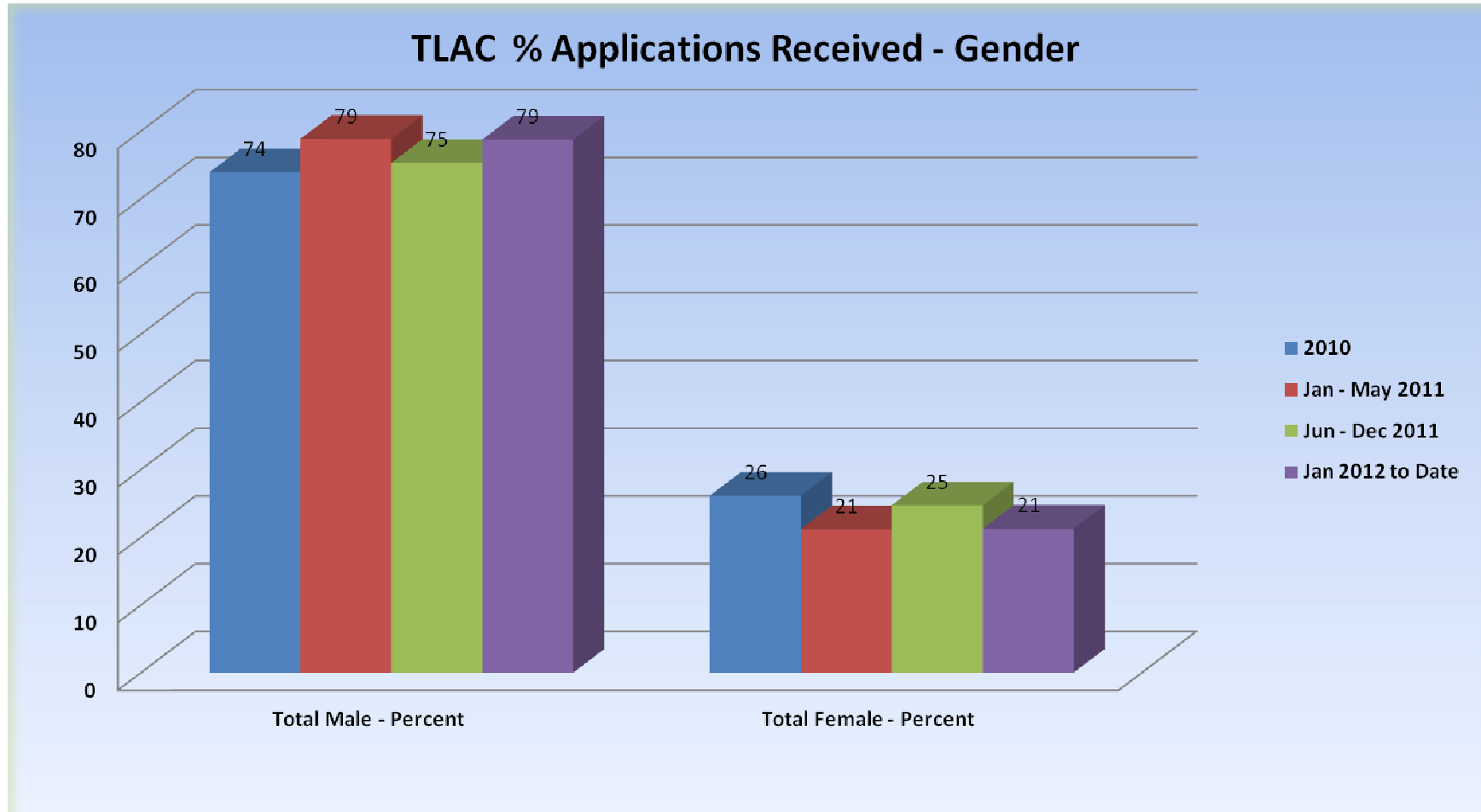
# Background of Candidates recommended by TLAC?



