

Recruitment to the Northern Ireland Civil Service

Annual Report 2019





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ONE INTRODUCTION

1.1

This report is published by NICSHR on behalf of all Northern Ireland Civil Service (NICS) Departments and Agencies. The report details recruitment activity across NICS Departments and Agencies during the period 1 January 2019 to 31 December 2019.

1.2

Recruitment to the NICS is regulated by the Civil Service Commissioners for Northern Ireland (Commissioners) who are responsible for maintaining the principle of merit on the basis of fair and open competition in relation to selection for appointment. Commissioners are independent of Government and the NICS. This report is published in compliance with the Civil Service Commissioners (NI) Order 1999. Article 4(5) of the Order provides that information relating to recruitment must be published in accordance with any requirement which the Commissioners may specify in a recruitment code.

1.3

NICSHR is committed to the principle of selection for appointment on merit, in fair and open competition and takes proactive measures to ensure we remain an employer of choice, providing equality of opportunity to all. Recruitment, selection and appointment of staff are managed in line with best practice set out in the Codes of Practice of the Equality Commission for Northern Ireland (ECNI) and in accordance with the Civil Service Commissioners for Northern Ireland Recruitment Code.

1.4

The Northern Ireland Statistics and Research Agency (NISRA) produces and publishes all NICS recruitment statistics for NICSHR. The NISRA report provides analysis of applicants across various equality categories, at key stages in the recruitment and selection process and compares the profile of candidates with what might have been expected if all the groups within each equality category had been equal in terms of merit. Data in the NISRA report is updated on a rolling basis to provide further information on appointments made from competitions in previous reporting periods. A list of all the recruitment competitions that closed for applications during the reporting period can be found at Appendix 1 of this report. NISRA's analysis of NICS recruitment competitions 1 January 2019 - 31 December 2019 is published on NISRA's website at:

www.nisra.gov.uk/publications/analysis-nics-recruitment-competitions-2019

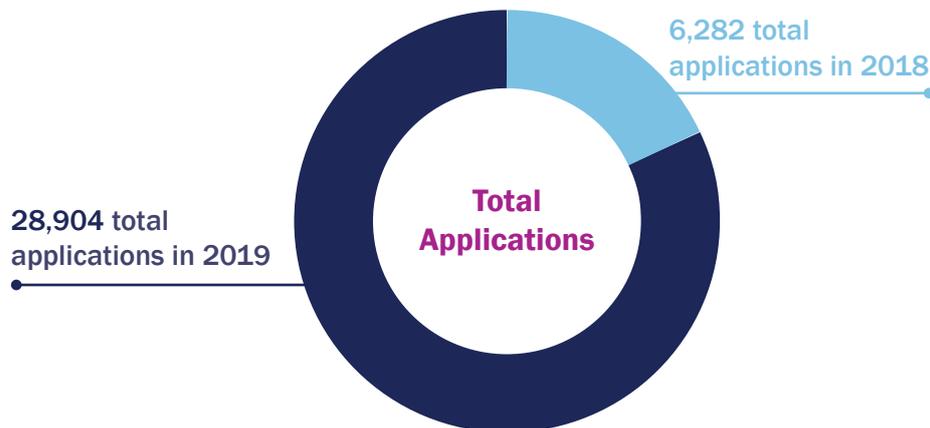
TWO ↘ EXECUTIVE SUMMARY

2.1

2019 saw further development of how the NICS manages and will continue to manage recruitment and appointments to the NICS. This included further progression of the objectives outlined in the NICS People Strategy 2018-21 which seeks to enable the vision of a well-led, high-performing, outcome focused and inclusive NICS. Delivery of the strategy to date has involved the implementation of a number of HR-related parallel short term actions and longer-term transformation projects outlined in Section 3 of this report.

2.2

The level of recruitment activity to the NICS has risen slightly with 110 competitions openly advertised in 2019 compared to 109 in 2018. NICS competitions continue to attract high levels of applications.



This significant increase in applications was due to the NICS advertising three new general service competitions for Staff Officer, Deputy Principal and Administrative Officer during 2019. Further information on these competitions is outlined in Section 4.

2.3

Following the launch of the Open Data Strategy for Northern Ireland 2020-2023 in October 2019 to promote transparency across government, NICS HR published two datasets to the OpenDataNI portal for the Staff Officer and Deputy Principal competitions. Further information on information published on the OpenDataNI portal is outlined in Section 3 of this report.

2.4

Diversity and inclusion is at the centre of the NICS People Strategy and NICS HR recognises that there is more work to be done to help achieve an inclusive NICS workforce that reflects the society we serve and in particular to target areas of underrepresentation. There has been an increase in diversity and inclusion activity since the launch of the People Strategy in 2018 and embedding diversity and inclusion in all that we do remains a key focus. The NICS Diversity Champions Network and NICS HR continue to progress diversity and inclusion work on cross-cutting initiatives and in support of the four key thematic areas of Disability, LGBT, Gender and Race and Ethnicity.

Further details of the work carried out in this area during the reporting year is set out in Section 9.

THREE ↘ KEY DEVELOPMENTS AND IMPROVEMENTS TO SERVICES IN 2019





NICS People Strategy

3.1

Launched in April 2018, the People Strategy flows from and is a key enabler for an outcomes-based approach to government and sets out an ambitious and long term people agenda under the themes of:



A well-led NICS



A high-performing NICS



An outcomes - focused NICS



An inclusive NICS in which diversity is truly valued – a great place to work.

3.2

In seeking to address a range of complex and longstanding issues, the NICS People Strategy implementation uses parallel elements of:



Shorter term actions to seek to create momentum



Longer-term projects/actions aimed at supporting the necessary cultural change by developing innovative solutions to complex and longstanding issues



Building leadership, people management and managing change capacity in terms of breadth, depth and expertise.



3.3

Delivery of the strategy to date has involved the implementation of a number of HR-related parallel short term actions and longer-term transformation projects including:

- the implementation of development programmes in leadership and project management including, for example, SCS leadership development programmes and mentoring groups;
- a NICS-wide approach to strategic workforce planning processes and development of talent management guidance;
- reform of the NICS approach to resourcing and the use of a diverse recruitment mix. Work has included NICS Board approval for the proposed strategic direction in relation to resourcing and vacancy management; implementation of new approaches to meet urgent Brexit resourcing needs; guidance on apprenticeships within the NICS; and new apprenticeship schemes currently under development;
- an employee relations transformation programme with line managers at its centre, and focused on delivering benefits in relation to sickness absence, performance management, discipline, grievance (dignity at work) and industrial tribunals. A revised performance management policy and process has been implemented from 1st April 2019 in all departments as part of the rolling implementation plan and
- review and improvement of HR data analytics to support and inform evidence based HR policy decisions and to assist with decisions relating to people management. The first stage is underway to assess the current issues/problems with HR management information (MI), confirm the MI requirement across the NICS and scope the options for future service delivery.

3.4

Year 2 implementation of the NICS People Strategy continues to build on the already agreed transformational projects under way on employee relations, resourcing and the delivery of the expanded diversity and inclusion agenda for the NICS.

Strategic Review of Resourcing

3.5

NICSHR was established in April 2017 to deliver a cohesive, strategic and customer-focused HR service for the NICS. It is structured across six functional areas and includes a HR business partner service to provide advice and support on strategic HR issues to leadership teams in every NICS department.

3.6

The NICS Board has agreed that a fundamental review of the NICS approach to recruitment and selection should take place. The intended direction of travel is to introduce streamlined, timely and responsive processes that includes more tailored recruitment and selection processes with a greater focus on the skills required for job roles and individual posts. Due to the pressures of resourcing for EU Exit and Covid-19 the review has not progressed as originally intended. It will however take place in the first two quarters of this financial year and following consultation, it is likely that changes will be introduced on a planned and phased basis.



