

THE JERSEY APPOINTMENTS COMMISSION

Annual Report
2024

R.92/2025

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Chair's Report

I took up my appointment as Chair of the JAC on 1st October 2022 and continue to enjoy chairing this important statutory body along with my fellow Commissioners. Collectively, we remain dedicated to build upon the positive work of earlier Commissioners and continue to ensure that the best appointments are made within a positive culture of inclusion and diversity, with an emphasis on giving communities in the island the opportunity to compete and be selected for senior roles within the civil and wider public service, be it permanent or pro bono appointments.

I am grateful for the support of my fellow Commissioners; Helen Ruelle, Deputy Chair, Simon Nash, Kate Wright and Julia Therezien.

Thanks, are especially due to the HR Governance team led by Natalie Williams. Our admin and day to day support has been provided by Donna Davidson who ensures that the Commission functions effectively and with the minimum of fuss, without the steadfast administrative support and guidance of the team, our work could not have taken place. Donna has moved on, and we wish her well in her new role. The Commission is now supported on a day-to-day basis by Andrea Robinson and Aaron Travers, and we are extremely grateful for their contribution to our work. The JAC also has the continued support of Lesley Darwin, Chief People Officer, which is much appreciated.

2024 was a quieter year for Commission activity, hence we did not recruit a further Commissioner as our terms of reference would allow. This was largely due to a scaling back of recruitment with the Government of Jersey.

Much of our year outside of our regular task of overseeing public service recruitment was spent developing our own website, distinct from the Government of Jersey site, which has traditionally hosted our information pages. We believe that having our own identity on the web will support our work in the future, by both making our work more accessible, and enhancing our commitment to encouraging engagement from all parts of the Jersey Community.

Looking to the future, it is the Commission's intention to review and consult on its Recruitment Guidelines, given they were last reviewed in 2018.



Mr Chris Stephenson
Chair

Performance Report

1.1 Statement of Purpose

The Jersey Appointments Commission’s purpose is to deliver against the following key accountabilities:

1. To support and advise in the recruitment of key roles within the Public Service and associated organisations. To ensure equity, equality, transparency and effectiveness in the recruitment and selection process and outcomes.
2. Undertake and conduct audits of recruitment practice in the civil service and within associated organisations as requested by the Shareholder Executive.
3. Advise on good recruitment and selection practice as necessary.
4. The Commission will continue to develop and implement outreach activity to engage with all communities on the island to enhance inclusion, diversity and the opportunity for new talent to participate in our island’s growth and development.

Key Performance Indicators

The Commission has Key Performance metrics against which the Commission can quantify its own performance. You can find below a brief outline of the metrics as well as a baseline figure which will act as the target for 2025. The Annual Report going forward will include details of the Commission’s performance against these metrics and analysis of the factors impacting against the Commission’s ability to meet these targets.

Metric	Description	Baseline	2023	2024
Average hours per Commissioner	The average number of hours spent per Commissioner on recruitment assignments during the reporting period.	105 hrs	240 hrs	168 hrs
Average Assignments per Commissioner	The average number of assignments each individual Commissioner will undertake during the reporting period.	5 per Comm'r	10 per Comm'r	7 per Comm'r
Assignments Completed	The number of recruitment assignments completed by the Commission during the reporting period.	GoJ – 16 ALO – 16	26 22	22 16
Audits Completed	The number of recruitments audited by the Commission during the reporting period.	6*	None	None

**Baseline agreed during 2023.*

1.2 Activity Report

During the reporting period, the Commission helped with the completion of 36 recruitment assignments. This was spread across 22 assignments within the Government of Jersey with a further 16 assignments within Arms-Length Organisations. The number of assignments is slightly lower in comparison to 2023. This was a direct result of a Government of Jersey scaling back on its senior recruitment activity during the last six months of 2024.

A full list of recruitment cases can be found in Appendix 3.2

1.3 Delivery Performance

Ongoing administrative support continues to be provided by the Governance & Strategy team within the People Services department. This includes:

- Secretariat support in the running of the Commission's regular meetings.
- Management of correspondence relating to new assignments.
- Liaising with the Commission to ensure that items are assigned to a Commissioner in a timely manner; and
- Ad-hoc requests for admin support from the Chair of the Commission and its members.