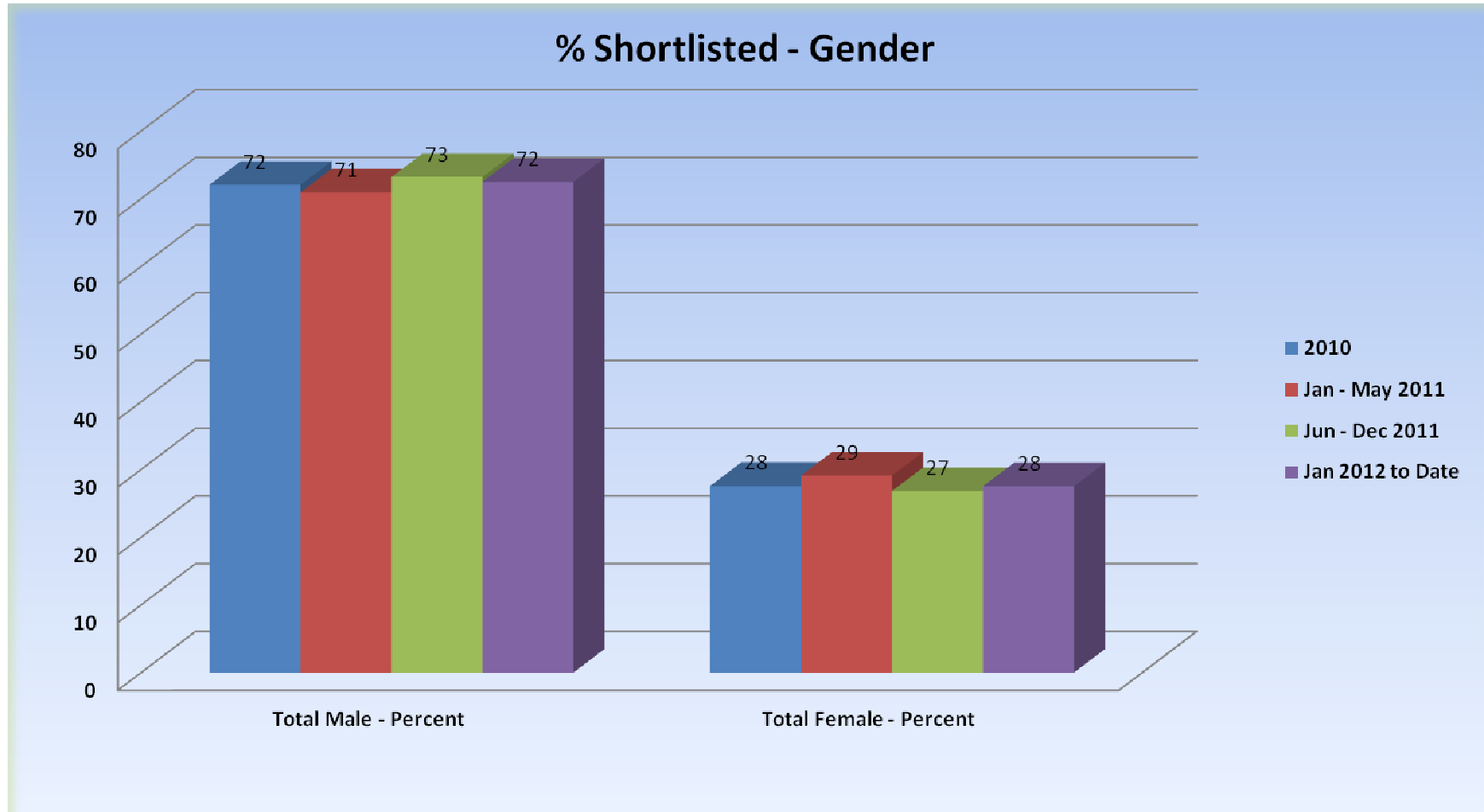
# Appointed from client dept or agency of client dept