NICSHR Resourcing Oversight

3.7

In addition to the elements audited as part of the Commissioners' Annual Assurance Framework, NICSHR Resourcing carries out regular monitoring of adherence to policy, procedures and service standards for recruitment services delivered to the NICS by HRConnect, our private sector service provider. Governance meetings are held and statistics against Resourcing Service Level Agreements are analysed each month.

Marketing Strategy

3.8

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. The outcome of these reviews will inform the outreach actions to be delivered.

Open Data NI

3.9

The Open Data Strategy for Northern Ireland 2020-2023 was launched in October 2019. Building on the work of the first Open Data strategy, it is an ambitious blue print for driving a transparency agenda across government and creating a resource which will improve the economy and lives of people across Northern Ireland. The strategy will enable the public to make more informed decisions and the public sector to drive better services. It should, through better internal consumption of data and more publication of government held data as open data, improve policy making, stimulate economic growth and improve our environment. Also, by freeing up this data for re-use, interrogation and inspection public sector organisations open up possibilities that can be powerful drivers for social and economic benefit, provide transparency in government decision making and holding public authorities more accountable to the public on whose behalf they carry out their functions.

3.10

In June 2019 NICSHR published two datasets to the [OpenDataNI portal](#). These datasets broke down the NICS 2019 Deputy Principal and Staff Officer external recruitment campaigns by gender, community background, ethnic background and disability. They include breakdowns of internal NICS and external candidates up to completed stages to date; number of applications, numbers of those who sat the online tests and the numbers who passed.

3.11

It is intended that data for all future corporate competitions will continue to be published on the portal following the completion of each stage of the selection process.

FOUR RECRUITMENT ACTIVITY





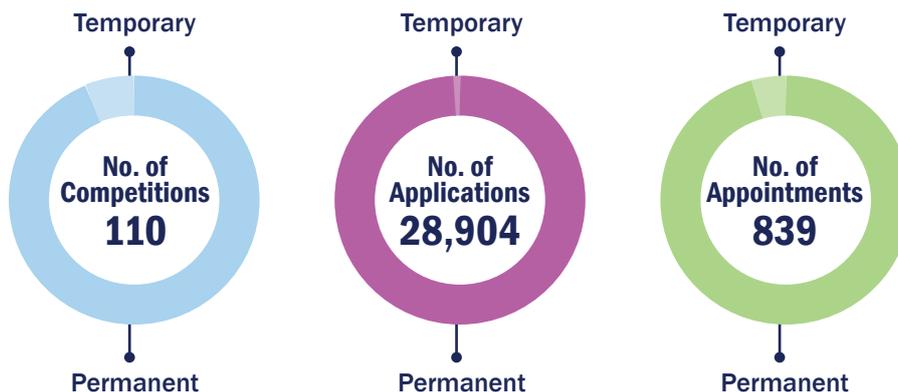
4.1

During this reporting period all recruitment competitions for NICS Departments were managed by HRConnect (see Appendix 1).

4.2

Over the period 1 January 2019 to 31 December 2019 a total of 110 recruitment competitions were advertised attracting a total of 28,904 valid applications. By 1 March 2020 a total of 839 appointments had been made from these competitions. This appointment figure will increase, as the merit lists from these competitions will be extant for a period of one year, in most circumstances.

Type of Competition	Perm	Temp	Total
No. of competitions	103	7	110
No. of applications	28,710	194	28,904
No. of appointments made by 1 Mar 20	804	35	839



4.3

Of the 110 competitions above, 16 were for Senior Civil Service (SCS) competitions which attracted 354 applications and resulted in 18 appointments being made by 1 March 2020. Ten of those appointed were male and eight were female which was in line with what would be expected based on the applicant pool. Of the 18 appointed, 17 were existing NICS employees and one had never worked for the NICS. It has also been noted that current employees and candidates aged 50 or over were more likely to be deemed eligible for SCS competitions.

4.4

For comparison purposes 89 internal competitions (promotions and trawls) were run during the same period. The table below shows the internal competitions at SCS and below SCS level. By 11 March 2020 a total of 345 appointments had been made from these competitions.

Type of Competition	Internal SCS	Internal Below SCS	Total
No. of competitions	6	83	89
No. of appointments made by 11 Mar 20	6	339	345



Corporate Recruitment Competitions Staff Officer and Deputy Principal

4.5

During 2019 the NICS launched a recruitment competition for Staff Officer and Deputy Principal grades. These middle management roles are key positions that offer the opportunity to make a real difference to the lives of people in Northern Ireland. Those successful in the competition play an important part in delivering business objectives and contributing to the success in many major areas of life here including health and education, economic success and peaceful communities. As one of the largest employers in Northern Ireland the NICS is striving to be inclusive and representative of the people it serves. As the NICS is currently underrepresented in relation to young people (people under the age of 35), people with a disability and people from minority ethnic communities, the candidate information documentation particularly welcomed applications from these groups.

4.6

The selection process included three stages: online assessment tests; a sift on eligibility criteria and an assessment centre. The NICS has used a phased approach to bringing staff through to the assessment centre stage, which allowed us to meet priority supply needs as quickly as possible. To date two phases have taken place and a third phase is planned to take place during 2020.

These competitions attracted a high volume of applicants



4,334
applicants for the
Staff Officer competition



3,072
applicants for the
Deputy Principal competition

An analysis of applicants across a range of equality categories (community background, disability, ethnic origin and gender) has been carried out on the completed stages of this competition and was published in June 2019. It can be viewed on the www.opendatani.gov.uk website. A full analysis including consideration of trends and issues will be completed when the competition completely closes in 2021.

Administrative Officer

4.7

In December 2019 the NICS launched a recruitment competition for Administrative Officer grades. Administrative Officer roles are also key positions, many of which involve working on the front line, delivering essential public services.



4.8

As one of the largest employers in Northern Ireland the NICS is striving to be inclusive and representative of the people it serves. As Protestants and men are currently known to be under-represented in this grade in the NICS, and as young people (people under the age of 35), people with a disability and people from minority ethnic communities are currently under represented in the NICS, applications from these groups were particularly welcomed in the candidate information.

4.9

In order to encourage these underrepresented groups to apply for the competition, a number of successful information sessions took place in November 2019. NICSHR collaborated with the Department for Communities Work and Wellbeing team, Northern Ireland Union of Supported Employment (NIUSE) and The Executive Office Racial Equality Unit to deliver information sessions to the disability and minority ethnic sectors.

4.10

This competition attracted 15,130 initial applicants by its closing date of 23 December 2019.

The selection process includes three stages



Online psychometric assessment tests



invigilated psychometric tests for the top scoring candidates



a criterion based interview.

Appointments are expected from this competition during 2020, however, interviews have been paused during the Covid-19 crisis. An analysis of applicants across a range of equality categories (age, community background, disability, ethnic origin and gender) is carried out at each stage of the recruitment and selection process and published on the Open Data NI site. A full competition analysis will be carried out on completion to include the equality indicators and a breakdown of the number of applications, numbers of those who sat the online tests and the numbers who passed.

Volume Departmental Competition

4.11

The Northern Ireland Prison Service (NIPS) ran a competition for Custody Prison Officers during 2019 and a high volume of applications were received (1079). NIPS has continued to conduct widespread engagement in a sustained effort to promote working within the organisation, this has included targeting areas known to be particularly underrepresented. As with the previous year’s recruitment competitions, 2019 saw NIPS conduct outreach with community organisations such as various women’s groups, religious, sports and arts organisations as well as the education sector. This work will continue into 2020.



Recruitment Related Complaints

4.12

HRConnect received 166 complaints in 2019 for external recruitment competitions. Complaints allocated by competition lead department are shown below.

Department	Number of Complaints
Agriculture, Environment and Rural Affairs (DAERA)	5
Economy (DFE)	4
Education (DE)	0
Communities (DFC)	1
Infrastructure (DFI)	2
Finance (DOF)	151*
Health (DOH)	0
Justice (DOJ)	2
The Executive Office (TEO)	0
Public Prosecution Service (PPS)	1
Total	166

*Figure includes complaints for cross departmental competitions managed centrally by DOF and DOF specific competitions see section 4.13.

