

Jersey Appointments Commission

Recruitment and Selection Guidance for Independent bodies

This guidance is prepared in accordance with article 24 of the Employment of States of Jersey Employees (Jersey) Law 2005.

The Recruitment and Selection process is described under three headings:

Stage 1 Planning

Stage 2 Preparation

Stage 3 Selection

The recruitment and selection of employees and office holders is one of the most important decisions that a Board or manager can make. This guidance is intended to support independent bodies in making sure that appointments are made in a timely, open, fair and unbiased way.

1. Stage 1 Planning

1.1 Those who are accountable for the recruitment and selection processes must be involved early in the planning stage in order to agree the selection criteria and the way in which the process is to be conducted. If the Jersey Appointments Commission (JAC) have direct oversight of the recruitment they must be consulted at least 14 days in advance of the recruitment¹.

1.2 Role and person specification

1.2.1 Role and person specifications must be produced for each and every appointment. These must be reviewed each time a post becomes vacant and not automatically assumed to have remained unchanged since the last time an appointment was made.

1.2.2 The role and person specification should be fair, not discriminate unfairly against any group or groups in society, and must take into account the requirements in the Discrimination (Jersey) Law 2013.

1.2.3 The **role specification** (which is sometimes called a job description) must be comprehensive, include the main responsibilities and tasks, and, where appropriate, include details of any remuneration, allowable expenses, conditions of service and a realistic time commitment. Any specific issues which are relevant to the post must be highlighted.

1.2.3 The **person specification** must include the essential qualifications, experience and competencies for the role. It may also include the desirable characteristics. In drawing up the person specification consideration must be given to how these criteria are going to be measured or assessed by the recruitment panel.

2. Stage 2 Preparation

2.1 It is essential to ensure that a fair and open process is followed. It is recognised that diversity is an essential element on public bodies and that reaching out to a wide

¹ Article 26(2) of the Employment of States of Jersey Employees (Jersey) Law 2005

range of potential applicants from different backgrounds is the best way to achieve this.

2.2 Advertising and Publicising appointments.

2.2.1 To demonstrate openness, the appointment must be publicised through some sort of advertisement. This might include, for example, a recruitment advert in a newspaper; websites; social media; issuing notices of forthcoming appointments to interested groups.

2.3 External Consultants

2.3.1 In some circumstances it might be decided to use external recruitment Consultants. The Consultants are required to ensure that a fair and auditable recruitment practice has been followed.

2.4 Information for Candidates

2.4.1 Information must be made available to all applicants and should include

- Advice on how to apply, for example, an application form or cv
- Role and person specifications
- Terms and conditions of appointment including remuneration and expenses (if appropriate) and a realistic indication of the time commitment
- Information about the organisation
- Information about the recruitment process and key dates
- A diversity monitoring form

2.5 Closing date for applications

2.5.1 The advertisement for the role should specify the closing date for the competition. Once the closing date has been specified, it must be maintained. If there are exceptional reasons for changing or extending the deadline, these must be discussed and agreed with all the panel members and reasons documented.

3. Stage 3 Selection

3.1 This stage deals with the identification and selection of appointees. The principles of appointment on merit and equality of opportunity are fundamental.

3.2 Conflicts of Interest

3.2.1 The Chair of the panel must ensure that all conflicts of interest are declared by each panel member prior to shortlisting and interview. The Chair is responsible for ensuring that appropriate measures are put in place to mitigate the effect of any declared conflicts.

3.3 Confidentiality

3.3.1 The Chair of the panel is responsible for ensuring that all information about candidates is treated confidentially and in accordance with the provisions of the Data Protection (Jersey) Law 2005. This may require the use of Confidentiality and non-disclosure forms depending on who the Data Controller is under the Law.

3.4 Selection panels

3.4.1 The selection panel is responsible for all decisions in respect of long listing and shortlisting and the final selection. If the Jersey Appointments Commission have full oversight of the recruitment the panel will be chaired by a Commissioner and will include a senior representative of the sponsoring department, and a member of the public body or other interested group. For other appointments the selection panel will normally include the Chair of the body, or an appropriate senior delegate, and a representative of the sponsoring department.

3.4.2 Where a selection panel is convened for a particular competition, it should comprise the same members throughout.

3.4.3 Selection panels should be gender-mixed and comprise members from different backgrounds, wherever possible.

3.5 Shortlisting

3.5.1 All candidates must be assessed against the essential criteria in the role and person specification and all decisions, including those to reject, must be fully documented. The selection panel must not have access to the diversity monitoring forms, they must be detached and stored separately.

3.6 Interview questions and scoring

3.6.1 The panel should agree interview questions in advance of the interviews. The questions should explore the essential skills and competencies in the role specification, and panel members should ask the same questions of each applicant, varying the follow up and probing questions according to the candidate's response. The panel must agree the scoring criteria in advance, for example: 1 – shows no evidence of the competency, 5 – fully meets the criteria and competency.

3.7 Interviews

3.7.1 Shortlisted candidates should be interviewed by the panel using the pre-prepared non-discriminatory interview questions which have been agreed by the panel. Interview notes should be recorded by each panel member. Candidates should be scored by each panel member and the Chair should keep a summary of the scores.

3.7.2 If other assessment methods are being used, for example, psychometric tests, written reports, presentations, they must be valid and reliable and appropriate to the role specification and requirements. Candidates must undertake any assessment tests in the same order.

3.8 References and other checks

3.8.1 It is for the relevant organisation to decide if they need references and when they should take them up. In reaching this decision they should employ best practice and a consistent approach, and take into account the provisions of the Data Protection (Jersey) Law 2005. For some roles it may be necessary to ensure that a police or other vetting check is undertaken before the appointment is confirmed.

3.9 Post-selection

3.9.1 Following the appointments process:

- The equality monitoring data should be analysed and a summary prepared;

- The audit checklist (link to forms) should be completed, and retained with the recruitment file for a period of (insert date). The JAC has the right to call some appointments for audit;
- Feedback may be provided to the unsuccessful candidates by the Chair or another panel member, as appropriate.