

**SIXTH REPORT TO THE MINISTER OF PUBLIC
EXPENDITURE AND REFORM
FROM THE
TOP LEVEL APPOINTMENTS COMMITTEE (TLAC)
2017 DEVELOPMENTS & TRENDS**



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Part One: Introduction

Each year the Top Level Appointment Committee (TLAC) makes an Annual Report to the Minister for Finance and Public Expenditure and Reform on the trends and areas of focus during the year. The purpose of the report is to provide the Minister with an account of the years work and to draw his/her attention to any particular features that may be notable.

On behalf of my colleagues, I am happy to present the Sixth Report of the Top Level Appointments Committee for the period January – December 2017. This was an exceptionally busy year with a record 39 competitions held, from which 37 appointments were made. The average over the six years of the 'new' TLAC is 26 per annum.

Attracting leaders to apply for the complex and demanding jobs in our civil service is a key success factor underpinning Ireland's future. As the economy moves towards full employment, the competition for talent is intense. Navigating the complex environment in which the public sector operates, with challenges such as Brexit, delivery of infrastructure and services for a growing population, public sector reform, relationships with our EU partners, and the legitimate hopes and aspirations of our citizens, successful leadership requires sophisticated competencies that are not common. TLAC's role is to undertake the selection process for the top leadership positions. The competitive and open recruitment processes are conducted under the CODE OF PRACTICE Appointment to Positions in the Civil Service and Public Service. TLAC has a majority of independent members and also benefits from the considerable expertise of the Secretaries General serving on TLAC.

TLAC sets out to conduct a rigorous selection process which is evidence based, assessing each candidate fairly against the competencies defined and agreed for the role. The process is demanding of candidates and requires a significant investment of their time and consideration to prepare an application and to participate in two interviews and various psychological profiling and assessments. More detail on the TLAC process is included in Appendix One.

There are a number of interesting features of this year's competitions and these are reported in Part Two. In addition, this section includes the 6-year trends that are worth noting showing changes that are encouraging and some that will need to be watched. TLAC monitors the data and its own performance, reflecting on these to identify any changes needed in its practice or any lessons for the civil service talent acquisition and development policies and practice.

I would like to acknowledge the commitment and contribution of all TLAC colleagues who gave at an unprecedented level of their time, energy and expertise in meeting

the considerable demands of TLAC in 2017. This year, this required going way beyond that normally expected. I would also like to extend my sincere appreciation of the dedicated service of Ms. Ann Higgins, Secretary to TLAC, for her secretariat support to candidates and to the members of TLAC and for some new analysis she has undertaken for this report.

Last but certainly not least, I extend my thanks to the many staff in the Public Appointments Service (PAS) for their professionalism, commitment and on-going support to TLAC in the execution of its remit, in a year that has seen the services of PAS in demand right across the public sector, and particular thanks to Sandra Cairns for her support in analysis and documentation of the data presented in Appendix Two.

Jane Williams

Chairwoman

9th September 2018

Executive Summary

The year 2017 was a very busy one for TLAC and those who support it in the Department of Public Expenditure and Reform and the Public Appointments Service. A record 37 appointments were made, significantly above the average over the last 6 years of 26 per annum. This is likely to be a motivator for the civil service. The mix of applicants between civil service, public sector and private sector shows a similar pattern to previous years with a continuing decline in the private/other sector. The number of women applying is increasing. Applications to the civil service for the top positions are coming from a diverse range of sources, facilitated by the open recruitment policy. The record number of competitions required adaptations by TLAC to manage the volume including interviewing on Fridays as well as Mondays.

Applications are a key measure of the efficacy of the process of attracting the best talent available for very important top jobs. An average of 27.97 applications were received for each position in 2017. This compares with an average of 29.89 for the six years 2012-2017. Though the highest annual average number of applicants per position filled was 34.5, the 2017 level appears strong. This analysis shows a consistent trend in application numbers for both civil servants and public servants (with greater variability for civil servants) but a declining trend in private sector/other applications. This may be due to the opportunities in the private sector becoming more plentiful and attractive or the perception of the probabilities of succeeding in top level competitions in the civil service resulting in reducing interest. Further research would be needed to determine the reasons.

The shortlisting process reduced the numbers for preliminary interview to 28% of all applicants, though the success rate in being called to interview is much higher amongst civil servants than amongst applicants from outside the civil service, with 87% of those selected for interview being civil servants, 8% being from the wider public service and 5% from private sector/other applicants. The proportion of females has increased slowly at all stages but the rate of progression shows signs of increasing at the preliminary interview. This may be evidence of the impact of policies and the focus on tackling gender diversity in leadership positions. The outcome of the shortlisting is not surprising and endorses the career development of civil servants when competing with others who have not followed that route.

Monitoring the applications to determine that the flow continues to be high in terms of volume and quality as fits the short, medium and long term requirements of the service, will be important. In addition, the welcome evidence of higher number of women applying and progressing through the process remains and strengthens.

The TLAC process is a rigorous and tough process of selecting those who, in their application and at interview, demonstrate the highest range of competencies required for the role, as indicated by the fall out rate of over 70% at stage one. As would be expected, civil servants succeed at a significantly higher rate than applicants from outside the service. Female applicants are beginning to come forward in greater numbers and this is beginning to show in the gender breakdown of successful applicants.

The data on the level of appointments to the 'client/home' department shows a consistent trend of a significant proportion of appointments being of candidates from the Department. This should be read in conjunction with the new insights on mobility, which shows that a high proportion of candidates have experience in other departments and outside the civil service.

Part Two: Key features of 2017 and six-year trends

Based on data analysis of the applications, 2017 produced a number of interesting features. The detailed charts are included in Appendix Two. The analysis presented here focuses on the key features of 2017 and the picture produced of the six years of the 'new' TLAC 2012 - 2017.

Number of competitions

The level of recruitment and promotions is determined by retirements and sanction for filling vacancies or new posts. The average number of TLAC competitions per annum over the last six years is 26. A high level of activity provides opportunity for promotion and for recruiting new skills and experiences and so is motivational in the civil service. Crucially, the TLAC process relies on a strong pool of applicants, with the competencies to do the roles and the ambition to serve the citizens by undertaking this level of responsibility in our civil service.

In 2017, TLAC undertook a record number of 39 competitions and made recommendations for 37 appointments – compared with 18 recommendations in 2016 and 30 in 2015. The two years with the highest number of competitions have occurred in the last three years. In 2017 competitions for 5 Secretary General level posts, 2 Deputy Secretaries, 23 Assistant Secretaries and 9 Specialist Roles at Assistant Secretary level were held. With the demographic and 'retirement cliff', TLAC is likely to be busy for the next period. Delivery of the 37 positions filled required significant effort and professionalism from the TLAC team, the PAS staff who supported the work, managing the stages with TLAC involvement and the staff in Government Departments and agencies who framed and briefed on the job specifications.

The number of TLAC competitions in 2017 is likely to be motivating for civil servants, offering career progression and new challenges.

Number of Applications

The importance of attracting talent is well recognised. A key step is to attract a significant number of suitably qualified people to apply for these important roles. A total of 4,564 applications for 154 TLAC competitions have been made over the last 6 years. A measure

of the efficacy of the process is the number of applications for positions advertised. This is the first time this measure has been calculated. In 2017 1091 applications were made for the 39 competitions held, or an average of 28 applicants per competition. Individual competitions varied with some attracting stronger fields of candidates than others.

The average of 28 is below the average of the last 6 years (30). One year, 2013, was significantly above those at 34.5 applications per competition but the balance cluster around the average of 30. Bigger application levels were available in 2013 and 2014 (average of 34.5 and 32). The emergence from the recession in 2013 and nearing full employment in 2017 may have contributed to the fall off in the proportion of applications from the private sector, lowering the overall level of applications per competition. The number of civil servants applying per competition was 12.23 in 2017, on the six-year average of 12.32, almost exactly the average. Over the six years the civil servant applications per role varied from 11 to 15.38. Public servants applications averaged 7.34 per competition in 2017, with a six-year average of 7.53 and a range from 6.33 to 8.67. Private sector applications per competition in 2017 were 8.38, with an average over the six years of 10.34 and a range between 14.45 and 5.77.

TLAC competitions attract a greater proportion of male applicants – 19.38 male applicants per competition in 2017 and an average of 22.51 per competition over the 6 years compared to 8.59 females per competition in 2017 with an average of 7.6 per competition over the last 6 years.

