

Annex H | The Public Appointments Hallmark

1. The Investors in People stable includes a recruitment and selection model, designed to establish good practice to underpin organisational success. Its requirements translate well into the public appointments arena and the Commissioner has, with the approval and co-operation of Investors in People Scotland, tailored the model for the public appointments process.
2. The Hallmark is outlined on the following pages. It is designed to be adopted by Scottish Government directorates, with compliance assessed by OCPAS Assessors. As well as the support it will provide in strengthening the equality of opportunity offered by the appointments process, the Hallmark is intended to contribute to a reduction in audit activity, as directorates which demonstrate they have met its requirements will not be subject to routine annual audit.
3. Compliance with the Hallmark is demonstrated through interviews with Ministers and civil servants involved in the appointments process and by the documentation produced during appointment rounds.

Public Appointments Hallmark

PLAN

Developing effective strategies for making appointments to the boards of public bodies which reflect both the body's overall objectives and Ministers' stated objectives for the public appointments process.

- 1 Strategies for appointment are clearly defined and understood.**
 - 1.1 The Minister and Senior Civil Servants can explain the strategic importance of public appointments to Scottish Ministers.
 - 1.2 Senior Civil Servants can describe specific actions that they have taken and are currently taking to support a strategic approach to appointment.
 - 1.3 Senior Civil Servants make sure that the directorate's appointment strategy is linked to the strategy and requirements of the public body in question.
 - 1.4 People with appointment responsibilities can explain how the directorate's appointment strategy is linked to the requirements of the

public body and the objectives of Scottish Ministers.

1.5 People with appointment responsibilities can explain how they contribute to the delivery of the directorate's appointment strategy.

2. Strategies for appointment are fair and consistent and promote equality of opportunity

2.1 The Minister and Senior Civil Servants can describe policies and strategies that they have in place to make sure that appointment rounds are fair and consistent.

2.2 The Minister and Senior Civil Servants recognise the benefits to the public body of appointing people with diverse skills, knowledge and personal qualities.

2.3 The Minister and Senior Civil Servants can describe how the directorate's appointment strategies are designed to make sure there is a talented and diverse membership of the boards of public bodies.

2.4 People with appointment responsibilities can describe what is in place to ensure appointment rounds are fair and consistent.

3. Strategies for appointment are clear about the people needed by the public body to achieve its strategy and objectives.

3.1 The Minister and Senior Civil Servants ensure there are clear criteria for the people to be

appointed to the public body in order to achieve its strategy and objectives.

- 3.2 People with appointment responsibilities can explain how they determine the criteria for appointment needed by the public body to achieve its strategy and objectives.
- 3.3 The Minister and Senior Civil Servants plan to appoint the number of people required to achieve the strategy and objectives of the public body.
- 3.4 The Minister and Senior Civil Servants plan board succession to ensure the best use of appointment resources.

4. The capabilities needed by those with appointment responsibilities are clearly defined and understood

- 4.1 Senior Civil Servants can describe the capabilities required by those people who have appointment responsibilities.
- 4.2 People with responsibilities for appointment understand the capabilities they require.

DO

Taking effective and efficient action to appoint people to the boards of public bodies.

5. People with appointment responsibilities are effective in carrying out those responsibilities

5.1 Senior Civil Servants ensure that people with appointment responsibilities are effective in carrying out those responsibilities

5.2 People with appointment responsibilities can confirm that they have the capabilities they require to conduct appointment rounds effectively.

5.3 People with appointment responsibilities are effective in carrying out their appointment responsibilities

6. People are encouraged to be involved in appointment activity

6.1 People with appointment responsibilities can show how they involve the chair, or nominated representative, of the public body in appointment activity

6.2 The chair, or nominated representative, of the public body can describe how their views are taken into account when appointment rounds are being conducted.

6.3 People with appointment responsibilities encourage a wide range of appropriate potential applicants.

7. Appointment rounds are conducted effectively

7.1 People with appointment responsibilities can show how appointment activity takes place in line with the directorate's strategy.

7.2. The selection panel can show how they select applicants for interview in line with the agreed criteria for each position.

7.3 The selection panel can show how they recommend candidates for appointment in line with the agreed criteria for each position.

7.4 Successful and unsuccessful applicants believe that the appointment process was fair.

7.5 Successful and unsuccessful applicants confirm that their expectations of the process were met.

8. Appointment rounds are conducted efficiently

8.1 Senior Civil Servants and people with appointment responsibilities can show that the directorate conducts appointment rounds using the most cost effective resources and methods.

8.2 People with appointment responsibilities can show that communication with applicants is timely and efficient.

REVIEW

Evaluating the effectiveness of the appointment process

- 9. The appointment of people reflects the body's overall objectives and Ministers' stated objectives for the public appointments process.**
 - 9.1 Senior Civil Servants can describe the impact of the agreed strategies on the outcome of the appointment round.
 - 9.2 Senior Civil Servants can describe the impact of the overall investment of time, money and resources on the outcome of the appointment round.
 - 9.3 People with appointment responsibilities can explain the impact of appointment decisions on the public body's performance.

- 10. Improvements are continually made to the way appointment rounds are conducted**
 - 10.1 Ministers and Senior Civil Servants can give examples of how evaluation of appointment rounds has resulted in improvements to appointment strategy and approach where required.
 - 10.2 People with appointment responsibilities can give examples of improvements that have been made to the approach taken to appointment rounds.