4.13

There were 110 competitions advertised during 2019 which attracted 28,904 applications and for which 166 complaints (0.6%) were received. For comparison purposes 109 competitions were advertised in 2018, attracting 6,282 applications and for which 38 complaints (0.6%) were received.

The percentage of complaints therefore remains the same as that in 2018. The Department of Finance managed the Deputy Principal (DP) and Staff Officer (SO) competitions centrally for all NICS departments and therefore received the majority of (DoF) complaints. These competitions received 74 and 62 complaints respectively, the remaining 15 complaints were received against 9 other DOF specific competitions.

4.14

The NICS Recruitment Complaints Procedure is displayed on the NICS Recruitment website and details the complaints procedure for externally advertised competitions. It sets out the standards customers can expect from HRConnect, including that HRConnect will carry out their work in line with NICS HR policies and procedures as defined in the NICS Recruitment Policy and Procedures Manual as well as the HRConnect commitment to providing the highest standard of service to all customers. Complainants are given the option to raise their complaint by email, in writing or by phone. This is a three stage process and if the complainant is not satisfied with the HRConnect action or explanation, the complaint can be escalated to the NICS Service Management Office (SMO) or if the complaint relates to Recruitment Policy to NICS HR. NICS and HRConnect as their agent make every effort to progress all complaints to a satisfactory outcome and this is achieved in the majority of cases.



In 2019, 3 cases led to formal legal action. Common themes which arose from complaints were around feedback, test results and changing merit position. Changes to the recruitment process which arose following complaint investigations include improved communications to applicants to explain the test scoring and merit position process.

4.15

NICSHR holds a monthly management meeting with HRConnect to formally review ongoing service including identifying any areas for improvement. Communication with HRConnect is ongoing.

4.16

Commissioners conducted a Review of Recruitment Related Complaints in 2019/20 covering 2017 and 2018 and identified that current NICS practices uphold the Merit Principle and Commissioners' Recruitment Code and therefore did not make any recommendations for changes.

Analysis of Professional and Specialist Recruitment

4.17

NICSHR monitors all recruitment exercises to professional and specialist posts. Reports are produced by NISRA each quarter providing data on all recruitment exercises that have reached interview stage as well as those that have closed and where no further appointments will be made. The applicant pool for each vacancy is analysed to determine if equality groups are fairly represented and the progress of each equality group through all recruitment stages is also checked. The results of both analyses are recorded along with any potential issues of concern. The purpose of the analysis is to identify trends over time, i.e. do some posts attract more applications from one equality group or is there any evidence of lower success rates for one or more equality group? Any possible issues will be referred to NISRA who will advise if a more in-depth analysis should be carried out. The results of the analyses will also be used to inform future reviews into the profile of the NICS workforce.

4.18

Commissioners are provided with summaries of the analyses. Since the last reporting period, reports were received on 151 separate recruitment exercises - 88 with a closing date in 2017 and 63 with a closing date in 2019, with the number of applicants for each competition ranging from 1 to 4,326. Data for other recruitment exercises from 2019 is still being analysed. To date no issues of concern have been noted.

Summary of applications received and updated appointment figures

4.19

Appendix 2 of this report contains updated data tables for the years 2016, 2017 and 2018. These are extracts from the NISRA report. Updated appointment figures for 2019 will be included in next year's report. For ease of comparison:

- Table 1 shows a summary of applications received for the years 2016, 2017 and 2018 by equality group;
- Table 2 displays the updated appointment figures (expected and actual) for 2016, 2017 and 2018 by equality group;



- Table 3 gives a percentage summary of applications and appointments by equality group for 2016, 2017 and 2018 and
- Table 4 gives a summary of internal competitions and appointment for 2016, 2017 & 2018 for comparison purposes.

4.20

While these tables are useful in that they give an overall view of the application and appointment rates by equality group the figures contained within may be heavily influenced by the type of competition advertised within the reporting period. For example, some competitions historically attract more applications from one equality group than another e.g. more females than males or Protestants than Catholics or vice versa. A corporate competition is analysed at the close of the competition to identify trends at each stage of a competition. This analysis informs future competition plans.

Extensions to merit lists

4.21

Following the completion of the Commissioners' Review of Merit Lists, NICSHR agreed to publish information relating to extensions to merit lists granted in the reporting year. The information below details the external merit list extensions which were approved in 2019 and summarises the relevant considerations taken before agreeing to extend. For internal general service merit lists NICSHR (Corporate Competitions & Policy Branch) liaises with CTUS after the decision has been made by NICSHR to extend a merit list, seeking approval, as necessary, from the NICS Board before doing so. Both the EO1 and EO2 general service corporate internal merit lists were extended to allow the staff currently on published lists to be promoted to meet business needs pending consideration of launching new competitions. For internal non-general service merit lists the current process is that NICSHR (Vacancy Management Operations) liaises with the departmental business area to determine if a merit list should be extended and consult with Trade Union Side (TUS) accordingly. Data on extensions to internal merit lists is not currently available.

4.22

Ten competition extensions were approved during the reporting year, these are listed below. Further information regarding these extensions and the reasons for extension are outlined in Annex 1:

- **Staff Officer -Communications Officer, Communications and Engagement Team**
- **Commercial and Property Principal Legal Officer (2nd Extension)**
- **Deputy Principal - Coroner's Investigator, Coroners Service**
- **Inspector Grade III – Graduate Specialist (Equine)**
- **Higher Scientific Officer – Red Water Chemistry**
- **Inspector Grade III – Graduate Specialist (Food Technologist)**
- **Inspector Group II – Equine and Estate Manager**
- **Assistant Director Complex Casework – Public Prosecution Service**
- **Staff Officer – Red Water Chemistry**
- **Staff Officer Accountant**



Agency Staff in the NICS

4.23

The NICS framework agreement for the provision of agency staff to the NICS departments commenced on 05 December 2016 and is scheduled to run for a four year period. The framework has been established to fill vacancies required for urgent business needs that cannot be met in any other way. Numbers of agency staff across the NICS has been steadily increasing over the framework period as can be seen below. Figures include agency staff engaged in work carried out on behalf of the Department for Work and Pensions, who are considered cost neutral to the NICS. Agency staff have been recruited to replace permanent staff redeployed on a temporary basis to priority areas, particularly in DfC. This work is temporary and therefore the use of agency staff avoids permanent surpluses being declared at a later date. The use of agency staff remains a legitimate and necessary mechanism to manage short term and unexpected business needs for example to cover maternity leave, long term sickness absence and project work and to allow permanent staff to be released to deal with new benefit reforms and EU Exit matters. The NICS Board closely monitors the numbers of agency staff engaged in the NICS on a quarterly basis.

4.24

The vast majority of agency staff in the NICS are at the Administrative Officer level, the recent competition at this grade was planned with a view to reducing the reliance on agency staff and filling the positions with directly employed permanent NICS roles.

4.25

Please see table below showing the number of full time and part time agency staff in the NICS from March 2017 to October 2019.

Date	Full Time	Part Time
30/10/2019	2378	79
31/03/2019	1812	67
31/03/2018	1348	44
31/03/2017	1068	9

FIVE ↘ **EXCEPTIONS TO THE MERIT PRINCIPLE**





5.1

Regulation 3 of the Commissioners' General Regulations 2007 sets out the circumstances in which the principle of selection on merit on the basis of fair and open competition shall **not** apply.

5.2

The purpose of exceptions is to provide flexibility where it can be justified to meet the business needs of the NICS. Commissioners monitor and scrutinise any request to make an appointment by way of exception to merit in order to be satisfied that it is not reasonably practicable for the appointment to be made in line with the merit principle.

A review of a number of staff from an arms-length body working in NICS Departments was commissioned in 2017 and has now been completed. An action plan was agreed with Commissioners listing a number of objectives to be completed in 2019. The work to meet these objectives is now almost complete and the final draft of the Secondment Policy and supporting guidance for departments is currently being prepared.