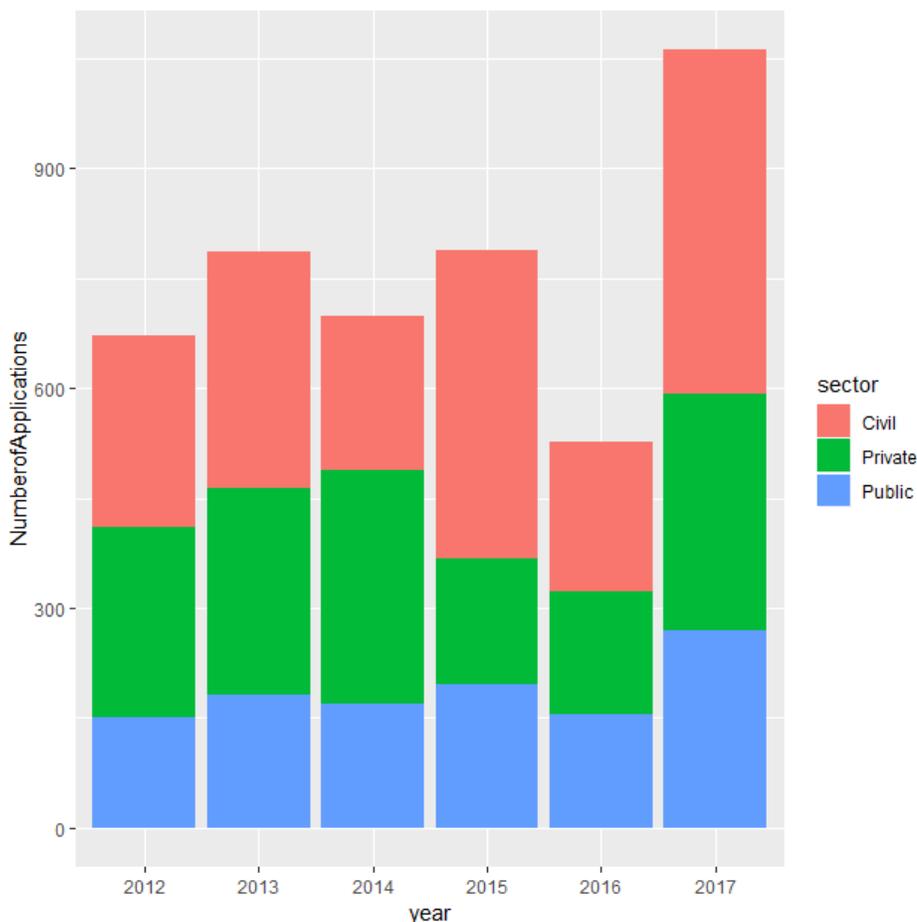
The analysis suggests that the senior leadership roles in the civil service are attractive to applicants within and from outside the service. There is some variation around the average over the six years for applications from different sectors. However, only the declining trend in private sector applications from 2015 is a significant trend and needs to be monitored. The rise in the number of females applying is contributing to the higher levels of females making it to the final interview and to appointment.

Applications by sector

Application patterns by sector in 2017 show 44% from the civil service; 26% from the public service; and 30% from the private sector. Over the period 2012 to 2017 the civil service proportion of applicants has varied from 31% to a high of 53%, with an average of 41%. The greater public service average over the six-year period is 25% of applications and the

average has been around that figure in each year but for 2016 (30%). The private sector applications in 2017 were 30% of the total and have averaged 34% over the six years. However, this masks highs of 39%, 36% and 45% between 2012 and 2014 when the economy was weak, falling back to between 22% and 32% in the last three years.

Figure 1: Applications by sector 2012 -2017



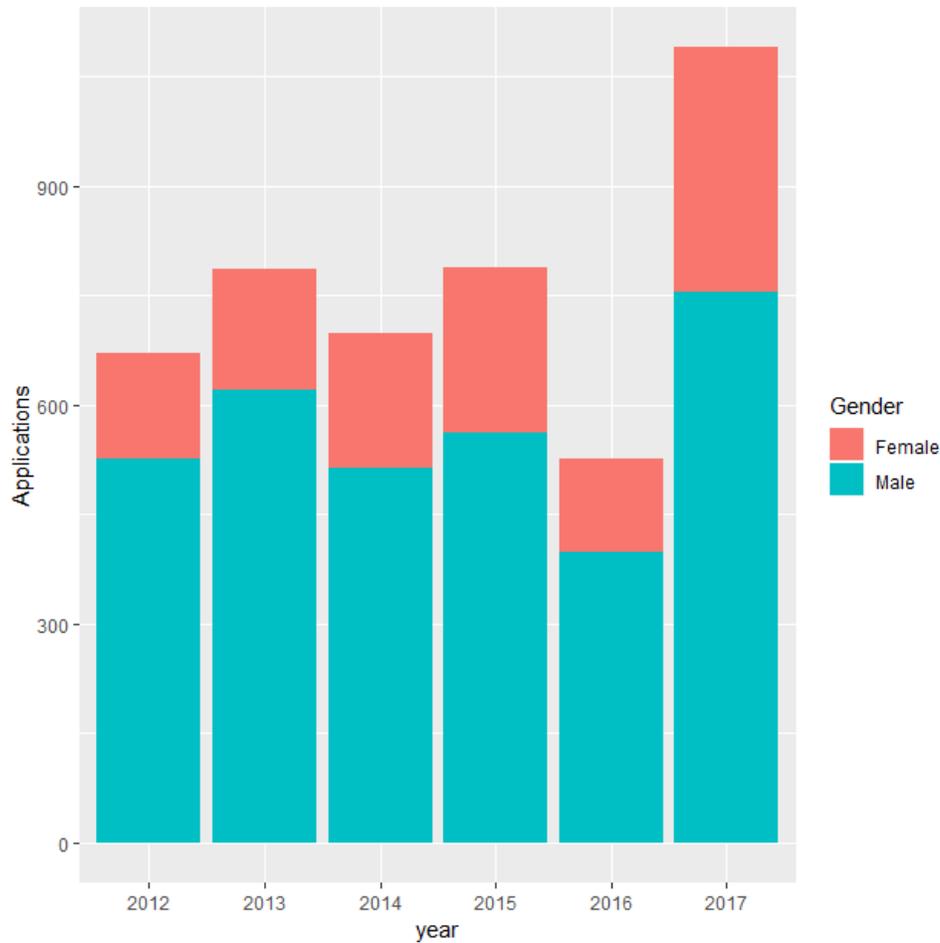
The applicant mix has changed over the last 6 years with the proportion from the civil service strengthening, the public service remaining stable and private sector representing a reducing proportion over the last three years.

Applicants by Gender

In 2017 there was an increase in the proportion of female candidates applying for TLAC level posts. Of applicants in 2017 31% were female, which is the largest proportion of the candidate pool in the six years of the 'new' TLAC. This compares with an average of

25.7% female applicants over the 6 years. The lowest proportion was 21% in 2013, rising through 27% to 29% in 2015 but falling back to 24% in 2016. With a policy of increasing the proportion of women in leadership positions in the civil service, the various interventions would appear to be having some impact. This helps ensure that the civil service draws from the widest pool of talent for its leadership roles. It will be interesting to monitor the continuing impact to see if the trend is sustained in the near term, demonstrating that the initiatives are delivering results. It may be worth noting that the highest proportion of female candidates occurred in each of the two years with significantly higher overall number of competitions (30 in 2015 and 39 in 2017). It would be useful to explore the factors that might lie behind this.

