



House of Commons
Public Administration Select
Committee

Outsiders and Insiders: External Appointments to the Senior Civil Service: Further Report

With the Government Response to the Committee's Seventh Report of Session 2009–10

Twelfth Report of Session 2009–10

*Report and appendix, together with formal
minutes*

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The Public Administration Select Committee

The Public Administration Select Committee is appointed by the House of Commons to examine the reports of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England, which are laid before this House, and matters in connection therewith, and to consider matters relating to the quality and standards of administration provided by civil service departments, and other matters relating to the civil service.

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Outsiders and Insiders: External Appointments to the Senior Civil Service: Further Report

1. We reported to the House on *Outsiders and Insiders: External Appointments to the Senior Civil Service* in our Seventh Report of Session 2009–10, published on 2 February 2010 as HC 241. We received a Government Response to that Report on 16 March 2010, published below as an Appendix to this Report.

2. We welcome the Government's full and considered response to our Report. Given that we do not shy away from criticising the Government when its responses to our reports are incomplete, inadequate or overdue, we would also want to register our appreciation where justified, as on this occasion. We trust that the Government will act swiftly to implement the commitments it has made in its Response.

Appendix—Government Response

Introduction

The Government welcomes this report and accepts the broad findings of the Committee's inquiry. The Government recognises the vital importance of both planning our future workforce and investing in our staff to build a skilled and effective Civil Service. The Committee's support for Sir David Normington's November 2008 report on Senior Civil Service Workforce and Reward Strategy is particularly welcome. The Government shares the Committee's desire that progress is made as quickly as possible.

Before responding to the Select Committee's recommendations individually, the Government would stress two key principles, fundamental to the nature of appointments to the senior civil service (SCS), which underpin these responses.

First, the Government is committed to selection for appointment to the Civil Service on *merit on the basis of fair and open competition*. No one should be appointed to a job unless they are competent to do it. The appointment must be of the best available person.

Second, the Government remains committed to a *mixed economy of talent*, both internally grown and externally appointed.

Recommendations and Conclusions

1. For some years the civil service has made a significant number of senior appointments from outside government, in particular from the private sector. The increased reliance on external recruitment in recent years—especially at the highest levels of the senior civil service—points to a wider problem about the civil service's ability to foresee its future skills needs and to develop the required skills among its own people. (Paragraph 15)

The Government recognises the Committee's concern that the increase in external recruitment over recent years might indicate problems with both the Civil Service's ability to forecast future skill needs and the development of its existing workforce, but does not share that view. The Government is confident that the Civil Service keeps under regular review how it should meet current and future workforce challenges, both through growing its own talent and going to the external market to supplement the existing cadre.

The SCS is made up predominantly of civil servants who have been developed within the organisation: 78% of the SCS were internal recruits as of September 2009. While the proportion of new external entrants to the SCS increased over the last decade, peaking at 38% in 2006/7, it has decreased thereafter, remaining throughout the period the clear minority of SCS appointments. This is highlighted in Annex A. The Government observes that employers' skills needs in the wider economy change rapidly, and the Civil Service has been successful in attracting new skills and high calibre leaders into its top roles in that challenging context. There have been, and will continue to be times when increasing the ratio of external appointments will be an effective strategy.

2. The economic situation and tighter public spending mean that government has to make difficult decisions about the type and level of recruitment to the civil service, especially the senior civil service. It is therefore likely that the current level of external recruitment, which is typically more expensive than other types of civil service recruitment, will have to be reconsidered in the present economic climate. (Paragraph 19)

The Government agrees with the underlying principle of this recommendation. Guidance was issued in November 2009 which sets out how decisions should be made on the mode of recruitment to the most senior posts. The Senior Leadership Committee, which is chaired by the Cabinet Secretary, makes the final decision on the mode of recruitment for all Top 200 vacancies. Terms of reference for the Senior Leadership Committee are provided at Annex B.

In addition, the Government has reduced the cost of recruitment through more effective use of the online Civil Service jobs site and less reliance on costly newspaper and specialist press advertising. Between 2007 and 2009 the biggest spending departments more than halved the cost of advertising SCS vacancies. In July 2009 a new framework contract for executive search and selection firms was put in place by the Cabinet Office, as a result of which consultancy fees have been significantly reduced, without compromising the quality of SCS appointments.

