

Information pack for the appointment Non-Executive Directors to the Board of Highlands and Islands Airports Limited



The Cabinet Secretary for Economy, Tourism and Transport is seeking to appoint up to three new Non-Executive Directors to the Board of Highlands and Islands Airports Limited (HIAL).

Ministers value very highly the benefits of having different experience and points of view on our Boards and we are keen that people from all walks of life apply for public appointments. Scottish Ministers particularly welcome applications from women, disabled people, LGBT+ people, people from ethnic minority communities and people aged under 50. Ministers would also welcome applications from those with knowledge and understanding of Gaelic culture.

The appointments process for this Non-Executive Director round follows the [Code of Practice for Public Appointments](#) and are regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	5.00 pm on Monday, 16 November 2026.
Sift of applications	Monday, 23 November 2026.
Date applicants will hear about the outcome of their application	by Wednesday, 25 November 2026.

Interviews	Tuesday, 1, Wednesday, 2 and Thursday, 3 December 2026. in HIAL Headquarters, Inverness Airport, Dalcross, Inverness IV2 7JB.
Ministerial decision	w/b 11 January 2027.
Start date	February 2027.

27 October 2026

Dear applicant

Appointments to the Board of Highlands and Islands Airports Limited

Thank you for your interest in joining the Board of Highlands and Islands Airports Limited (HIAL) as we look to appoint up to three new Non-Executive Directors.

HIAL operates 11 airports on behalf of the Scottish Ministers: Barra, Benbecula, Campbeltown, Dundee, Inverness, Islay, Kirkwall, Stornoway, Sumburgh, Tiree and Wick John O’Groats. These airports are essential infrastructure, enabling operators to connect the Highlands, the Islands and Tayside with the rest of Scotland and beyond. Those connections give communities access to healthcare, education, work and family, and support local jobs, visitors and businesses.

This is a significant time to join us. There is an important discussion under way about how best to ensure the Highlands and Islands have the air connections their communities and economies need, and HIAL will also be engaging closely with the Scottish Government's Public Service Reform programme. The Board provides strategic leadership for the company, working with the Scottish Government and Transport Scotland, and offers challenge, support and sound judgement to our executive team, both as we play our full part in these activities and more generally.

The roles call for experience in aviation and airports, in human resources and people development including working with trade unions, and in business more generally. We also welcome lived experience of the communities our airports serve and of the services we provide. Such experience would be valued in each of these roles, and you may evidence it alongside any other priority criterion, whichever role interests you.

The pack gives the full detail of each role. We warmly encourage applications from people of all backgrounds, including those who have not served on a board before. If you can bring relevant experience, sound judgement and a commitment to HIAL's role in supporting the places and people our airports serve, I hope you will give serious consideration to applying.

Yours faithfully

A handwritten signature in black ink that reads "Chris Holliday". The signature is written in a cursive style with a long, sweeping underline.

CHRIS HOLLIDAY
Chair of the HIAL Board

Information about the Non-Executive Director roles

Remuneration	<p>£352.89 per day.</p> <p>Reasonable expenses incurred will be reimbursed. The role is non-pensionable.</p>
Time commitment	<p>Two days per month.</p> <p>A further time commitment may be required if you became a Chair or Member of a Board Sub-Committee.</p> <p>By the very nature of non-executive roles, the time commitment will vary from week to week or month to month. It involves a mix of activities including preparing for and attending Board meetings, attending relevant Committee meetings and undertaking other duties and responsibilities such as engaging with stakeholders and occasionally attending events.</p>
Length of appointment term	<p>The appointment is for up to three years from February 2027.</p> <p>These appointments are being made during a period of Public Service Reform in Scotland. During this period, and depending on the implementation of future reforms, appointments may end earlier than anticipated or may be extended, subject to Ministerial decisions and legislative requirements. The successful candidates will, of course, be kept informed of any</p>

