

**JAC**

THE JERSEY  
APPOINTMENTS  
COMMISSION

# THE JERSEY APPOINTMENTS COMMISSION

Annual Report

2021

R.48/2022

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## **1 Introduction**

This is my eighth report for the Jersey Appointments Commission (JAC). I am pleased to be able to comment that some aspects of recruitment practice continue to improve. However, there remain a number of on-going concerns and some new areas needing attention.

The JAC was established by the Employment of States of Jersey Employees (Jersey) Law 2005 (the ESoJE Law), to oversee the recruitment of States employees, appointees, and senior members of independent bodies. As the regulator of process, our role is to ensure that recruitment is fair, efficient and conducted in accordance with best practice principles and procedures according to the Discrimination (Jersey) Law 2013, and that appointments are made on merit.

We do this as a team of six commissioners, each assigned to several recruitment assignments. The commissioner chairs and oversees recruitment from the start of the process through to the final interview. The commissioner does not vote or take a view on the person selected, where the process has been followed correctly. The exception to this is the appointment of the Chief Executive, where the Chair of the Commission and at least one other commissioner are required by law to be part of the decision-making panel. (See Appendix I for an overview of the process).

We publish guidelines for departments, and for the independent sector, which we expect them to follow. We undertake spot check audits on compliance to ensure robust practice and procedures. Adherence to legislation has led to appointments on merit throughout the service.

This has been an exceptionally busy year with ongoing recruitment to a number of Director General and Group Director roles, in addition to the recruitment of the permanent Chief Executive. Notably, for most of the year the JAC has been operating below complement with resulting high workloads for Commissioners.

The JAC has full oversight of the recruitment to Tier one, Tier two and Tier three roles that attract a salary over £100,000. All appointment panels for open recruitment have been chaired by a commissioner.

The JAC is also involved in the oversight of CEO and Chair posts for the Arm's length Organisations (ALOs) in receipt of States funding. (Appendix V1)

## **2 Definitions and Terminology**

I thought it might be useful to offer definitions of some of the terms that have been used throughout the year, for example:

- Consultant, interim, by exception, succession planning
- Head-hunter or search consultant
- Short-term contract, substantive, fixed term contract
- Recruitment, selection

Some of these terms are often misused or used interchangeably, which can make the identification of a breach more difficult. During the year we encouraged the change of

nomenclature to more appropriately describe the roles undertaken by members of staff in non-permanent contracts. We have provided a summary of definitions in *Appendix II*.

### **3 Role of the Jersey Appointments Commission**

#### **3.1 Clarification on the role of the JAC**

The JAC is an independent body that oversees the recruitment of States' employees and appointees to States-supported or related bodies. We ensure that the selection is fair, efficient, and conducted in accordance with best practice and procedures. JAC is not a voting member of the selection panel.

Although the JAC is not part of the People and Corporate Services department of the GoJ, it remains located in that department for all administrative support. The recommendations of the Comptroller and Auditor General (2019), which highlighted the need for independence, have not yet been fulfilled. The JAC was established by the States of Jersey to independently oversee recruitment processes, and to report on our findings. There has sometimes been confusion about the role of the JAC, resulting in requests for the JAC to comment outside its remit. The JAC does offer help where it has information that can add to the process and where its independence is not compromised

The JAC does not take part in setting salary levels, except to ensure that no salary is offered to a candidate which is outside the salary range published when the post was advertised. The JAC is not responsible for the collecting or analysing of HR data. However, it can, and does, comment on its experience and what the JAC has learned from its involvement. Although it is not the role of the JAC to monitor succession planning, it is worth noting that a planned programme of mentoring and succession planning is now in place and, although it is sometimes difficult for staff to find the time to take part, there is active involvement in the programme.