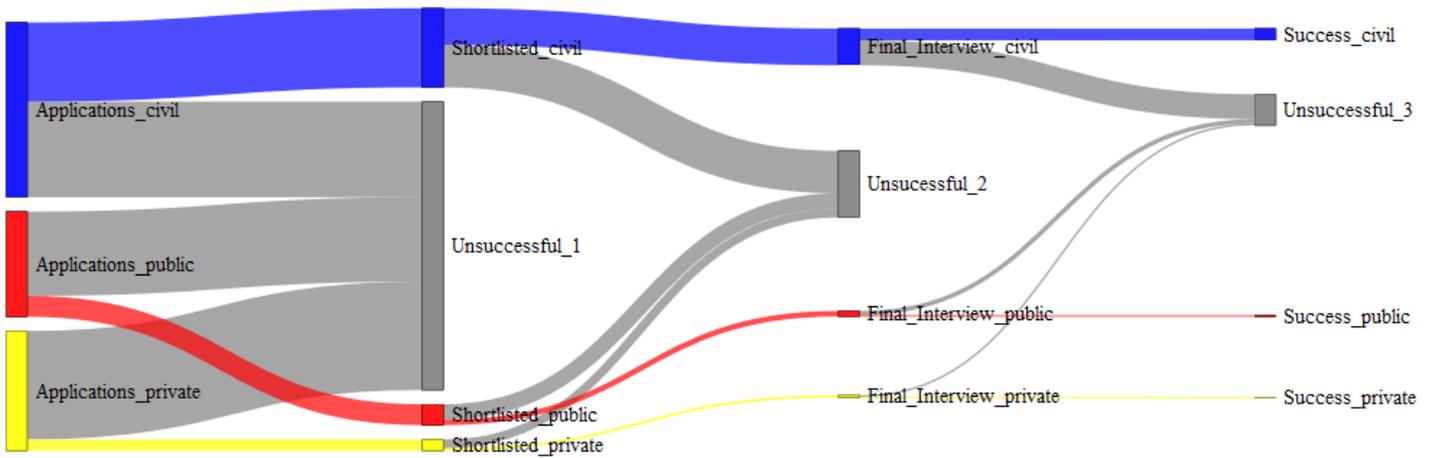
Figure 2: Applications by gender 2012 -2017



TLAC Process Stages and success rates by sector

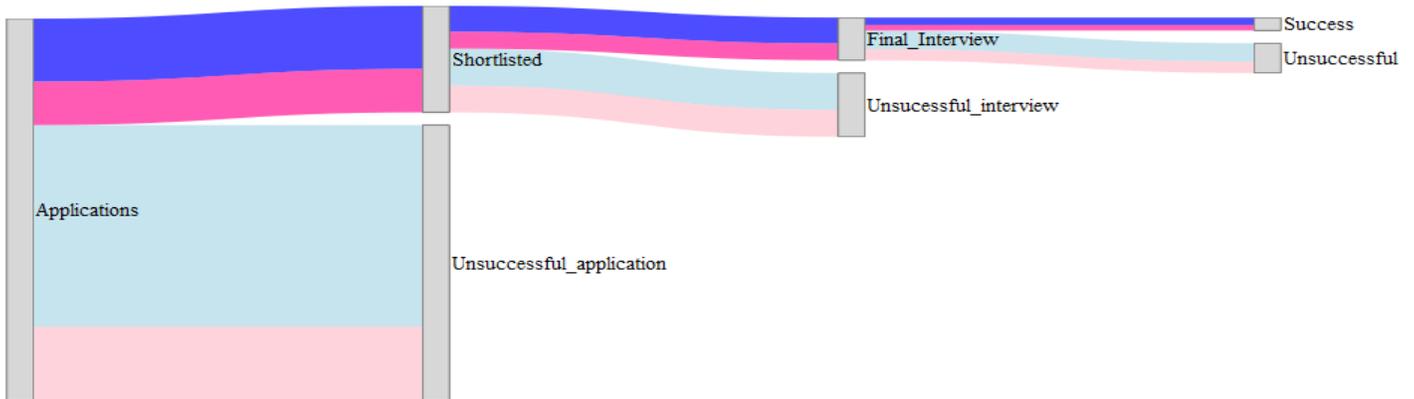
The role and process that TLAC undertakes is explained in greater detail in Appendix One. The main steps in the TLAC process start with approving the job specification, shortlisting of candidates, preliminary Interview, final Interview and recommendation for appointment. The following diagrams shows the progression of applicants through the process and the attrition rate at each level for each sector and for each gender.

Figure 3: Applications through the TLAC process stages by sector 2017



The coloured sections highlight the successful applications at each stage in the process. The grey is the unsuccessful. The relative size of the blue (civil service), red (greater public service) and the yellow (private sector/other) is proportionate to the numbers at each stage. The strong performance of the civil service applicants is evident across the stages, as would be expected. The high attrition rate at shortlisting is seen across all sectors but particularly for the private sector/other applicants where less than 10% of applicants make it through to interview. The preliminary interviews reduce the numbers further but private sector applicants fare better at preliminary interview than they do at shortlisting. The large numbers at application are reduced to quiet small number through shortlisting and interviews (122 at final interview from 1091 applications). Only the most relevantly competent candidates make it to the final stage through demonstration in their application, at two sets of interviews and psychological profiling. The underpinning figures for the above graphic are given in Appendix Two.

Figure 4: TLAC Process Stages and success rates by gender



The Gender flow 2017 diagram showing that females represent a large number of applicants in 2017 and that this trend for increased female representation continues throughout the stages of the process resulting in a growing number of female candidates being successfully appointed.

This analysis shows the overall level of fall-out of applicants, by sector and by gender, as the TLAC process progresses. It highlights the large number of applications and the high attrition rates at each stage in the process. It's reassuring to see the level of interest in applying for demanding roles and for a process that requires significant investment of time, skills and emotional energy. The following examines each stage in more detail.

Stage One: Shortlisting

The receiving Department provides the job specification from which PAS develops Campaign Information Booklet and job advertisement. The ad is cleared by TLAC. It is an open advertisement, inviting applications from candidates that believe they have the competencies required. Shortlisting is the first stage in the TLAC selection process.

Shortlisting by Sector

In 2017, of the 1091 applications, 304 candidates, or 28%, were brought forward for interview. The average over six years for the proportion of candidates shortlisted is 30.28%. In the same time period, there was an increase in the proportion of civil service applicants who were shortlisted with the figures increasing from 59.9% of all shortlisted candidates in 2012 to 71% in 2017. The proportion of shortlisted candidates who were

public servants reduced from a high of 24% in 2014 to 19% in 2017. Shortlisted candidates from the private/other sector also decreased from a high of 21% in 2014 to 10% in 2017, with an average of 14.5% over the 6 years.

The following table summarises the breakdown by sector for each stage for 2017:

	% of all Applicants	% of Shortlisted	% Final Interview from prelims	% Recommended from final interviewees
Civil Service	44	71	82	86.5
Public Service	26	19	12	8.0
Private / Other	30	10	6	5.5
Total	100	100	100	100