3. Where appointments to the senior civil service are subject to open competition, candidates should be treated equally during salary negotiations, regardless of whether they are currently inside or outside the civil service. This has not always been the case, resulting in pay differentials between external and internal candidates and significant disquiet amongst existing civil servants. We support the proposals made by Sir David Normington and the Civil Service Commissioners to minimise pay discrepancies between external and internal recruits to the SCS:

- **Departments should ensure that remuneration offers to candidates are clear and consistent with the pay rates advertised. There should be stricter controls over departments' ability to deviate from the rate advertised for a post when negotiating a salary offer with a successful candidate.**
- **Departments should be more rigorous in their application of pay premiums. In cases where they want to pay more than the advertised rate, departments should be required to explain to the Cabinet Office the reasons why and provide evidence to support their case (such as data on skills shortages and market pay rates).**
- **The civil service should seek to manage down pay differentials over time in those cases where external appointees have received large initial pay premiums.**
- **The Cabinet Office should provide clear guidance to departments on setting and negotiating salaries for SCS candidates, as well as on reducing pay differentials between external and internal recruits over time.**

- **The Cabinet Office and Civil Service Commissioners should continue to monitor the remuneration of new SCS recruits across government, in order to detect where concerns about significant pay discrepancies or trends in candidate remuneration may arise. (Paragraph 29)**

The Government shares the Committee's desire to ensure clarity in the approach to salary and remuneration negotiations between internal promotees and external recruits and agrees with the recommendation that pay differentials should be minimised.

In the 2009 Pre-Budget Report (PBR) the Government announced that the Chief Secretary to the Treasury (CST) will need to approve salaries in excess of £150,000 for all civil service appointments and appointments to public sector bodies which are subject to Ministerial approval. CST approval will also be required for all bonus payments over £50,000 that are subject to Ministerial sign-off.

Since the publication of Sir David Normington's report in November 2008, the Government has made significant progress on the points highlighted by the Committee. The Cabinet Office has issued guidance to departments on the limits of their flexibility when making a pay offer to candidates. Departments must consult the Cabinet Office where they wish to pay over the Reference Point (or above a previously agreed level), and they are required to pay within 10% of the advertised rates. Alongside this, guidance is issued by the Cabinet Office on setting and negotiating starting salaries, and this guidance is updated annually.

The Cabinet Office is currently developing a new pay system in response to the recommendations made by Sir David Normington's report, and will ensure that the Committee's recommendations are considered as part of this development.

The Government is committed to monitoring pay across the SCS, and reporting on pay to the Senior Salaries' Review Body (SSRB). The Civil Service Commissioners are the guardians of a recruitment process that appoints on merit on the basis of fair and open competition. They are often involved in discussions about the rate of pay appropriate to the post. We will continue to welcome their input in this area.

4. Higher pay has helped fuel the implicit belief that external recruits should perform at a higher level than internal recruits. Yet the evidence suggests that, on the whole, outside appointees do not perform better than career civil servants and many leave civil service employment relatively quickly. This is clearly a very unsatisfactory situation which, if not addressed, will lead many to cast doubt on the wisdom of appointing from outside the civil service—let alone paying them greater salaries. (Paragraph 42)

5. Much of the discussion about the effectiveness of external recruits is, however, limited by a lack of hard evidence. We recommend the Cabinet Office rectify this situation by building on its initial efforts to collect more systematic data to monitor the performance of external recruits and the reasons why they leave. This type of information should help government develop appropriate practices and approaches for getting the best out of external appointees. (Paragraph 43)

The Government agrees it is important that more is done to understand barriers to effective performance of external appointees in order to develop practices and approaches

to get the best from them. There is a foundation of work in this area from which we will build.