#### **3.2 Employment of States of Jersey Employees (Jersey) Law 2005 (ESoJE Law)**

The Comptroller and Auditor General (C&AG) recommended changes to the position of the JAC. These changes were to be included in the amendment to the ESoJE Law planned for 2020. However, largely due to the effect of COVID-19, changes to the ESoJE Law were put back to 2021 when drafting instructions were discussed with the Commission. The changes include;

- The establishment of the JAC as an independent body corporate; and
- A clarification of the functions of the JAC as a public services commission, including oversight and regulation of employment processes for all public bodies as well as for States employees.

In 2021 the JAC was advised that there would be a further delay in the proposed amendments to the ESoJE Law, as other work was prioritised due to the more urgent demands of responses to COVID 19. The C&AG also recommended that the JAC publish their accounts in the Annual Report and Accounts. However, the JAC has never had a delegated budget, nor the designated responsibility to set, or accountability to report on, a budget. Resources for the JAC have remained within the People and Corporate Services budget. The establishment of a budget, and responsibility for it, will be addressed in the Employment of States of Jersey Employees Law, which is now due to be amended in 2022.

A law drafting instruction is being drafted, and a consultation on the amendments to the Employment of States of Jersey Employees Law is planned for the first quarter of 2022.

### **3.3 Relationship with the States Employment Board (SEB)**

This year the Commission met the SEB on 3 occasions. At the half year mark, I presented the interim review report for 2021. We also discussed the recruitment process for the appointment of the Director General roles, the appointment of a new Chief Executive, and we were involved in discussions on the law drafting instructions (ESoJE Law).

## **4 Recruitment**

### **4.1 COVID Pandemic - Travel Restrictions**

In the first quarter of 2021 Commissioners were advised of the 2021 changes to travel restrictions between the UK and Jersey which could affect the ability for applicants to travel to Jersey. Many interviews continued to be held remotely. Commissioners had been operating under Covid restrictions since April 2020

### **4.2 Roles within the Government of Jersey**

We have completed 13 assignments for executive roles within the Government of Jersey (GoJ) and are content that due process was followed and appointments were based on merit. The JAC also completed a number of assignments for ALB's and other bodies, which are contained in Appendix V and V1

Challenges still exist to attract candidates to the Island from other jurisdictions, with predominant factors including responsibility for caring for children or elderly relatives, which disproportionately affect women candidates. There is also a new theme emerging on the cost of accommodation and property in the Island. The GoJ has a substantial support and relocation package in place for all off-island appointments, but evidence suggests that some candidates are considering the cost of living in Jersey as a potentially negative factor.

Applications from local candidates remain relatively low, although they are slowly increasing. However, the JAC notes the steps that GoJ is making in terms of succession planning with several senior positions being considered as 'acting up' and development opportunities for existing employees.

There were five occasions/roles at Tier 1 and 2 in 2021 where the government opened applications to existing employees for 6-9 month acting up positions. The process of selection, assessment and interview was overseen by the JAC. Part of this process was to identify areas for specific development through internal and external coaching and professional development to support promotion into the roles. This was also the case for internal candidates who were not successful, to support their career development within GoJ. All candidates undertook a comprehensive assessment process to identify strengths and areas for development. 2021 also saw the launch of GoJ 'World Class Manager' which aims to equip existing managers in their day-to-day delivery and future promotional aspirations.

### 4.3 Interim Appointments

The JAC approved a generic process for appointments to interim positions in 2018. At each monthly meeting the JAC continues to receive regular reports on progress with these appointments, and on the steps being taken to progress to a permanent appointment to each of the roles.

During 2020, the GoJ continued to need specialist interim resource for some roles and this continued into 2021 in the following circumstances:

- 1) Where temporary cover was needed for a substantive post while a permanent recruitment exercise was being undertaken
- 2) To cover a specific project or programme where specialist expertise was required for a defined period of time

In a review of the previous year commissioners noted, with concern, a significant rise in the number of interim positions, from 29 in July 2020 to 40 in December 2020. The JAC requested an analysis of these posts as a basis for its overview during 2021. Commissioners noted that the greatest rise had been in the number of interim senior posts covering substantive posts, rising from 14 to 23 in 6 months. This pattern of delay in recruitment, where it is likely that a potential vacancy is known, has been a concern for some time and remains so. Formal recruitment plans need to be in place to recruit permanent staff into vacant positions as soon as the vacancy is identified.

