

Annex B

Model Letters, Submissions and Forms

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PLANNING

Public Appointments Process: Schedule and Checklist

This sample checklist sets out actions likely to be required for upper tier appointments. It also includes an “Equality Checklist” to help you ensure that your appointment procedure follows best practice principles on diversity.

Stage	Action	Equality Check
Forecasting		
9 months	<ul style="list-style-type: none"> ✓ Identify forthcoming Appointment. ✓ Check tiers. 	
Planning		
8 months	<ul style="list-style-type: none"> ✓ Chair conducts performance appraisal. ✓ Consult Chair (appraisal/ recommendation to reappoint or make new appointment). ✓ Prepare outline schedule. ✓ Prepare recruitment plan. 	<ul style="list-style-type: none"> ✓ Review work practices of board (eg timing of meetings, use of video-conferencing) – can they be made more diversity friendly? ✓ Check your departmental Diversity Plan for current objectives and commitments
Preparation		
7 months	<ul style="list-style-type: none"> ✓ Check requirements of Board. ✓ Consult Chair and Independent Assessor re: specifications. ✓ Draw up role and person specifications. ✓ Prepare selection criteria (sift and interview). 	<ul style="list-style-type: none"> ✓ Consider the diversity of Board – does it reflect the community it serves? ✓ Consider scope for this appointment to improve balance of board (e.g. a younger person with less established track record etc). ✓ Specifications:

	<ul style="list-style-type: none"> ✓ Draft materials: <ul style="list-style-type: none"> ✓ Advertisements; ✓ Information Pack; ✓ Application Form. ✓ Identify sift/interview panel. ✓ Consult with other departments/ devolved administrations if appropriate. ✓ Identify potential sources of candidates. ✓ Arrange handling of applications. ✓ Prepare First Ministerial Submission. 	<ul style="list-style-type: none"> ✓ Are competence based; ✓ Include no unnecessary requirements in specifications which might exclude particular groups; ✓ Recognise non-traditional career patterns and experience. ✓ Language equality-checked in all materials. ✓ Equality of opportunity statement included. ✓ Positive messages about diversity included in all materials. ✓ Child and elder care expenses offered as well as travel and subsistence. ✓ Any training opportunities mentioned in materials. ✓ All materials clearly available in alternative formats. ✓ All materials checked by EO/Diversity division. ✓ Diversity of sift/interview panels considered. ✓ All members of panel have undertaken diversity awareness training. ✓ Department's diversity targets included in submission.
6 months	<ul style="list-style-type: none"> ✓ Seek any nominations, if appropriate. ✓ Consult with external organisations and others for any "suggested" candidates. ✓ Publicise appointment on website. ✓ Place any advertisements. ✓ Approach any alternative sources of 	<ul style="list-style-type: none"> ✓ Open days offered for members of under-represented groups. ✓ Opportunities for targeted publicity to under-represented groups.

	candidates including any "suggested" candidates.		
Selection			
4 months	<ul style="list-style-type: none"> ✓ Sift: <ul style="list-style-type: none"> ✓ Prepare sift forms; ✓ Conduct sift against agreed criteria; ✓ Send invitation to interview; ✓ Send post-sift rejection letters; ✓ Request references 		<ul style="list-style-type: none"> ✓ Try to ensure that those conducting sift have undertaken equal opportunities/ diversity awareness training.
3.5 months	<ul style="list-style-type: none"> ✓ Interview: <ul style="list-style-type: none"> ✓ Prepare interview pro formas; ✓ Send papers to panel in good time 		<ul style="list-style-type: none"> ✓ Candidates with any particular needs have had these discussed and catered for. ✓ Interview pro forma used to ensure fairness and consistency. ✓ Avoid days with particular religious or belief significance.
2.5 months	<ul style="list-style-type: none"> ✓ Post Interview: <ul style="list-style-type: none"> ✓ Merit order candidates; ✓ Draft appointment letter; ✓ Draft announcement/press release. ✓ Second Ministerial Submission: recommendation to appoint. ✓ Conduct any required consultations and clearances. 		<ul style="list-style-type: none"> ✓ Press release includes positive messages on diversity.
Appointment			
1 month	<ul style="list-style-type: none"> ✓ Issue appointment letter. ✓ Inform Chair and Independent Assessor of decision. 		

	<ul style="list-style-type: none"> ✓ Issue valedictory/rejection letters (capturing "near misses"). ✓ Announce appointment 		
Follow-Up			
	<ul style="list-style-type: none"> ✓ Plan induction and training of appointee. ✓ Collect feedback from Independent Assessor. ✓ Provide any required feedback to unsuccessful candidates. ✓ Review process. ✓ Check and retain complete papers. 		<ul style="list-style-type: none"> ✓ Identify aspects of the process that worked well in terms of diversity and share good practice across the department and with PAU. ✓ Look at application/success rates of under-represented groups and use this information to inform future appointment procedures.

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Letter to Chair: Re-appointments/Performance Appraisals

Dear

[Name of Body]: Forthcoming Board Member Appointments

I am writing to seek your views about [three] board appointments due to come to an end during the course of this year.

In the first instance, we would like you to consider the balance of expertise and experience across the membership of the Board. We would welcome your views on whether the role and person specifications for each post still adequately reflect the needs of the board or should be revised (and in what way)? Copies of the specifications for each post are enclosed.

Secondly, as you know the Commissioner for Public Appointments requires that the performance and contribution of all board members should be regularly assessed – preferably annually – and that no one can be considered for re-appointment unless they have performed satisfactorily during their current term. We will need you to carry out a performance appraisal for [Mr X and Mrs Y] in advance of their board appointments coming to an end on [date and date respectively]. To help you in this, we enclose [two] performance appraisal forms. As you will see, the form covers attendance, contribution, strengths and weaknesses; we would be most grateful if you could comment on each with reference to the criteria used to make the appointment – including examples to illustrate your conclusions where appropriate.

You will need to discuss the appraisals with Mr X and Mrs Y and invite them to add any comments in the space provided. This is both in line with best practice approaches to performance appraisal and with the provisions of the Data Protection Act which allows individuals to request that the Department disclose any assessments relating to them. We would also suggest that you

involve [Ms A] from [] whose regular involvement with [name of board] would give an alternative perspective that you may find helpful.

Mr X's first term ends on [date]. If you consider that he is suitable for re-appointment, it would be helpful if you could indicate, if you know, whether he would be prepared to serve a further term.

Mrs Y will reach the end of her second term of office as a member on [date]. Under the Commissioner for Public Appointments' Code Mrs Y should not be considered for a further term unless you and Ministers believe that she has particular skills or experience essential to the efficient functioning of the board, or will provide continuity during a period of change. If you consider that either of these justifications apply please let us know. She will still need to be considered in open competition alongside other candidates and we will need to advise [her] of the procedure and establish that she is content to be considered.

Mr Z's second term ends on [] and we know he wished to stand down. It would be most helpful to have your views on the current role and person specifications and how these should be updated. In addition, we would welcome any suggestions of possible candidates, with an indication of how they might fit the requirements of the post. We will then approach them and invite them to complete an application form.

I look forward to hearing from you. In order to make progress in good time, it would be helpful if you could reply by [date giving 2-3 weeks).

