MINISTER DECISION ON WHO TO APPOINT

Following completion of the due diligence meetings, there will be a discussion with the Chair regarding the relative merits of the candidates. The discussion should endeavour to reach a mutually agreed view as to the preferred candidate.

If there is a divergence of view about the preferred candidate, between COMU/Chair or Chair/Minister, COMU should always note the Chair’s view in advice to the Minister.

The completion and outcome of the due diligence process should be reported promptly to the responsible Minister. That advice should give a factual outline of the process, but also provide recommendations regarding the favoured candidates for each position under consideration.

COMU typically does not contact a candidate’s nominated referee(s) until after the Minister has agreed the preferred candidates for appointment. However, background checks (refer to “Background Checks” section) will generally be commenced at the time of shortlisting and will be applied to all candidates who are shortlisted.

**Decision**

The Minister’s decision on who to appoint may be conveyed in one of two ways:

- **On the papers.** The outcome of the process, along with recommendations, is reported to the Minister, who notes his/her preference on the Treasury report and returns it to COMU (generally applies to smaller appointment processes, involving one or two boards).

- **In a meeting with officials.** The outcome of the process, along with recommendations, is reported to the Minister, who reads it in preparation for a meeting with COMU officials.

At the meeting, the range of positions and candidates are discussed and the Minister conveys his/her decisions directly to officials (generally applies to larger appointment rounds, such as SOEs). If decisions are made in open meeting, the outcome should be recorded at the meeting, then written up and circulated for confirmation by the other attendees, especially the private secretary who attended.