

**SEVENTH REPORT TO THE MINISTER OF PUBLIC  
EXPENDITURE AND REFORM  
FROM THE  
TOP LEVEL APPOINTMENTS COMMITTEE (TLAC)  
2018 DEVELOPMENTS & TRENDS**



**REPORT FOR THE MINISTER**

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## **Part One: Introduction**

The Top Level Appointment Committee (TLAC) Annual Report each year reports to the Minister of Finance and Public Expenditure and Reform on its work for the year. It affords the Committee an opportunity to reflect on its work, identifying trends and areas that could benefit from further work. Such assessment can inform understanding and be a basis for greater performance.

To do this on an evidential basis TLAC has monitored data on the gender balance and source of applicants at each of the four stages in the TLAC process. Last year it added progression across the stages for different categories of interest. It also looked at the six-year trends and the degree to which successful applicants had certain attributes e.g. worked in several departments, worked outside the civil service, worked in other countries, etc.

In 2018 the analysis referred to above has been continued. Based on analysis of the TLAC competitions, 2018 produced a number of significant shifts. The detailed charts are included in Appendix Two. The analysis presented here focuses on the key features of 2018 and the picture produced in the seven years of the 'new' TLAC 2012 – 2018, together with elements of the new analysis of specialist posts. Some suggestions for consideration are made through the report and are listed in Appendix Three.

As this is my last TLAC report, I would like to acknowledge the privilege I have had in leading a team of committed and talented members, who have given generously of their time and expertise. Ms. Ann Higgins provides a Secretariat to TLAC that is wise, drawing on long experience and committed to getting the job done well. Our colleagues in the Public Appointments Service support TLAC in many different ways with their experience and knowledge. I wish them all well in the important role they perform in selecting for appointment the women and men who will lead our government system, delivering Government policy for the benefit of all of us.

*Jane Williams*

*Chairwoman*

*2nd September 2019*

## **Part Two: Highlights**

### **Gender Diversity Shift**

It is Government policy to encourage gender diversity in the civil service, aiming to significantly close the gender gap in top positions. The analysis shows that 2018 competitions delivered more material outcomes than have been achieved prior to this. For the first time ever, more women than men were appointed to the top two grades in the civil service, in open competition based on merit, assessed by a board with an external majority. Though a significant percentage of these are in the specialist roles, it is evidence of the Government and senior leaders in the civil service support for greater gender balance in top leadership roles.

Progress has been made. This level of support is likely to deliver further improvements in 2019.

### **Strength of Applicant Pool**

The strength of the applicant pool is a key ingredient in successful selection. The data shows that the applicant pool is diverse across gender and sectors of employment. No data is available on ethnicity, nationality or other forms of diversity but there are plans to have it available in the future. Diversity is an important strength of the current pool. An area of concern is the falling numbers of applications as measured in terms of average applications per role advertised. Further work to identify the causes of this is vital.

Remedial action to address the issues should be undertaken, where these are within the control of the public system.

### **Specialists Roles are different**

The new analysis undertaken has shown that specialist roles are distinct from general service TLAC, attracting applications from a different blend of sources having a different gender balance and success rate in filling positions. There may be value in understanding the reasons for these differences beyond those caused by the specialist nature of the expertise.

## **Part Three: Data on TLAC competitions in 2018, plus seven year trends**

Retirements and sanction for filling vacancies or new posts created 27 vacancies at the top level in the civil service in 2018, 20 general service and 7 specialist roles. Appointments were made in all but two competitions, both specialist posts. This sits in the average range for the last seven years at 26 competitions per year, while being a less busy year than 2017 when 39 competitions were completed.

### **Applications**

#### *Applicants per vacancy*

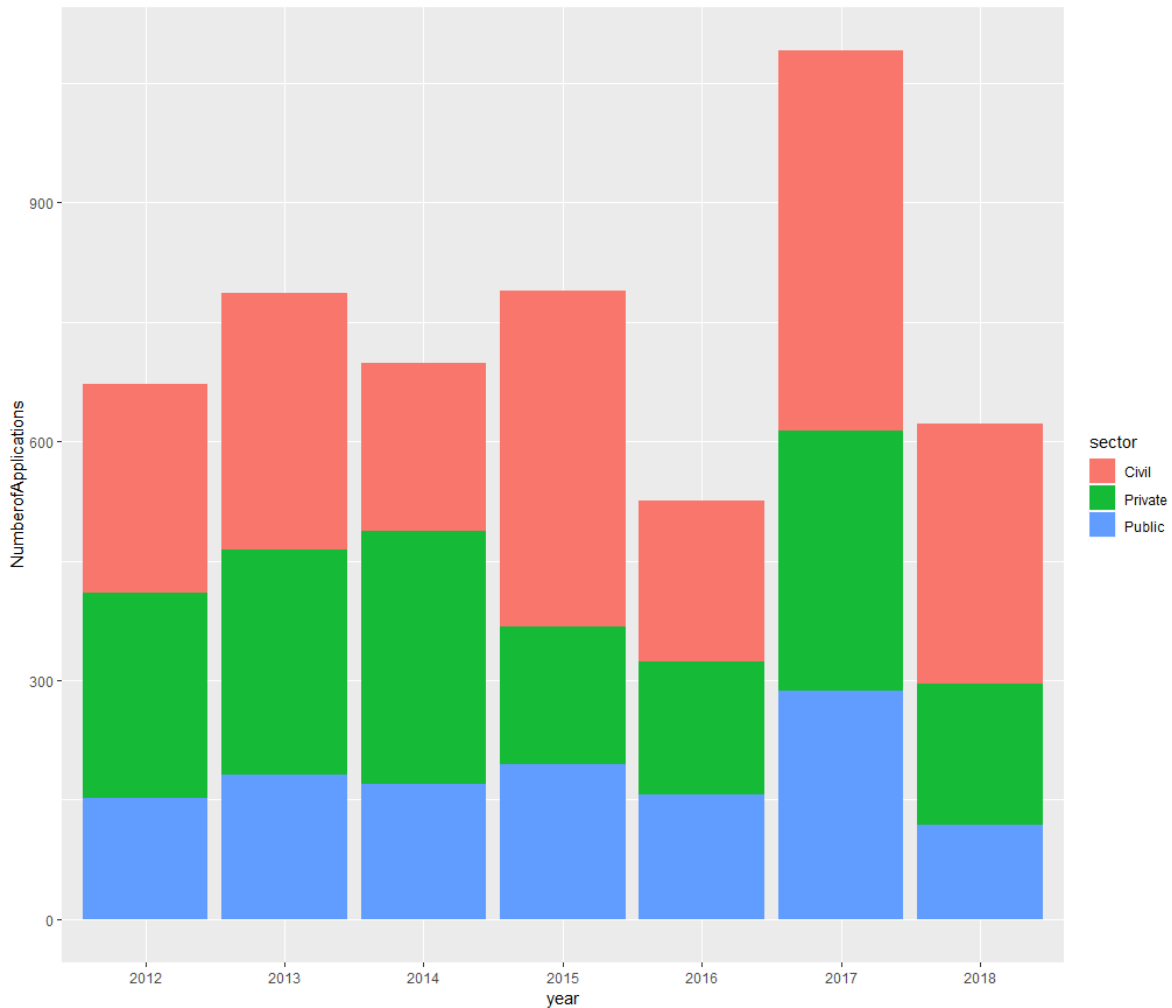
As in any recruitment process, a critical element is the number and fit of the applicants for the roles to be filled. The attraction and retention of talent has become a very competitive game. A basic measure of the efficacy of the process is the number of applications for positions advertised. In 2018, 622 applications were made for the 27 roles to be filled, or an average of 23 applicants per competition. A total of 5,186 applications for 181 TLAC competitions have been made over the last 7 years, an average of 29 per competition. Individual competitions varied with some attracting stronger fields of candidates than others. The 23 applications per competition is significantly below the average of 29 over the last seven years. The falling applications level is of concern. Some research to understand the reasons for this, whether action is needed and the basis for any intervention would be helpful.