Yours sincerely,

ANO Official
DIRECTOR

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Performance Appraisal Form

ASSESSMENT OF PERFORMANCE/BOARD CONTRIBUTION FOR [NAME OF BODY]

Name of Board Member	
Name of Body	
Date Appointment Started	
Date Appointment Ends	

PLEASE DISCUSS THIS ASSESSMENT WITH BOARD MEMBER

(Please give examples in space provided)

Attendance and Commitment: Board Meetings			
Low	Adequate	Good	Very Good

(Please tick as appropriate)

Attendance at training/development activities (please detail 3 specific responsibilities)			
Low	Adequate	Good	Very Good

Team Working			
Low	Adequate	Good	Very Good

Ability to constructively challenge within the Board			
Low	Adequate	Good	Very Good

Contribution to Strategy/Policy Formulation			
Low	Adequate	Good	Very Good

Ambassadorial Role on behalf of the Board
 (Ability to build constructive relationships outside the organisation and to represent the Board)

Low	Adequate	Good	Very Good

Other specific areas of contribution and assessment for that responsibility.
 (Please detail 3 specific responsibilities, with comments)

Low	Adequate	Good	Very Good

Overall Assessment

Low	Adequate	Good	Very Good

Does the Individual consider themselves as a potential Chair?	YES/NO
Do you consider the Individual as a potential Chair?	YES/NO
Is he/she suitable for reappointment (if applicable)?	YES/NO

Additional Comments (Please provide specific reasons for any comments on re-appointment/non-reappointment)

At this stage the form should be signed by:

- The Chair;
- Assessor;
- Member concerned (who is also invited to make comments).

Signature of Board Member	
Date	
Comments (if desired)	

Signature of Chair	
Date	

Signature of Second Assessor	
Date	

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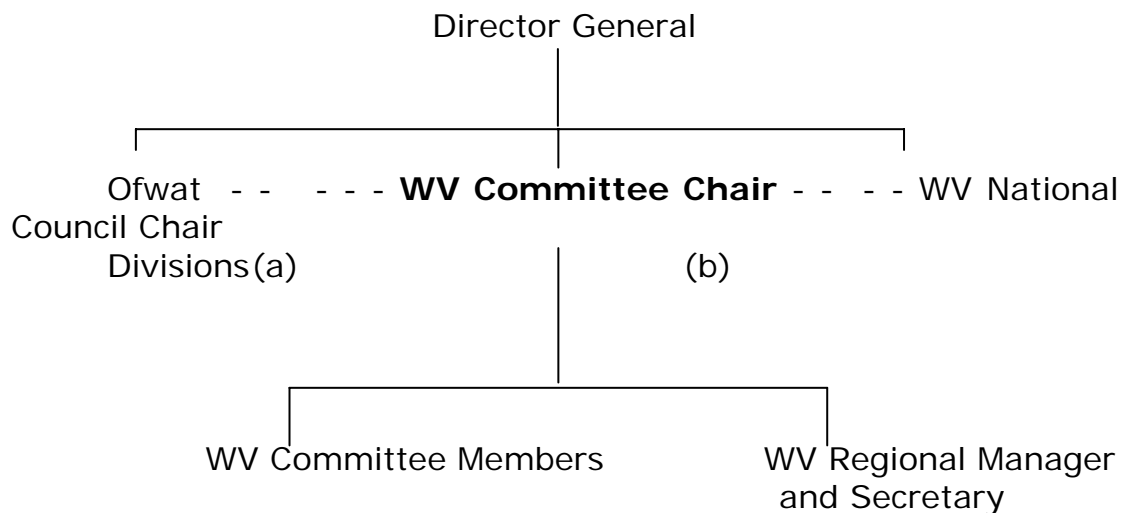
PREPARATION

Note: Given that role and person specifications relate so closely to the individual post, we have not provided a generic model. Below are sample role and person specifications and provide only an indication of one possible approach.

ROLE TITLE: WaterVoice (WV) regional Committee Chair (one of ten)

REPORTS TO: Director General, Ofwat

ORGANISATION:



a) Policy advice and support to WV; maintenance of good two way communications between Ofwat and WV.

b) Liaison on representing customers' interests at national and regional level.

MAIN PURPOSE: Responsible for ensuring that the WV Committee, with the resources provided by the Director General, carries out its statutory duties efficiently and effectively.

Secondary Purpose: Contribute to the effective operation of the WaterVoice National Council.

KEY DUTIES:

- Managing the Committee:
 - Setting the strategic direction through business planning;
 - Achieving the strategic objectives by monitoring progress and taking action;
 - Ensuring proper conduct of business.
- Managing the regional WaterVoice Office:
 - Setting the strategic direction through business planning;
 - Achieving the strategic objectives by monitoring progress and taking action;
 - Controlling overall resource allocation.
- Membership of the WaterVoice Council and as necessary of its sub-groups.
- Recommendations to the Director General on WaterVoice Committee membership.
- Identifying and representing the interests of water customers in the Committee's region to the water companies, Ofwat, the Environment Agency, the Drinking Water Inspectorate, Government Departments and other appropriate bodies.
- Maintaining a professional relationship with the water companies influencing and negotiating with them to change policies and procedures for the benefit of customers.
- Raising and sustaining awareness of WaterVoice among the public, the media, consumer and other groups.
- Line manager for WaterVoice Regional Manager with support and assistance from Ofwat as required (the Regional Manager is accountable for the day-to-day management of the regional office).
- Handling key correspondence (eg with Chairmen and Managing Directors of water companies, Ministers, MPs, MEPs, Ofwat's Director General and senior staff).

- Budget holder (with day-to-day management delegated in whole or part to the WaterVoice Regional Manager).

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Person Specification: Example Only

WaterVoice Regional Committee Chair: Person Specification

Essential Experience

- Track record of significant achievement in the academic, commercial, public or voluntary sectors.

Desirable Experience

- Dealing with the media and public speaking.
- Working with Government and industry.

Knowledge and Skills

- Keen interest in consumer affairs and the quality of customer service.
- Awareness of the special needs of disadvantaged customers.
- Proven ability to develop policy and strategy.
- Capacity quickly to appreciate the implications for both household and business customers of developments in the water industry.
- Clear view of what the CSC should be trying to achieve and how its success can be measured.
- Representational, influencing and negotiating skills to pursue the CSC's aims up to the highest level within water companies.
- Good interpersonal skills and the ability to communicate effectively with a wide range of people including Members of Parliament.

Personal Qualities

- Well-developed leadership skills.

- Drive and determination, sound judgement and decisiveness.
- Capacity to be independent and strong-minded.
- Ability to work constructively with other parties.

Other Criteria

- Must live or work in the Committee's region and be within reasonable daily travelling distance of the regional office.
- Mobility – travel around the region will be required and attendance at meetings in Ofwat HQ Birmingham and elsewhere.
- Out of hours working – must be prepared to be contacted outside of normal office hours by the media and in the event of emergency incidents.
- For the CSC for Wales the ability to speak Welsh is desirable.

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Public Appointments Vacancy Website @
www.publicappts-vacs.gov.uk

This template can be used to provide the Public Appointments Unit with details of any forthcoming vacancies that you might have. Please take the time to read the guidance notes on pages two – six as they will help you fill in the correct information that we require. Once completed it should be returned to public.appointments.unit@cabinet-office.x.gsi.gov.uk who will input the details to appear on the website.

Description	Mandatory	Details to be completed
Appointment Title	Yes	
Organisation/Public Body	Yes	
Location (specify Govt Region)	Yes	
Go live date of advert	Yes	
Closing date of advert	Yes	
Start date of appointment	Yes	
Length of appointment	No	
Time commitment	No	
Remuneration	Yes	
Expenses	Yes	
Area of Interest	Yes	
OCPA Regulated or Monitored	No	Regulated <input type="checkbox"/> Monitored <input type="checkbox"/>
Role specification	Yes	
Person specification	Yes	
How to apply (Including an "Equality Statement")	Yes	
Linked web page text	No	
Linked web page URL	No	
Linked e-mail text	No	

Linked e-mail URL	No		
Telephone	No		
Fax	No		
Text Phone	No		
For official use only:	Initial	Date	Comments
Input by:			
Approved by:			

Guidance Notes

Appointment Title

You must complete this field.

Organisation

You must complete this field.