This relationship has worked well over the reporting period, and we expect this arrangement to continue for the foreseeable future. The Commission remains comfortable with the level of support provided and maintains a strong working relationship with those key stakeholders within the People Services department. This ensures that any changes to the arrangement or new areas of required assistance are discussed, and the needs of the Commission are met in a way that does not place undue pressure on the supporting resources.

As reported last year, we began working on our own Jersey Appointments Commission website. The purpose of the website is to provide independent access to a range of toolkits to support wider access to public service roles on the island, both within the government service and within the wide range of public bodies that underpin community and island life. This will ensure the widest possible access for the island's diverse communities. The Commission is still keen to ensure that modern recruitment methods are used by the organisations it regulates. During 2024 work started on the revision of our guidelines. This will continue in 2025 when we will put them out for consultation prior to implementation.

1.4 Risk Log

This section provides details of the JAC Risk Log for areas which may impact the ability for the Commission to carry out its designated activities. During 2025, the Commission will consider how to develop the log to be more informative and effective, for example, using a RAG rating.

Risk Title	Risk Status	Risk Description	Mitigating Actions
Data Management	Active	Ensure full data security and integrity of Applicant and Commission data	Introduction of dedicated JAC email address and file structures. Further development of the Commission website
Diverse Representation of Panels and Protected Characteristics of Panel	Active	The Risk that a lack of gender equality and representation and diverse backgrounds/perspectives on recruiting panels may impact on the ability of the panels to ensure a balanced outcome for candidates and best recruitment decision for the recruiting organisation.	High quality recruitment training to be provided to those individuals within organisations who are participating in the recruitment process and those on the recruiting panel. Encouragement of diverse recruitment panels and accessibility of interviews and meetings. Use of Teams/Zoom as necessary. Consider introducing an agreed panel of independent panel members to broaden the selection panel where necessary.
Panel Stacking	Active	The risk that the composition of the panel may lead to a predetermined outcome by stacking the panel with individuals in favour of a single candidate or class of candidates.	Active Commission guidance on panel composition.
Late Notification of Recruitment	Active	The risk that the Commission will be notified of the recruitment too close to the expected completion date of the recruitment to allow for the Commission to provide the level of guidance necessary (to allow for the Commission to be fully comfortable that the outcome is the best available in the circumstances).	Improved succession planning activity by organisations to ensure that they understand their workforce, the potential forces impacting on their organisation and staff and the potential recruiting requirements. The Commission to remind constituent organisations when board members terms of office are due to finish (to be considered

			within the JAC guidelines) and for an appropriate period of training/shadowing/takeover to be factored into any new appointment process.
Statistical Information	Active	The risk that the lack of validated statistical data available to inform key decisions will negatively impact recruitment approach and outcomes	The Commission will look to develop a statistical data set which it will require all recruitment projects to meet. This needs to be a 2025 task as part of the revised recruitment guidelines.
Commissioner Resources	Active	The risk that the Commission will not be able to manage all the activities within its remit due to the level of resources required to provide oversight.	As yet, the Commission has not recruited to its full budget, there is therefore capacity if workload dictates the need.
Legislative Changes	Active	The risk that legislative changes made to the Employment of States of Jersey Employees (Jersey) Law 2005 may impact on the Commission's remit and functions.	The Chair has engaged with relevant stakeholders both within the Government's Policy Drafting teams, States Employment Board and Council of Ministers to ensure the views of the Commission are considered when future law drafting occurs.
Political interference	Active	The risk that political interference may lead to individuals trying to influence the recruitment process towards a particular outcome.	Greater engagement with the political bodies regarding the work of the Commission and its role in the recruitment process.
Localisation	Active	The risk that the encouragement of local people to put themselves forward for public roles does not take place.	The Commission needs to engage more actively with key local stakeholders to ensure the widest participation in developing recruitment pools for public roles.