While management information data suggest that external appointees do not tend to get higher performance appraisal ratings than internal recruits, there are clear limitations in making such comparisons. For example individuals' contributions to the organisation cannot be objectively assessed by comparing performance against objectives as objectives are separately agreed for all members of the SCS and job weights as well as the nature of work vary within paybands. There will always be some external appointees who are not able to make a successful transition into the SCS, but these remain very much in the minority. This minority of cases can have a disproportionate effect on the perception of the performance of outsiders and more qualitative ways of monitoring performance will help counter these perceptions.

In terms of turnover, the Government does recognise the context in which external recruits are appointed. For example, 15% of external recruits were on fixed term contracts in 2009, compared to 1% of internal recruits recruited in the same period. They will often take up a post as part of their own career development, with longer term aspirations outside the Civil Service. The reasons for higher turnover rates of external appointments are not necessarily a cause for concern in themselves.

Sir David Normington's report recommended that research be undertaken into the reasons for individuals leaving the SCS, particularly external hires. The Cabinet Office undertook a research enquiry in 2009. Some interesting data has emerged from this, suggesting that culture and processes, job content and career development were significant factors; about a third said that the pay and conditions of the role were very or fairly significant factors in their departure. The research highlighted that all of these factors influenced the resignations of internal promotees to a far greater extent than external hires.

The findings were reported to SSRB in November 2009. As a result of this work, a template for future exit interviews has been drawn up and the Government will recommend that all departments provide evidence on the findings of these interviews annually to the SSRB. A group of HR Directors and Civil Service Commissioners will also be invited to consider how this information may be used to improve recruitment and induction into the Civil Service.

6. Good organisational fit is vital for external appointees to operate successfully in the senior civil service. There is evidence to suggest that private sector recruits have sometimes struggled to adapt to working in the Whitehall political environment. We believe some of the difficulties of organisational fit resulting from external recruitment could be overcome by increasing the proportion of external appointments from local government and the wider public sector. This would increase the chances that outside recruits have the political experience and public service ethos needed to perform effectively at the higher reaches of the civil service, without losing the benefits of bringing a fresh perspective to Whitehall. (Paragraph 49)

The Government agrees that organisational fit is a key factor in determining an individual's future performance in a role, particularly when moving into a political environment, and agrees with the Committee's findings that recruits from local government and wider public

sector often find it easier to adapt to working in central government than those from the private sector.

The Government is committed to ensuring that selection for appointment to the SCS should involve testing candidates' ability to adapt to a different working environment. As the Committee's report highlights, all applicants are tested on their understanding and commitment to the core values of the Civil Service.

The Government believes that more could be done to understand the core characteristics of those that have successfully made the transition into the Civil Service and performed well in their role. Further research will be commissioned with a view to informing future selection activity into the Civil Service.

7. We see a need for induction arrangements tailored specifically to help external recruits adjust to the demands of working in government and to reinforce core civil service values. Induction procedures should not be too onerous, but should recognise the particular needs that those new to government have as they take up senior posts. Such induction should continue to be coordinated at a central level by the Cabinet Office, and should draw on the views of existing and former external recruits to the SCS. Equally, however, senior civil servants who manage external recruits need to be better at incorporating the different approaches and perspectives that external entrants bring. The Cabinet Office should also explore how it can support senior civil service managers in getting the best out of new recruits arriving from outside government. (Paragraph 56)

The Government welcomes and agrees with the Committee's view that effective, coordinated induction into the SCS is vital if we are to get the best from our external recruits, and that the Cabinet Office has a significant role to play in this area. While induction arrangements are led by departments with support from the National School of Government, the Cabinet Office takes a central role in the induction of new Directors General. It does this by meeting all new recruits individually; running networking workshops and advising on coaching and mentors. After six months in post, all new Directors General undertake an effectiveness assessment. This has proved to be a robust and valuable tool for Permanent Secretaries in getting the best out of their new entrants. The Cabinet Office now has a body of evidence resulting from these assessments which will enable the commissioning of targeted additional development for Directors General in their first year in post.

In addition to these induction activities membership of the Top 200 group, set up in March 2006 by Sir Gus O'Donnell, has proved to be a valuable part of the induction experience for external recruits. Meeting every six months to share best practice and find solutions to current cross-cutting issues, this group is providing new Directors General with invaluable opportunities to build networks and share their fresh perspectives with the broader leadership group.