#### *Applications by sector*

Application patterns by sector in 2018 show 52% from the civil service; 19% from the public service; and 29% from the private sector.

### **Figure 1: Applications by sector 2012 -2018**

The applicant mix has changed over the last 7 years with the percentage from the civil service strengthening from 40% to around 50%, the wider public service varying around one quarter of applications but declining to 19% in 2018, and private sector hitting a high of 45% in 2014, a reducing percentage over the last three years around the 30% mark. The chart displays the numbers, rather than the percentages, to show the volume, while providing the percentage position in the narrative and in Appendix Two.

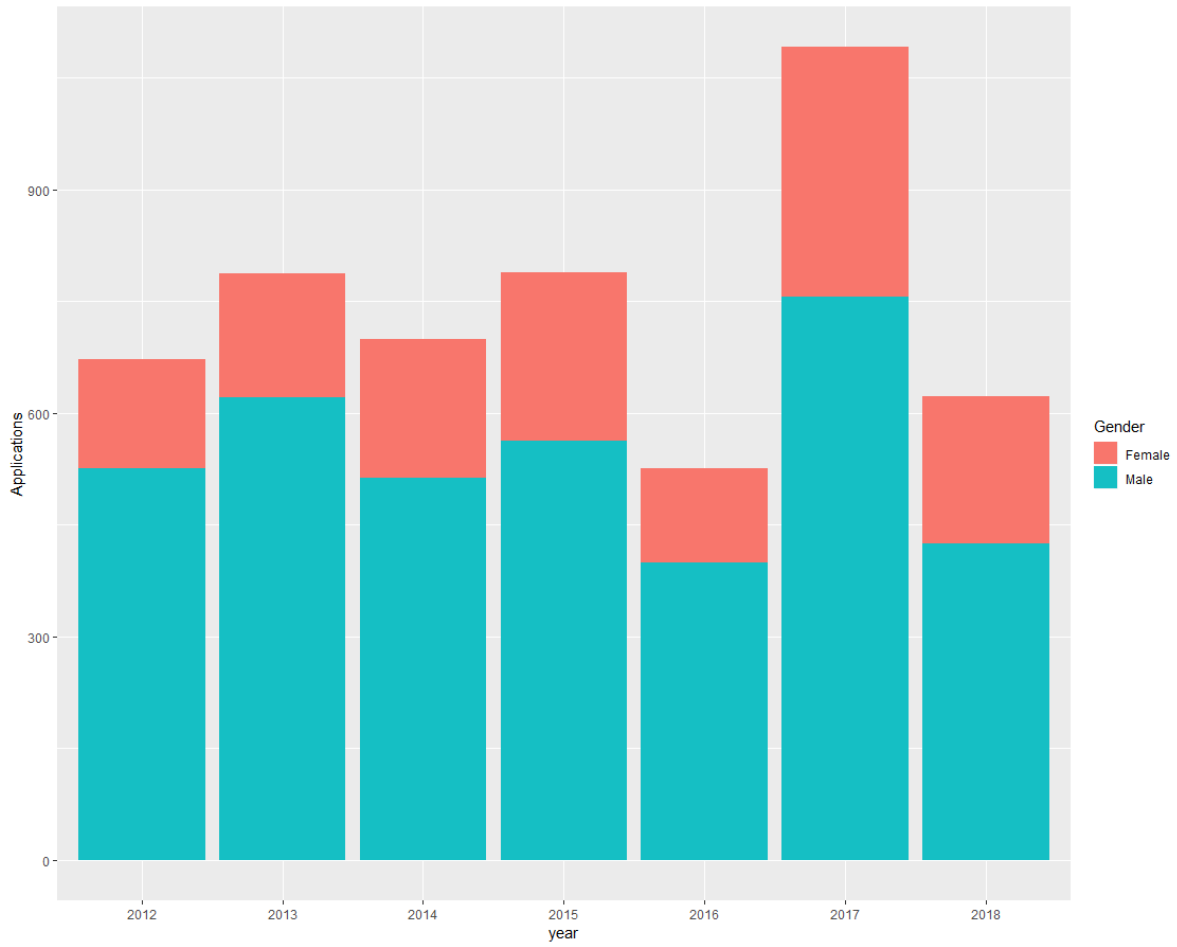


The civil service draws from a wide range of sources for its top positions. The variability from year to year is likely to demonstrate the dynamics of the labour market, the visible aspects of senior roles in the civil service, perceptions of the public service as an employer and the changing nature of work.

#### *Applicants by Gender*

Females are applying in greater numbers and percentage each year from 22% in 2012 to 32% in 2018. Just under 200 female applicants put themselves forward for top positions in 2018. Though difficult to quantify, qualitative assessments suggest that, as a percentage of those eligible to apply, they are applying less than their male peers, but this is a pattern that is in line with international research findings. The policy leadership on gender balance at the top, shown by Government and the civil service, is having an impact. The advances made over the last few years are very welcome.

Figure 2: Applications by gender 2012 -2018

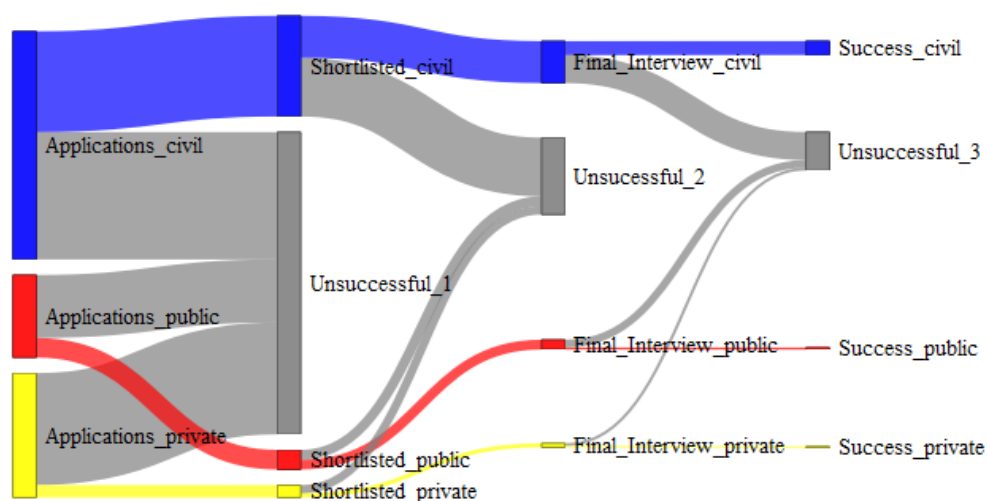


## Selection Process

### *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, followed by shortlisting of candidates, preliminary Interview, final Interview and recommendation for appointment. The following diagrams show the progression of applicants through the process and the attrition rate at each level for each sector and for each gender. 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.