1.5 Engagement Activities

The Commission continues to make itself available for discussions with all parties who can support it in its mission to improve the opportunities for a diverse recruitment pool for public vacancies. It is a continuing source of concern to the Commission that selection processes do not produce both the breadth of diversity, and the depth of quality within the island. The Commission will continue to encourage recruitment activity to consider local candidates from all parts of the community. But it will not vary from the core mission that the best candidates should be selected. Recruitment partners should ensure that they do not set unrealistic job characteristics when engaged in recruitment campaigns in such a way as to exclude local (or indeed, any) candidates.

1.6 FOI Requests

There were no FOI requests during the year that were in relation to the JAC.

1.7 Diversity & Inclusion

It is core to the Commission's purpose to support and ensure that all recruitment to bodies within its scope make certain that their recruitment covers all the protected characteristics enshrined in the [Discrimination \(Jersey\) Law 2013](#). The Commission continues to encourage all its recruitment partners to improve the quality and depth of their recruitment and selection statistics.

The Commission feels that the collection of data by recruiting bodies on the protected characteristics of candidates is key in understanding the true scope of recruitment outreach and targeting of their roles. Whilst some progress has been made, data collection and consistency challenges remain. The Commission will continue to highlight the importance of evidence-based data throughout its activities.

- All panel members should ensure they are provided with the appropriate training on how to act as a panel member.
- We encourage on-island selection agencies to improve their activity and commitment in the production of DEI data sets.
- The Commission's view is that actively addressing under-representation of local minority communities should be a priority for the public sector in its diversity and inclusion strategies, especially given the significant skills shortages and focus on the inclusion of local talent in recruitment and selection processes. Progress is being made and needs to be applauded but a continued focus is in the best interests of the public service and associated bodies.
- The Government has reviewed its Recruitment Policy and Framework during 2024 and whilst improvements have been made, the Commission still believes that further opportunities exist to align with modern recruitment and selection practice. We recognise that improvements in recruitment and selection are a little like "painting the Forth Bridge", never ending but we will continue to encourage our partners to improve.

1.8 Succession Planning

It is key to the Commission's work that effective succession planning underpins recruitment in the public service and its associated organisations. Succession Planning is not about automatically promoting the internal candidate to the role. It is about ensuring that internal candidates have been provided with the opportunity, skills, and knowledge to compete on a level playing field with external candidates to ensure the best possible selection pool is created thereby ensuring high quality appointments are made. The Commission will continue to encourage and influence its stakeholders to that effect.

1.9 Concerns of the Commission

The Commission, through its work in 2024, identified areas of concern which it highlights below:

- The Commission would encourage public service recruitment processes to be aligned with modern recruitment practices. In particular, the Commission encourages utilisation of high-quality software applications for reviewing CVs, well-regulated psychometric testing and training in panel interviewing, the purpose of which would be to reduce the risk of bias contaminating the selection process. The Commission acknowledges the recently published contribution of the CAG report to this narrative and notes the Government's plans to improve during 2025. We are heartened by this given we have regularly raised such issues in previous years.
- The Commission notes that significant challenges remain in the attraction and securing of candidates who are required to relocate to the island. The cost and availability of accommodation and property in Jersey is also a significant barrier for many overseas candidates. The Government of Jersey has in place a substantial support and relocation package in place for all off-island appointments, but evidence is being shared to suggest that some candidates see the cost of living in Jersey as a negative factor, which outweighs the increased remuneration/lower taxation and quality of life.
- On occasion, there still seems to be misunderstandings of the Commission's role especially amongst Arm's Length bodies. We have had to remind partners that it is important they maintain the recruitment process and interview records so they can be audited if necessary. Indeed, we have also had to remind Government that appointments cannot be made in key roles without Commission oversight. The Commission did raise the matter with the previous CEO and received assurances it will not be repeated.
- From time to time the Commission will have discussions with ALO's, assembly members and Ministers to discuss the selection process and decisions. This is often because the Commission's role is not fully understood. This is no surprise, if such matters surface, the Commission will discuss with officers, assembly members, and occasionally Ministers what its role is and how it can assist, through advice and guidance, in selection processes to ensure the best and most appropriate decisions are made for public positions in either the Civil Service or ALOs. Our experience is that through such discussions misconceptions and misunderstandings are resolved to everyone's satisfaction.