Figure 5: Percentage of candidate external and internal at each process stage

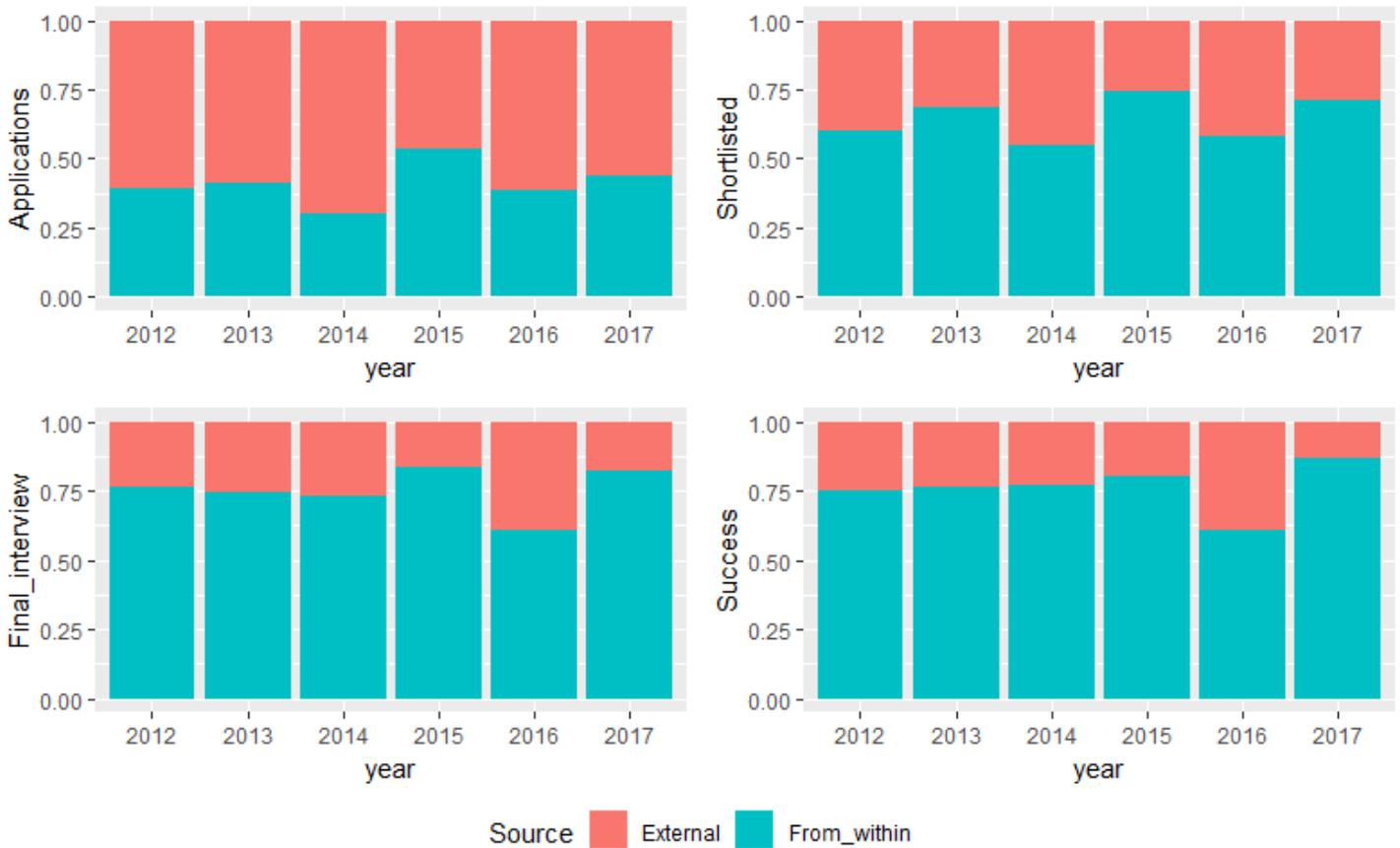
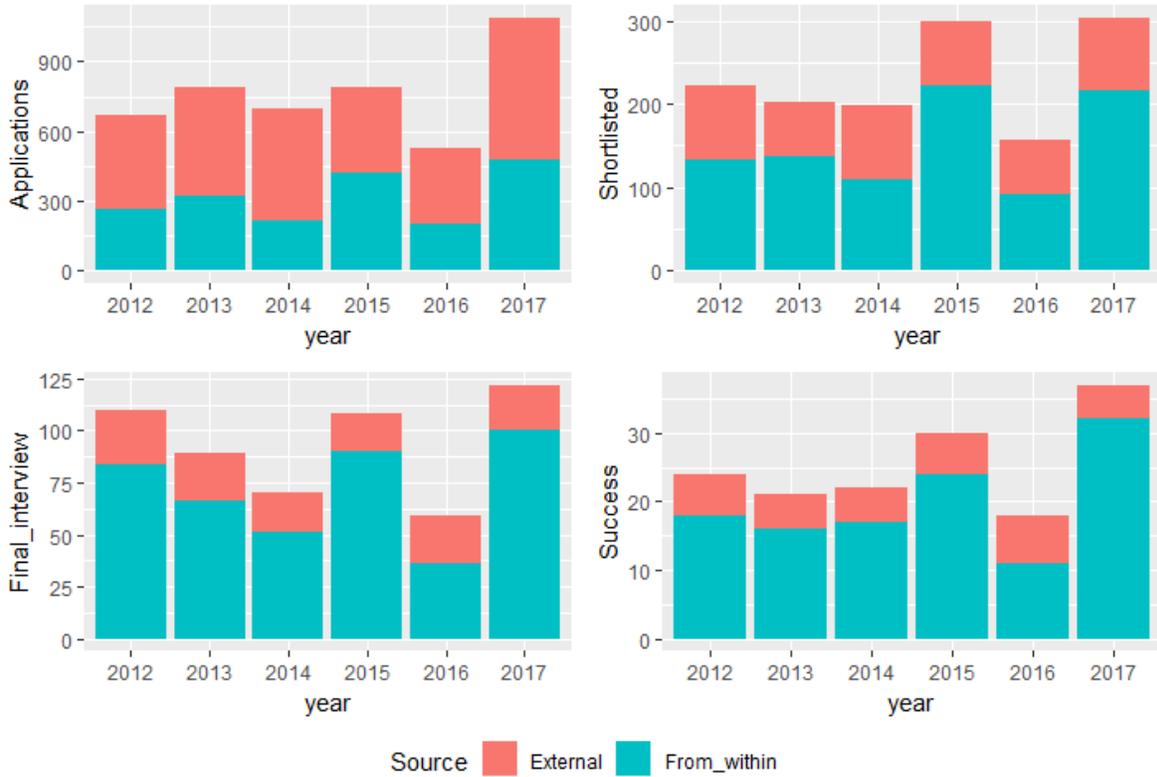


Figure 6: Proportion of candidate by internal and external at each process stage



Gender and Shortlisting

At the shortlisting stage the female candidates showed increased success from previous years, 41% of the shortlisted candidates being female. This is the highest proportion of female candidates progressing to the preliminary interview stage. The average level of female candidates getting through shortlisting over the last six years is 31%. Of all female applicants in 2017, 37% make it through shortlisting compared with 24% of male candidates and compared with an average of 36.5% of female candidates over the six years.

In summary, from the applications received less than one third make it through shortlisting to preliminary interview. The proportion in 2017 was 28% and over the last 6 years the figure averaged 30% with a high of 38% in 2015 and a low of 26% in 2013. The sectorial breakdown changes significantly after the shortlisting process from the applications breakdown. Of those shortlisted for preliminary interview, 65% on average are from the civil service, with 20% from the public service and 15% from the private sector. The trend

in increasing civil service proportions selected for shortlisting and reducing private sector proportions, has reached a peak of 71% 19% and 10% from the civil, public and private sectors respectively in 2017.

The Shortlisting is a rigorous and tough process of selecting those who, in their application, demonstrate the highest range of competencies required for the role. This results in a high fall out rate of over 70% at stage one.

Stage Two: Preliminary Interview

The preliminary interview focuses on exploring the candidates' CVs, track record and competencies to assess their suitability for the role under consideration. Following consideration of all the information provided by the candidates and comprehensive interviews, the Preliminary Interview Board identifies those candidates who, in its judgement, should progress to the final TLAC interview. Generally, no more than five candidates are invited to the final interview.

In 2017 82% of the candidates progressing from the preliminary stage to the final interview were from the Civil Service. This was a considerable increase from 61% in 2016 and the average for the six years of 74.8%. The proportion of candidates invited to the final interview stage from the public service reduced significantly from 32% in 2016 to 12% in 2017 and the average over the six years of 16%. Candidates from the private sectors remained low at only 6% of those invited to final interview. The average for the six years was 9%. This reflects a significant reduction in private sector final interview candidates to single digit figures for 2015 to 2017.

Following the preliminary interview stage, 39% of candidates progressing to final interview were female and 61% male. The proportion in 2012 was 29% female and 71% male. The average proportion over the last 6 years was 33% female and 66% male. This reflects a declining proportion of female candidates at each stage of the selection process up to 2014 and an increase between 2015 and 2017. The rate of progress is just less than 2 percentage points per annum over the six years but if the trend of the last three years is maintained, this is likely to give a rate of increase of 3 percentage points.

The following table summarises the gender breakdown at each stage in the process for 2017:

	% Applicants	% Shortlisted/Prelim Interview	% Invited to Final Interview	% Recommended for Appointment
Male	69	59	61	57
Female	31	41	39	43
Total	100	100	100	100