The Government is confident that the National School of Government (NSG) plays an important role in the induction of new recruits. For instance it runs the SCS Base Camp, a leadership induction event for all entrants to the SCS. Of particular value to external recruits, NSG's Working With Ministers portfolio of courses, literature and one to one

coaching is a key tool to help new joiners to understand the formal and informal systems of the Civil Service.

8. It would be inappropriate to set a hard and fast cap on external recruitment, since government needs the flexibility to draw on outside talent when necessary. Nevertheless, there is a clear sense that in the recent past there has been too much external recruitment, particularly at the highest levels of the senior civil service. What is needed is not an arbitrary limit, but a more coherent system for monitoring the extent of external recruitment to the SCS across employing departments and its effects. We recommend giving the Civil Service Commissioners a formal role in this area by making specific provision in the Commissioners' Recruitment Principles for them to take on a monitoring function of this kind. (Paragraph 62)

The Government agrees that a hard and fast cap on the number of external recruits would not be appropriate, but that monitoring the extent of external recruitment remains important.

The Cabinet Office collects data on the extent of external recruitment to the SCS. This information is used by SLC at Top 200 level to make decisions on the mode of recruitment to the most senior posts, and as the basis for their annual report to Permanent Secretaries.

It is the responsibility of the Civil Service Commissioners to assure that appointments are made on merit on the basis of fair and open competition and to uphold the core Civil Service values in the Civil Service Code. The First Civil Service Commissioner is a member of the SLC and therefore we see no need for the Civil Service Commissioners to have a more formal role in this area.

9. We maintain that external recruitment is likely to be more effective if it is directed mainly at positions below the most senior levels of the SCS. This approach seems to us to increase the likelihood that external recruits will develop the necessary skills to perform effectively at more senior levels if they are promoted. We are, however, concerned that the Government does not appear to be monitoring levels of external recruitment to grades below the SCS. We urge the Government to consider how it could implement an approach to lower-level external recruitment which combines the ability to bring in fresh talent from outside while also developing that talent to undertake senior responsibilities. (Paragraph 67)

The Government agrees that excessive reliance on external recruitment at the most senior levels of the Civil Service is not desirable, and this may be reduced through targeted recruitment and development at the grades below the SCS.

All departments and professions conduct strategic workforce planning within the framework of the Government Skills Strategy. Their work is informed by recruitment and other data, which is collected and held at departmental level below the SCS. All departments and professions are sensitive to the need to strike a balance between external recruitment and providing career opportunities for Civil Servants; as well as meeting immediate skills needs while developing a Civil Service that can meet anticipated future requirements.

10. Initiatives such as the departmental capability reviews and increased professionalisation of the civil service HR function indicate that government is taking the point about developing internal talent seriously. Measures to grow talent internally need to be maintained and supported, and in particular protected from fiscal pressures, if the civil service is to develop the capability it needs to meet current and future skills needs. As well as the benefits of developing the civil service's own skills base, this type of approach is likely to reap long-term savings by reducing the need for more costly external recruitment. (Paragraph 70)

The Government agrees with the Committee's recommendation. The Cabinet Office and National School of Government (NSG) remain committed to growing internal talent.

Leaders across the Civil Service have agreed that establishing a common programme of learning and development, to be shared by all departments, is a vital ingredient in the transformation of the public sector. The NSG has been commissioned by the Permanent Secretaries' Capability Board to lead development of this core learning programme. The programme will have a number of strands, which will be led by individual Permanent Secretary members of the Capability Board.

The first elements are expected to roll out in 2010. The commitment to collective funding will ensure continuing investment in these talent development schemes within highly constrained finances.

11. We endorse Sir David Normington's call for the Cabinet Office to publish a civil service workforce plan setting out how government intends to identify and plan for its future workforce needs. A workforce plan is now overdue; indeed, it is extraordinary that such a plan did not already exist. We further note that the public expenditure context for the workforce plan has altered with the onset of tighter economic times. We therefore recommend that the plan include details about the likely impact of recent announcements on reducing the size of the senior civil service and possibly the wider civil service. (Paragraph 75)

The Government shares the Committee's view that it is essential that the Civil Service takes a strategic approach to developing skills for the future, more so than ever in the light of tighter economic times. There are a number of key strands of work underway designed to address particular areas of skills growth and need across the Civil Service. These strands include the recruitment and development of policy professionals, economists and other professions through the Fast Stream programme as well as work within professions.