5.3

Appointments made by Departments under Regulation 3 during the reporting period can be found in the following table.

Appointments made by Exception to Merit 1 January to 31 December 2019	
a) Secondment	
Dept. for Agriculture, Environment and Rural Affairs	1
Dept. for Communities	1
Dept. for the Economy	2
Dept. for Infrastructure	1
Dept. of Finance	1
Dept. of Health	2
Dept. of Justice	1
The Executive Office	2
Public Prosecution Service	2
(b) Transfer from another Civil Service of the Crown	0
(c) Transfer of persons employed on functions being transferred	0
(d) Exceptional needs of the NICS	
Dept. for Agriculture, Environment and Rural Affairs	1
Dept. of Health	1
(e) Appointments made under Government initiatives / programmes	0
(f) Reinstatement	0
Total	15

SIX RECRUITMENT RELATED ASSURANCES





6.1

Formal procedures are in place to ensure that recruitment to the NICS is in accordance with the four principles set out in the Commissioners' Recruitment Code. Policies and procedures are subject to internal monitoring and are reviewed and updated regularly, taking account of good practice and any changes in legislation.

6.2

For the period 1 January 2019 to 31 December 2019 the assurance framework included:

- a. A review of one external competition for an Inspector within the Department of Education found two minor non-compliance areas due to administrative oversights which were reported to the appropriate teams concerned to prevent reoccurrence. Two reviews of appointments made by way of exception to merit one via interchange (inward secondment) and one made by way of exception to merit due to exceptional needs of the NICS were also conducted and were found to be fully compliant with no recommendations for improvement.**

- b. Real time monitoring of exceptional appointments and extensions to merit lists – all exceptional appointments and extensions to merit lists are recorded at the point of being actioned. Accurate data on all such appointments and extensions is readily available;**

- c. Assurance statements signed by HRConnect and competition leads when running an external competition. HRConnect has supplied a statement confirming that all assurances for external recruitment competitions have been sought in line with procedure during 2019;**

- d. Annual assurances from Grade 7s within the NICSHR Vacancy Management Team have been completed. One area of non-compliance was reported where a Stage D approval was not sought at the appropriate time by HRConnect and retrospective authorisation had to be granted by the Office of the Civil Service Commissioners. HRConnect has now added an additional item to Senior Civil Service competition checklists to prevent re-occurrence.**

- e. Annual confirmation has been received from each Permanent Secretary / Accounting Officer that all appointments to their department have been managed by NICSHR which has given the assurance that these appointments have been made by NICSHR in line with NICS policy and procedures; and**

- f. A suite of evidence has been collated by NICSHR and provided to the Permanent Secretary of Department of Finance who has written to the Chair of the Civil Service Commissioners for NI reporting the minor areas of non-compliance identified, actions taken to resolve these issues and prevent re-occurrence.**

The statement also confirms that aside from the late Stage D mentioned in d) above all appointments made during the reporting period have been made in line with NICS Recruitment Policy and Procedures and in accordance with the Commissioners' Recruitment Code.

SEVEN AUDITS





Civil Service Commissioners NI Audits

7.1

Under Article 4(4) of the Civil Service Commissioners (Northern Ireland) Order 1999, Commissioners have a statutory duty to audit recruitment policies and practices in making appointments to the NICS to establish whether or not the Recruitment Code is being observed. The following paragraphs summarise the reviews that have taken place during 2019. The NICS remains committed to positive and regular engagement with the Commissioners on the topics included in their Audit and Review Plan.

Evaluation of Recruitment and Selection Training

7.2

NICSHR began a review of Recruitment & Selection training in 2017/18. A review team considered all elements of this training in light of the findings of Commissioners’ Review of Training 2015/16 and to ensure it met the requirements of the Recruitment Code. This review also considered improved completion of Candidate Interview Assessment Booklets and improved feedback to candidates. The evidence gathering phase of this review followed the steps below:

1 >

A review of all training material for each course;

2 >

Observation of the training courses in operation;

3 >

Liaison with the Centre for Applied Learning (CAL) on observations;

4

Update to Commissioners on findings and the resultant actions to be taken.

7.3

Following provision of the review findings and actions to Commissioners in autumn 2018, implementation work in collaboration with the NICS Centre for Applied Learning (CAL) and HRConnect continued throughout 2019.

Review of Recruitment Related Complaints

7.4

The purpose of the Review of Recruitment and Selection Related Complaints is to enhance Commissioners’ knowledge of the relevant NICS complaints process and internal procedures, and identify any recurring themes or areas of concern if there are any with regard to the principles set out in the Commissioner’s Recruitment Code. The review sampled complaints received in 2017 and 2018. Commissioners identified that current NICS practices uphold the Merit Principle and Commissioners’ Recruitment Code and therefore did not make any recommendations for changes.



Review of Commissioners’ four stage process for authorising appointments to the Senior Civil Service

7.5

The Office of the Civil Service Commissioners reviewed its four stage process for authorising appointments to the Senior Civil Service and proposed a new approach, moving from ongoing staged compliance to end stage assurance/audit and to be known as Commissioners Article 6 Approval process.

7.6

A six month pilot of revised approach to the four stage authorisation process incorporating ‘live’ compliance audits is proposed for the 2020 audit plan. Changes in 2019 to the Commissioners’ Recruitment Code included revised arrangements to chairing open SCS recruitment competitions. This not only means full involvement in the deliberations, discussions and decision making associated with such competitions but also responsibility for the integrity of the selection process and the move to this more streamlined approach is an output of that.

AccessNI Audit

7.7

In 2019, AccessNI carried out a compliance audit on NICSHR. The purpose of this audit was for AccessNI to be satisfied that those receiving disclosure information were behaving responsibly and using the information in accordance with the AccessNI Service Level Agreement.

7.8

The audit examined the following areas and supporting evidence;



The structure of the responsible body and how the disclosure service fits into the organisation



Understanding and usage of the disclosure application form



How identity checks are carried out on applicants



Understanding of the service level agreement



Processes for handling, storage and disposal of disclosure information



Understanding and usage of information contained on disclosure certificates

7.9

AccessNI recommended three areas for improvement, one of which around identity checking has since been actioned. The two remaining recommendations were regarding statements on the recruitment of ex-offenders and a link to the Retention and Disposal Schedule being inserted into recruitment material. These will be addressed in the planned review of the candidate information booklet template.



EIGHT ↘ **PROMOTION OF CAREERS IN THE NORTHERN IRELAND CIVIL SERVICE**





Queen’s University Belfast (QUB) Internship Programme 2019-2020

8.1

NICSHR Resourcing Division continued to work with QUB to facilitate a work placement programme for students from the School of History, Anthropology, Philosophy and Politics within the NICS. The programme helps to promote the NICS as an employer of choice among future graduates.

8.2

The internship module enables successful applicants among final year students to spend three days per week, for 12 weeks, at one of a number of participating public institutions to engage in workplace based learning. The aim is to provide a workplace based learning environment that enables students to apply and develop their knowledge and skills acquired in their first years of university and to help prepare them for further study and/or career.

8.3

The scheme also includes a placement module option with less commitment required from employers, with students spending 1.5 days per week with the host organisation. The types of project for this module are similar to those for the internship, although more restricted in scope and depth.

8.4

The 2019/2020 programme received 18 bids from departments for which 15 students were selected and assigned by QUB to these departmental projects during this academic year. This year additional schools within QUB were asked to consider bids, this resulted in five of the bids being assigned students from the School of Law. NICSHR is liaising with QUB to consider further expansion of the scheme within the different faculties and schools going forward.