Figure 7: Percentages of candidates at each stage by gender

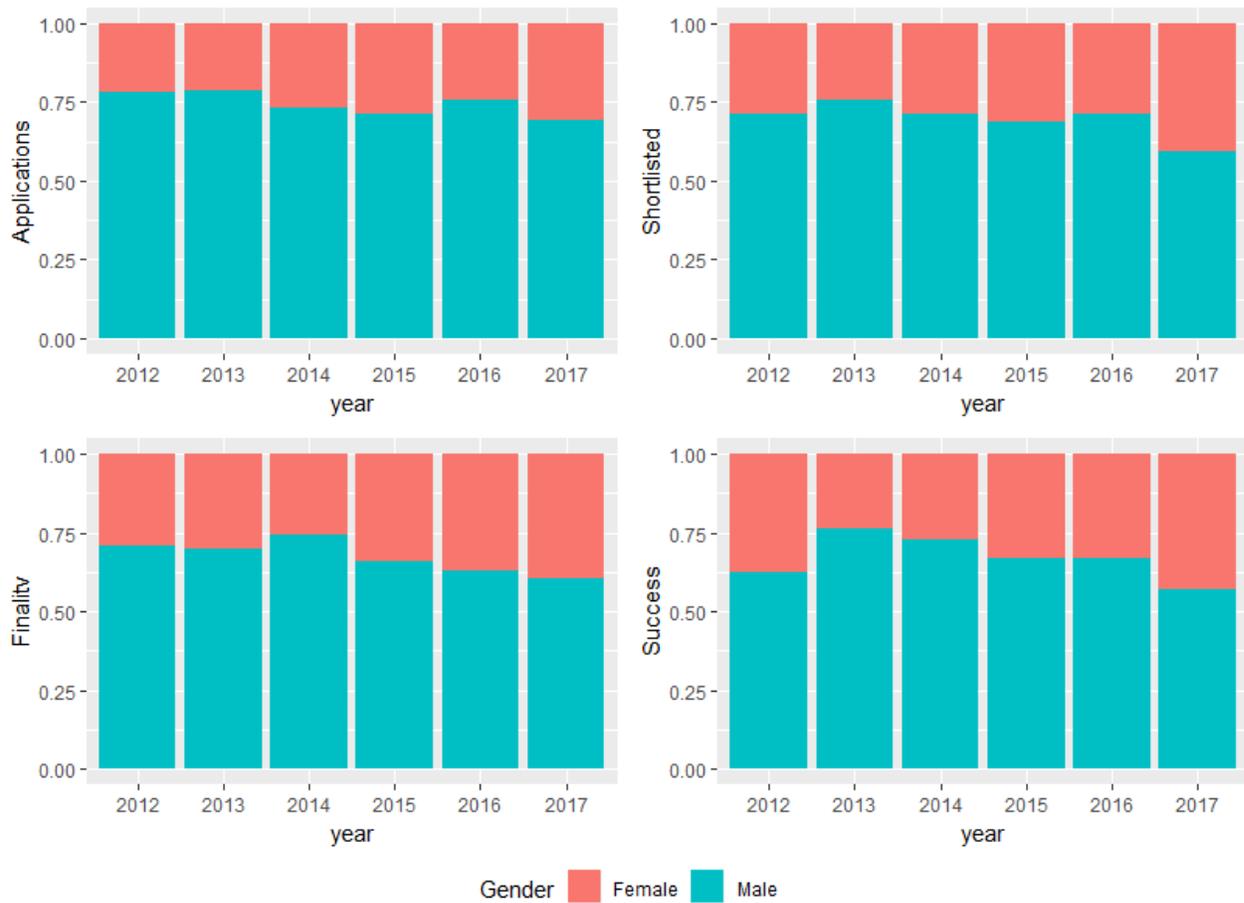
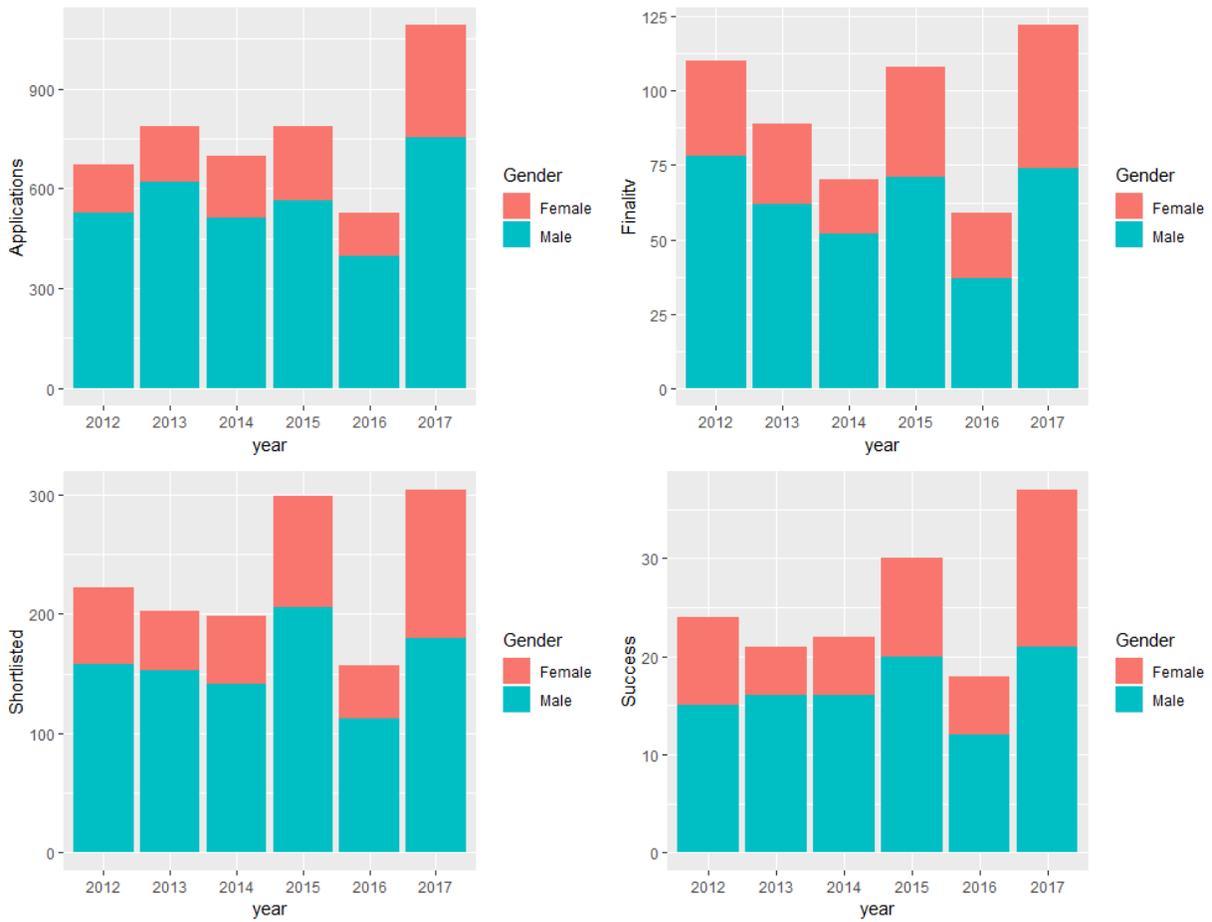


Figure 8: Proportion of candidates at each stage by gender



As would be expected, civil servants succeed at a significantly higher rate than applicants from outside the service. Female applicants are beginning to come forward in greater numbers and this is beginning to show in the gender breakdown of successful applicants.

Stage Three: Final interview

A panel of 5 members of the Top Level Appointments Committee conducts the final interview, with participation of the receiving Secretary General towards the end of the interview for Assistant Secretaries posts. The final interview is focused on selecting the most suitable candidate(s) to be recommended to the Minister/Government for a particular post.

Civil servants performed very strongly at the final stage in 2017 with 86.5% of the successful candidates coming from the civil service, an increase from 61% in 2016. Only

13.5% of candidates appointed were from other sectors. The six-year average for the proportion of civil servants succeeding at final stage is 78%. The proportion of non-civil servants being appointed was around 25% between 2012 and 2014, fell to 10% in 2015, rose to 39% in 2016 and back to 13.5% in 2017. (The very small numbers of individuals is a factor in assessing the data e.g. the 13.5% non-civil servant figure equates to 5 people). Interestingly, large numbers of competitions in a year produce the highest proportion of civil servant appointments e.g. 2015, 30 competitions: 80% civil servant appointed; 2017, 39 competitions: 86% civil servants appointed.

The gender balance amongst the successful candidates was 57% male and 43% female in 2017. This is a significant jump in the female proportion from an average of 29.9% for the preceding 5 years. The two years (2015, 2017) of highest numbers of competitions produced an increased proportion of women at shortlisting and final interview stage, similar to the trend noticed for civil servants appointments.