Location

You must complete this field.

The locations relate to the areas covered by the Government Regional Offices plus Northern Ireland, Scotland and Wales. See Annex A for a list. You must choose an area from this list. If the appointment involves more than one area, please select the area where meetings are most often held and make a note in the "Role Specification" that meetings are held in more than one location.

Go Live Date of Advert

You must complete this field.

This is the date on which the advertisement will automatically appear on the public facing vacancy website.

Closing Date of Advert

You must complete this field.

This is the date when the system will automatically remove the vacancy from the public facing website. This is likely to be the closing date for applications.

Start Date of Appointment

You must complete this field.

This is the start date of the appointment. You can enter a precise date (e.g. 1 June 2003); a month (e.g. June 2003) or a general date (e.g. Summer 2003).

Length of appointment

Not a compulsory field.

Time Commitment

Not a compulsory field. However, it is useful to provide an indication of the time commitment that an appointee will need to devote to the post.

Remuneration

You must complete this field.

Expenses

You must complete this field.

Tip

Consider the expenses you are offering carefully. A wider range of expenses, for example childcare etc, may open up the appointment to a greater number of potential applicants. Offering support/assistant expenses will give a strong message to disabled people that you wish to encourage applications.

Area of Interest

You must complete this field.

The areas of interest were compiled in consultation with departments.

You can select as many of those shown as you wish. The potential applicants chances of viewing your vacancy via the search facilities are increased when you select as many areas of interest as possible.

Tip

Remember that Area of Interest is one of the search criteria for the public facing vacancy website. Do not limit yourself to just one example, but try to select all the choices that people with the right skills and qualities might pick.

OCPA Regulated and OCPA Monitored Appointments

Let us know if the appointment is either regulated or monitored by the Commissioner for Public Appointments.

Description of the role and duties

You must complete this free text field.

Try to be concise and clear. The user will be required to scroll down to see the box.

Tips

Use this field to specify if the appointment has a local, regional or national remit.

Use the opportunity to review any existing specification. Have the requirements of the board changed?

Is there scope for offering flexibility in hours, childcare arrangements etc? All these will help you attract a more diverse group of applicants.

Check that you have included all, but only necessary requirements.

Try to set criteria that will recognise non-traditional working patterns.

Is this an opportunity to look for potential as well as experience?

The keyword search on the public facing vacancy website will search this field, so think carefully about including words that will help the right people to track down your vacancy.

Personal qualities required

You must complete this free text field.

Try to be concise and clear. The user will be required to scroll down to see the box.

Tips

Remember to concentrate on qualities and competencies, not experience or backgrounds.

Think about the balance of skills on the board. Is this an opportunity to encourage greater diversity?

The keyword search on the public facing vacancy website will search this field, so think carefully about including words that will help the right people to track down your vacancy.

How to apply (including an "Equality Statement")

The fields in this section are all linked. Some require text, some e-mail or website addresses etc. Together they tell the potential applicant how to obtain an application form, make contact or find further information.

The first field is free text. You must complete this field and include an "Equality Statement", any contact name and postal address. For example

How to apply The [department] is committed to providing equal opportunities for all , irrespective of race, age, disability, gender, marital status, religion, sexual orientation, transgender and working patterns and to the principle of public appointments on merit with independent assessments, openness and transparency of process.

For an application form, apply by post or e-mail to
Mrs Annie Other
Room 101
Department for Administration
Longtown
NN7

Linked web page text

Not a compulsory field.

Free text allowing you to guide the viewer to the website of the public body in question for further information (if appropriate). For example "Find out more about the public body at "

Linked web page URL

Not a compulsory field.

Enter the website address only for the public body. It should not be the website of a search consultant. No text should be entered in this field.

Linked e-mail text

Not a compulsory field.

A free text field allowing you to guide the viewer to an e-mail contact. For example "Or send an email to "

Linked e-mail URL

Not a compulsory field.

Enter the e-mail address only. No text should be entered in this field.

Telephone/Fax/Text Phone.

Not compulsory fields. Enter information as appropriate.

***For Further Information or Assistance on completing this form,
please contact the PAU either by email
public.appointments.unit@cabinet-office.x.gsi.gov
or by telephone on 020 7276 2483***

ANNEX A

List of Government Regional Offices

East of England	South West
East Midlands	West Midlands
London	Yorkshire and the Humber
North East	Northern Ireland
North West	Scotland
South East	Wales

List of Areas of Interest

Agriculture	Information Technology
Art	Inner Cities
Business	International Relations
Change Management	Justice (Administration of)
Community Issues	Law & Legal Services
Construction	Marketing
Consumer Issues	Media
Crime	Medical & Scientific
Defence	Overseas Aid
Disability	Pensions
Drugs	Planning
Education	Policing
Employment	Prisons & Probation
Energy	Property
Engineering	Public Administration
Environment	Purchasing & Buying
Equality	Regeneration
Finance & Financial Services	Regulation
Fisheries	Rural Affairs
Food	Science & Technology
Government (Central)	Security
Government (Local)	Social & Welfare
Grant Making	Sport & Leisure
Health & Caring	Sustainability Issues

Health & Safety	Telecommunications
Heritage	Tourism
Horticulture	Trade
Housing	Training
Human Resources	Transport
Human Rights	Treatment of Offenders
Immigration & Asylum	Utilities & Utility Regulation
Industry & Manufacturing	Voluntary & Community Sector
Industrial Relations	Water
Information & Records Management	

Application Form

The application form has been developed by the Public Appointments Unit with the assistance of departments and the Office of the Commissioner for Public Appointments in response to a recommendation made by the Cabinet Office Short Life Working Group on Improving Diversity In Public Appointments. It is not possible to prepare a “one size fits all” post-specific application form. But to assist you here are some good practice tips and suggestions for sections you may wish to adapt and incorporate to ensure that your own application form encourages applications from a diverse range of candidates.

GENERAL BEST PRACTICE TIPS

DESIGN

- ✓ Use separate sheets for each section of information. This makes it clear to candidates that monitoring information will be separated from vacancy-specific information and allows the department, if it wished, to share biographical information with other divisions or departments.
- ✓ We suggest that you include the following sections on separate sheets:
 - Section One: Personal Details;
 - Section Two: Post-specific qualities and experience;
 - Section Three: Career details;
 - Section Four: Monitoring Information;
 - Section Five: Political Activity Questionnaire.
- ✓ Sections One and Three can be shared (with agreement) with other divisions or departments.

QUESTIONS

- ✓ Keep the application form “open” to allow people with non-traditional career patterns to explain how they have obtained the skills, knowledge and experience for the post.
- ✓ Make sure the form is competency-based and relates to the skills, qualities and experience set out in the person and role specifications. Otherwise you will not be able to judge the ability of candidates except from past experience which will benefit those with more traditional career patterns.
- ✓ Think about the order of questions. Even small things, such as whether voluntary experience is requested before work experience. Such ordering may accidentally imply that voluntary experience is necessary for the position.

- ✓ Keep role titles gender neutral. For example, use “chairperson” or “chair” rather than “chairman”.
- ✓ Send guidance out to applicants on completing the application form to demonstrate how they meet the requirements of the person specification.
- ✓ Do not include a section specifically on other public appointments held. This information should be included in career history and a separate section gives it a prominence that is misleading.

ACCESSIBILITY

- ✓ Make sure the form is disability friendly and can be downloaded readily in electronic format by people with disabilities. Remember that sans serif fonts such as Ariel, Verdana or Tahoma are easier for people with visual impairments.
- ✓ Ideally, ensure the form is available in different formats, including Braille, if requested.

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Restricted - Appointment

PUBLIC APPOINTMENT APPLICATION FORM

[POST TITLE]

This application form is separated into 4 sections (13 pages). Please read each page carefully and make sure you answer every question that is relevant to you. You can continue any answer on separate sheets if you wish, but must clearly mark each sheet with your name and the part of the form that it relates to.

