

PRO FORMA FOR TRANSPARENCY INFORMATION ABOUT OUTSIDE APPOINTMENTS OR EMPLOYMENT TAKEN UP BY FORMER MEMBERS OF THE DEPARTMENT AT SCS1 AND SCS2 LEVEL AND EQUIVALENTS (INCLUDING SPECIAL ADVISERS OF EQUIVALENT STANDING)

Full Name of Applicant	Pauline Hayes
Title of Former Civil Service Role	Director lead, Iraq Inquiry
Date Left/Retired from the Civil Service	Oct 2016
New Employer	Institute for Government
New Appointment/Employment (including when taken up)	Short Term Consultant 30 days between January – April 2017
Department's Decision on Application (including details of any waiting period or other conditions or restrictions applied)	Application reviewed and approved by Director General, Country Programmes and Permanent Secretary. No concerns, reservations or restrictions imposed.