	<p>likely or actual changes to the term length as a result of the changing landscape. Applicants should be aware that these positions are held at the discretion of Scottish Ministers and do not constitute employment.</p> <p>Applicants who have previously served on this public body should refer to the Q&A section on previous service and term limits.</p>
Location of meetings	<p>Board meetings are currently held in a hybrid format with some being held across the HIAL estate. Dates of the Board meetings for 2027 are as follows:</p> <ul style="list-style-type: none"> • Tuesday, 23 and Wednesday, 24 February - Tiree and Glasgow • Tuesday, 27 and Wednesday, 28 April - Islay • Wednesday, 23 and Thursday, 24 June - Stornoway • Tuesday 24 and Wednesday, 25 August - Campbeltown and Glasgow • Tuesday, 26 Wednesday, 27 October - Benbecula and Glasgow • Tuesday, 14 and Wednesday, 15 December – Head Office
Disqualifications	<p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of the Scottish Parliament (Disqualification) Order 2020.</p> <p>Former Ministers and senior civil servants (Director General level and above) should</p>

ensure they comply with any applicable business appointment rules and if needed, seek advice from the Public Appointment's Team at Public.appointments@gov.scot before applying for any of these roles.

HIAL Board members are also Directors under the Companies Act. Applicants must, therefore, not be disqualified from holding such a Director position.

Applicants will also be ineligible to apply if they have already served a total of eight years as a Non-Executive Director of HIAL.

The Charities (Regulation and Administration) (Scotland) Act 2023 came into force on 31 August 2025, and the updated automatic disqualification criteria for charity trustees will apply.

Highlands and Islands Airports Limited

HIAL is a public body wholly owned by Scottish Ministers. The Company operates and manages 11 airports in the Highlands and Islands (Barra, Benbecula, Campbeltown, Inverness, Islay, Kirkwall, Stornoway, Sumburgh, Tiree and Wick John O’Groats) and Dundee. These airports are vital to the social and economic welfare of the areas they serve and enable the communities to stay connected.

None of HIAL’s airports operates on a solely commercial basis and the Scottish Government provides subsidy to HIAL to close the gap between commercial revenue and operating costs to enable the continued operation of safe and regulatory compliant airports. HIAL is also a private company and those appointed to the Board will also be a limited company director registered at Companies House for HIAL and subsidiaries Dundee Airport Limited and Airport Management Services Limited. The appointment, therefore, has Companies Act responsibilities.

Our Mission, Ambition and Values

Our mission is to enable air connectivity and support lifeline services for the communities we serve through a network of safe and sustainable airports.

This is underpinned by our ambition to become a net-zero regional airport group.

Our Values

Our values underpin everything we do and how we do it. They define who we are; our expectations of each other and ourselves; how we interact with each other and how we interact with our customers, communities, and other stakeholders. A strong values-driven culture that supports the delivery of our strategic priorities is key to our long-term success.



Safety

We care about our people, our communities, our passengers, and our partners. Safety is at the core of everything we do to ensure the security and wellbeing of ourselves and others.



Respect

We foster a culture that is inclusive and where people are appreciated. We respect the individual differences of those we work alongside, our customers and our communities. We act with integrity and thought for others.



Teamwork

We value contributions from our people and our partners. We work together to achieve our goals and deliver our services to the highest standards.



Excellence

We take pride in what we do and always look for opportunities to improve and be open to new ideas. We continually explore new ways of working that will deliver efficient operations and reduce our impact on the environment.

Non-Executive Director roles

Working together with the Chair and other Members of the Board, the Non-Executive Director role involves:

- providing leadership (particularly financial) to the Company within the framework of prudent and effective controls which enable risk to be assessed and managed;
- setting the Company's values and standards and ensure that its obligations to its shareholder, communities and others are understood and met;
- setting the Company's strategic aims – aligned to the Scottish Government's National Performance Framework (www.nationalperformance.gov.scot/) – ensuring that the necessary financial and human resources are in place for the Company to meet its objectives (within the resources allocated by the Scottish Government and the revenue generated from the Company's activities);
- approving financial plans and large scale projects (both capital and resource);
- ensuring that the Company meets its obligations as set out in the [HIAL Framework Document](#);
- contributing to consideration of key issues before the Board;
- preparing for, and attend, meetings of the Company and its committees;
- attending other meetings and seminars on behalf of the Company (as required);
- providing active support for the Company, promote commitment to its core values, policies and objectives, and provide effective, strategic support to the Company in the management and operation of its airports, ensuring that it meets Ministerial aims;
- assisting in the development, approval and monitoring of the Company's corporate plans which demonstrate how the Company contributes to National Outcomes;
- approving, where appropriate, a statement of accounts for each financial year on the basis determined by the Scottish Ministers;
- monitoring the financial position of the Company against budget allocations and key financial targets and ensure corrective action is taken where required;
- establishing good partnership working with other organisations and participate in reference groups, discussion forums and open meetings (as required); and
- carrying out other tasks that may reasonably be required.