Please use black ink and BLOCK CAPITALS.

You are asked to return the completed form to:

[Contact Details to be added]

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SECTION ONE: PERSONAL DETAILS

Title (Mr/Mrs/Miss/Ms/Other [please specify])

Surname

First Name

Home Address

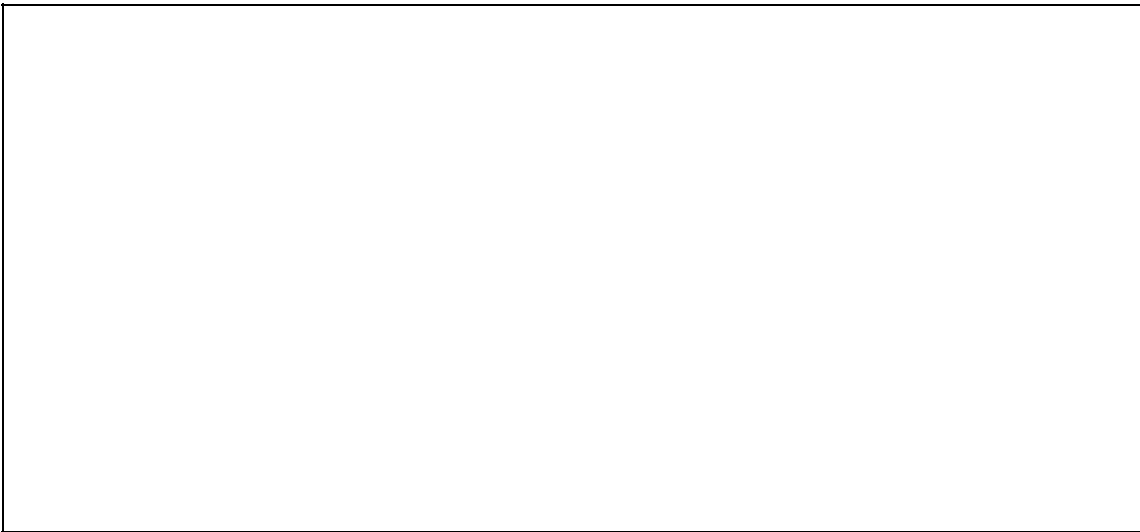
Home Contact Numbers

Other Contact Details (optional)

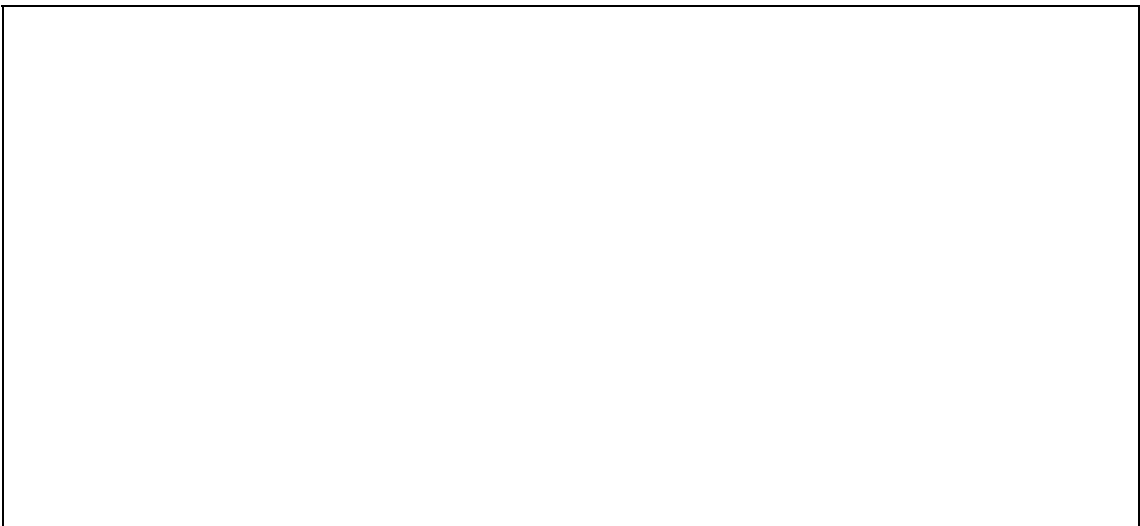
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SECTION TWO: PERSONAL QUALITIES AND EXPERIENCE

This role requires someone with [strong communication skills, capable of interpreting specialist information for a general audience]. Use this section to describe your own skills and experience in this area and how you would bring these qualities to the work of the board. Please use examples to back up your description.



This role requires someone able to [demonstrate common sense combined with an ability to think strategically, to understand complex issues and make decision]. Drawing on your experiences of everyday life or your work experience, use this section to demonstrate your skills. Please use examples to back up your description.



Restricted - Appointment

POTENTIAL CONFLICTS OF INTEREST

Please give details of any business or other interests or any personal connections which, if you are appointed, could be misconstrued or cause embarrassment to [the public body] or [the Department]. These could include financial interests or share ownership, [active connections with a field of expertise in which the public body works], membership of societies, activities associations or employment of a partner or friend in the particular field in which the public body operates.

Any potential conflicts of interest detailed here will not prevent you going forward to interview but may, if appropriate, be explored with you during your interview to establish how you would address the issue(s) should you be successful in your application.

Restricted - Appointment

REFERENCES

Please give the details of two people who may be asked to act as referees for you. They will be expected to have authoritative and personal knowledge of your achievements. The first referee will be asked to comment [in a professional or other activity-based capacity]. The second referee will be approached [in a personal capacity]. The referees will be approached only if you are to be invited for interview following the initial sift.

Reference One: Professional/Achievements	
Name	
Address	
Telephone	
Email	

Reference Two: Personal	
Name	
Address	
Telephone	
Email	

SECTION THREE: RELEVANT EXPERIENCE

Please include details of both your career history (if applicable) and other relevant experience. This might include employment, voluntary experience, involvement in the community, committee experience, caring responsibilities, and should include any public appointments held. Please continue on a separate sheet if required and attach to this section.

Dates From and To	Details (including positions held and nature of work)	Name/Address of Employer or Organisation.

Please continue on a separate sheet if required and attach to this section.

QUALIFICATIONS

Please list relevant educational, professional or vocational qualifications.

--

OTHER INFORMATION

If there is any other general information you would like to include about your past experience, personal qualities and skills, please do so here.

Sometimes we are alerted to opportunities for public appointments to bodies outside our direct responsibility (e.g. from other government departments, regional/local bodies). If you are content for us to pass on your contact and biographical details (Sections 1 and 3) please let us know by signing the space below. The monitoring form will also be forwarded to avoid your having to complete it again with another application.

I am content for [department] to forward my contact and biographical details, and completed monitoring form (Section 4) to other government departments or organisations.

Signed

.....

Note: If you are successfully appointed to the post, a brief summary of your career/experience and details of your response to the political activity questionnaire (see Section 5) will be included in the press release announcing your appointment.

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I declare that the information given on this application is complete and correct to the best of my knowledge. I have also read the information pack and can confirm that I am eligible to be considered for appointment to this body. I also certify that I will immediately inform the Department of any changes in circumstances that affect the answers I have given.

Signed.....

Date.....

In order to help us monitor the effectiveness of the way in which we publicise our appointments and plan for future recruitment rounds, please tell us how you found out about this vacancy.

SECTION FOUR: PUBLIC APPOINTMENT MONITORING FORM

All Government Departments aim to provide fair and equal access to public appointments and to ensure that all sectors of society are represented. The questions set out in this form help us to monitor the effectiveness of this policy by gaining a picture of all those applying for and obtaining appointments.