**Figure 3: All Applications through the TLAC process stages by sector 2018 (successful candidates are shown in colour; Blue=Civil,Red=Public,Yellow=Private, and unsuccessful candidate flow is shown in grey)**

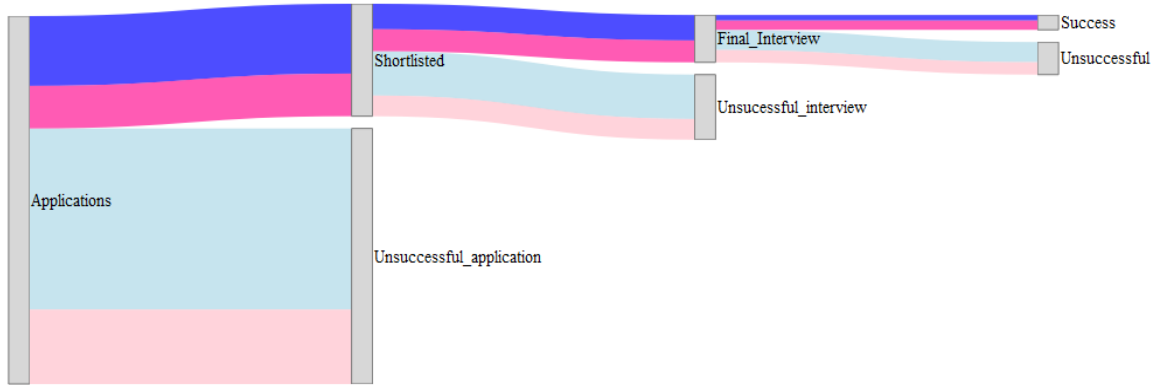


The strong performance of the civil service applicants is evident across the stages, as would be expected. The high attrition rate at shortlisting is seen across all sectors but particularly for the private sector/other applicants where only 10% of applicants make it through to interview. Only the most relevantly competent candidates make it to the final stage through demonstration in their application, at two sets of interviews and psychological profiling.



**Figure 4: TLAC Process Stages and success rates by gender 2018**

Note: Darker colour denotes successful and lighter colour denotes unsuccessful, Pink=Female, Blue=Male.



The Gender flow 2018 diagram showing that females represent a significant number of applicants in 2018. The percentage of females succeeding at preliminary interview and at final interview, for the first time exceeds those of males. This outcome for 2018 is likely to have significance to individuals and policy makers and deserves further study.

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. The following examines each stage in more detail.

The following table summarises the breakdown by sector for each stage for 2018:

	% of all Applicants	% of Shortlisted	% Final Interview from prelims	% Recommended from final interviewees
Civil Service	52	76	75	80
Public Service	19	15	17	12
Private / Other	29	9	8	8
Total	100	100	100	100

This analysis shows that civil servant applicants comprise the largest sector across the stages of the TLAC process. This is unsurprising and anything less would reflect badly on the civil service talent development and management practices. There are some variations in comparison to the 2017 figures, with increases in the percentage of civil servants coming through shortlisting and decreases in their percentage at final interview and recommended for appointment. A smaller percentage of candidates come from the wider public service than was the case in 2017 (19% compared with 26%). Private sector applicants form the smallest percentage in all stages except the application stage where they form the second largest group at about one third of applications.

**This analysis shows an unsurprising outcome at each level. It's difficult to comment on the appropriateness of the proportions, as there is no view on what a 'good' mix would be. It does show that the civil service draws from a wide spectrum of available talent to fill its top vacancies. It does this by open recruitment with an independent majority at the final stages reported on here.**

### **Sector and Gender Progression rates**

The following tables show the progression rate at each stage in 2018 by sector and by gender. This focuses on the success rate at each stage of each sector of applicants, rather than their relative percentage of the total at that stage, as above. It provides data on the performance of each sector in terms of delivering successful candidates to the civil service leadership. Viewed from the perspective of potential candidates, it shows them their likely success rate. It may also suggest to private sector candidates that the application must be very strong to make it through shortlisting. Where data for intake to the civil service at less senior leadership levels exists, a comparison may be helpful for candidates from outside the public service to understand the most effective point of entry:

	Application Numbers/%	No./% shortlisted to prelim. interview	No./% to final interview:	No./% appointed:
Civil Service	326: 100%	144: 44%	60: 18%	20: 6.13%
Public Service	118: 100%	28: 24%	14: 12%	3: 2.54%
Private / Other Sector	178: 100%	18: 10%	6: 3%	2: 1.12%

There is a strong degree of consistency between the progression rate of civil servants between this year and 2017. As expected they have the highest progression rate of all sectors across the stages. Public servants have come through the TLAC stages at higher rates this year than they did in 2017 - more than double the rates for progression to final interview and appointment. This is interesting in the context of the lower percentage of public servants who applied in 2018 (19%). Private sector candidates have the lowest rate of success at the first stage shortlisting (10%). Private sector candidates had a better rate of progression from shortlisting to final interview and significantly better success rate in being appointed than in 2017. Though the numbers are small, the improved progression rate of the latter two sectors is a positive indication, perhaps of a more robust range of applications and better qualified or presented applications. The causes of this and the degree to which the balance is appropriate for the talent management of the Civil Service is a question that others may wish to consider.

	Application Numbers: %	No Shortlisted:% Shortlisted/Prelim Interview	% Invited to Final Interview	% Recommended for Appointment
Male	424: 100%	118: 28%	43: 10%	9: 2.12%
Female	198: 100%	72: 36%	37: 19%	16: 8.08%

There is a high degree of consistency to the male progression rates from 2017 to 2018. There is a corresponding degree of consistency for females up to the final interview stage, where there is a four-percentage point increase in the rate of progression, over 2017. The recommended for appointment rate is just under twice the rate of last year. As the analysis further in this report on the differences between general services roles and specialists roles shows, the rate of progression for females would be more modest if it were not for the extraordinary outcome in the five appointed to specialists roles all being female. The success of female candidates is welcome and may indicate that the Government's policy is working.

### **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 who believe they have the competencies required. Shortlisting is the first stage in the TLAC selection process.

### ***Shortlisting by Sector***

In 2018, of the 622 applications, 190 candidates, or 31%, were brought forward for interview. The average over the previous six years for the percentage of candidates shortlisted is 30.28%. The percentage of civil servants shortlisted is 76% of the total, while wider public servants made up 15% of those shortlisted and private sector applicants shortlisted amounted to 9% of the total.

### ***Gender and Shortlisting***

At the shortlisting stage the female candidates showed slightly decreased success from previous years, 38% of the shortlisted candidates being female compared with 41% in 2017, the average for the previous six years being 31%..

In summary, from the applications received less than one third make it through shortlisting to preliminary interview. The percentage in 2018 was 31% and over the last 6 years the figure averaged 31% 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. The trend in increasing civil service percentages selected for shortlisting and reducing private sector percentages, has continued in 2018 reaching 76% 15% and 9% from the civil, public and private sectors respectively.

**The Shortlisting is a rigorous and tough process of selecting those who, in their application, demonstrate the best fit 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 achievements to assess their suitability for consideration for the role. Following consideration of all the information provided by the candidates and comprehensive interviews, the Preliminary Interview Board identifies those candidates who, in its judgement, have demonstrated the track record of achievement and the competencies to be considered for the role. The Final interview, conducted by TLAC, assesses the candidates for their capacity to undertake the role, based on a detailed interview on the role, all of the information in the application, psychometrics, references and the views of the Preliminary Interview Board. Generally, no more than five candidates are invited to the final interview.