The Commission noted that transformation work is underway in Commercial Services, Treasury and Exchequer and People and Corporate Services, and these factors have also increased the interim staffing requirements.

The JAC welcomes the steps being taken by the GoJ on the introduction of Workforce Planning strategies which will support staffing requirements and forecasts for the next 3-5 years.

The JAC was content that appropriate controls were in place for the approval and recruitment of interim staff where short-term additional or specialist expertise was needed, with the exception of a long-term Interim consultant within the Health and Community Services (HCS) department.

The JAC noted that a number of complex programmes and projects launched in 2020 (e.g. the infrastructure programmes across Infrastructure, Housing and Environment, Brexit, and Our Hospital) still required specialist resource support in 2021. This also applies to posts within the Government's Integrated Technology Solution (ITS). There have also been continued requirements for specialist resource roles to support the GoJ's COVID response work. We have noticed that HCS is experiencing an increased need for interim support as a result of the new hospital and care model projects.

The JAC now reviews the use of all Interims at their monthly board meetings and receives a detailed analysis from the GoJ central resourcing team. Where an interim appointment is covering a project or providing additional resource, the JAC asks for a plan to be in place to ensure that the work is drawing to a timely end.

During 2021 the number of interim appointments has fallen to an average of 34 per month (17 covering substantive roles and 17 covering project or programme work.) It should also be noted that from a high of 40 assignments in January 2021, this reduced significantly to 25 in December of that year. (Please see Appendix V11 for the monthly analysis).

#### **4.4 Recruitment of Interim and Permanent Chief Executive**

Following the announcement in 2020 of the resignation of the Chief Executive, as Chair of the JAC I was charged to begin the process for the immediate recruitment of an interim CEO and simultaneously the recruitment of a permanent CEO, supported by the People and Corporate Services Department. This action followed the direction laid down in statute in part 4 section 26AA of the ESoJE Law. The Interim appointment was made in 2020 and the search for a permanent Chief Executive continued in 2021.

The recruitment process for the permanent CEO was carried out in accordance with Jersey Law and was overseen by the UK Civil Service Commission, which confirmed “the recruitment process for this post was fair, efficient, and conducted in accordance with the best practice principles and procedures of the Jersey Appointments Commission guidelines for the recruitment of senior State employees, and that the appointment of the successful candidate was based on merit”. It is important to note that the UK Appointments Commissioner was not a voting member of the panel. With the exception of the Chair, all other members of the panel were Jersey residents.

The selected candidate was offered the post and accepted. However, before the contract had been signed by the candidate a member of the States Assembly lay before the States a proposal to delay the recruitment of the new Chief Executive Officer and to extend the position of the interim CEO, who had not applied for the permanent post and whose contract was due to end in February 2022. (P73) This was despite the fact that the process had been carried out and overseen following the exact terms of the legislation and with the full endorsement of the SEB.

After some time, the legal implications of not proceeding with the appointment of the new Chief Executive Officer were outlined to the States Assembly, and proposition P.73 was withdrawn, and the appointment of the new Chief Executive Officer confirmed.

The Commission wishes to record its concern about this inappropriate interference in due process, following a States debate on 15<sup>th</sup> September 2021, after a fully regulated recruitment had satisfactorily concluded.

#### **4.5 Arm’s Length Organisations (ALO) and States Funded Bodies**

During the year the JAC has had oversight of 14 Chairs and 3 CEOs and undertaken oversight audits of 19 Organisations.