Other Areas of Concern remain as below:

Title	Target	Detail
Use of Interims	SEB/GOJ/ALOs	Recommendation that greater review of interim roles is conducted to ensure that their usage and length of usage can be reduced. This remains an area of focus for the Commission. Significant progress has been made in 2024.
Modernised Recruiting Practices	GOJ & ALOs	A review of current recruitment practices in Government bodies was undertaken last year to identify areas where new and emerging recruitment practices can be embedded within existing processes. We acknowledge that some improvements have been made but believe scope still remains for further development. The Commission will reflect on this during the first half of 2025 to see how it might assist all its regulated partners.
Panel Training	All organisations	Recommendation that a training requirement for members of recruitment panels is instigated to ensure that members have undergone appropriate interview and recruitment training.
Early Notification	All organisations	Recommendation that efforts are made by recruiting bodies to ensure that the Commission is notified in a timely manner, ahead of a recruitment process, to ensure that the Commission can be involved from the earliest stages of the process.
Attraction	All organisations	Recommendation that organisations ensure their attraction approach for recruitment is reviewed to meet the need for greater localisation and diversity & inclusion.
Political Interference	States Assembly	Politicians to be reminded that it is inappropriate to be part of the selection process except where specifically defined in Law.

Accountability Report

2.1 Governance structure of the Commission

The Jersey Appointments Commission is constituted by the Employment of States of Jersey Employees (Jersey) Law 2005 and consists of up to 6 members, a designated Chair and no more than 5 further Commissioners. All appointments to the Commission are subject to confirmation by the States Employment Board and Chief Minister with final appointments confirmed by the States Assembly in line with the States of Jersey (Appointment Procedures) (Jersey) Law 2018.

Meetings are to be held at least 4 times each year. In 2024, 8 meetings of the Commission were held. In 2025, it is envisaged that we will also hold 8 meetings which are held on a 6-week schedule.

2.2 Statement of Responsibility

As the independent regulator of recruitment for Government employees, appointees and senior members of independent bodies, the Commission's role is to ensure that recruitment is conducted in accordance with the requirements of legislation. The Employment of States of Jersey Employees (Jersey) Law 2005 outlines the following functions and duties of the Commission:

- Ensure recruitment of persons as States employees is fair, efficient and conducted in accordance with best practice.
- Advise on the preparation of codes of practice for recruitment of states employees.
- Provide guidelines for the recruitment of states appointees.
- Audit recruitment practices of government bodies.
- Oversee the recruitment of senior states officers.
- Provision of annual reporting to SEB

A Commissioner is appointed as Chair of the recruitment panel to oversee the recruitment process from start to finish and certify the outcome.

As well as its statutory responsibilities, the Commission will also provide oversight of recruitment for roles where there is public interest in ensuring a fair and proper recruitment process is carried out.

2.3 Composition of the Commission

As at the publication of this report the composition of the Jersey Appointments Commission is as shown below:

Name	Role	Current Term Start	Current Term End	Original Start Date
Chris Stephenson	Chair	01/10/22	30/09/26	
Helen Ruelle	Deputy Chair	29/04/22	20/04/25*	30/04/19
Simon Nash	Commissioners	30/09/22	30/09/25	01/10/19
Kate Wright		13/09/24	13/09/27	15/10/21
Julia Therezien		11/11/22	11/11/25	

**Reappointed until 29/04/28*

2.4 Jersey Appointments Commission Recruitment

Kate Wright was appointed for a further term of 3 years during 2024. Looking forward to the rest of 2025, two Commissioners come up for selection / reappointment.

2.5 Remuneration

Commissioners receive an honorarium of £8,000 each year. The Chair's remuneration is £30,000 reflecting the management and administrative role performed as well as acting as a Commissioner.

2.6 Conflicts of Interest Declaration

As part of the regular meetings of the Commission, a standing item is in place to allow Commissioners to announce any potential conflicts of interest in relation to recruitment cases being handled by the Commission. Any conflicts noted would be considered when assigning a commissioner to a recruitment case.