The Office of the Commissioner for Public Appointments (OCPA) requires us to collect information on the gender, age, ethnic origin and disability of all those appointed. OCPA also requires information on whether appointees have been politically active in the past five years and whether other public appointments are held.

In addition, we may also be asked to provide information – in summary form only that does not identify individuals – in response to Parliamentary Questions and other public enquiries. In line with Government policy, and in accordance with the provisions of the Data Protection Act, the information you provide will be held confidentially and can only be used if you give us your consent. This form therefore includes a question asking you whether you are happy for this information to be made publicly available.

This form will be kept separate from your application form and will not be seen by the sift or interview panel. Assessment of your suitability for the post is made purely on the information you give on the application form and your performance at the interview should you be invited. Appointments are made strictly on merit. We hope that this encourages you to complete the form.

Should you have any questions, please contact: []

PUBLIC APPOINTMENTS CURRENTLY HELD

Body	Period Of Appointment	Government Department

Restricted - Appointment

GENDER:

Male	
Female	

AGE:

66+	
56-65	
46-55	
36-45	
35 & under	

DISABILITY:

The Disability Discrimination Act defines a person as disabled if they have a physical or mental impairment which has substantial and long term (i.e. has lasted or is expected to last at least 12 months) adverse effect on their ability to carry out normal day-to-day activities. Adverse effects may arise from external barriers experienced by people with impairments.

When you answer the question, you should not take into account the effect of any medication or treatments used or adjustments made (for example at work or at home) which reduce the effects of impairments. Instead, you should think about the effect the impairment would have if these were not being used or made.

Taking this into account, do you consider yourself to be a disabled person?

Yes	
No	

Restricted – Appointment

ETHNIC ORIGIN:

Which group do you identify with? Please tick one box. The options are listed alphabetically.

ASIAN OR ASIAN BRITISH	
Bangladeshi	
Indian	
Pakistani	
Any Other Asian background (specify if you wish)	

CHINESE OR OTHER ETHNIC GROUP	
Chinese	
Any Other (specify if you wish)	

BLACK OR BLACK BRITISH	
African	
Caribbean	
Any Other Black background (specify if you wish)	

MIXED	
Asian and White	
Black African and White	
Black Caribbean and White	
Any other Mixed Ethnic Background (specify if you wish)	

WHITE	
British	
Irish	
Any Other White Background (specify if you wish)	

[\(top\)](#)

Restricted - Appointment

POLITICAL ACTIVITY QUESTION

All applicants for a public appointment should complete the question below. This question is asked as it enables the monitoring of political activity of candidates for a public appointment in so far as it is already in the public domain. Neither activity nor affiliation is a criterion for appointment (except where statute dictates specific representation). If you are successful, the information provided will be published with the announcement of your appointment.

Please indicate which of the following activities you have undertaken during the past five years by ticking the appropriate box and by providing details of your involvement. Name the party or body for which you have been active. If you have been or are an Independent or have sought or obtained office as a representative of a particular interest group, you should state this. You should tick all relevant categories.

Obtained office as a Local Councillor, MP, MEP etc	
Stood as a candidate for one of the above offices	
Spoken on behalf of a party or candidate.	

Acted as a political agent	
Held office such as Chair, Treasurer or Secretary of a local branch of a party	
Canvassed on behalf of a party or helped at election	
Undertaken any political activity which you consider relevant	

Made a recordable donation to a political party ¹	
--	--

None of the above activities apply.	
-------------------------------------	--

Restricted - Appointment

¹ The Political Parties, Elections and Referendums Act 2000 requires the Electoral Commission to publish a register of recordable donations (donations from an individual totalling more than £5000 in any calendar year, or more than £1000 if made to a subsidiary accounting unit such as a constituency association, local branch, women's or youth organisations). These provisions became effective from 16 February 2001.

Name of Party of which activity undertaken:

DETAILS OF INVOLVEMENT

--

Note: this form is for monitoring purposes only and therefore will be detached from your application and will not be seen by any selection panels. However, it is appreciated that such activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you should include it separately in the main body of your application form.

DECLARATION

I confirm that the information I have given is, to the best of my knowledge and belief, true and complete. I confirm that I understand the purpose of the form and the reasons for the collection of my personal data and that I agree to my personal data being used as stated.

Yes	
No	

Name:

Signature:

Date:

[\(top\)](#)

First Ministerial Submission

[Name of Body – Appointment of Board Members Summer 2002]

Issue

The terms of appointment of two members of [] come to an end in Summer 2002.

Timing

Routine

Recommendation

That you agree to:

- (i) re-appoint Mr X
- (ii) stand down Mr Y and send the draft valedictory letter
- (iii) agree the job and person specification for the vacancy
- (iv) agree the recruitment plan and suggest possible candidates for the vacancy.

Background

A list of current board members and their skills/expertise is at **Annex** . You will wish to note that currently only 2 of the 18 board members have financial expertise, 3 are generalists and 15 are experts in their particular field. In addition, 5 of the board's members are female (28%) and 2 are from ethnic minorities (11%) and none are disabled. Background information on the [body] and its key objectives are at **Annex** .

There are currently x% female, y% from ethnic minorities and z% disabled public appointees sitting on the boards of [the Department's] NDPBs. The Department's Action Plan sets out targets for [2002] in **Annex** .

Re-appointment

Mr X has served one term. The Chair is keen to retain Mr X's services, and has offered a number of examples of where Mr X has played a vital role in the work of the board [.....]. Mr X has been sounded out informally and is willing to serve a further term.

We recommend that Mr X is re-appointed. A draft re-appointment letter is attached at Annex .

Forthcoming Vacancy

Ms Y has served two terms as a member of the board and, under the Commissioner for Public Appointments' Code of Practice, should not be reappointed without going through open competition. She has indicated that she does not wish to be considered. **A draft valedictory letter for Ms Y is attached at Annex .**

The Chair has recommended, and we agree, that for this particular post we seek candidates with exceptional communication and presentational skills to assist with promoting the work of the [body] within the local community. The job and person specifications have been amended accordingly and are offered for your approval at **Annex** .

Recruitment Plan

We believe that this vacancy offers an opportunity to attract candidates with the appropriate skills from more diverse backgrounds. We propose that as well as conducting an advertising campaign in [national/local/ethnic minority press] we should place an advertisement in the following [voluntary organisation newsletters/websites etc]. We will also write to [relevant organisations], conduct a search of the [departmental database] and approach the Chair for suggestions. **A copy of the draft advertisement is attached at Annex .**

Once we have your approval we will begin the process. We anticipate a large number of responses and will therefore need to conduct a preliminary sift. We propose that the Interview Panel should be chaired by [name of Director] with [names of panel members] and [name] acting as the Independent Assessor. **To assist the panel, could you please specify whether you wish them to rank candidates in merit order or put names forward in groups.** Our aim is to come back with a final recommendation by [date].

The Commissioner for Public Appointments places great emphasis on the need for all candidates to be treated equally and consistently throughout the appointment process. **It would therefore be very helpful to know at this stage whether there are any individuals whom you wish us to approach for consideration for possible appointment.**

A N OFFICIAL

[\(top\)](#)

Letter to Candidates: Acknowledgement of Application Form

Dear

[Name of Body]

Thank you for returning your completed application form.

We have been delighted by the response and have received over [] applications. The next stage will be to assess all the applications against the criteria set out in the information pack to determine a short list to be called for interview.

We anticipate finalising the shortlist by [] with the intention of holding interviews during the week of [] and will contact all applicants at this time.

If you would like any further information or advice about the progress of your application or any other matters relating to it, please contact me directly on [Tel and e-mail].