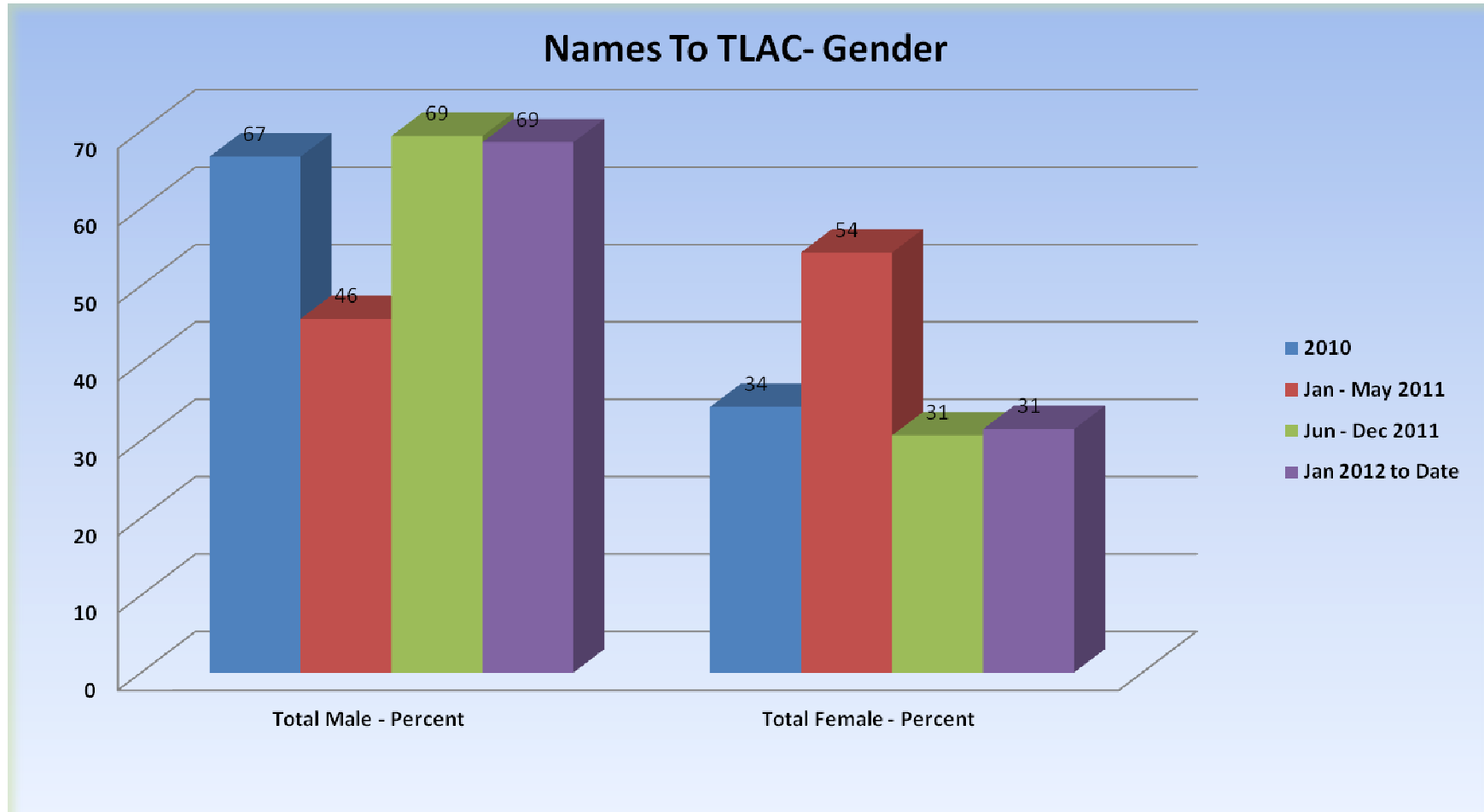
# Male or Female?