2.7 Data Protection Concerns

The Jersey Appointments Commission can confirm that there have been no data protection concerns or incidents requiring reporting to the Jersey Office of the Information Commissioner.

Appendices

3.1 Appendix I - Commissioner biographies

Christopher Stephenson (Chair)

Chris is an experienced Human Resources professional, with several years at a senior management and Director level in both the private and public sector in the UK and Jersey. His career has spanned several business industries, including manufacturing, financial and professional services, the tech sector and start-ups. He has previously been a non-executive director and has owned and managed his own management and consultancy business. His most recent appointment was working for Sensyne Health as CPO, an AIM listed public company, reporting directly to the CEO/founder, as part of the senior leadership team. He has extensive experience in the public sector, having worked for the Ministry of Justice at senior civil service level, Local Government, working for the London Borough of Tower Hamlets, and the NHS in the acute and primary care sectors. He has also spent 7 years with the Government of Jersey as Director of Employment Relations and Organisational Development and was advisor to the States Employment Board.

Chris is also the Chair of the Jersey Police Complaints Authority.

Helen Ruelle (Deputy Chair)

Helen is a highly regarded, high profile Jersey Advocate with extensive experience gained predominantly in Jersey and, prior to that, in the UK. She is currently Director of Local Legal Services at Ogier and has held senior positions at Mourant. Her main areas of legal specialism are employment, discrimination, immigration, data protection and regulatory work. She also holds the post of Chair of Jersey Employment Trust and trustee of Jersey Community Foundation. She was previously Chair of the Employment Forum, and Chair of Jersey Community Relations Trust. In 2023, Helen won the Institute of Directors Jersey Award for Non-Executive Director of the Year and was awarded silver in the Woman of the Year - Jersey by CityWealth Powerwomen Award.

Simon Nash (Commissioner)

Simon is Group Managing Director of the leading Channel Islands employment services firm Law At Work. He has a breadth of senior HR experience in both banking and law, including the positions of Global HR Director at Carey Olsen and Crestbridge, and as the former Chairman of the Insight Group, which joined with Law At Work in August 2024. He is a Chartered Fellow of the CIPD and author of 'Effective Selection Interviewing' (2010). Simon was the winner of numerous HR awards in his corporate career and is also a member of the Jersey Employment and Discrimination Tribunal.

Katherine (Kate) Wright (Commissioner)

Kate is a cultural change and human resources specialist by background. She began her career at EY UK before further developing her expertise in HR, organisational development and diversity, equity and inclusion at Lloyds of London. In 2008, Kate established HR consultancy Arbre Consulting and more recently moved into her first third sector leadership role as CEO of Freeda, Jersey's only independent domestic abuse charity.

Kate holds a number of public and voluntary roles in the Island including Co-Founder of The Diversity Network, Chair of the Violence Against Women and Girls Taskforce, Chair of the Jersey Community Relations Trust and an Adult Advisory Panel member for the Office of the Children's Commissioner.

Julia Therezien (Commissioner)

Julia has experience of working in both the Education and Health spheres through her dual careers as teacher and physiotherapist. Her most recent role being the Head of English, Media and Film at Beaulieu Convent School. She works as an Appropriate Adult and is a member of the Independent Prison Monitoring Board. She was appointed to the JAC in November 2022. Julia's strengths include a high standard of written and verbal communication, significant experience in high quality classroom teaching, and strategic thinking by applying a solution focused approach to any obstacles that are unavoidably encountered in the running of any large and multi-faceted department. The criteria she feels most passionate about are those of integrity, impartiality and commitment to fairness.