Yours sincerely,

JO EGG

Appointment Officer

[\(top\)](#)

Letter to Candidate: Identified Names

Personal

Dear

[Public Body]

Your name has been suggested to us [by] as someone who would be willing to be considered for appointment as a board member of [the body] which is sponsored by this Department. Copies of the role and person specifications for members of the board are enclosed, together with information about [the body]. Copies of the application form and information pack are also enclosed.

I should emphasise that, at this stage, we are making initial enquiries with a view to drawing up a list of people willing to be considered for the appointment and we will also/have advertised the appointment in [].

If you are interested in this position and feel that you are able to commit the necessary time, we would ask you to complete and return the enclosed application form. You will see that the form requests information on political activity and certain other information which is gathered for monitoring purposes only and will play no part in the selection process.

Please note that we will only take up references for those shortlisted for the appointment.

There can, of course, be no guarantee at this stage that you will be appointed on this occasion. However, similar vacancies do arise periodically and I would therefore be grateful for your permission to hold your name and details on our files.

If you would like to know more about [the body] and the responsibilities of board members, do please contact me [].

JO EGG

Appointment Officer

[\(top\)](#)

**Letter to Organisations: Inviting Suggestions of
Names**

Dear

[Name of Body]

A vacancy is due to arise in [] on the board of [name of Body].

Public appointments of this kind are always made through open competition and this post will be advertised in [details of advertising campaign]. However, we are always keen to encourage a wide range of candidates to apply.

[Given your close involvement in this area/in the work of the Board], I am writing to ask if you have any suggestions of individuals who might be suitable and willing to be considered for this post.

The qualities and skills that we are seeking are set out in the attached role and person specifications. Also enclosed is a background note on the role and functions of [the body in question]. As you will see from the role specification, the successful candidates must be able to commit to [3 days per week] [and lives in the local area] [any other restrictions].

Should you feel able to suggest any individuals, we would then contact them direct with an information pack and an application form. There is, of course, no guarantee of appointment. All candidates will be assessed against the requirements of the post and will need to take part in a full and open competition.

We anticipate that the selection process will take in the region of [six] months to complete. To enable any individuals you may wish to suggest to complete application forms by the closing date of

[], it would be most helpful to have your suggestions by [one month before closing date].

Many thanks in advance for your assistance on this.

Yours sincerely,

DIRECTOR

[\(top\)](#)

Letter to Candidate: Database Names

PERSONAL

Dear

Some time ago you agreed that we might hold your details on the Department's database of potential candidates for public appointment. A vacancy has arisen for a board member of [the body] which is sponsored by this Department. Copies of the role and person specifications for members of the board are enclosed, together with information about [the body].

If you are interested in this position and feel you are able to commit the necessary time, we would ask you to complete the attached application form so that your name can be considered (if shortlisted, we would need to contact the referees you suggested when you applied to join the database. If you would like to suggest alternative referees please let me know).

I should stress that should you apply you will be considered alongside other candidates and that there can be no guarantee of appointment. However, I do hope that you will feel able to put your name forward for consideration.

JO EGG

Appointment Officer

[\(top\)](#)

SELECTION

Sift Pro Forma: Assessment Form

Name of Candidate	
Address	

--	--

Sifting Panel Members	Name and Organisation
Chair	
Panel Member(s)	
Independent Assessor	
Date of Assessment	

Essential Criteria (list as appropriate)					
		High	Good	Fair	Poor
1.					
2.					
3.					
4.					

Desirable Criteria (list as appropriate)					
		High	Good	Fair	Poor
1.					
2.					
3.					
4.					

Other Requirements (details e.g. time constraints/regional requirements etc).				
		Met?	Yes	No
1.				
2.				

3.			
4.			

Is the candidate suitable for appointment/to be invited to interview?	Yes	No
Brief Reasons (indicating why candidate should be rejected, if appropriate)		

Are there any areas of real/potential conflict of interest?	Yes	No
If Yes, please give details?		

Any other comments?	Yes	No

--

Signatures of Panel Members		Date
Chair		
Member(s)		
Independent Assessor		

[\(top\)](#)

Letter to Candidates: Rejection at Sift

Dear

Application to be considered for appointment to []

Many thanks for putting your name forward to be considered for appointment to [].

You may remember that I wrote to you on [] and explained that all the applications are initially considered against the criteria set out in the information pack, and that I would write again once the shortlist for interview has been drawn up.

I am sorry to tell you that, after careful consideration, the panel has decided not to put your name forward to the next stage on this occasion. These decisions are always difficult particularly when, as in this case, the number and quality of applicants was very high.

I hope that this will not be too great a disappointment to you and that you will continue to pursue your interest in public appointments.

May I once again thank you for the interest you have shown and for taking the time and trouble to apply.

Yours sincerely,

JO EGG
Appointments Officer

[\(top\)](#)

Letter to Candidate: Invitation to Interview

Dear

Application for appointment to [name of body]

I am pleased to be able to invite you for interview on [time and date] at [location]. [We appreciate that this will involve a long journey for you and have therefore scheduled the interview for the middle of the day].

You will be interviewed by a panel including the following members:

- Mr X – Department of []
- Mrs Y – [Chair of Board]
- Mrs Z – Independent Panel Member [include any relevant detail on background]

The information pack you received with your application form set out the skills and qualities required for this post and the panel will wish to discuss these in more detail with you.

[Details of venue plus map if possible]; [what to do on arrival]; [remember to ask again if the candidate requires any particular arrangements on the day even if they have not declared a disability in their application form].

If I can be of any further assistance do please let me know. In the meantime, I would be grateful if you would confirm as soon as possible that you are able to attend the interview. My telephone number is [] and my e-mail address is [].

Yours sincerely,

JO EGG

Appointments Officer

[\(top\)](#)

Conflicts of Interest: Guidance for Candidates

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PROBITY & CONFLICTS OF INTEREST – A GUIDE FOR CANDIDATES

“Probity – Board members of ENDPBs and HPSS bodies must be committed to the principles and values of public service and perform their duties with integrity”.

- Commissioner for Public Appointments for Northern Ireland
Code of Practice

The Seven Principles Underpinning Public Life

In 1995, the Committee on Standards in Public Life defined seven principles, which should underpin the actions of all who serve the public in any way. These are:

- **Selflessness** Holders of Public Office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or other friends.
- **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and

restrict information only when the wider public interest clearly demands.

- **Honesty** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** Holders of public office should promote and support these principles by leadership and example.

All candidates who put themselves forward for public appointment must be able to demonstrate their commitment to the principles and values of public service. The Commissioner's Code of Practice states that it is the responsibility of Government Departments to ensure that the individuals they appoint can demonstrate that they meet the probity principle. This is highlighted in paragraph 2.3 of the Code, which states:

"To ensure Ministers can fulfil their role properly, departments must...ensure that all candidates put to the Minister for approval meet the criteria and the standards required by the principle of probity".

It is important that the candidate's commitment to the probity principle is tested and assessed at interview. One of the issues which might arise in relation to this is that of conflict of interest.

What is a conflict of interest?

Public Appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable or political interest which might be material and relevant to the work of the body concerned, should be declared.

There is always the possibility for real or perceived conflicts of interest to arise. Both are a problem, as the perceived inference of a conflict may, on occasions, be as damaging as the existence of a real conflict.

It is important, therefore, that you consider your circumstances when applying for a public appointment and identify any potential conflicts of interest, whether real or perceived.

Surely a perceived conflict is not a problem, as long as I act impartially at all times?

The integrity of the individual is not in question here. However, it is necessary for the standing of the individual and the board that members of the public have confidence in their independence and impartiality. Even a perceived conflict of interest on the part of a board member can be extremely damaging to the body's reputation and it is therefore essential that these are declared and explored in the same way as an actual conflict would be. The fact that a member acted impartially may be no defence against accusations of potential bias.

What should I do if I think I have a conflict of interest?