Since the Government's publication of "Putting the Frontline First: Smarter Government", the focus of workforce planning in the early part of 2010 has been on meeting the commitments to reduce the cost of the SCS, while safeguarding the skills most important for future performance. Departments are putting plans in place to deliver these reforms. Planning is being supported by a consistent workforce planning methodology developed by the Cabinet Office in response to Sir David Normington's report.

At levels below the SCS, departments and professions continue to focus on planning to meet longer term needs. There has been continued investment in the Fast Stream programme, and the heads of profession continue to strengthen their role in relation to

cross-government recruitment and development through the work of the Corporate Functions Board.

A good example of this is the work of the Government Procurement Service (GPS). “Building the Procurement Profession in Government” sets out a detailed strategy for delivering a consistent approach to attracting, rewarding, retaining and developing procurement professionals across central Government. The strategy aims to increase the capability of existing Civil Servants as well as seeking to attract and retain procurement professionals to manage the Government’s future priorities. The strategy was developed across all departments, and endorsed by the Permanent Secretaries’ Management Group (PSMG).

The Government is confident that these targeted approaches through departments and professions, overseen and endorsed by the PSMG, are an effective method of workforce planning.

12. We recognise that, over the years, there has been a move toward greater open competition for senior civil service posts. We acknowledge that in some cases this has brought benefits, although we believe that the emphasis of workforce policy for the SCS in future should focus more strongly on developing the civil service's own skill base from within. We therefore conclude that current arrangements, which provide for discretion to be exercised about whether to open up senior posts to external competition, are broadly satisfactory. We do not think it would be desirable to open up recruitment to all SCS posts to external competition as a general rule. It would, however, be helpful for the Cabinet Office or the Civil Service Commissioners to issue guidance to departments on the circumstances in which they would expect to see open competition and those where it may not be appropriate. (Paragraph 84)

The Government agrees with this recommendation. The Cabinet Office has issued guidance to departments. This guidance, as discussed in our response to Recommendation 2 has already started to have an impact, with more consideration being given by departments and the SLC about the most effective way to fill each senior vacancy.

13. It is anomalous that ministers may be consulted about the appointment of internal candidates to top-level civil service posts, while their involvement in senior external recruitment is much more restricted. Consideration should be given to resolving this anomaly in a way that minimises the risk of undue political interference in civil service appointments and promotions. (Paragraph 92)

Recruitment into the Civil Service is regulated by the Civil Service Commissioners. The role of the Civil Service Commissioners is to give an assurance that appointments are made on merit on the basis of fair and open competition. They publish Recruitment Principles to be applied for these purposes. At the Top 200 level, Commissioners chair and oversee the process of selection, regardless of whether the competition is open (externally advertised) or internal to the Civil Service. At all other levels, Commissioners either chair competitions or audit departmental processes to ensure that on entry to the Civil Service, appointments are made in line with the Principles, and are not subject to any form of patronage.

It is acknowledged that at the most senior levels, Ministers may have a particular interest in certain appointments. Where a Minister does have such an interest, the Recruitment Principles set out the requirement for departments to consult the Minister at the outset of the competition, to agree the terms on which the post is to be advertised, the job and person specifications, and the criteria for selection, including the composition of the selection panel. During the competition, the Minister must be kept in touch with the progress of the competition throughout, including being provided with full information about the expertise, experience and skills of the candidates. Any further views the Minister may have about the balance of expertise, experience and skills required for the post should be conveyed to the selection panel. For the most senior posts the Minister may wish to brief the Commissioner chairing the selection panel, who may then invite the Minister to brief the selection panel and/or each of the shortlisted candidates.

These requirements allow for appropriate Ministerial involvement within a system that appoints on merit, is free from personal or political bias and ensures that appointments can last in future administrations. The practice of Ministerial involvement is the same for senior internal and external competitions.