**Figure 5: Number of candidates at each stage by gender 2012 – 2018**



**Figure 6: Percentage of candidates at each stage by gender 2012-2018**



As was the case over the previous six years, civil servants succeed at a significantly higher rate than applicants from outside the service, as would be expected. Female applicants are coming forward in greater numbers and the gender breakdown in

**2018 shows the first time that females have outnumbered males in being appointed. Figure 5 gives the actual numbers and highlights the significance of the number of female appointments.**

### **Stage Three: Final interview**

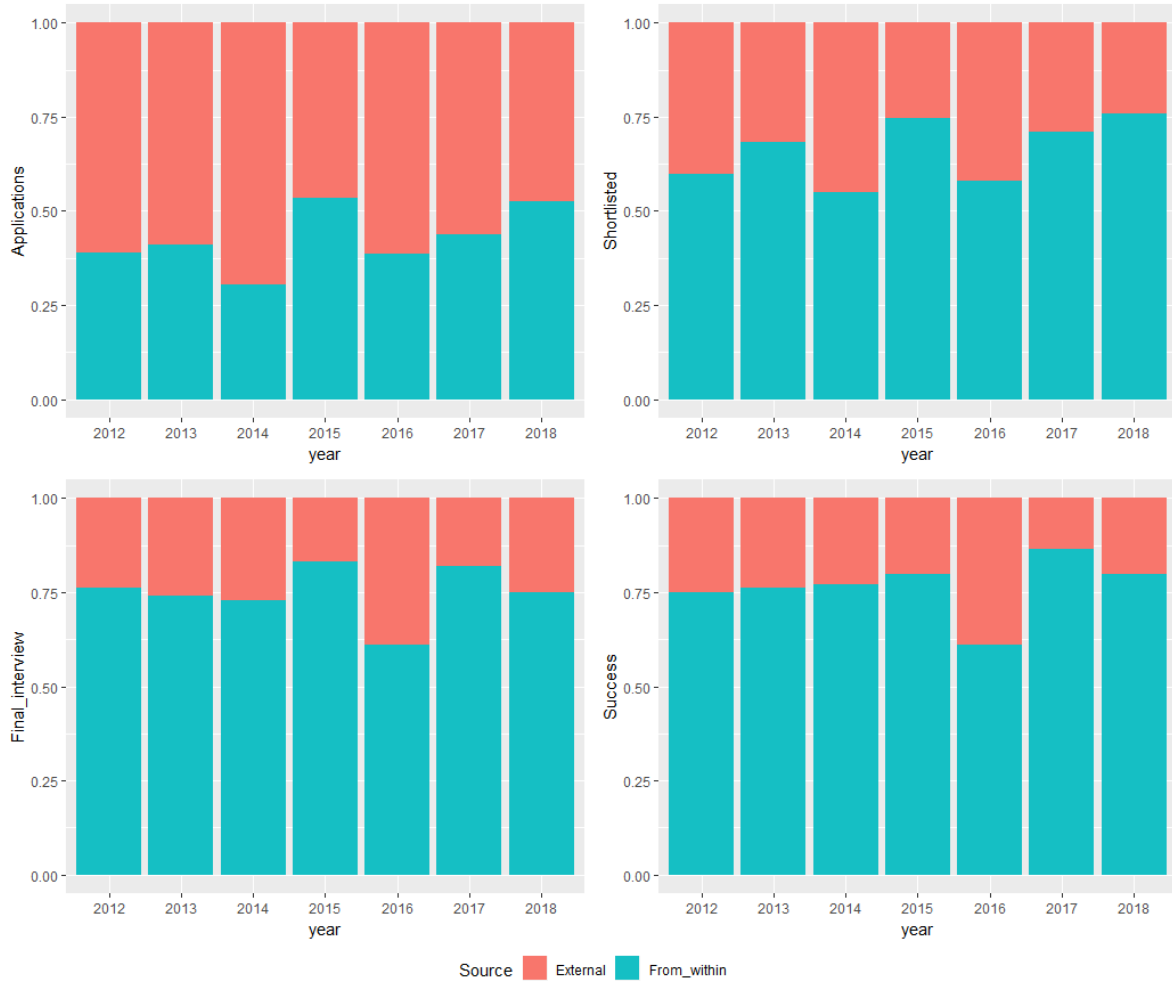
A panel of 5 members of the Top Level Appointments Committee conducts the final interview, with participation of the receiving Secretary General towards the end of the interview for Assistant Secretaries posts. The final interview is focused on selecting the most suitable candidate(s) to be recommended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

In 2018 75% of the candidates progressing from the preliminary stage to the final interview were from the Civil Service. This is the average of the last seven years. The percentage of candidates invited to the final interview stage from the wider public service reduced significantly from 32% in 2016 to 17% in 2018, at the average over the seven years of 16.5%. Candidates from the private sectors remained low at only 8% of those invited to final interview. The average for the seven years was 8.5%. So progression has shown consistency on average over the 7 years of the new format TLAC.

The gender balance amongst the successful candidates was 64% female and 36% male. This is the first time that more females than males were recommended for appointment to top jobs in the civil service. Of specialist competitions, two did not result in a recommendation to appoint. Of the 5 where recommendations to appoint were made, all were female. Excluding the specialist posts, the gender balance was 53% female and 47% male. This may be evidence of the impact of the Government's policy of supporting a greater gender balance in top level position in the civil service.

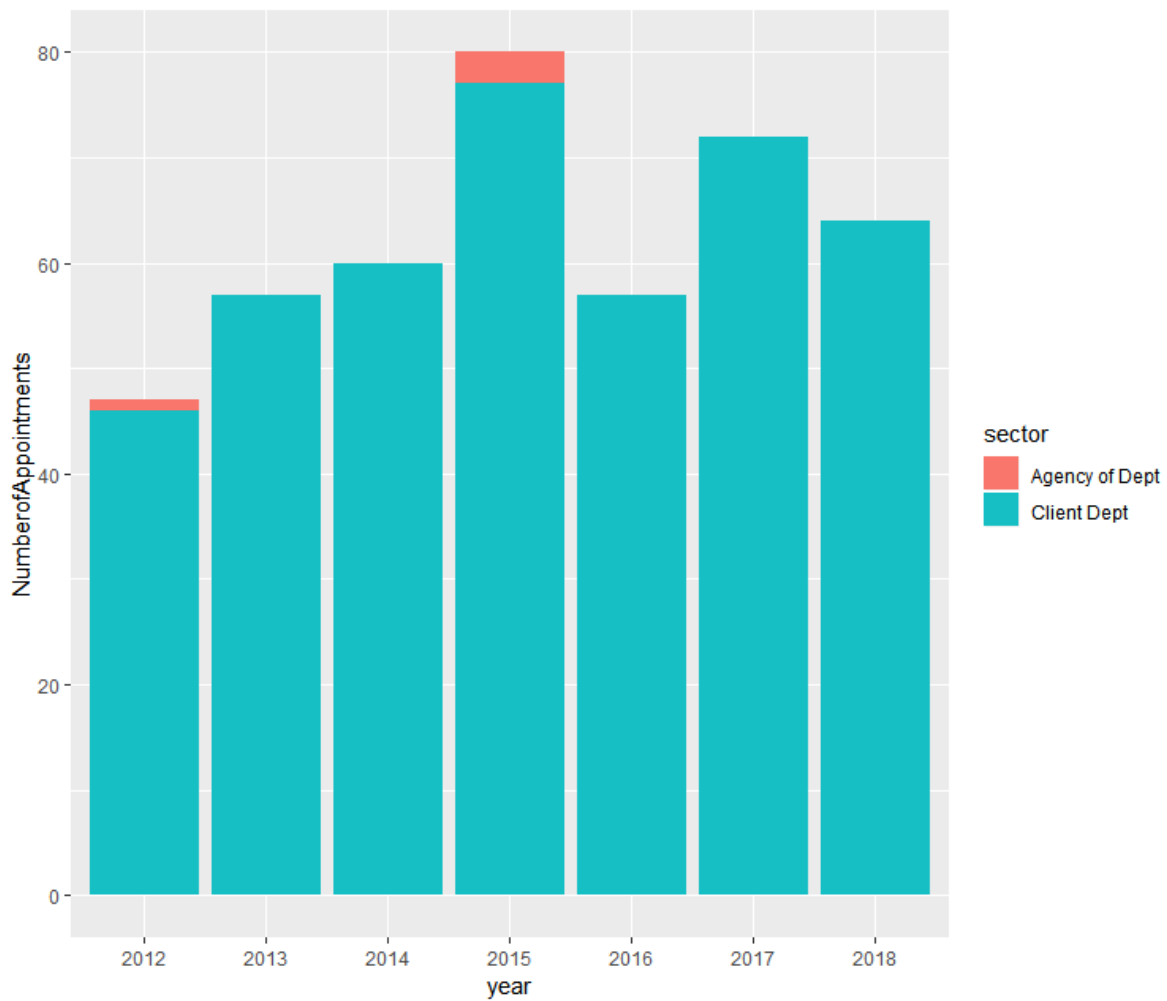
## Candidates appointed from home Department or from an agency of the Department

Figure 7: Percentage of candidate external and internal at each process stage



The data on the level of appointments to the home Department shows a consistent trend of a significant percentage of the appointments being of candidates from the Department. With the increases in mobility, service in multiple departments and outside the civil service, this indicator has lost some of its significance in that it just measures the current employment of the candidates and does not take into account mobility and career history, which would bring greater complexity. It may be useful to continue to monitor this, but taking the additional factors into account.