3.2 Appendix II Government of Jersey appointments overseen by the JAC

Government Role	% Male Applicants	% Female Applicants	% Jersey Applicants	% of Final Interview	% of Final Interview (Male)	% of Final Interview (Female)	Gender of appointee
Director of Digital Health & Informatics	100	0	0	14	100	0	M
NHF Programme Healthcare Lead	0	100	0	100	0	100	F
NHF Programme Delivery Lead	100	0	0	33	100	0	M
Fiscal Policy Panel Chair and Members	87	13	0	30	71	29	Mx2 and Fx1
Treasury Advisory Panel - Members x3	93	7	93	40	100	0	Mx3
Headteacher, Les Quennevais School	67	33	11	11	25	75	M
Chief Officer, HCS - Interim	100	0	100	100	100	0	M
HCS Board Strategic Finance NED	67	33	22	33	67	33	M
Chair - Public Employees' Pension Fund	100	0	0	50	100	0	M
Interim CO for CYPES - Interim	100	0	100	100	100	0	M
Children's Social Care - Associate Director	56	44	0	44	25	75	F
Deputy Chief Fire Officer	83	17	0	33	100	0	M
Area Commander	91	9	0	36	100	0	M
Associate Director - Children's Social Care	56	44	0	44	25	75	F
Chief People Officer	0	100	100	33	0	100	F
Chief Social Worker	0	100	0	50	0	100	F
Official Analyst	67	33	17	67	75	25	M
Acting Chief Officer	67	33	100	100	67	33	F
Deputy Viscount	50	50	100	40	100	0	M
Chair, C&AG Governance Board	75	25	0	33	75	25	M
Member, C&AG Governance Board	61	39	0	33	50	50	F
Chair, Jersey Care Commission	53	47	0	21	50	50	M
AVERAGE %	70	30	18	33	65	35	

ALO's Assignments

Complaints Panel - Deputy Chair & Members

Chair - Ports of Jersey

Jersey Overseas Aid - Commissioner

JEDT Panel Members – (Oversight) - Jersey Employment Discrimination Tribunal

Chair – JOIC

Chair - Jersey Post International Limited

Chair - My Voice

Jersey Heritage - Chair

Chair - Jersey Care Commission

Chair - Jersey Sport

CEO - Jersey Sport

Tenant Director - Andium Homes

CEO (Interim) - Jersey Sport

Commissioner - Jersey Overseas Aid

CEO for Sark (Oversight)

CAG Member

3.3 Appendix III – Definitions

Substantiated

This term is used to describe a role or person that is established within an organisation's structure. Expressions sometimes used include 'recruit into a substantiated role/position'.

Interim

The term Interim or Interim worker describes a person that is engaged on a contract to provide professional/subject matter expertise on a project or programme or would temporarily cover a 'Substantiated post' while a recruitment exercise is completed. It is normal that the contract between the interim worker and the organisation has a 'statement of work' which include specific outputs and outcomes that the Interim is contractually committed to deliver.

The Government of Jersey does not class interim workers as employees, and they are not paid through the organisation's payroll. They are responsible for managing their own tax affairs and have no employment rights with the organisation they are contracted to.

Consultant

The term consultant is used to describe an organisation or company that are engaged to provide professional consulting services. The company is normally engaged for a specific service or to provide advice or consultancy to a client and are normally engaged on a total fee or number of days to complete the consultancy.

Examples would include engaging consultancy services from a professional services firm or specialist consultancy who may for example provide consulting services on a new flood defence project. The term consultant should not be confused with the term Interim/Interim worker.

Contract for Service

Contracts for services are predominately used for the contractual arrangements of Interim/Interim workers where the Interim is contracting with the end client (for example GoJ). This is a direct contract between the organisation and the Interim's limited company.

Additionally, contracts for services are used where an Interim is engaged through a third-party recruitment agency. In these instances, the Interim is contracted to the agency and the agency is contracted to the end client or organisation.

In all instances Professional indemnity and Employer Liability insurance are required.

Professional Services contract

A professional services contract is used where an organisation is procuring consultancy or goods from an organisation. Examples would include services from a professional services firm

Short-term/Fixed Term appointment/Acting up

Short-term, Fixed Term and Acting up appointments occurs when the role is occupied on a temporary basis pending an appointment to the substantive position. Employees engaged on one of these contracts are employed on an organisation's payroll. In some fixed term appointments, the substantive role may be time limited for a period of 12- 24 months where the initial recruitment process would have full oversight by the JAC. All requests for senior roles in these three categories are considered by the JAC.

Recruitment

Recruitment refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organisation. Recruitment can also refer to processes involved in choosing.