THE THREE ROLES

Role One

For this role, you would bring experience of safe operations in the airport, aviation, or aerospace sector, or related high-hazard industry. If you are successful you would advise the Board on decisions related to effective and safe operations, leading to responsibilities as Chair of the HIAL Board's Safety, Security and Environment Committee.

Role Two

For this role, you would demonstrate lived experience of the Highlands and Islands communities served by HIAL. If successful, you would contribute that first-hand experience, and a broad understanding of island and rural communities, to the Board's discussions on the practical, social and economic realities of air connectivity. As a director of the company, you would contribute with the interests of all the communities HIAL serves in mind.

Role Three

For this role, you would bring experience of HR and people matters, including working with and negotiating with trade unions, helping the Board shape its approach to its workforce, leading to responsibilities as Chair of the HIAL Board's People Committee. This is a non-executive role. Day-to-day relationships with trade unions are led by the executive team, and you would advise the Board and, where asked, the executive, drawing on your experience.

This appointment round also aims to have one of these three roles take on the responsibility of being the HIAL Board's Gaelic Champion. An understanding of Gaelic culture and language is a desirable criterion for all three roles (see the desirable criterion below).

FURTHER INFORMATION

The Chair of HIAL, Chris Holliday, would be delighted to discuss any questions you may have about the roles. In the first instance, please contact HIAL's Board Secretary, Jackie Clark at JClark@hial.co.uk who can make any arrangements for a discussion.

HIAL will also hold an online drop-in session for anyone interested in the roles at **1730 on Wednesday, 4 November 2026**. To register your interest, please also contact Jackie Clark.

You can also find out more about HIAL at www.hial.co.uk/. Applicants can also access important HIAL documents through the attached link. We would encourage you to read the relevant documents prior to applying - [About the Group – Board of Directors - Highlands and Islands Airports Limited](#).

The Selection Panel

Chair	Bettina Sizeland, Director of Transport Integration and Connectivity, Transport Scotland.
Panel member	Chris Holliday, Chair of the Board of HIAL.
Independent Panel member	Angus Campbell, Chair of the Board of Highlands and Islands Enterprise.
Representative from the Ethical Standards Commissioner	Matt Drynan, Public Appointments Adviser.

Please note that applicants will be asked to declare if they know any members of the selection panel. The selection panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person Specification

The Cabinet Secretary is looking for Non-Executive Directors who can put their skills, knowledge, understanding and experience to good use on the HIAL Board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested for all three roles. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

The priority criteria for each role is weighted over the essential and desirable criteria, and the candidates who provide the strongest evidence against the priority criteria will be considered most able to fulfil the roles. In the event that candidates provide evidence of equal merit against the priority criteria, the selection panel will then take into account the strength of the evidence presented against the essential and desirable criteria in determining the candidates most able to fulfil the roles.

The candidates recommended to the Cabinet Secretary for appointment will be the combination of candidates who together most closely meet the priority, essential and desirable criteria overall, and are, therefore, most suitable to meet the needs of the Board as a whole.

PRIORITY CRITERIA

Please note that you may provide evidence for one or more of the priority criteria listed below.

Priority Criteria	Example indicators	How this will be assessed
1. Role 1. Breadth of experience of safe and effective operations in the airport, aviation or aerospace sector	<ul style="list-style-type: none">contributing to safe and effective operational processes, including taking part in the governance or oversight of a safety management system An understanding of a least three of the following:<ul style="list-style-type: none">commercial operations or	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words .