8.5

The following table shows the breakdown of the departments to which the successful students were allocated and whether they were internships (I) or placements (P):

Department	Semester 1 (23 Sept – 13 Dec 2019)	Semester 2 (6 Jan – 27 Mar 2020)	Total
Education (DE)	1 (1I)	0	1 (1I)
Communities (DFC)	5 (5I)	0	5 (5I)
the Economy (DFE)	0	1 (1P)	1 (1P)
Finance (DOF)	1 (1I)	1 (1I)	2 (2I)
Health (DOH)	2 (2I)	0	2 (2I)
Justice (DOJ)	2 (2I)	0	2 (2I)
The Executive Office (TEO)	1 (1I)	1 (1I)	2 (2I)
Total	12 (12I)	3 (2I & 1P)	15 (14I & 1P)



8.6

Unfortunately two of the agreed internships were subsequently cancelled due to restricted availability of the assigned students.

Work Experience Placements

8.7

The NICS continued to provide opportunities for people to benefit from work placements, welcoming applications for work placements from all schools and colleges providing education to young people. In addition, NICS HR also considers requests received from individuals who may not be in full time education and attempts, as far as possible, to facilitate appropriate work placements. Information on the NICS work experience policy can be accessed through the NICS Recruitment website as well as the application forms to be used for each request. From 1 January 2019 to 31 December 2019, 234 applications were received for work experience placements across the various departments in the NICS. NICS HR worked in partnership with departments to facilitate the following 136 work experience placements throughout the reporting year:

Department	Number of Placements agreed
Agriculture, Environment and Rural Affairs (DAERA)	17
the Economy (DFE)	4
Education (DE)	2
Communities (DFC)	25
Infrastructure (DFI)	16
Finance (DOF)	40
Health (DOH)	0
Justice (DOJ)	23
The Executive Office (TEO)	3
Public Prosecution Service (PPS)	6
Total	136

Apprenticeships

8.8

The NICS People Strategy contains an action to deliver more apprenticeships across the NICS, as part of a wider commitment to review how we recruit, promote and retain talented and skilled staff through a modern and fit for purpose resourcing mix. The NICS currently has apprenticeships in ICT, Civil Engineering and Mechanical Engineering.



8.9

As part of the approach to build a programme of apprenticeships in the NICS, NICSHR has worked with the Department for the Economy to develop a set of guiding principles for NICS business areas and NICS professions to use when considering apprenticeships as part of their workforce plans and career paths. The principles have been developed in line with the components of an apprenticeship as outlined in the Apprenticeships NI strategy and have recently been agreed by Central Trade Union Side. These will be available for NICS departments and heads of NICS profession once final endorsement by the NICS Board has been received.

8.10

NICSHR has also been engaging with a number of NICS heads of profession to determine their requirements for apprenticeships and a number have been actively considering or developing new schemes including Procurement and Operational Delivery.

NINE DIVERSITY AND INCLUSION





9.1

The NICS People Strategy 2018 – 2021 places diversity and inclusion at its centre. It includes a range of actions that will help to develop a truly inclusive workplace culture and a service that reflects the society we serve.

9.2

This ambitious diversity and inclusion programme of work is overseen and delivered through the leadership of the NICS Board, the NICS Diversity Champions Network, Departmental Diversity Champions, Thematic Diversity Champions, NICS colleague networks and NICS HR, as well as through partnership working with stakeholder organisations. There has been a substantial increase in diversity and inclusion activity since the launch of the People Strategy in 2018.

9.3

The NICS Diversity Champions Network is co-chaired by Peter May, Permanent Secretary of the Department of Justice and Jill Minne, Strategic Director HR for the NICS. Each NICS department is represented by a departmental Diversity Champion and there are four thematic leads at SCS level for

GENDER

LGBT

DISABILITY

RACE & ETHNIC MINORITIES

The Network and NICS HR are progressing diversity and inclusion work on cross-cutting initiatives and in support of the four key thematic areas outlined below.

Disability

9.4

The NICS Disability Diversity Champion is supported by a disability working group to promote diversity and inclusion for colleagues with a disability. The Disability Working Group was established in 2018 and also includes Trade Union Side and a wide range of disability charities including Disability Action, Action Mental Health and the Northern Ireland Union of Supported Employment.

9.5

The Disability Working Group has established a group that has worked with NICS HR, the Department for Communities, the Civil Service Commissioners for NI and other partners to consider the challenges faced by people with disabilities and how perceived or real barriers to recruitment can be removed. A number of disability inclusion initiatives have been agreed for action and will be included in the NICS Diversity Action Plan for 2020/21. A review and expansion of the NICS Disability Work Placement Scheme, development of a NICS disability guaranteed interview scheme and a pre-employability scheme will start early in 2020.



9.6

Following a recommendation from the Disability Working Group, the NICS has committed to becoming a JAM (Just A Minute) Card Friendly organisation. The JAM Card allows people with learning disabilities, autism or communication barriers to tell service providers they need “just a minute” discreetly and easily. NICSHR has worked with the NOW Group and

NICS departments to offer JAM Card training to all NICS colleagues. DoF was the first Department to begin training staff in May 2019 and subsequently JAM Card training has been undertaken across all departments.

9.7

The NICS participated in International Job Shadow Day for a second year in 2019. This is a national day of awareness to promote equal employment opportunities for disabled people. NICS increased the number and geographic spread of its placements this year, making the NICS the largest NI contributor on the day with 34 placements.

9.8

As a lead partner with Employers for Disability NI (EFDNI) the NICS enjoys access to a range of services provided by EFDNI including disability briefings, a helpline, conciliation service, employee support service and employer disability advice and support. NICS has also promoted job and career opportunities through a permanent advertisement on the EFDNI Jobs Bulletin Board which is an online service circulated to disability organisations.



LGBT

9.9

Participation in Pride provided a valuable opportunity for NICS outreach in 2019. NICSHR had a presence at the Pride Village for Belfast and Newry Prides and also at Trans Pride this year to promote the NICS as an inclusive employer. The NICS LGBT Staff Network and allies participated in the Belfast and Newry Pride Parades and also at Trans Pride.

9.10

The NICS is participating in the Stonewall Diversity Champions Programme and as a member of this programme advertises NICS jobs on the Stonewall Proud Employers' website. During 2019 NICSHR also provided support for NICS colleagues to attend a number of Stonewall seminars and training courses, including the Stonewall LGBT Leadership Conference.

9.11

NICS made its first submission to the Stonewall Workplace Equality Index in September 2019. The Stonewall Index is the definitive benchmarking tool for employers to measure their progress on LGBT inclusion in the workplace. A steering group chaired by NICSHR and including the NICS LGBT Diversity Champion, colleagues from the NICS LGBT Network, Trade Union Side and NICS departmental colleagues, leads and co-ordinates the work on NICS Stonewall Submissions.

9.12

The NICS launched a Trans Equality Policy and Transitioning at Work Guide to coincide with International Transgender Day of Visibility in March 2019. This followed an extensive consultation exercise with representative organisations including Stonewall, Transgender NI, Focus the Identity Trust, SAIL, the Equality Commission NI, Trade Union Side and internal stakeholders.



INTERNATIONAL
WOMEN'S DAY
#PRESSFORPROGRESS



IWD 2019

Gender

9.13

The NICS Gender Action Plan launched on International Women's Day (IWD) 2018 focuses on three key themes of culture, well-being and leadership. The Plan recognises that in order to develop a truly diverse and inclusive workplace the NICS needs clear action to support women at all levels and, vitally it needs men and women working together to deliver that objective. The Gender Action Plan is integrated with the People Strategy and is delivered alongside a range of diversity and inclusion interventions.

9.14

The NICS Gender Champion is co-chair of the NICS Women's Network. The Network aims to promote a diverse and inclusive NICS with equal representation of women at every level of the organisation. It operates over four geographical hub locations: Belfast, Stormont, Craigavon and the North West. During 2019, the Women's Network has continued to work on a range of interventions to assist women in their career development. NICS HR and the Women's Network work together on the implementation of the NICS Gender Action Plan. In addition, the Women's Network, together with NICS HR took the lead on events for NICS International Women's Day Celebrations in 2019 with a programme of events organised in Belfast, Stormont, Cookstown and the North West.