You will find a section on conflicts of interest in the application form for you to complete. This asks you to consider and declare whether or not you have a real, or perceived, conflict. If you are unsure if your circumstances constitute a possible conflict, you should still complete this section, in order to give the Selection Panel as much information as possible.

If I declare a conflict, does this mean I will not be considered for appointment?

No – each case is considered individually. If you are shortlisted for interview, the Panel will explore with you how far the conflict might affect your ability to contribute effectively and impartially on the Board and how this might be handled, if you were to be appointed. For example, it may be possible to arrange for you to step out of meetings where an issue is discussed, in which you have an interest. However, if, following the discussion with you, the Panel believes that the conflict is too great and would call into question the probity of the Board or the appointment, they can withdraw your application from the competition.

What happens if I do not declare a known conflict, which is then discovered by the Department after my appointment?

Again, each case would be considered on its merits, but the Department may take the view that by concealing a conflict of interest, you would be deemed to have breached the Seven Principles of Conduct Underpinning Public Life and may terminate your appointment.

What happens if I do not realize a potential conflict exists?

This situation may arise where the applicant is not familiar with the broad range of work which a body covers and therefore does not realize that a conflict might exist. In some cases, the Panel, with their wider knowledge of the body, might deduce that there is a potential conflict issue, based on the information on employment and experience provided by the candidate in the application form. They will then explore this at interview with the candidate.

What happens if a conflict of interest arises after an appointment is made?

This could arise for two main reasons. The first is that the member's circumstances may change, for example, they may change jobs and in doing so, a conflict with their work on the board becomes apparent. The second is where a member is unfamiliar with the range of the work of the body, but after appointment, it becomes clear that a conflict exists where none had been envisaged during the appointment process.

In both cases, the issue should be discussed with the Chair of the board and the Chief Executive of the body concerned, in consultation with the Sponsoring Department, to decide whether or not the member can continue to carry out their role in an appropriate manner and each case is considered individually.

It may be that the conflict is such that it would be impractical for the member to continue on the board, if they would have to withdraw from a considerable amount of the body's routine business. In such cases, the member may be asked to stand down from the body.

Areas where a conflict could arise

There are five main issues, which could lead to real, or apparent, conflicts of interest. These are:

- Relevant pecuniary or other interests outside the organization;
- Relationships with other parties/organizations which could lead to perceived or real split loyalties;
- Pending Government Policy could give unfair personal advantage to people with allied business interests – for example, access to privileged information, trade secrets;

- Perception of rewards for past contributions or favours;
- Membership of some societies or organizations.

Some examples of potential, real or perceived, conflicts of interest are:

- You are a director of a building supplies firm and the board to which you are seeking appointment conducts regular procurement exercises for building materials.
 - You could benefit personally from decisions taken by the board.
- You are a manager in a voluntary organization, whose funding applications are considered by the board to which you are seeking appointment.
 - The body for which you work could benefit financially from decisions taken by the board.
- You are a director of a pharmaceutical company and the board to which you are seeking appointment will be directing policy on medical research.
 - Your company could have access to information, which would give them a commercial advantage over their rivals.
- You have, in the past, contributed significant funds to the political party to which the appointing Minister belongs.
 - Your appointment could be viewed as a reward for past favours.
- You and a senior official who is on the selection Panel are both members of an organisation, whose membership is kept secret.
 - Your appointment could be viewed as the “old boy network” in operation.

In other words, no one should use, or give the appearance of using, their public position to further their private interests. This is an area of particular importance, as it is of considerable concern to the public and receives a lot of media attention.

The above are examples only, so you should consider carefully your own circumstances to gauge whether or not a real, or perceived, conflict might exist.

[\(top\)](#)

Request for Reference

Dear

APPLICATION TO BE CONSIDERED FOR []

[Insert candidate's name] has applied to be considered for appointment as a [board member] of [] and has provided your name as a referee.

Attached are details of the role specification and qualities and skills we are seeking (person specification). These are very important appointments, made by [the Secretary of State] only after careful consideration, and your advice in this matter would be very much appreciated. I should be grateful if you would consider [insert candidate's name] against each of the qualities required and let me have your assessment of the degree to which you consider [insert he/she] possesses them.

To help you in this, I am also including a reference form that you may complete. It would be most helpful if you could also include an indication of how long you have known [] and in what capacity.

Your advice will be treated in the strictest of confidence. In line with the Data Protection Act, we should approach you in advance should [candidate's name] request sight of the reference.

I should be grateful if you would respond by [insert date]. In the meantime, if you need any further information or advice, please feel free to contact me on [insert direct line telephone number].

Yours sincerely,

JO EGG

Appointments Officer

[\(top\)](#)

Pro Forma: Interview Assessment

Name of Candidate	
Address	

Panel Members	Name and Organisation	
Chair		
Panel Member(s)		
Independent Assessor		
Date of Interview		

THE ASSESSMENT FORM SHOULD BE COMPLETED BY THE
INTERVIEW PANEL CHAIR.

CRITERIA

(Essential and desirable criteria should be listed separately and should reflect the role and person specifications and the criteria used in any earlier sifts; listed below are some examples of non-role specific criteria for you to consider)

Strong Personal Commitment to [field]. (Please give evidence below)	High	Good	Fair	Poor

<p>A good communicator – demonstrates verbal ability to present well ordered arguments, possibly with the ability to represent the Board in public and promote its achievements. (Please give evidence below)</p>	High	Good	Fair	Poor

<p>Demonstrates an ability to contribute to the work of the board – demonstrates ability to analyse complex data and challenge and produce clear ideas. (Please give evidence below)</p>	High	Good	Fair	Poor

<p>Demonstrates ability to prioritise and think strategically. (Please give evidence below)</p>	High	Good	Fair	Poor

<p>Demonstrates understanding of financial constraints and willingness to work practically to overcome obstacles. (Please give evidence below)</p>	High	Good	Fair	Poor

Demonstrates willingness and ability to work as a member of a team. (Please give evidence below)	High	Good	Fair	Poor

Committed to the public service values of accountability, probity, openness and equality of opportunity. Demonstrates an understanding of the constraints and commitments of public service. (Please give evidence below)	High	Good	Fair	Poor

Demonstrates leadership and motivation skills [if appropriate]. Demonstrates necessary understanding and/or experience of issues and people management to lead a board. (Please give evidence below)	High	Good	Fair	Poor

Summary (all comments should be supported by specific examples)

Any area of real/perceived conflict of interest? (Please give details below)	Yes	No

Comments

Overall Assessment of the Candidate

Signatures of Panel Members		Date
Chair		
Other Member(s)		
Independent Panel Member		

[\(top\)](#)

Letter to Candidate: Unsuccessful at Interview

Dear

APPOINTMENT TO []

Thank you for attending the interview panel on [] to discuss the vacancy on the Board of [].

The response to the advertisement for this post was extremely good and over [] applications were received. Of these, [x], including yourself, were invited to interview.

I am sorry to tell you however that, after careful consideration, the interview panel has decided that on this occasion your name should not go forward with a recommendation for appointment.

These choices are always extremely difficult, particularly when (as in this case) there was an exceptionally strong field of candidates.

[If you would like some feedback on the interview, do please contact me and I would be happy to arrange it for you.]

I do hope that you will continue to consider applying for public appointments. As you are probably aware, current appointment vacancies are advertised on www.publicappts-vacs.gov.uk. If you do not have access to the internet, I would be happy to arrange for copies of vacancy lists to be sent to you along with the regular Public Appointments Newsletter. Do let me know if you would like me to do this.

And/or

[In addition, with your permission, we would very much like to retain your name and details on our database as available for similar appointments in the future and would be grateful if you could confirm that you are content for this to happen.]

In the meantime, I hope that this will not be too great a disappointment for you and may I thank you for your interest and for taking the time and trouble to apply.