**Figure 8: Percentage of successful candidates from client Department or Agency of client Department 2012 -2018**





The percentage for appointments of candidates currently working in the home Department or agency of that Department in 2018 was 64%, which is close to the average for the last 7 years.

## **2010 - 2018 Trends**

Throughout the report, comments have been made on specific trends that have emerged in the data on TLAC competitions since it took on its new format in 2012. Some trends of note include the following.

A number of areas have demonstrated great consistency over the seven years. Examples include the one just mentioned of the level of appointments of candidates from within the home Department or agencies of that Department. Another is the success of civil servants in competition against challengers from the private sector and the greater public service.

The trend of declining numbers of applicants is a concerning one in that it reduces the diversity of applications and the numbers to choose from. It also raises questions that could be researched on the attractiveness of the public service to good candidates. It also raises the issue of the competitive nature of the labour market.

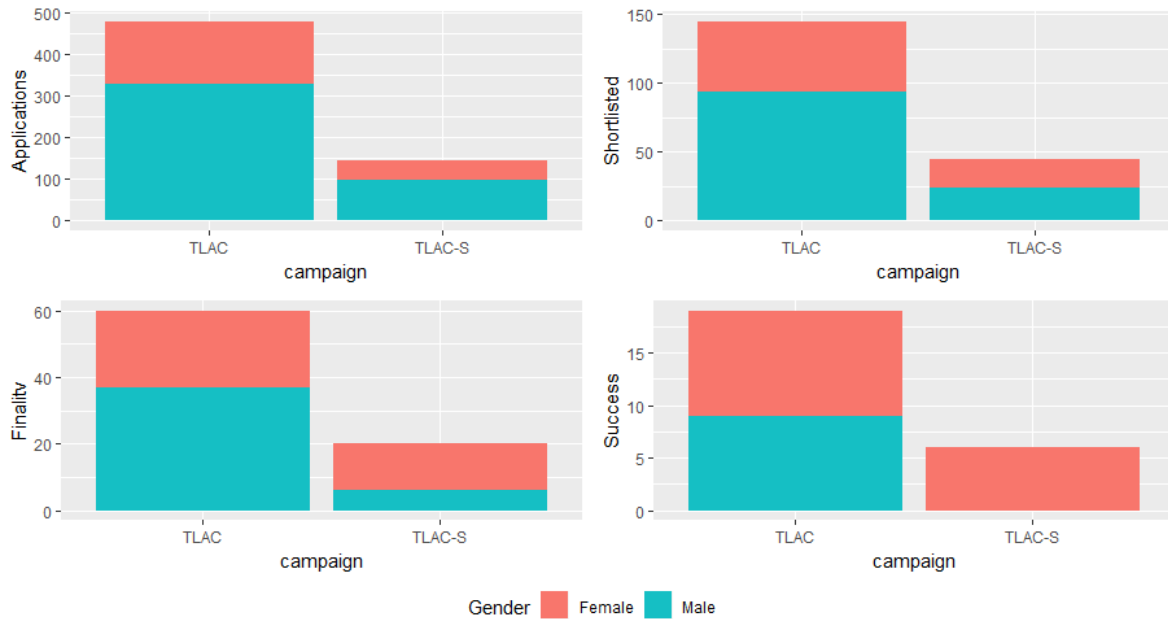
The level of fall out at shortlisting may deserve some deeper consideration based on the question 'Are candidates with potential being cut out too early in the process?' With full employment, and the retirement cliff, there may be value in looking at a wider range of candidates, some of whom might need some support in the early part of their new role but have additional strengths to bring once they find their feet.

## Comparison between TLAC and TLAC Specialist posts

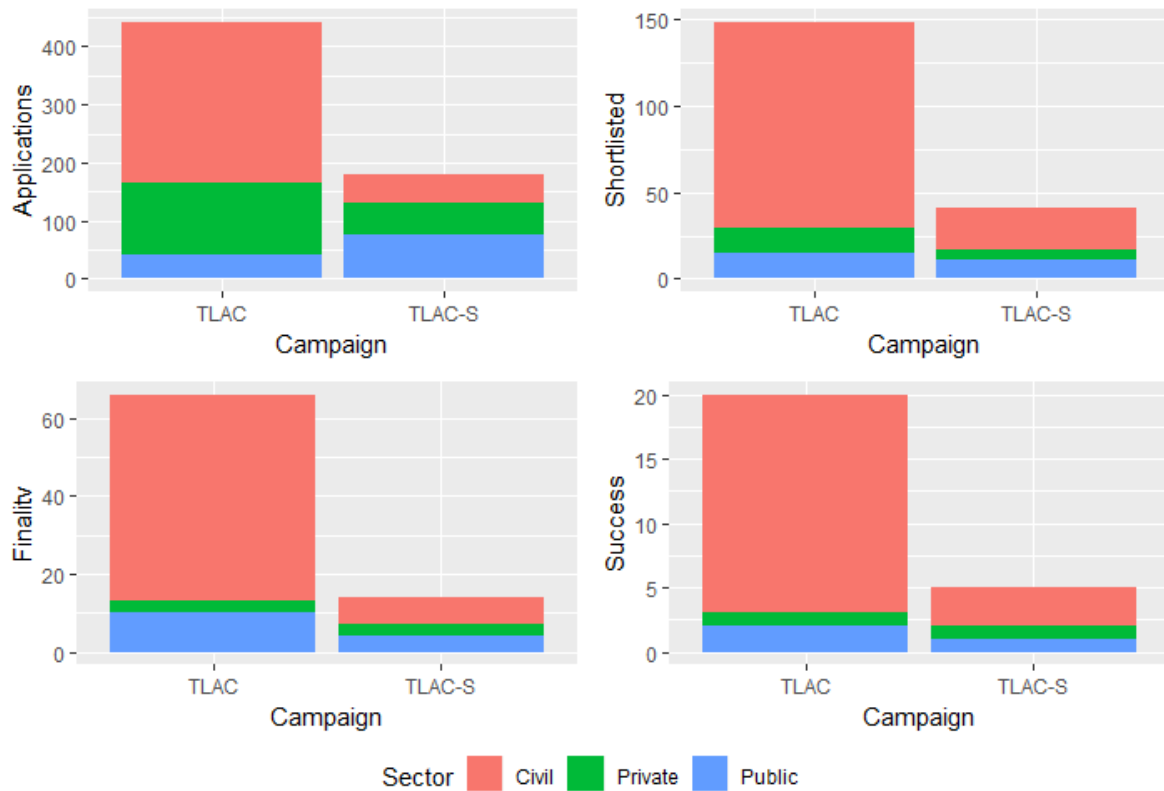
This year we asked PAS if they could support us by disaggregating the data between TLAC general service competitions and TLAC specialist posts. From this, it is clear that there are differences. The key differences in this sample year are in the gender balance at the last two stages of the selection process; and the level of private sector appointees,

There were 7 TLAC Specialist competitions in 2018. Of these 5 appointments were made and no appointable candidate was found for the other two. Over the period 2012 to 2017 there were 30 specialist posts, giving an average of 5 per annum. In some years, there may be no specialist posts. Consequently 2018 can be regarded as a big year for specialist posts with seven competitions. The range of specialist areas can be summarised as falling into the legal, medical and veterinary, and parliamentary specialisms, together with some CEOs of state bodies.