9.15

Development of future talent in the NICS has been supported by corporate mentoring schemes. A programme of mentoring circles involving groups of up to 10 -12 colleagues supported by two mentors was piloted initially to support female staff in the G6/7 and DP level grades. Following the success of these pilots this approach was rolled out to all colleagues at G6/7 level and NICS HR is providing support to individual departments and business areas to help them develop their own mentoring capability.

9.16

In October 2019 the NICS attained the Diversity NI Charter Mark. This recognises NICS commitment to, and progress on, gender diversity. Work is also underway to obtain the Women's Aid Domestic Violence Policy Charter Status and to review NICS workplace policy in line with Department of Health and Department of Justice Guidance for Employers on Developing a Workplace Policy on Domestic and Sexual Violence and Abuse.

9.17

Other initiatives started this year include the development of draft job sharing guidance for managers and potential job sharers and work to establish an online portal to help enable potential job sharers to find a job share partner.



Belfast Mela Festival

Race and ethnicity

9.18

The NICS has identified a number of interventions to support diversity and inclusion in this area including targeted outreach and also the development of a NICS Race and Ethnicity staff network. The feasibility and implementation of the staff network is being explored by the NICS Race and Minority Ethnic Diversity Champion.

9.19

In addition to targeted outreach to support NICS recruitment campaigns such as the AO recruitment competition, NICS HR participated in Belfast Mela for the first time in August 2019 to promote NICS as an inclusive employer and to highlight the wide variety of careers in the NICS.

Diversity Action Plan

9.20

The Diversity Champions Network began the work to develop the NICS Diversity Action Plan 2020/21 in November 2019. The new plan will align the strategic priorities set out in the People Strategy, Gender Action Plan, Disability Action Plan, work emerging from the Stonewall Equality Index and departmental priorities. It sets out priorities for 2020/21 by diversity and inclusion theme, cross-cutting priorities, departmental priorities and includes supporting plans on communications and outreach.

9.21

The supporting outreach plan (also under development in late 2019) will co-ordinate the external outreach activities of the many stakeholders across the NICS contributing to the delivery of the NICS diversity and inclusion agenda. Outreach activity will be monitored by the NICS Diversity Champions Network who will identify and consider any gaps in the plans to reach out to those groups who are under-represented in the NICS.



NICS Awards 2019 – Diversity and Inclusion award

9.22

Each year the NICS Awards includes a diversity and inclusion award, in recognition of all of the significant work ongoing in the NICS in this area. This award serves to acknowledge outstanding accomplishments of an individual or team whose efforts are not part of their normal day job but whose passion helps to foster greater appreciation, advancement and celebration of diversity and inclusiveness in the NICS. The NICS Awards support positive external communications about the NICS as an employer.

Work Experience Placements for People with Disabilities

9.23

The NICS Work Experience Scheme for People with Disabilities launched in April 2016 continued to accept applications from disability organisations seeking structured work placements for their clients. Information on the scheme, including a process map and application form, is available on the NICS Recruitment website.

9.24

From 1 January 2019 to 31 December 2019, 52 applications were received for the scheme from the following disability organisations:

Disability Organisation	Number of Applications received
Acceptable Enterprises Ltd	1
Action Mental Health – New Horizons	3
Action on Hearing Loss	4
The Cedar Foundation	10
Clanrye Group	1
Disability Action	12
Job Directions	2
MENCAP	3
The NOW Group	5
The Orchardville Society	6
Royal National Institute of Blind People (RNIB)	1
Stepping Stones	1
Triangle Progression to Employment	1
Ulster Supported Employment Limited	2
Total	52



9.25

These 52 applications resulted in 37 placements being agreed with departments within this reporting period. In agreeing placements NICSHR liaises with the disability organisation and with the receiving department to ensure appropriate arrangements are made based on the specific needs of the individual. It is important that work placements provide opportunity for the person to gain valuable experience which will increase their employability skills. A breakdown of the placements agreed in each department is as follows.

Department	Number of Placements agreed
Agriculture, Environment and Rural Affairs (DAERA)	2
the Economy (DfE)	0
Education (DE)	2
Communities (DfC)	23
Infrastructure (DfI)	3
Finance (DOF)	5
Health (DOH)	1
Justice (DOJ)	1
The Executive Office (TEO)	0
Public Prosecution Service (PPS)	0
Total	37

9.26

Of the remaining 15 applications:

Nine remain under consideration by Departments

Three individuals withdrew prior to a placement being agreed and

Three applications could not be facilitated due to limited location options.

9.27

Feedback is requested for all participants of the scheme in the form of questionnaires. By the end of the year, positive feedback was received from branches and participants of the scheme. Most notably 100% of individuals agreed that the work experience was interesting, that they enjoyed their placement and that they felt supported by the staff within the branch. 100% also stated that their placement needs were assessed correctly, met by the branch and that they would recommend the scheme to others. 100% of branches agreed that they thought the scheme was worthwhile, they would consider facilitating another placement from the scheme. Branches also agreed that placement was well received, staff involved were happy to contribute and felt that they benefited from helping with the placement.

9.28

The Department for Communities is collaborating with NICSHR to undertake a review of the scheme in 2020. This work will also be informed by engagement with the NICS Diversity Champions Network, Disability Champion, the NICS Disability Working Group and other stakeholders as appropriate.



TEN ↘ CONCLUSION

10.1

This Annual Report provides an overview of recruitment related activity in the NICS and along with the data included in the NISRA report meets the requirements under Article 4(5) of the Civil Service Commissioners (NI) Order 1999 as set out in Appendix C of the Civil Service Commissioners for NI Recruitment Code. NICSHR continues to develop the evidence based framework which underpins and supports the assurance given by the DoF Permanent Secretary to the Chair of the Civil Service Commissioners for NI that appointments to the NICS are made on merit, and in line with the requirements of their Recruitment Code.

10.2

Looking forward in 2020, NICSHR plans to continuously improve the service provided to customers. A number of projects to improve talent management and recruitment and selection policy and processes are starting this year with the aim of attracting and retaining a high performing, outcome focused and inclusive NICS workforce.

**Annex 1 – Extensions to Merit Lists during 2019**

Staff Officer - Communications Officer, Communications and Engagement Team			
Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
15/01/2019	15/04/2019	5	2

Cogent and practical reasons for extending the merit list

DfC - Communications and Engagement branch advised that filling the new Staff Officer posts quickly is business critical due to the restructuring of the team at the end of 2018 and the widening the Communications and Engagement service to cover the whole of DfC. Having a full complement of staff in place is essential for the delivery of key departmental strategic communications objectives. A Departmental work plan has been commissioned for 2019/20 on this basis.

Commercial and Property Principal Legal Officer (2nd Extension)			
Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
21/12/2018 extended to 21/02/2019	20/06/2019	6	2

Cogent and practical reasons for extending the merit list

The NICS Board approved a high-profile project with a start date of July 2019 and Departmental Solicitor's Office (DSO) required the lawyers to be in place to carry out the legal work. It is improbable that a recruitment competition would have been completed and offers sent out to the successful candidates by this date. The new extension is to allow backfill of the outstanding vacancies which the previous candidates being considered turned down.

Deputy Principal - Coroner's Investigator, Coroners Service			
Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
20/03/2019	20/09/2019	2	2

Cogent and practical reasons for extending the merit list

These posts require a very high level of security clearance which can take a minimum of 6 months to complete. Therefore although these vacancies were notified within the life of the original merit list, the required clearances are unlikely to be complete before the closing date of 21/03/2019. A six month extension was granted to allow security clearance to be completed and offers issued to candidates.



Inspector Grade III – Graduate Specialist (Equine)			
Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
15/04/2019	15/10/2019	1	3

Cogent and practical reasons for extending the merit list

These posts are for staff to teach on the Equine courses at the College of Agriculture, Food and Rural Enterprise (CAFRE) Enniskillen Campus and it is essential that there is a smooth transition to meet students' educational requirements. There is also a requirement on CAFRE to ensure that sufficient, properly qualified staff are available to minimise the risk of accidents and injury to students. Unforeseen vacancies arose in the Branch as the result of staff moves. CAFRE wished to fill these vacancies as soon as possible by using the existing merit list as this is the quickest and most cost effective method to fill these specialist posts thus ensuring that students are not disadvantaged and that their health and safety is not compromised.