14. Evidence from senior civil servant surveys and from the National Audit Office suggests that central coordination and monitoring of civil service recruitment could be more effective than it currently is. We recommend that the Cabinet Office consult with departments about how it could best support them in their senior recruitment processes; for example, whether it would be useful to provide more detailed guidance on matters such as when to hold open competitions and the conduct of salary negotiations. There should also be more extensive central monitoring of recruitment trends, some of which could be undertaken by the Civil Service Commissioners and some by the Cabinet Office. Such monitoring could focus on areas including pay, performance, retention and external recruitment below the senior civil service, as we have suggested elsewhere in this report, in order to help government develop appropriate and informed employment policy responses. (Paragraph 101)

The Cabinet Office plays a central role in recruitment to the SCS. They issue guidance to departments on all aspects of the recruitment process and pay. They also provide advice to departments in individual circumstances. Information about recruitment and employment of the SCS is held centrally by the Cabinet Office. Trends are reported annually to Permanent Secretaries.

Since the publication of the National Audit Office report, *Recruiting Civil Servants Efficiently*, the Cabinet Office has strengthened the support it provides to departments in making appointments below the SCS. Performance data on recruitment is now collected and analysed centrally. A cross-government recruitment community has been established, allowing departments to share ideas and best practice through online networking and regular workshops. Research into recruitment practice in the wider public and private sectors has been conducted by the Cabinet Office.

The Head of the Government HR profession, Gill Rider of the Cabinet Office, leads a cross-departmental programme, *Next Generation HR*. This aims to increase the effectiveness of the recruitment process, improve candidate attraction and remove

duplication in recruitment methods. The Committee's recommendations will be taken into account as part of this programme.

Annex A

Table 1: New SCS Entrants, By Employment Sector

	Headcount													
	For the Year ending 31 March 2004		For the Year ending 31 March 2005		For the Year ending 31 March 2006		For the Year ending 31 March 2007		For the Year ending 31 March 2008		For the Year ending 31 March 2009		For the Six Months ending 30 September 2009	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Government Department	337	64	309	65	404	70	326	62	376	71	364	72	199	71
Private Sector	120	23	98	21	97	17	108	21	97	18	100	20	39	14
Voluntary & Wider Public Sector	71	13	71	15	75	13	88	17	60	11	41	8	42	15
Total	528	100	478	100	576	100	522	100	533	100	505	100	280	100

Source: SCS Database, Cabinet Office

Table 2: Movements* into the Top 200 by Source on Entry to SCS

Source	Headcount													
	For the Year ending 31 March 2004		For the Year ending 31 March 2005		For the Year ending 31 March 2006		For the Year ending 31 March 2007		For the Year ending 31 March 2008		For the Year ending 31 March 2009		For the six months ending 30 September 2009	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
External SCS	14	40%	22	61%	15	52%	18	60%	21	54%	18	47%	13	68%
Internal SCS	20	57%	14	39%	14	48%	11	37%	18	46%	20	53%	5	26%
Unknown	1	3%	0	0%	0	0%	1	3%	0	0%	0	0%	1	5%
Total	35	100%	36	100%	29	100%	30	100%	39	100%	38	100%	19	100%

Source: SCS Database, Cabinet Office

*Movements into the Top 200 consist of a) promotions from Director to Director General and b) direct external entrants into a Top 200 post. NB: promotions will include members who were external on original entry to the SCS.

Annex B

Senior Leadership Committee: Terms of Reference

The Senior Leadership Committee (SLC) meets monthly with individual permanent secretaries to discuss talent management and succession planning for individuals at Top 200 level. Underpinning this process is the work of the Committee's Talent Review Board which meets every six months. A quarterly meeting of SLC is held to discuss policy issues relating to the leadership of the Civil Service and talent management.

SLC Terms of Reference

SLC's remit is to increase the capability of the Civil Service to deliver current and future priorities of Government by the effective management of talent and improvement of leadership in the Senior Civil Service.