**Figure 9: Gender breakdown between TLAC and TLAC Specialist posts 2018**



The analysis shows a distinct difference between the two streams of TLAC competition on gender. With an identical starting position of 68% male and 32% female applications, the percentage of females at each stage rises to 47% at shortlisting, 70% at final interview and 100% at successful candidate level.



There is a very different pattern in the sectoral analysis of TLAC Specialist roles and TLAC General services. The much lower level of civil service applications is significant (58% v 33%). This may be wholly due to a specialist expertise base issue but it would be interesting to understand if it is contributed to by lower status or 'out of the mainstream' perceptions. There is a correspondingly higher application level from the wider public service and the private sector.

Throughout the selection process, the non-civil service applications succeed at a much higher level in specialist roles than they do in the general service roles.

It would be worth probing these findings to discover if factors other than specialist expertise are at work. The comparison has provided a useful internal comparison that can be probed for further insights, such as the use of 'headhunters' for specific posts.

## Part Four: Trends and Considerations

TLAC raised a concern, in its 2017 Annual Report, that the drop in candidate numbers, as measured by the number of applications per role, could impact on the choice that is available for important positions in very crucial times. The continuing decline in

applications may be due to a number of factors, some of which are outside the control of the civil service. The level of reputational risk now associated with senior roles in the Civil Service may be impacting on the candidate application numbers. Some further work to assess this may be useful, as part of the Civil Service's talent management plan. It will be important to continue to monitor the level of applications and the feedback from candidates, together with other methods 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 with our partners in the EU and beyond.

The growing success of female candidates at TLAC level positions is welcome and in line with the Government's policy on improving gender balance. This year's outcome has occurred significantly in the specialist roles. It would be desirable to see greater progress in the general service top positions in order to meet the Government's objectives of accelerated progress towards a gender balanced senior leadership .

The numbers appointed from within the home Department have moderated in 2018, indicating an openness to and attractiveness in, mobility in the civil service. Coupled with the analysis conducted last year, which identified the high level of external and other departmental experience of successful candidates, concerns in this area are significantly reduced. This aspect could usefully be monitored.

In 2016 we undertook an assessment of the efficacy of our work. We have built on that understanding and the suggestions that came from that assessment. The acid test of a selection board's work is the performance of the people it recommends, once appointed. Learnings from the annual assessment of those appointed (on a collective basis, without identifying individuals) would be a very useful tool for both assessing the selection process undertaken by TLAC and providing insight into the competencies and combinations that are effective in practice.

## ***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 2018 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 – from September, 2018 alternate TLAC Member.
- 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 – 3yr TLAC term ended 1<sup>st</sup> September, 2018.
- 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 – from September, 2018 alternate TLAC Member.
- 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.
- Ms Barbara Cotter, Non-Executive Director and Consultant/Advisor and Former Partner A&L Goodbody as of 2<sup>nd</sup> September, 2018.
- Ms Katherine Licken, Secretary General, D/Culture, Heritage & the Gaeltacht as of 2<sup>nd</sup> September, 2018.
- Mr John McCarthy, Secretary General, D/Housing, Planning & Local Government as of 2<sup>nd</sup> September, 2018.

**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 applications, to identify those most likely to attain the standard required at the interview stage. This is done by a Selection Board with the appropriate expertise, 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 department with the vacancy 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 for Secretary General and Specialist posts);

Completion of psychometric and profiling questionnaire(s);

References are checked in advance of the final interview;

In-depth executive assessment is undertaken for Secretary General level posts;

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

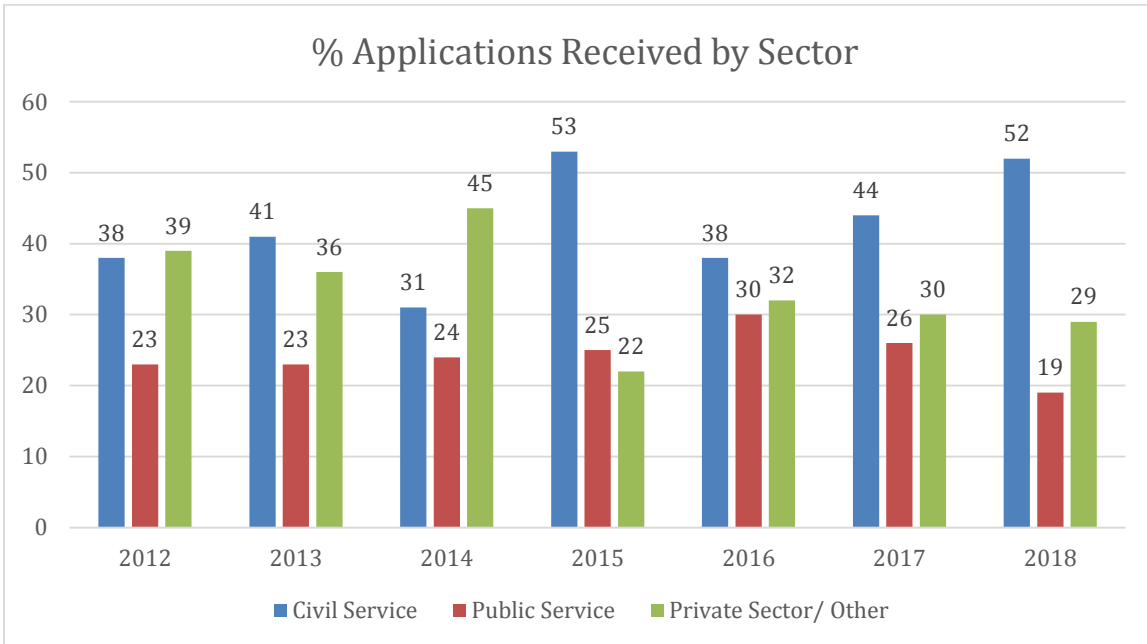
**Recommendations to Minister/Government.**