Yours sincerely,

AN OFFICIAL

[\(top\)](#)

Letter to No 10 Appointments Secretary

Appointments Secretary,
No 10 Downing Street,
London
SW1A 2AA

Appointment to []

[The Minister] would like to recommend the appointment of [name] to the board of [] for [] years.

[Mr X], Chair of [Body] supports [Mrs Y's] appointment. [Mrs Y] has indicated her willingness to serve. The Department's normal public appointments procedures, which comply with guidance from the Commissioner for Public Appointments, have been followed fully in considering this appointment.

[Background on Mrs Y, giving reasons for her suitability for appointment and examples of where her experience is relevant to the work of the Board.]

[Contact details]

There are currently three women and one ethnic minority representative among the 12 members of [Body]. Details of current board members are at Annex A.

Director

CC Director, PAU

[\(top\)](#)

Letter to Individual: Updating Database

Dear

Appointment to Public Bodies Sponsored by [Department]

In [year] your name was brought to our attention for possible appointment to [details] sponsored by this Department/

In [year] you applied in response to our advertisement for [details].

Since that time, your name has been retained as available for appointment to [the particular body/bodies for which you were recommended]/[the body to which you applied] and for other bodies for which we thought your background and experience might be suitable.

We are currently reviewing the Department's lists of candidates and are therefore taking this opportunity to write to you to establish your continuing interest in a public appointment. Whether or not you have obtained a public appointment by another route, we would be glad to know if you are still content for the Department to retain your details for this purpose for a further year. If so, would you please confirm in writing that this is the case, enclosing your updated CV, if your details have changed since [year] or confirming that your personal details remain the same. **We would be most grateful if you could reply with the requested details by [date] at the latest to:**

If we do not hear from you, we shall assume that you no longer wish for your name to be retained on our list and we will remove your details after [date allowing one further month].

Yours sincerely,

JO EGG

Appointment Officer

[\(top\)](#)

Letter to Successful Candidate: Appointment Letter

Dear []

[Title of Appointment]

I am writing formally to confirm your appointment as Chairman/a member of [name of NDPB]. This appointment will be for [] years, commencing on [date] and ending on [date], unless terminated before that date.

I should be grateful if you would confirm in writing your willingness to accept the appointment on the terms and conditions explained in the attached appendix.

I hope you find the work of the [] interesting and enjoy the time you spend with them.

Yours sincerely,

AN OFFICIAL

[\(top\)](#)

TERMS AND CONDITIONS FOR APPOINTMENT TO THE [] OF []

Insert any of the paragraphs below which apply to the specific appointment. We would anticipate that, as a minimum, you include paragraphs on the following subjects:

- Duties;
- Period of appointment;
- Termination of appointment;
- Remuneration and attendance;
- Expenses;
- Conflicts of interest.

Below are some sample paragraphs for consideration.

DUTIES

The duties of [public body] are set out in [] (“the Act”).

Your key responsibilities as [Chair/member of the board] are: []

PERIOD OF APPOINTMENT

[Details of any relevant statutory requirements/schedules to the Act etc].

In order to maintain the Department's high standards of public life any appointments made by the Secretary of State may be terminated in the event that an appointee is convicted of a criminal offence, and/or where the [Minister/Secretary of State] believes that the appointee's conduct means that he or she is no longer a suitable person for the office of [].

Should [the body] be dissolved, restructured or wound up during the period of your appointment, your appointment would, of course, also cease with effect from that dissolution or such other date as is specified in any relevant legislation.

REMUNERATION

The remuneration of the Chairman/a member of [NDPB] will be £[insert amount] based on [] days a week. This will be paid [whatever structure has been agreed e.g. annually on xx; per meeting; per day]. [The appointment will be pensionable].

All of it is taxable and it is the responsibility of [] to apply PAYE deductions in respect of income tax and National Insurance, unless instructed to the contrary by the Inland Revenue or the Contribution Agency. If appropriate, it will be for you to arrange authorisation of the non-application of PAYE or National Insurance.

ABATEMENT

Abatement rules apply to public board members' salaries, where they are in receipt of other payments from the public sector. [This will need to be resolved on a case by case basis and you will need to check with your Finance Department on departmental policy].

EXPENSES AND SUBSISTENCE

Each member of [NDPB] is entitled to claim the following:

[Explain the agreed structure. We would anticipate that this would cover:

- Travel expenses to and from home to the meeting venue;
- Travel and subsistence expenses incurred as part of the work of the board away from the normal venue;

- Dependent Care costs;
- Particular travelling costs associated to disabled members]

ANNUAL LEAVE

Arrangements for annual leave are ...

SICK LEAVE

Arrangements for sick leave are ...

MEMBER'S LIABILITY

If legal proceedings are brought against any [NDPB] member by a third party, their Department will meet any civil liability which is incurred in the execution of their functions, unless they acted recklessly and provided that they have acted honestly and in good faith.

INJURY BENEFITS

Should any member suffer injury or contract a disease which is directly attributable to their appointment and which leads to impairment of their earning capacity, they (or, if the injury or disease led to death, their dependents) may be eligible for special compensation benefits.

These benefits are [insert here a description of your Department's arrangements].

CONDUCT

All Board members have a duty regarding conduct, propriety and confidentiality. You will be required as a condition of your appointment to abide by the [organisation's] Code of Practice.

ATTENDANCE

Each member of the [NDPB] is expected to attend the meetings regularly. The appointment may be terminated, without notice, if attendance becomes so erratic as to interfere with the good running of the [NDPB].

GIFTS AND HOSPITALITY

All members are expected to ensure that acceptance of gifts and hospitality can stand up to public scrutiny. Gifts should be declined wherever possible, and any offers should be reported to the Chief Executive. Where it would be ungracious or otherwise difficult not to accept, you should inform the Chief Executive of the gift, the estimated value and the donor. Members must take personal responsibility to ensure that a record is placed in the hospitality register of [public body]. Similarly, care should be taken that no extravagance is involved with working lunches and other social occasions.

CONFLICTS OF INTEREST

You must declare any personal or business interests which may, or may be perceived to, influence your judgements in performing your functions.

These interests will be included in a register of interests maintained by the [NDPB] and you must ensure that your entries are kept up to date. Should a particular matter give rise to a conflict of interest a member is required to inform the Chairman of the [NDPB] in advance and withdraw from discussions or consideration of the matter.

You are encouraged to register your own non-pecuniary interests and interests of [close family members and] persons living in the same household which are closely related to the activities of [].

You must inform the [Minister/Secretary of State] and the Chairman of the [NDPB] in advance of any new appointments which may impinge on your duties as a member of the [NDPB].

POLITICAL ACTIVITY

You are not expected to occupy paid party political posts or hold particularly sensitive or high roles in a political party. Subject to the foregoing, you are free to engage in political activities provided that you are conscious of your general public responsibilities and exercise a proper discretion, particularly with regard to the work of [].

You are expected to inform the [Minister/Secretary of State] of any intention to accept a prominent position in any political party and to understand that the appointment may be terminated if the [Minister/Secretary of State] feels that the positions are incompatible.

If you accept a nomination for election to [House of Commons etc] then you will resign the appointment.

BANKRUPTCY

You may be removed from office before the end of the term of appointment if you have been made the subject of a bankruptcy order [depending on the body's founding legislation].

OFFICIAL SECRETS ACT

The provisions of the Official Secrets Act 1911 to 1989 apply to members of the [NDPB]. Unauthorised disclosure of any information gained in the course of this appointment, or its use by the member or others for personal gain or advancement, could result in the appointment being terminated early, or even criminal prosecution.

BUSINESS APPOINTMENTS

You will need to clear with the Chairman, in advance, any appointment or employment taken up within [] of leaving the [NDPB].

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