	<ul style="list-style-type: none"> ○ yield/digital management; or ○ flight operations; or ○ airline/airport finance; or ○ procurement; or ○ regulations; or ○ private flying; ● Awareness of sector's decarbonisation and net zero challenges. 	
2. Role 2. Lived experience of the Highlands and Islands communities served by HIAL (we are looking for an individual who resides or has their primary residence in an island or rural community served by HIAL)	<ul style="list-style-type: none"> ● demonstrate knowledge of the key issues affecting island and rural communities served by HIAL, including how they may differ between locations; ● first-hand experience of life in a community served by HIAL, including relying on air services. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p>
3. Role 3. Experience of managing human resources in support of an organisation's strategic goals and objectives	<ul style="list-style-type: none"> ● experience of working and negotiating with trade unions; ● experience of implementing change management; ● experience of delivering successful recruitment, retention, and performance management programmes. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p>

ESSENTIAL CRITERIA

You must demonstrate evidence for all of the essential criteria.

Essential Criteria	Example indicators	How this will be assessed
1. Communication and influencing	<ul style="list-style-type: none"> the ability to work co-operatively and collaboratively with colleagues; the ability to influence and engage successfully with senior level colleagues and stakeholders. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p>
2. Governance	<ul style="list-style-type: none"> knowledge and understanding of effective corporate governance an appreciation of the board's role in ensuring effective governance. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p>
3. HIAL Operations	<ul style="list-style-type: none"> knowledge and/or understanding of the issues affecting the communities served by the airports operated and managed by HIAL; clear understanding of the public and political environment within which HIAL operates; understanding of the role Scottish Ministers have in the operation of HIAL's business. 	<p>This will be assessed at the interview stage.</p>

4. Strategic leadership	<ul style="list-style-type: none"> • an understanding of the importance of contributing to the formulation of strategy within an organisation; • the ability to provide clear focus in ensuring that the organisation achieves its objectives. 	This will be assessed at the interview stage.
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DESIRABLE CRITERIA

You may provide evidence for this criteria.

Desirable Criteria	Example indicators	How this will be assessed
1. Understanding of Gaelic culture and language	<ul style="list-style-type: none"> • knowledge of, or involvement with, Gaelic language, Gaelic culture, or both, for example through work, community activity or personal experience; • understanding of the place of Gaelic language and culture in the communities served by HIAL. <p>You do not need to be a fluent Gaelic speaker.</p>	<p>This will be assessed at the application stage and interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion if appropriate. Your response should be no more than 100 words.</p>

CAREER HISTORY

Finally, you should provide a **tailored CV/career history** setting out your experience which supports and is relevant to the role or roles you are applying for. **This should be no more than 500 words.**

The Application Process

1. Download and save this applicant information pack to refer to.
2. Read the 'person specification' section in this pack noting where you need to provide evidence at the application stage.
3. Complete the personal information and conflict of interest questions.
4. When prompted, provide evidence in the relevant boxes for the Priority Criteria, you are interested in, the Essential Criteria, the Desirable Criteria and the tailored career history. **Please note the word limits for the criteria and the tailored career history (detailed in the person specification at pages 11-14).**
5. Submit your online application by **5.00 pm on Monday, 16 November 2026.**
6. **Please Note:** you do not have the option to edit your application evidence once you click 'submit'. You must have all your information to hand before submitting your application.
7. We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

Please note that any content exceeding the stated word limits will not be considered by the selection panel.

Late applications will also not be accepted by the selection panel.

The online system has been extensively tested for compatibility with a range of assistive technologies. However, should you experience any difficulties accessing or using the system, please contact the Public Appointments Team at: Public.appointments@gov.scot

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Application Advice

The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge, experience and attributes you have gained. The selection panel will review the evidence provided and invite to the second and final assessment stage those applicants who most closely meet the criteria being tested at this first stage of assessment. By the end of the selection process, you must have demonstrated that you have met the priority and essential criteria to the satisfaction of the selection panel to be considered for appointment.

You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage. When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this.

Please use specific evidence to support your answers that is relevant to the requirements being tested. Draw on evidence from your working and/or personal life, or through your participation with a private, public, voluntary, charity or community organisation. Please note that there are word limits at each of the sections.

Suggested preparation

- Take time to think about each of the criteria and think about the situations you have recently been involved in.
- Think how your actions and experiences led to results that demonstrate the criteria.
- Prepare your answers.