Sector and Gender Progression rates

The following tables show the progression rate at each stage in 2017 by sector and by gender:

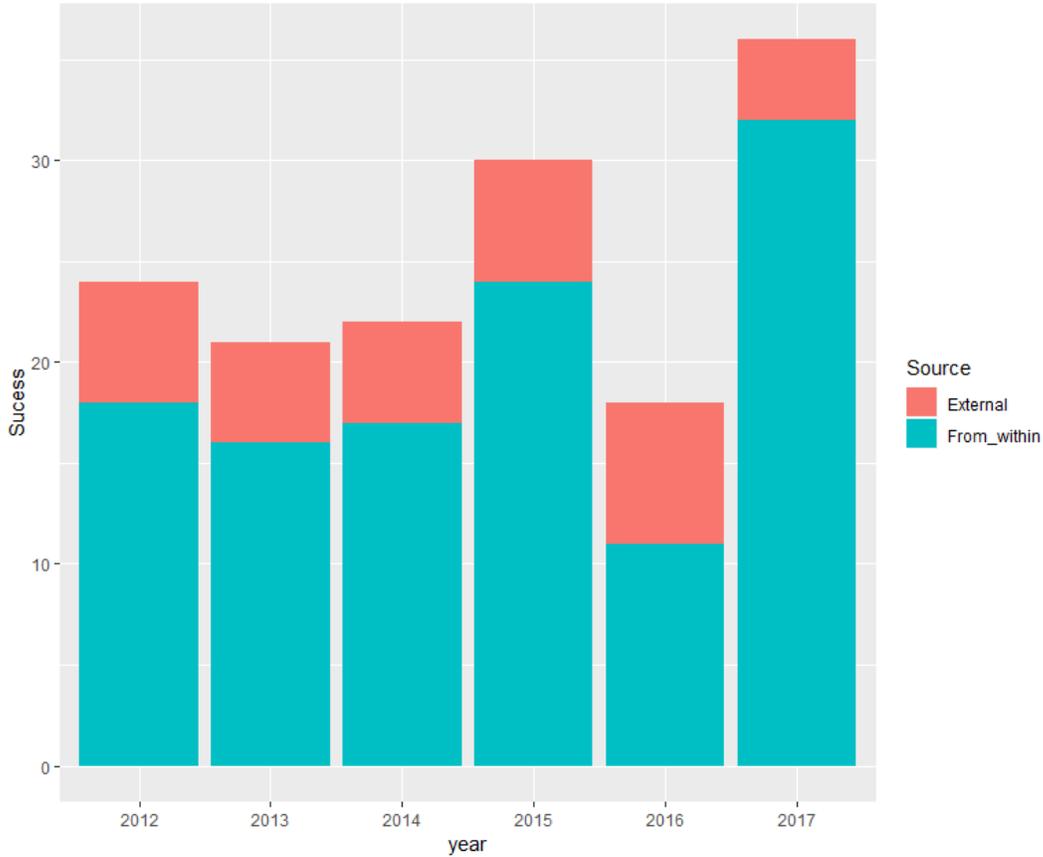
	Application Numbers/%	No./% shortlisted to prelim. interview	No./% to final interview:	No./% appointed:
Civil Service	477: 100%	216: 45%	100: 21%	32: 7%
Public Service	287: 100%	57: 20%	15: 5.2%	3: 1.05%
Private / Other Sector	327: 100%	31: 9.5%	7: 2.1%	2: 0.61%

	Application Numbers: %	No Shortlisted:% Shortlisted/Prelim Interview	% Invited to Final Interview	% Recommended for Appointment
Male	756: 100%	180: 23.8%	74: 9.8%	21: 2.8%
Female	335: 100%	124: 37%	48: 14.3%	16: 4.8%

Progression rates of females and males deserve further study to validate the factors at play in this. Female candidates succeed at a higher rate to their proportion at the preliminary interviews. This trend moderates at the Final Interview, while still succeeding at a higher rate than male applicants.

Candidates appointed from home Department or externally to the Department

Figure 9: Successful candidates by source 2012 -2017



The data on the level of appointments from within the home Department shows a consistent trend of a significant proportion of appointments being of candidates from the Department. (The last table in Appendix Two gives the figures for the above). This should be read in conjunction with the new insights on mobility in the following section.

The increasing trend in appointments of candidates currently working in the home Department or Agency of the Department, reached 77% in 2015, was reversed in 2016, when only 50% of appointments were from the home Department. However in 2017 the numbers appointed from the home Department/Agency increased again with 72% of appointed candidates currently working in the home Department. The average proportion of 'Home Department' appointments over the 6 years is 60%.

Mobility of successful candidates at TLAC 2017

The civil service encourages mobility so that its senior managers bring a diversity of experience to their roles. Mobility includes having experience in different Departments during a civil servant's career. It also includes working for periods of time outside the civil service. To see whether the results of this policy is coming through in TLAC competitions, a short review of the applications of the **successful TLAC candidates** in 2017 was undertaken. This research is indicative rather than definitive as the sample is drawn from one year and may or may not be a representative sample of all TLAC competitions.

The results showed that 71% of successful candidates have worked for a period or periods outside the Department where they were successful in being appointed to a TLAC level position. Experience working outside the Civil Service was part of the applications of 43% of successful candidates. The analysis showed that 23% had experience of both outside the Civil Service and in other Departments. This suggests that candidates for promotion have recognised the importance of the diverse experience gained for their candidacy and have sought out and obtained that experience.

Trends and Considerations

Considering the experience and the analysis of 2017 TLAC competitions, a number of features were striking and will be useful to TLAC in monitoring and managing its work. The TLAC experience is a demanding one that requires significant investment by candidates. It will be important to monitor the level of applications and the feedback from candidates to ensure that TLAC positions continue to attract the number and calibre of candidates that the Civil Service needs to undertake its role for Irish society and our partners in the EU and beyond. The level of reputational risk now associated with senior roles in the civil service and the strength of private sector employment may be impacting on the candidate applications.

Through the data describing 2017's competitions, TLAC can see some evidence that a greater number of women are putting themselves forward for top positions. In addition, more women are making it through the selection process to final interview. This is welcome and is in line with Government policy. TLAC will continue to monitor these trends

for progress and sustainability. Though the evidence is not clear as yet, TLAC will monitor any indications that good candidates might be deterred by the 'heavy lifting', the reward relative to private sector options or the degree of public exposure that comes with the roles. This is also an important factor to monitor in understanding the influences on the available talent pool.

Recognising the need for diverse skills and experiences, together with the importance of drawing from as large and diverse a talent pool as possible, TLAC will continue to monitor the applicant attributes including gender, experiences, ethnic background etc, using the additional profiling data being collected by PAS from applicants, to test the diversity and volume of applicants.

With the strengthening of the labour market and the competition that exists for the available talent, TLAC will monitor the volume of applications to ensure it is attracting the level and calibre of candidates the Civil Service's needs in its top leadership positions.

The continuing increase in the numbers appointed from within the home Department is balanced by a small piece of analysis which identified the high level of external and other departmental experience of successful candidates.

Appendix One - About TLAC

The Role of TLAC

- The role of TLAC is to support the Government objective that the recruitment and selection process for the most senior Civil Service positions is accessible to the widest pool of qualified candidates from all sectors.
- TLAC identifies the best candidate(s) for each position and makes recommendations to the relevant Minister or Government as appropriate.
- TLAC operates under the CODE OF PRACTICE Appointment to Positions in the Civil Service and Public Service in accordance with the principles of merit, consistency, accountability, probity, best practice and professional confidentiality.
- TLAC operates in an independent manner and strictly on the basis of open competition and merit.
- Subject to certain exceptions, TLAC deals with all posts at and above Assistant Secretary level or equivalent in the Civil Service.

TLAC Structure

The membership of the Top Level Appointments Committee (TLAC) comprises seven external members and six internal members, maintaining a majority of non-civil servants. The thirteen members are comprised of, (i) the Secretary General, Department of Public Expenditure and Reform; (ii) the Secretary General to the Government; (iii) four other senior civil servants appointed for three year terms and; (iv) seven members from outside the Civil Service appointed for three year terms, one of whom is the chairperson,

The Membership of the TLAC Committee in 2017 was as follows:

- Ms. Jane Williams, Managing Partner, Sia Partners (Chairwoman)
- Mr Conor Brady, Former Editor Irish Times and former Member of GSOC.
- Mr. James Breslin, Secretary General, Department of Health.
- Mr. Charles Dolan, Director, Consulting Ltd
- Mr Martin Fraser, Secretary General to the Government
- Mr Mark Griffin, Secretary General, D/Communications, Climate Action & Environment.
- Ms. Brid Horan, Former Deputy CEO of the ESB and Non Executive Director.
- Mr. Tony Keohane, former Deputy CEO & Chairman, Tesco Ltd.

- Mr Phillip Matthews, Qualified Executive and Team Coach and former President/CEO and Board Member, National College of Ireland.
- Mr. Maurice Quinn, Secretary General, Department of Defence.
- Dr Orlaigh Quinn, Secretary General, Department of Business, Enterprise and Innovation.
- Ms Bride Rosney, Former Special Advisor to President Mary Robinson.
- Mr Robert Watt, Secretary General, Department of Public Expenditure & Reform.