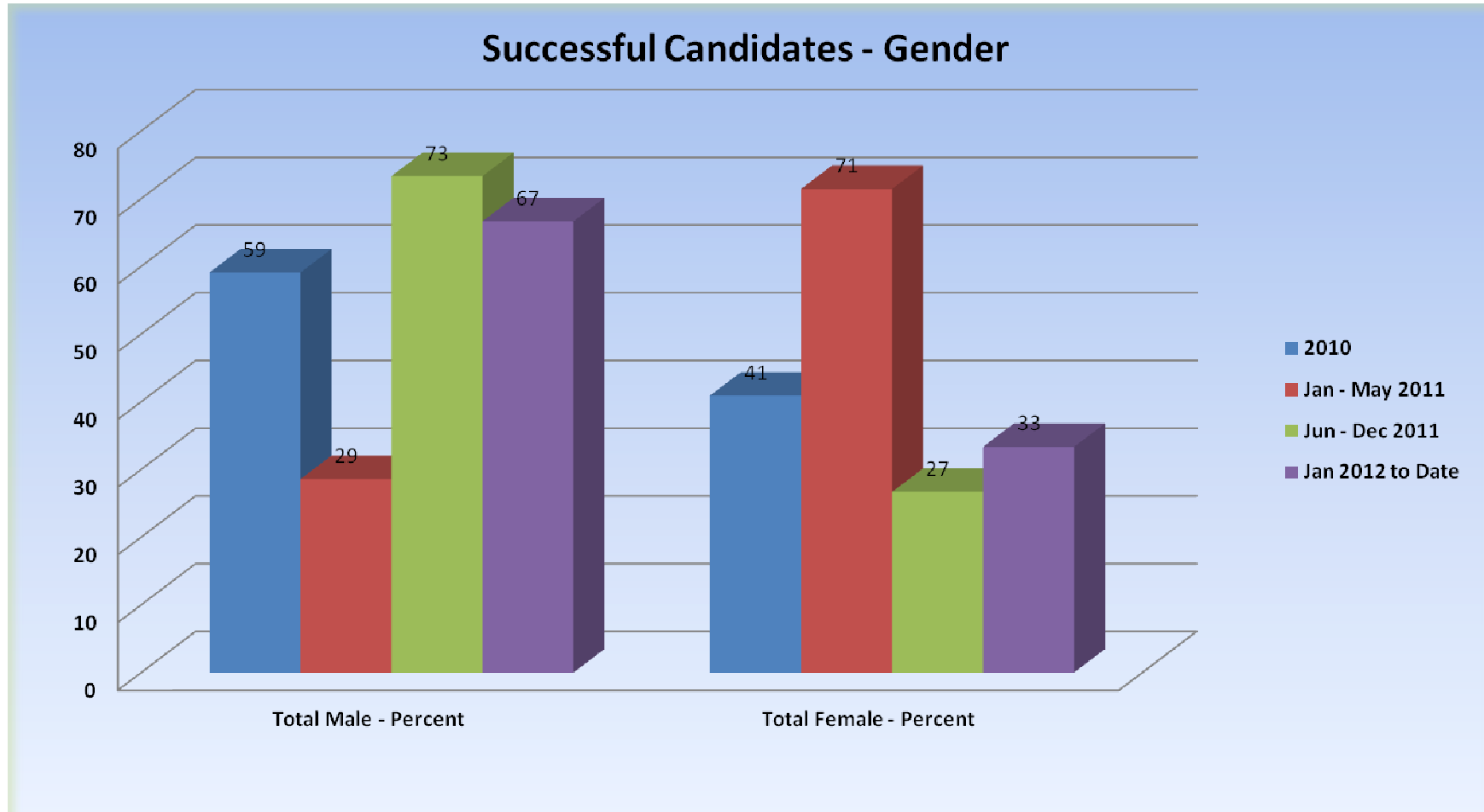
# Male or Female?



# Male or Female?



# Male or Female?



# Trends 2010 – July 2012

- **Civil Service** : comprise half of applicants and were over 80% of appointments; (71% since new TLAC).
- **Public Sector** : a fifth of applicants and 14% of appointments; (little change since new TLAC).
- **Private Sector**: 30% applicants and 4 % of appointments; (18% since new TLAC).

# Trends Cont'd

- **M/F consistent:** Women represent approx 25% of applicants. Succeed at higher proportions in all TLAC stages including appointment.
- **Mobility is increasing:** Appointments from within home Department -- 2010: 73%; 2011: 45%; 2012: 44%.
- **Increase in external (public+private sector) appointments** to senior civil service roles; 18% to 28%.  
Compares to UK 48% (2006-2012)



# Considerations

- **Government policy of open recruitment and accessibility:**  
Implications for information and process being suitable for all sectors; identifying barriers to qualified people applying.
- **Factors influencing recruitment to TLAC positions:**
  - **Private sector:** posts attractive; salary may be an issue for certain posts; view of closed shop; public criticism + intrusion.
  - **Public sector:** Consistent low level of interest; reasons?
  - **Civil service:** impact of public/media “bashing”, intrusion— needs attention.

# Considerations --2

- **Perception v Reality - Civil Service: TLAC** experience -- high calibre of CS candidates, competitive with senior level in other sectors-  
- often best candidate for the job.
- **Redeployment/mobility across civil/public/semi-state sectors:** Important for development, skills transfer -- needs attention. SPS initiative very positive.

