

## **The Appointment of Committee Members**

### **Introduction**

1. As Council moves to a smaller, board-like body, it will be crucial that its committees are constituted to ensure that it receives robust advice which is informed by a balance of stakeholder views. It is also likely that greater responsibility will be placed on the committees for the oversight and management of operational work, for which the committees will be held to account by Council. Ensuring that GOC's committees are comprised of highly skilled, well trained individuals will be critical to the Council's future success. This will be assured through thorough appointment, induction, performance appraisal and training processes in place for GOC committee members.

2. In the short term, it is likely that Council will need to appoint between 30-50 individuals to its committees before April 2009 as a result of the governance changes arising from the White Paper. The timetable for making such appointments is tight, and careful consideration will need to be given as to which option outlined below is best able to deliver GOC's requirements in both the short and long term. The new Council will need to be confident that the process undertaken to recruit and appoint its committee members has provided it with members who are well qualified to advise the Council and that there is an appropriate balance of skill and expertise for each committee.

3. In order that the process of appointing committee members is completed in time to enable the membership of committees to be confirmed to support the new Council in April 2009, Council is asked to identify the general approach it wishes to take for the appointment of committee members from the options below. Detailed work can then commence on Council's favoured approach which will be overseen by the Project Board in liaison with Finance and Procedure Committee and Remuneration Committee.

### **Options**

4. In considering the options below, Council should bear in mind that the process of recruiting such a large number of committee members is resource intensive. It is likely that up to 400 applications will need sifted to be for eligibility, shortlists compiled, and around 100 interviews undertaken. It is beyond the capacity of GOC to deliver the entire recruitment process 'in house'.

5. The options set out below are not necessarily mutually exclusive. For example, options 2 or 3 could be preferred as a way of responding to GOC's short term need to recruit committee members, whilst option 1 could still be pursued to deal with GOC's long term needs vis-à-vis the ongoing recruitment, appointment, induction and training of committee members after the first round of recruitment has been completed.

## C(04)08 - Annex 3

### *Option 1: GOC establishes an independent Appointments Board*

6. Under this option, GOC establishes its own Appointments Board to oversee the appointment of members to its committees.

7. The Nursing and Midwifery Council (NMC) has an Appointments Board which determines the detail of the appointments procedure for committee members, operates a performance appraisal process, and advises Council if a committee member should be removed from office. The Appointments Board members also conduct the interviews, although consideration is being given to their having a purely strategic role. The Appointments Board consists of both lay and registrant members who are not members of Council (although the Chair is required to be a Council member under NMC Standing Orders). The members are appointed in terms of their high level knowledge and experience in human resources and related matters. The Appointments Board meets 7-8 times a year.

8. The General Dental Council (GDC) similarly has an Appointments Committee, although this currently only deals with appointments to its Fitness to Practise Panel.

9. To pursue this option, Council would need to consider:

- The size and composition of the Appointments Board;
- The member specifications of Appointments Board members;
- The terms of reference for the Appointments Board;
- The terms of office of Appointments Board members;
- The procedure for recruiting, appointing, inducting and training members of the Appointments Board;
- The executive resources required to support Appointments Board activities; and
- The impact of the Appointments Board's responsibilities on the responsibilities of other committees (e.g. Finance and Procedure Committee and Remuneration Committee) and changes needed to the Allocation of Roles and Responsibilities, Standing Orders etc.

10. Determining the detailed procedure for appointing committee members would then be delegated to the Appointments Board. Depending on the terms of reference set by Council, Appointments Board members may be required to conduct interviews.

11. It should be noted that pursuing this option may not preclude options 2 and 3 below, as the Appointments Board may decide that much of the detailed work is outsourced to the Appointments Commission or another agency. For example, NMC continues to use an agency to do all the operational work for recruiting committee members up until the point of conducting interviews.

## C(04)08 - Annex 3

### *Option 2: Outsource to a recruitment agency*

12. Under this option, Council would undertake a tender exercise and enter into a contract with an agency to undertake the recruitment process.

13. Council undertook a limited tender exercise in 2003 for an agency to handle the recruitment of 40 members to the Hearings Panel. This involved the agency managing the mechanics of the recruitment process up until the point of interview. Interviews were then conducted by members of Council and an independent assessor.

14. To pursue this option, Council would need to consider:

- The extent of the services to be outsourced (e.g. should interviews be conducted by GOC or by the agency?);
- The executive resources required in the preparation of tender documents etc.
- If interviews were to be handled 'in house' (with an independent assessor), who are the best qualified persons within GOC to conduct these;
- How policy matters relating to the recruitment, induction, and training of non-Council committee members are to be dealt with within GOC's governance structure.

### *Option 3: Outsource to Appointments Commission*

15. Under the White Paper reforms, all Council members will be appointed by the Appointments Commission. It is expected that recruitment of the Chairman will begin in September 2008, and that recruitment of the other members will begin in January 2009. Council could ask the Appointments Commission to align its recruitment of Council members with a recruitment campaign for GOC committee members.

16. To pursue this option, Council would need to consider

- The extent of the services to be outsourced to the Appointments Commission;
- If interviews are conducted by GOC (with an independent assessor), who are the best qualified persons within GOC to conduct these;
- How policy matters relating to the recruitment, induction, and training of non-Council committee members are to be dealt with within GOC's governance structure.

**Options Appraisal**

17. Table 1 outlines the costs, benefits and risks associated with each of the options above. In the light of these, it is recommended that Council pursue option 3. In the long term, option 1 may be considered as the appropriate mechanism to deal with the ongoing recruitment, induction, appraisal and training of committee members. However, it is recommended that this is a matter which is left for the new Council to decide.