Your evidence

- Please be clear and succinct. You may be asked to expand on your answers at interview.
- Draw on evidence which best demonstrates your skills, knowledge or abilities in that area.

In providing your evidence, it would be helpful if you could explain your personal contribution, what you did and how you did it – use “I” not “we.” Give the outcome – what happened? How effective was the result? How influential were your role, actions and interventions? What impact did you have?

Using the STARR method

When providing evidence against the criteria, you may find it helpful to structure your responses using the STARR method. This helps you present clear, concise, and relevant evidence and allows the selection panel to understand your individual contribution and impact.

- **Situation** – Briefly describe the context or background.
- **Task** – Explain your specific role or responsibility.
- **Action** – Describe what you did (use “I”, not “we”), including how and why you took those actions.
- **Result** – Set out the outcome of your actions and what was achieved.
- **Reflection** – Where appropriate, reflect on what you learned, what you would do differently, or how this experience is relevant to the role of a Non-Executive Board Member.

Using this approach will help you demonstrate not only what you did, but how you applied your skills, judgement, and values, and the impact of your contribution.

The Assessment Process

The assessment process will happen as follows:

1. The selection panel will assess all applications against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meets the criteria tested at this stage will be shortlisted for interview.
2. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment.
3. There will also be a further exercise for those invited to interview, who will receive a short fictional board paper in advance of their interview. You will be asked to prepare the issues you would raise, and the questions you would ask, if you were a Non-Executive Director considering the paper at a Board meeting, and to discuss them with the panel at your interview. You do not need specialist knowledge, and you do not need to submit anything in advance.
4. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public life in Scotland](#).
5. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the Cabinet Secretary.
6. The Cabinet Secretary will make a decision about whom to appoint based on evidence from the selection panel. They may request to meet with candidates before making a final decision.
7. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the [Principles of Public life in Scotland](#)
- There is confirmation that the time commitment required for the role can be met.

Media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates, including posts on social media platforms. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the [Privacy Notice](#) for public appointments.

Gender Representation on Public Boards (Scotland) Act 2018

The Gender Representation on Public Boards (Scotland) Act 2018 sets a gender representation objective that 50% of non-executive members of public boards should be women.

Where two or more candidates are assessed as equally qualified for appointment, and at least one candidate is a woman and one is not, section 4(3) of the Act requires the appointing Minister to appoint the woman where this would help the board achieve, or make progress towards achieving, the gender representation objective*.

Once you apply, the Scottish Government will write to you to collect the required information regarding your sex.

*To note, under section 4(4) of the Act, the appointing Minister may instead appoint a candidate who is not a woman where another characteristic or circumstance appropriately justifies doing so.

Common Questions and Answers

Who can I contact to speak about this role?	The Chair of HIAL, Chris Holliday, would be delighted to discuss any questions you may have about the roles. In the first instance, please contact HIAL's Board Secretary, Jackie Clark on JClark@hial.co.uk who can make any arrangements for a discussion.
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: Public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL .
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot) .
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team. Email: Public.appointments@gov.scot .
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses. A claim form will be issued with your invitation to interview, along with instructions.
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner .

Can I apply if I am not a British citizen?	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen. However you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot) .
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel. Information about a reasonable adjustment may be shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	Yes. You must provide your contact details, including an email address, when submitting your application. This information is required so that we can contact you regarding your application and, if you are successful, to support the appointment process. As part of the Baseline Personnel Security Standard (BPSS) requirements, the Scottish Government may need to verify the identity and credentials of candidates who are recommended for appointment. Contact details are also needed by the public body to arrange induction. Applications submitted without the required contact information will be rejected.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice .

Can I get feedback on my application or interview?	Yes. You can request feedback. Candidates have 20 working days from the date of notification of the outcome of their application to make the request in writing.
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer, they will make contact directly should you be appointed. New appointees are also invited to attend an induction day hosted by the Public Bodies Support Unit of the Scottish Government.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. You should also check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.
What standards are expected of board members?	The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot) (this includes the Principles of Public Life). You will also wish to read relevant pages on the HIAL website HIAL About the Group - Board of Directors .
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) . Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: Public.appointments@gov.scot.

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#).



Scottish Government
Riaghaltas na h-Alba