Higher Scientific Officer – Red Water Chemistry			
Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
14/05/2019	16/09/2019	1	1

Cogent and practical reasons for extending the merit list

DAERA's Science Transformation Programme includes the objective for NI Environment Agency (NIEA) to participate in the delivery of a departmental corporate laboratory information management system (LIMS) in conjunction with Agri-Food and Biosciences Institute (AFBI). The need for a laboratory based specialist only became apparent in the outworking of an outline business case in April 2019, this identified the need for human resource to provide input to delivery of this objective.

Inspector Grade III – Graduate Specialist (Food Technologist)			
Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
15/03/2019	16/09/2019	11	1

Cogent and practical reasons for extending the merit list

Whilst a new competition is underway and will be launching soon, to await the results of the next competition and pre-appointment checks would not satisfactorily meet the pressing needs of CAFRE. This is a specialist field and contra considerations are outweighed by the length of time it would take to appoint again from a new competition. The opportunity will be provided again via the upcoming competition so there is no disadvantage, whilst there would be a disadvantage to the last candidate who has not yet received an offer.

**Inspector Group II – Equine and Estate Manager**

Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
19/07/2019	19/11/2019	1	1

Cogent and practical reasons for extending the merit list

To await the launch & results of a new specialist competition would not satisfactorily meet the pressing needs of CAFRE & would not prove cost effective when there is a live list available to draw from. When the competition completed there was only 1 post available however a subsequent vacancy arose in CAFRE's Equine Branch. It is extremely difficult to source staff with Level 3 Equine qualifications who also possess the important practical skills to manage students and handle thoroughbred horses in a safe and confident manner.

Assistant Director Complex Casework – Public Prosecution Service

Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
26/09/2019	27/03/2020	2	1

Cogent and practical reasons for extending the merit list

This grade is business critical and therefore needed to be filled immediately. A new competition would also necessitate the running of an additional temporary promotion competition to fill the vacancy until the new competition is completed and there is a lack of resources to manage such a competition. In terms of timeframe and cost, the preference would be to fill the vacancy from the next person on the merit list from the existing competition.

Staff Officer – Red Water Chemistry

Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
15/01/2020	15/07/2020	3	3

Cogent and practical reasons for extending the merit list

Additional pressures have been managed through the use of temporary staff. This is not sustainable in the medium term. The requirements have come to light recently and given the time lag to set up a new recruitment exercise it was recognised that an extension to the current merit list made sense relating to managing risk of delivering monitoring programmes which are 'fit for purpose', value for money and with candidates properly matched to the required discipline.

Staff Officer Accountant

Original closing date	New closing date	No. appointments before extension	Anticipated number appointments after extension
12/12/2019	12/03/2020	39	1 to 2

Cogent and practical reasons for extending the merit list

A post has recently arisen in the North West (Dept. of Education). There is a lack of alternative supply and difficulties in obtaining agency staff at Staff Officer Accountant grade. There is also no feeder grade to allow temporary promotion to be used. While a future Staff Officer Accountant competition is likely to run, a launch date is unknown and it will be some time before there will be a supply from it. It makes economic sense to use at least one of the last remaining North West candidates at this stage.

**Appendix 1****Recruitment competitions which closed for applications during the reporting period**

Reference	Title
IRC224972	Deputy Health Assessment Advisor
IRC226243	Quantity Surveyor (SPTO)
IRC229364	Legislative Counsel – Grade 5
IRC231274	Graduate Procurement Officer Trainee
IRC232626	Trainee Official Auxiliary (Trainee Meat Inspector)
IRC232749	Agricultural Economist
IRC232901	Forest Officer Grade III
IRC232940	Deputy Chief Social Work Officer Grade 5
IRC233264	Senior Scientific Officer
IRC233361	Senior Fisheries Officer
IRC233408	Assistant Valuer
IRC233562	Architecture 1 Placement Student
IRC233581	SPTO Client Advisor/ Project Manager
IRC233596	Senior Principal Veterinary Officer – Unified Grade 6
IRC233715	Inspector Group 1
IRC234048	District Valuer (Grade 6)
IRC234258	Graduate Trainee Quantity Surveyor
IRC234663	PTO, Civil Engineering Assistant
IRC235201	HPTO Safety Advisory Officer
IRC235231	Assistant Solicitor (Grade 5) Commercial and Property Division
IRC235247	Southern Area, Industrial 1, Road Worker
IRC235333	Software Developer (ICT Level 3)
IRC235919	Economist- 51 Week Student Placement
IRC236081	Industrial Farm Staff, Industrial 2 - Chargehand
IRC236264	Staff Officer – Management Consultant
IRC236265	Senior Management Consultant (Deputy Principal)
IRC236293	PTO Warden
IRC236310	Chief Environmental Health Officer (Grade 5)
IRC236472	Industrial Public Angling Estate (PAE) Operative, Grade 2
IRC236618	Higher Scientific Officer – Scientific Services (HSENI)
IRC236725	Quantity Surveying Assistant – Higher Professional and Technical Officer (HPTO)
IRC237061	Personal Secretary
IRC237302	Mechanical Engineering Assistant - Higher Professional & Technical Officer (HPTO)
IRC237324	Graduate Specialists - Inspector Grade III - Horticulture
IRC237444	Industrial Fish Farm Operative Movanager Fish Farm, Grade 2
IRC237501	Principal Public Prosecutor
IRC237557	Forest Service Industrial Placement Student 2019
IRC237589	Service Designer (Deputy Principal)
IRC237590	Systems Modeller (Deputy Principal)
IRC237886	Senior Valuer (Grade 7)
IRC237923	Pharmaceutical Officer
IRC237943	Assistant Statistician
IRC238060	Director of the Northern Ireland Bureau in North America (Grade 5)



Reference	Title
IRC238241	ICT Placement Students
IRC238242	Chief Plant Health Officer (Grade 6)
IRC238294	Senior Information Officers
IRC238332	Research and Data Analysis Placement Student's
IRC238482	Graduate Specialists - Inspector Grade III - Agriculture
IRC238538	Principal Legal Officer
IRC238655	Chief Executive Officer – Forensic Science Northern Ireland (FSNI)
IRC238679	Head of Conservation
IRC238708	Senior Economist
IRC238968	Western Area, Industrial 1 Road Staff
IRC238972	Valuation – 51 Week Student Placement
IRC238996	Graduate Specialists - Inspector Grade III - Food Technology
IRC239082	Industrial 2 Skilled Operative, Underground Worker
IRC239220	Chief Pharmaceutical Officer
IRC239429	Industrial Grade 1 – Wildlife Unit, Veterinary Service and Animal Health Group
IRC239524	HPTO Architectural Assistant
IRC239531	Architectural Assistant (Part 3)
IRC239718	Director of Operations G6
IRC239878	CSO, Legal Assistant
IRC239926	Veterinary Inspector
IRC240127	Transformation Communications Manager (Grade 7)
IRC240308	Grade 5 Director (Roads and Rivers) Posts
IRC240459	Civil Engineering Apprentice
IRC240460	Information Communication Technology (ICT) Apprentices
IRC240709	Administrative Officers
IRC241059	Industrial 2, Skilled Operative Plant Operator
IRC241092	Senior Psychologist, Work Psychology Services
IRC241098	Economist
IRC241229	Regulation Unit – Higher Scientific Officer (HScO)
IRC241559	Middle Managers at Staff Officer (SO)
IRC241560	Deputy Principal (DP)
IRC241617	Higher Occupational Psychologist, Staff Officer
IRC241800	Higher Scientific Officer
IRC241832	Staff Officer Accountant
IRC241938	Industrial 2 Supervisor
IRC242039	Director of Corporate Services G6
IRC242046	Industrial 2 – Greenkeeper/ Groundsperson
IRC242160	Deputy Secretary, DAERA - Central Services and Contingency Planning (responsible for Finance, Digital Services, Contingency Planning, Corporate Service)
IRC242423	Industrial 2 Housekeeper / Supervisor
IRC243119	Internal Auditor - Staff Officer
IRC243659	Equine Worker, Industrial 2 – Semi Skilled
IRC243673	Chief Allied Health Professional (Grade 6)
IRC243761	Assistant Economist