TLAC process after the competition is closed for applications:

TLAC benefits from the professional support of PAS in the stages of the process up to final interview. All interviews are conducted under the CODE OF PRACTICE Appointment to Positions in the Civil Service and Public Service. PAS also supports TLAC in maintaining the database of statistics of TLAC competitions

Shortlisting of candidates, on the basis of the information contained in the candidates application, to identify those most likely to attain the standard required at the interview stage. A Selection Board is formed by PAS with a TLAC representative. The Selection Board reviews the applications received for each campaign. The Selection Board for this process will include: an independent chairperson, an independent subject expert, a Secretary General (not from the employing department) and a TLAC member (in most cases a TLAC member who follows the competition through to decision).

The Secretary General from the home department is in attendance for Assistant Secretary level posts to provide a briefing on the role and the Department. The Selection Board agrees the shortlisting criteria, which is consistent with the skills, experience and competencies required for the post. The Selection Board reviews and assesses each application against the criteria, and determines a shortlist of candidates who will be brought forward for further consideration at the Preliminary Interview stage.

Competitive preliminary interview (conducted by the Selection Board with TLAC representation);

Completion of psychometric and profiling questionnaire(s);

References are checked in advance of the final interview;

In-depth executive assessment for Secretary General level posts;

Competitive Final interview, which includes a presentation, conducted by the Top Level Appointments Committee (TLAC).

Recommendations to Minister/Government.

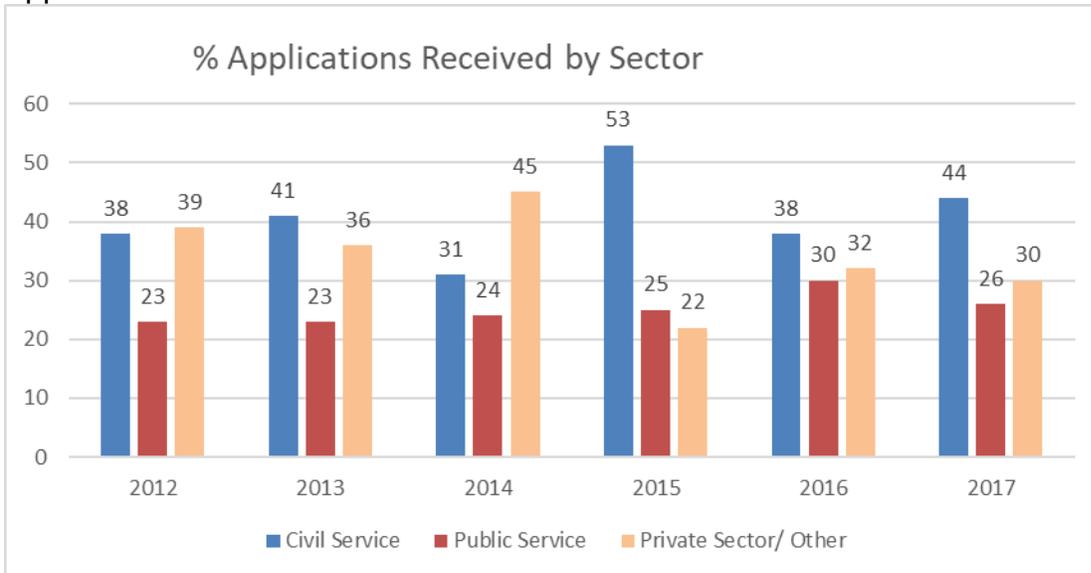
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Appendix Two: 2017 Statistics