## Appendix Two: 2018 Statistics

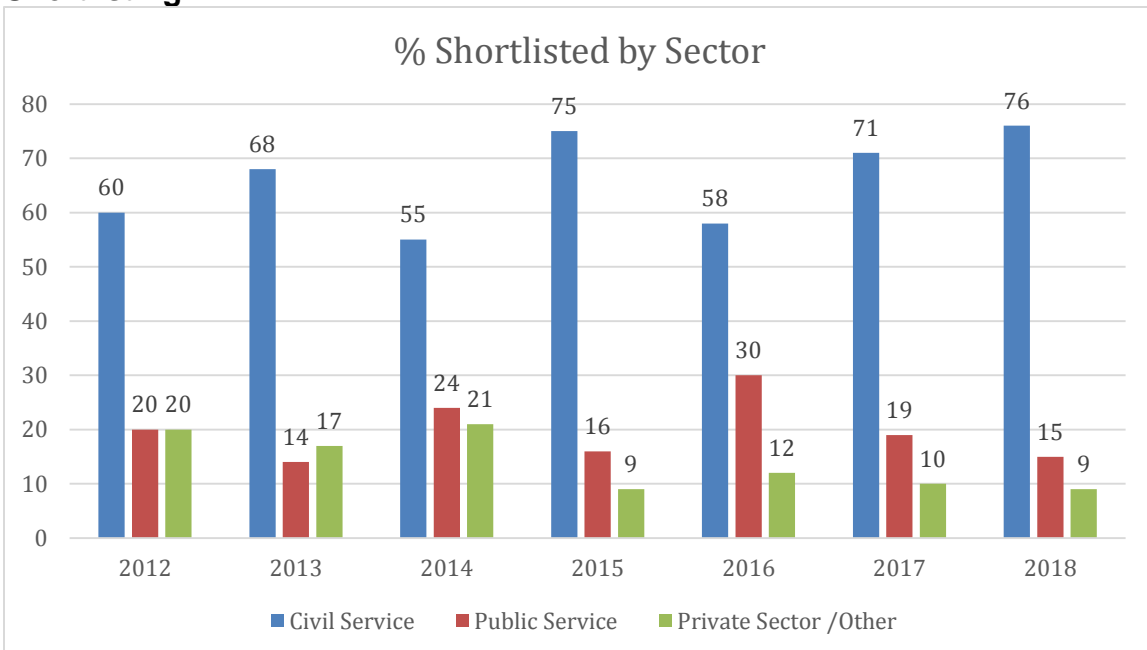
Prepared by PAS from TLAC Data

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

#### Application

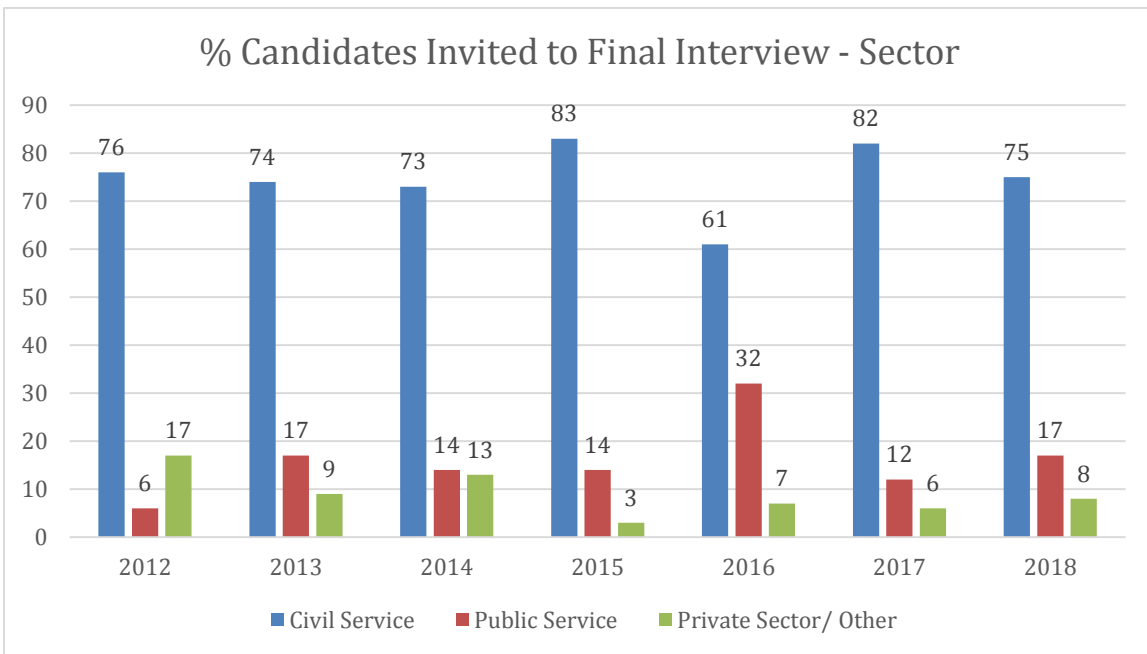


#### Shortlisting

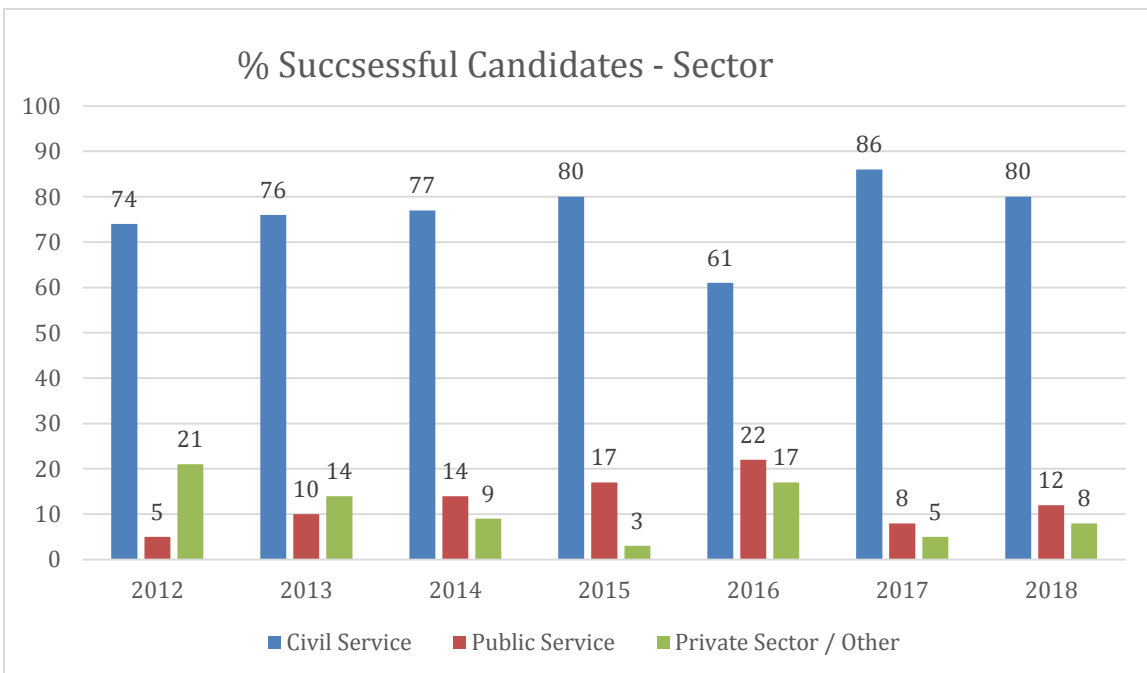




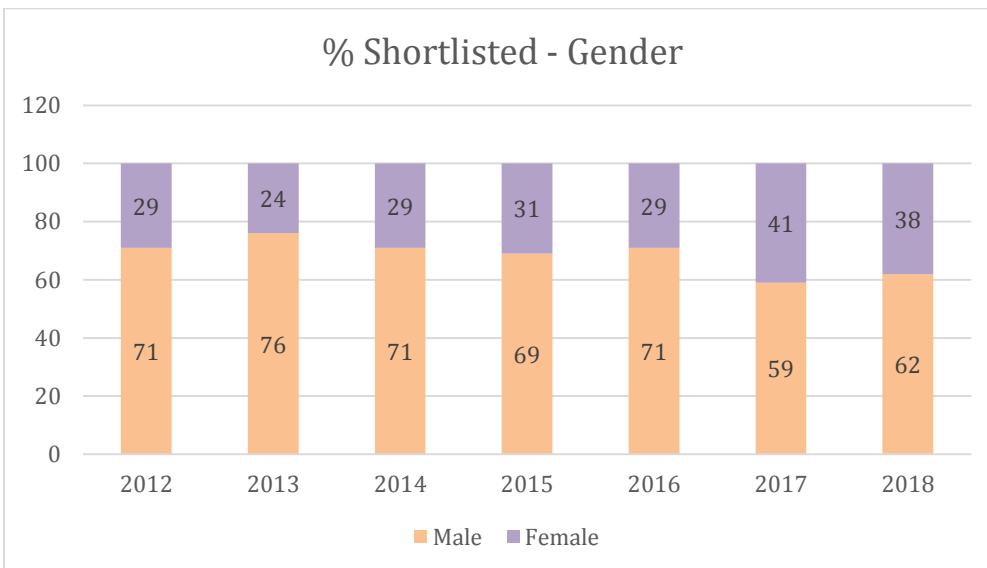
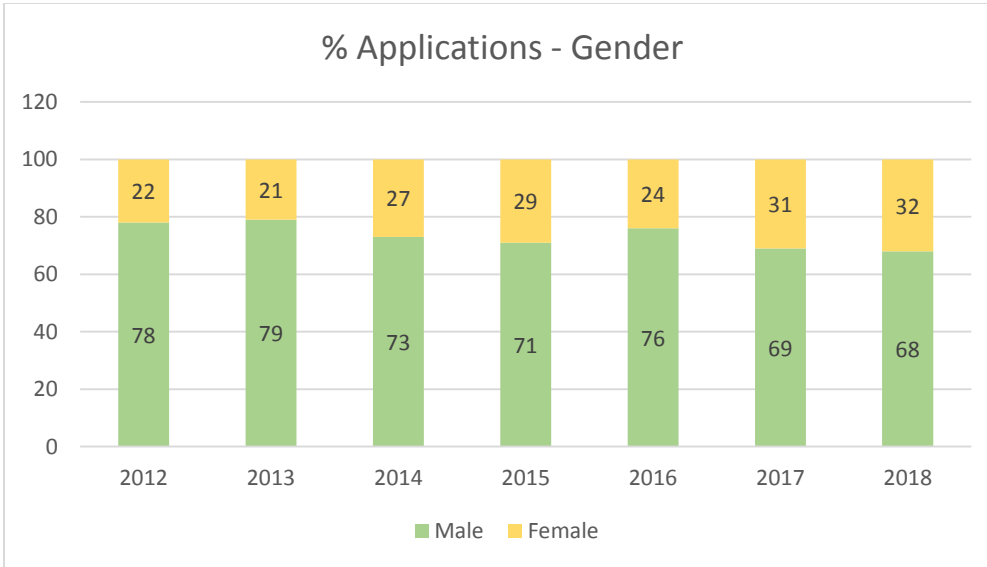
## Invited to final Interview

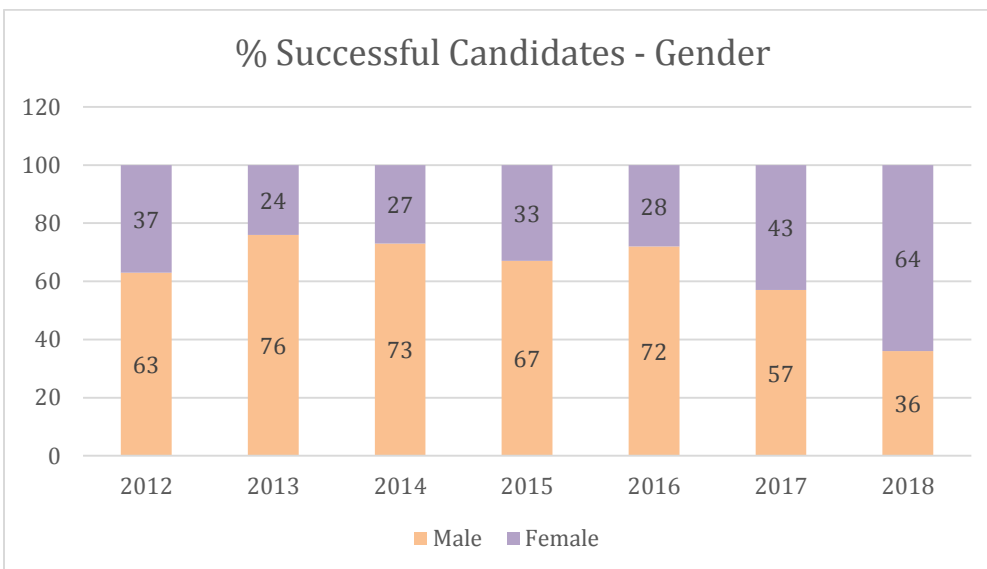
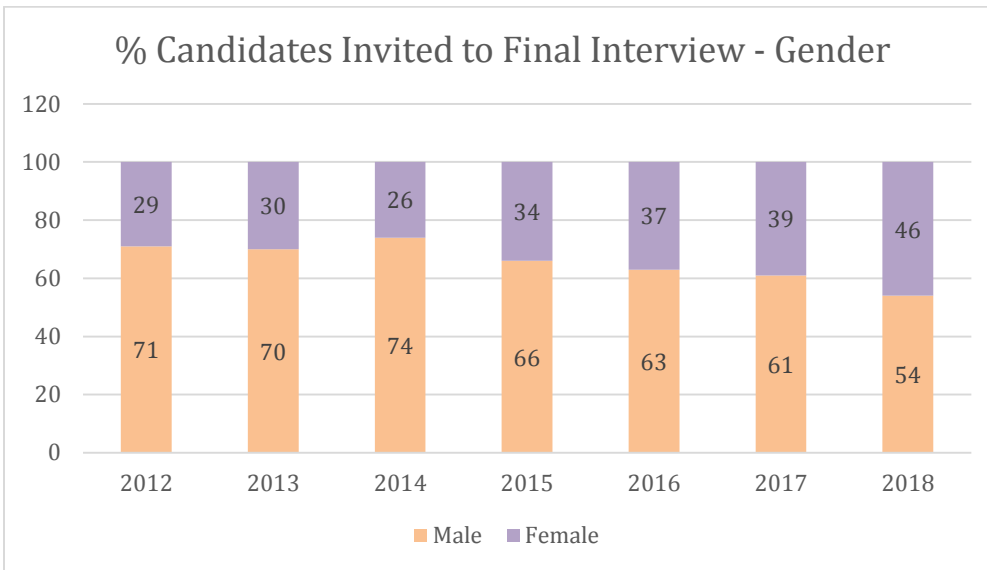


## Successful at Final Interview



## B. Gender





## ***Appendix Three: Suggestions from the Analysis***

### ***Summary of the suggestions made in the report***

1. 2. (page 4) Research on the causes of differences between specialist and general service roles here may be of value in assisting the underlying causes of certain outcomes. The differences may be wholly due to a specialist expertise base issue but it would be interesting to understand if it is contributed to by lower status or 'out of the mainstream' perceptions or other factors.
2. (page 5) Further work to identify the causes of the falling number of applications per role is vital. Remedial action to address the issues should be undertaken, where these are within the control of the public system.
3. (page 9) The percentage of females succeeding at preliminary interview and at final interview, for the first time exceeds those of males. This outcome for 2018 is likely to have significance to individuals and policy makers and deserves further study.
4. (page 11) The causes of progression rates and variations from year to year, together with the degree to which the balance from each sector is appropriate for the talent management of the Civil Service, is a question that others may wish to consider.
5. (page 16) Monitoring the appointment levels from the home Department could usefully continue, together with an assessment of the degree of mobility, employments outside the service and internationally as a measure of the diversity of experience.
6. (page 17) The analysis raises questions that could be researched on the attractiveness of the public service to good candidates.
7. (page 17) The level of fall out at shortlisting may deserve some deeper consideration based on the question 'Are candidates with potential being cut out too early in the process?' With full employment, and the retirement cliff, there may be value in looking at a wider range of candidates.
8. (page 19) The level of reputational risk now associated with senior roles in the Civil Service may be impacting on the candidate application numbers. Some further work to assess this may be useful, as part of the Civil Service's talent management plan. It will be important to continue to monitor the level of applications and the feedback from candidates, together with other methods to ensure that TLAC positions continue to attract the number and calibre of candidates needed.

9. (page 20) Learnings from the annual assessment of those appointed (on a collective basis, without identifying individuals) would be a very useful tool for TLAC for both assessing the selection process undertaken by TLAC and providing insight into the competencies and combinations that are effective in practice.