Reference	Title
IRC243802	Industrial 2 - Vehicle and Plant Fitter
IRC243818	EU Fund Management Director (Grade 5)
IRC244381	Director of Working Age Services (Grade 5) & Director of Child Maintenance Service and Wrap-around
IRC244818	Grade 5, Director of Housing Supply and Policy
IRC244840	Grade 5, Director of Valuation
IRC245503	NICS ICT Professionals - IT Infrastructure - ICT Level 3
IRC245898	Forensic Court Reporting Officer, Road Traffic Collision (Higher Scientific Officer)
IRC245921	Deputy Director, Financial Services Division
IRC245926	Deputy Secretary (Grade 3) – Director, Safer Communities
IRC245929	Deputy Director, Protection & Organised Crime Division
IRC247558	Veterinary Inspector
IRC247959	Custody Prison Officer (CPO)
IRC248008	HPTO, Building Services Engineer – Mechanical/Environmental
IRC248042	Night Support Worker
IRC248298	Strangford Ferry Purser
IRC248479	HED, State Care Operations Branch, Moira – Industrial 2 – Tradesperson, Conservation Blacksmith
IRC248480	HED, State Care Operations Branch, Moira – Industrial 2 – Tradesperson, Conservation Joiner
IRC248742	Medical Officer (Grade 6)
IRC248848	Principal Psychologist
IRC249287	Mapping and Charting Officer (MCO)
IRC249300	Graphic Designer Professional Technical Officer (PTO)
IRC249707	Southern Area, Industrial 1, Road Worker
IRC249721	Northern Area, Industrial 1 Road Worker
IRC249936	Economist – 51 Week Student Placement

Appendix 2

Recruitment competitions which closed for applications during the reporting period

Table 1 – Summary of eligible applications received 2016 – 2018 by Equality Group

Equality Category	Description	2016	2017	2018
Overall	Total	2,975	4,230	4,008
Gender	Male	1,711	2,474	2,304¹
	Female	1,264	1,756	1,703
Community Background	Protestant	1,307²	2,086	1,860³
	Catholic	1,388	1,667	1,662
	Not Determined	279	477	485
Ethnicity	White	2,935⁴	4,152⁵	3,944
	Minority Ethnic Groups	39	77	64
Disability	With a declared disability	121	135	166
	Without a declared disability	2,854	4,095	3,842
Age-group	16-24	678⁶	1,001⁷	947
	25-39	1,674	2,263	2,065
	40-49	398	697	654
	50+	224	268	342
Sexual Orientation	Both sexes / same sex	154⁸	213⁹	233¹⁰
	Different sex	2,798	4,015	3,772
NICS employment history	Current	440¹¹	579¹²	829¹³
	Previous	283	262	290
	None	2,143	1,814	2,075

¹ Gender missing for 1 eligible applicant

² Community Background missing for 1 eligible applicant

³ Community Background missing for 1 eligible applicant

⁴ Ethnicity missing for 1 eligible applicant

⁵ Ethnicity information missing for 1 eligible applicant

⁶ Age missing for 1 eligible applicant

⁷ Age missing for 1 eligible applicant

⁸ Sexual Orientation missing for 23 eligible applicants

⁹ Sexual orientation information missing for 2 eligible applicants

¹⁰ Sexual Orientation missing for 3 eligible applicants

¹¹ NICS employment history missing for 109 eligible applicants

Table 2 – Summary of updated appointments received 2016 – 2018 by Equality Group

Equality Category	Description	2016			2017			2018		
		'Expected' Appointees	Actual Appointees	Difference	'Expected' Appointees	Actual Appointees	Difference	'Expected' Appointees	Actual Appointees	Difference
Overall	Total	436	436	0	566	566	0	660	660	0
Gender	Male	252	239	-13	329	322	-7	397	367	-30
	Female	184	197	13	237	244	7	263	293	30
Community Background	Protestant	191	215¹⁴	24	267	279	12	272	278¹⁵	6
	Catholic	208	195	-13	240	227	-13	311	322	11
	Not Determined	37	25	-12	58	60	-2	76	59	-17
Ethnicity	White	431	#¹⁶	#	555	558¹⁷	3	649	653	4
	Minority Ethnic Groups	5	*	#	11	7	-4	11	7	-4
Disability	With a declared disability	19	13	-6	19	18	-1	29	19	-10
	Without a declared disability	417	423	6	547	548	1	631	641	10
Age-group	16-24	94	80¹⁸	-14	106	105¹⁹	-1	116	107	-9
	25-39	250	264	14	305	316	11	362	389	27
	40-49	58	57	-1	105	94	-11	116	108	-8
	50+	33	34	1	48	50	2	66	56	-10
Sexual Orientation	Both sexes / same sex	20	16²⁰	-4	24	23²¹	-1	30	24²²	-6
	Different sex	408	399	-9	541	542	1	629	634	5
NICS employment history	Current	76	85²³	9	100	121²⁴	21	156	202²⁵	46
	Previous	45	41	-4	39	37	-2	61	42	-19
	None	297	278	-19	270	255	-15	406	373	-33

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

* Number of cases too small to publish (i.e. below 5)

¹⁴ Community Background missing for 1 appointee.

¹⁵ Community background missing for 1 appointee

¹⁶ Ethnicity missing for 1 appointee

¹⁷ Ethnicity missing for 1 appointee

¹⁸ Age missing for 1 appointee

¹⁹ Age missing for 1 appointee

²⁰ Sexual Orientation missing for 21 appointees

²¹ Sexual Orientation missing for 1 appointee

²² Sexual Orientation missing for 2 appointees

²³ NICS employment history missing for 32 appointees

²⁴ NICS employment history missing for 153 appointees

²⁵ NICS employment history missing for 43 appointees

Table 3 – Percentage summary of application and updated appointment figures 2016 – 2018 by equality group

Equality Category	Description	% Applications			% Actual Appointments		
		2016	2017	2018	2016	2017	2018
Gender	Male	58	58	58	55	57	56
	Female	42	42	42	45	43	44
Community Background	Protestant	44	49	46	49	49	42
	Catholic	47	39	45	45	40	49
	Not Determined	9	11	12	6	11	9
Ethnicity	White	99	98	98	#	99	99
	Minority Ethnic Groups	1	2	2	#	1	1
Disability	With a declared disability	4	3	4	3	3	3
	Without a declared disability	96	97	96	97	97	97
Age-group	16-24	23	24	24	13	18	16
	25-39	56	54	51	61	56	59
	40-49	13	16	16	13	17	16
	50+	8	6	9	8	9	9
Sexual Orientation	Both sexes / same sex	5	5	6	4	4	4
	Different sex	94	95	94	82	96	96
NICS employment history	Current	15	14	21	19	21	31
	Previous	10	6	7	9	7	6
	None	72	43	52	64	45	57

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



Table 4 – Summary of application and updated appointment figures for internal competitions (promotions and trawls only) at Senior Civil Service (SCS) and below SCS 2016 – 2018

	2016		2017		2018	
	No. of Competitions	No. of Appointments	No. of Competitions	No. of Appointments	No. of Competitions	No. of Appointments
Internal SCS Competitions	3	4	4	17	2	4
Internal Competitions below SCS	39	129	72	2364	84	631
Total	42	133	76	2381	86	635

Notes

Includes Trawls and Promotion Boards with a closing date for applications in the relevant year.

Appointments refer to staff promoted by 11 March 2020. Further appointments could be made from some of these competitions.