It does this by:

- advising the Cabinet Secretary on appointments at Permanent Secretary and Director General levels and recommending the mode of recruitment for these roles;
- ensuring there is active and robust cross-departmental succession planning and talent management for the Top 200 Civil Servants and 800 Directors;
- assessing the leadership capability and strength of departmental "top teams" with individual Permanent Secretaries;
- considering the collective leadership of the Civil Service (Top 200) by reviewing and moderating departmental assessments of individuals, considering development needs and specific interventions and making recommendations for lateral transfers where appropriate;
- making recommendations to PSMG on leadership policy and practice to ensure that potential leaders and existing leaders are supported through career management and effective personal development to help them undertake their role; and
- reporting annually to CSSB on the leadership of the Civil Service.

SLC Membership

Chair: Gus O'Donnell – Cabinet Secretary

Members

Suma Chakrabarti – Permanent Secretary, MOJ

Robert Devereux – Permanent secretary, DFT

John Elvidge – Permanent Secretary, SG

Helen Ghosh – Permanent Secretary, DEFRA

Bill Jeffrey – Permanent Secretary, MOD

David Normington – Permanent Secretary, Home Office

Janet Paraskeva - First Civil Service Commissioner

Gill Rider - Director General, Civil Service Capability Group, Cabinet Office

Non Exec Members

David Bell - Director for People and Chairman of Pearson Inc

Peter Ellwood - Chairman of Rexam PLC

Formal Minutes

Thursday 18 March 2010

Members present:

Dr Tony Wright, in the Chair

Paul Flynn
David Heyes
Kelvin Hopkins
Julie Morgan

Mr Gordon Prentice
Paul Rowen
Jenny Willott

Draft Report (*Outsiders and Insiders: External Appointments to the Senior Civil Service: Further Report, with the Government Response to the Committee's Seventh Report of Session 2009–10*) proposed by the Chair, brought up and read.

Ordered, That the Chair's draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 and 2 read and agreed to.

A paper was appended to the Report.

Resolved, That the Report be the Twelfth Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

[The Committee Adjourned.]

List of Reports from the Committee during the current Parliament

The reference number of the Government's response to each Report is printed in brackets after the HC printing number.

Session 2009-10

First Report	Bad Language: The Use and Abuse of Official Language	HC 17 (<i>HC 394</i>)
Second Report	Work of the Committee in 2008-09	HC 20
Third Report	Selection of a new Chair of the Advisory Committee on Business Appointments	HC 42 (<i>HC 139</i>)
Fourth Report	Parliament and the Ombudsman	HC 107 (<i>HC 471</i>)
Fifth Report	Lobbying: Developments since the Committee's First Report of Session 2008-09	HC 108 (<i>HC 393</i>)
Sixth Report	Top Pay in the Public Sector	HC 172 (<i>HC 472</i>)
Seventh Report	Outsiders and Insiders: External Appointments to the Senior Civil Service	HC 241 (<i>HC 500</i>)
Eighth Report	Goats and Tsars: Ministerial and other appointments from outside Parliament	HC 330
Ninth Report	Too Many Ministers?	HC 457
Tenth Report	Parliament and the Ombudsman: Further Report, with the Government Response to the Committee's Fourth Report of Session 2009-10	HC 471
Eleventh Report	Top Pay in the Public Sector: Further Report, with the Government Response to the Committee's Sixth Report of Session 2009-10	HC 472
Twelfth Report	Outsiders and Insiders: External Appointments to the Senior Civil Service, with the Government Response to the Committee's Seventh Report of Session 2009-10	HC 500

Session 2008-09

First Report	Lobbying: Access and influence in Whitehall	HC 36 (<i>HC 1058</i>)
Second Report	Justice Delayed: The Ombudsman's Report on Equitable Life	HC 41 (<i>HC 953</i>)
Third Report	Ethics and Standards: Further Report	HC 43 (<i>HC 332</i>)
Fourth Report	Work of the Committee in 2007-08	HC 42
Fifth Report	Response to White Paper: "An Elected Second Chamber"	HC 137 (<i>HC 59</i>)
Sixth Report	Justice denied? The Government response to the Ombudsman's report on Equitable Life	HC 219 (<i>HC 569</i>)
Seventh Report	Further Report on Machinery of Government Changes	HC 540
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