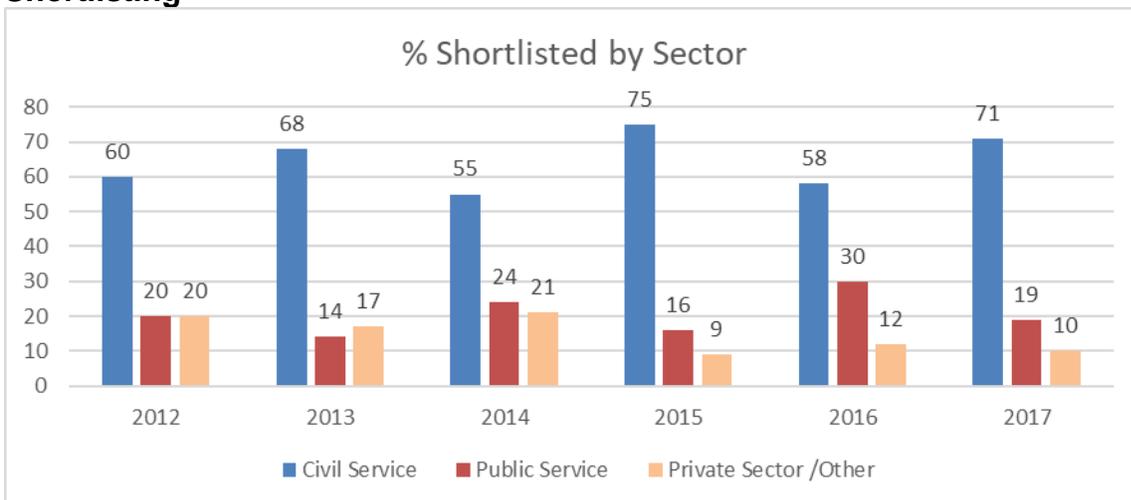
Prepared by PAS from TLAC Data

A. Breakdown of Candidates by Sector for each Stage in the TLAC Process

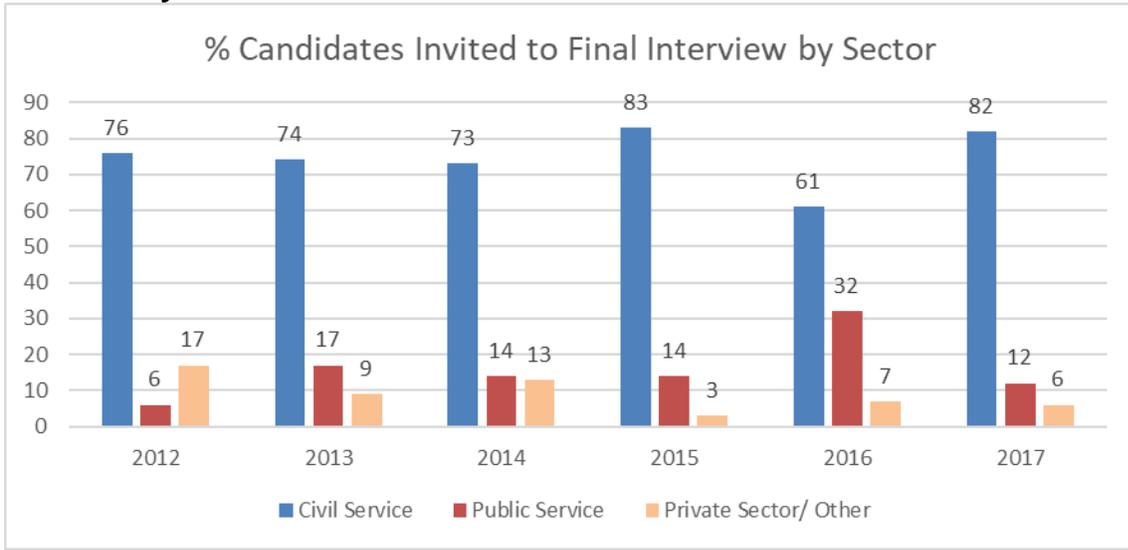
Application



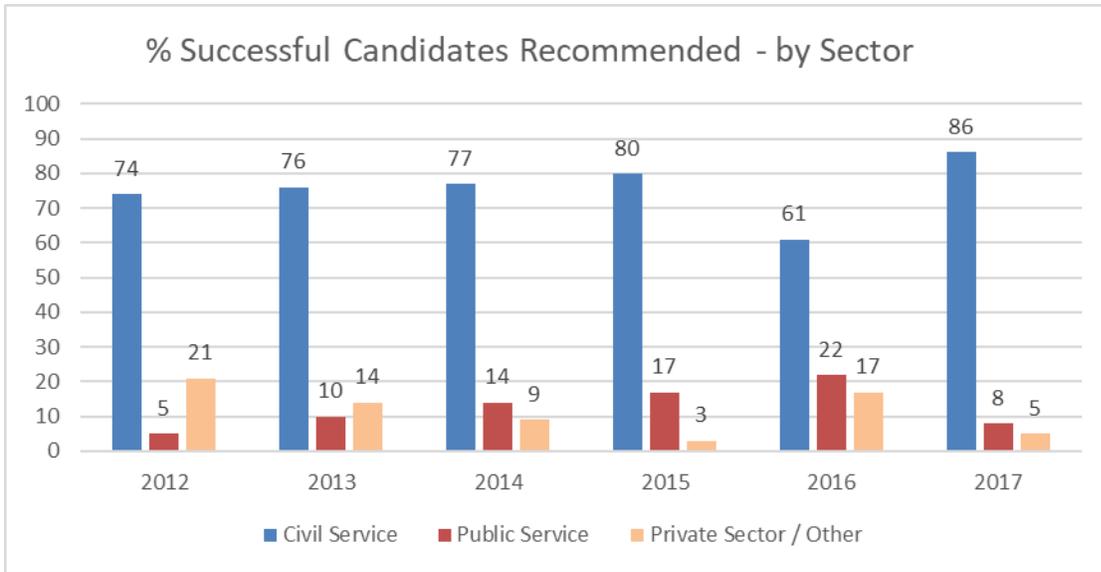
Shortlisting



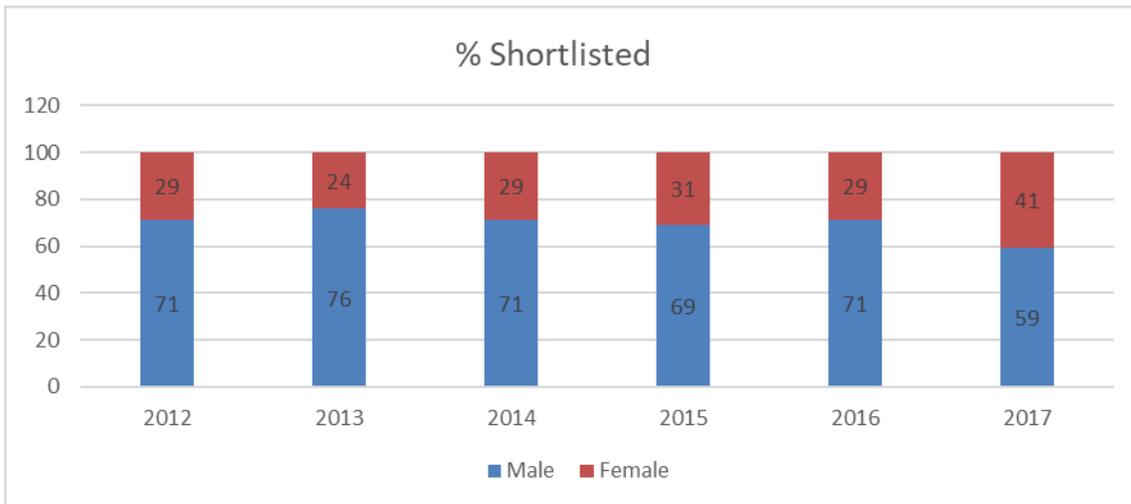
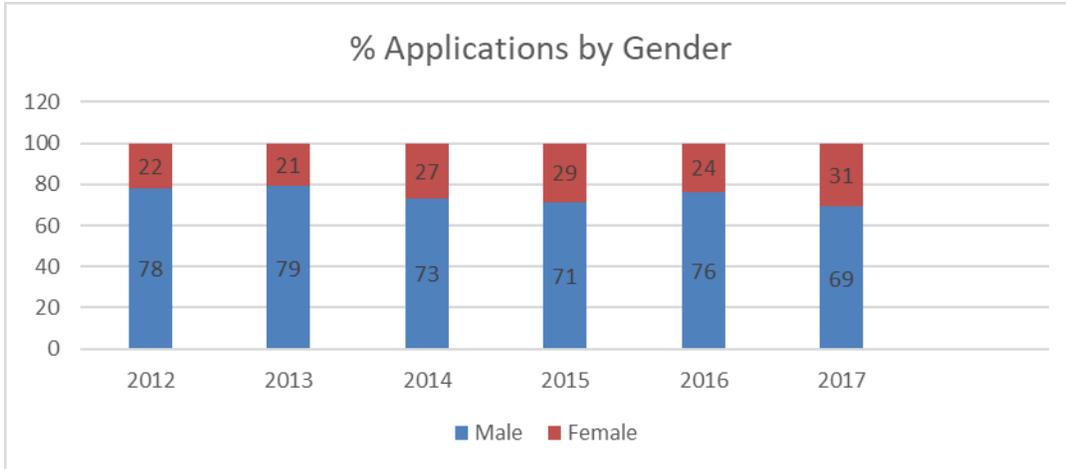
Preliminary Interview

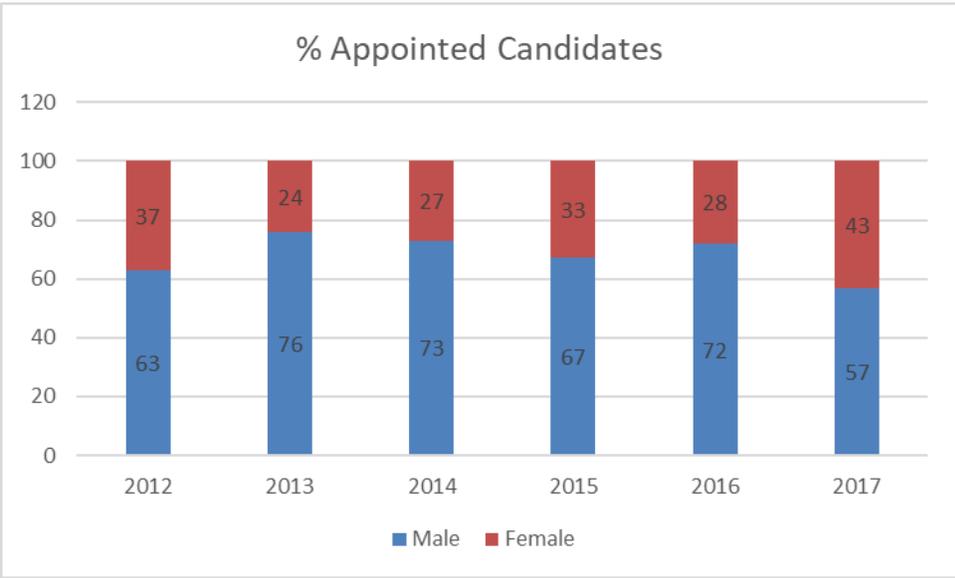
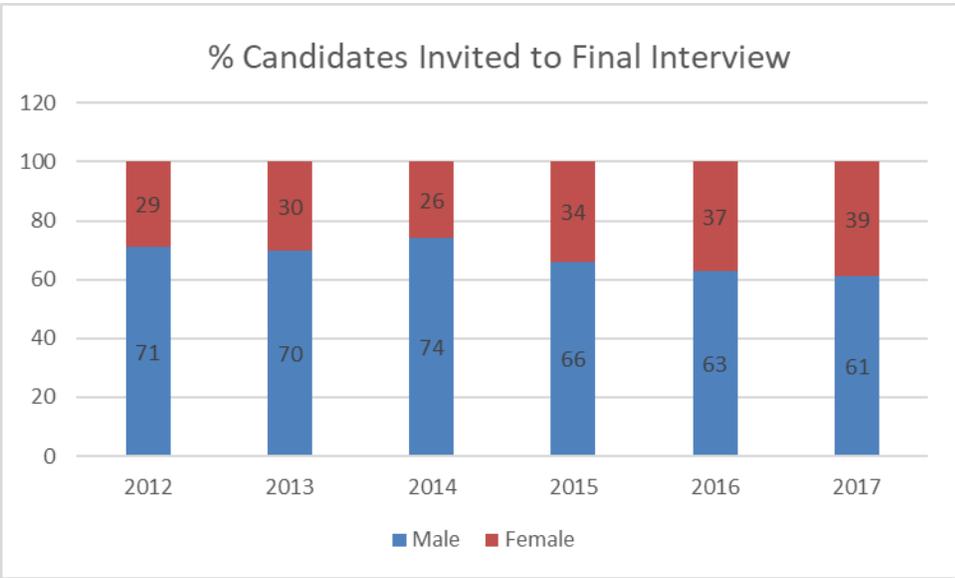


Successful at Final Interview



B. Gender





C. Appointments at TLAC Level from Home Department or Agency