There continues to be no definitive central list held by the States of all arm’s length organisations to which the work of the Commission may extend. A list has been compiled by the JAC administrative support team to as closely as possible determine the Commission’s scope.

When new arm’s length bodies (ALOs) are created, at present the JAC are not necessarily informed. The Commission understands that the States has instigated an Arm’s Length Bodies Oversight Board, chaired by the Chief Executive Officer, to provide central oversight of all

ALOs. This development is welcomed and can provide a point of contact, through the Chief Executive Officer, for the JAC if it wished to report concerns about a failure to follow guidelines or any concerns about the recruitment process. The JAC reported their concern on this matter in the 2020 JAC Annual report. It identified the need for a central accountable officer in the Government of Jersey with responsibility for ALO's. While the relationship with individual ALOs will still be the responsibility of the Accountable Officer for the department providing funding, the creation of the new Board will enable frameworks and policies to be developed to standardise the approach across those Accountable Officers and departments on various matters, including appointments.

Commissioners are experiencing significantly longer assignments when assigned to cases for ALO/Non-Gov organisations compared to GoJ recruitment campaigns. Smaller organisations do not have sufficient HR resources and therefore the processes take longer to conduct. The JAC's recommendation is that a standard recruitment toolkit should be created to provide smaller organisations with a framework they can use when recruiting, to make the process easier, but also to provide assurance that they are acting within JAC guidelines.

## **5 Other Matters**

### **5.1 Freedom of Information (FOI) Requests**

In 2021 there were 5 FOI requests relating to the JAC. The FOIs were in relation to any correspondence from organisations, including the JAC, about terms and conditions of the former CEO, the resignation of a commissioner, the CEO recruitment costs, Common Purpose Training organisation and list of overseen appointments by the JAC.

The responses to these FOI were published on gov.je:

- Correspondence concerning the former CEO – Published 23<sup>rd</sup> July
- Letter of resignation to the Jersey Appointments Commission – Published 13<sup>th</sup> October
- CEO Recruitment Costs - Published 15<sup>th</sup> October
- Common Purpose Training - Published 10<sup>th</sup> November
- Jersey Appointments Commission - Published 24<sup>th</sup> November

### **5.2 Governance Statements**

In 2019, Directors General (DG) were to be asked to confirm in their annual Governance Statements that all recruitment in their departments had followed the JAC guidelines. Specifically:

- a copy of the letter/email sent to the DGs reminding them of their recruitment obligations.
- the compliance statement for each DG noting this for the JAC records.
- an update on how DGs and Accountable Officers Governance Statement would record this in the future.

The Governance Statement questionnaire, which all Accountable Officers must complete, now includes this question:



*5.2.1 Is all recruitment undertaken fairly, equitably, impartially and consistently taking account of fairness, equity and diversity – involving the Jersey Appointments Commission as required?*

This matter remains outstanding and it has been agreed that The Group Director of P&CS will take this forward and provide assurances to the JAC that it is in hand.

The Chair of independent bodies should also report on compliance to the JAC, but there is no agreed process for this to be monitored and no resource has yet been identified to support this action.

### **5.3 Diversity and Inclusion**

The JAC is often asked about the gender mix for GoJ Tier one appointments (where only one woman has been substantively appointed and one woman is currently acting-up in a Director General role). We can report that the gender mix at Tier two and three appointments is more evenly matched. Detailed analysis is being undertaken at the end of each recruitment process for Tiers one, two and three by the GoJ recruiting team. There continue to be roles of a Finance and Health nature where one would expect a higher number of female candidates, however the number of such applicants remains low.

One aspect of recruitment that we remain extremely concerned about is the inappropriate language of a small, but not insignificant number of panel members towards women. It is unacceptable in any appointment to use biased or inappropriate language. For future appointments where this is the case, the appointment process will be stopped, and the Commission will require the removal of the panel member.

We have also noted that reference to diversity and inclusion continues to focus on gender equality, with little reference to other criteria, such as disability. We would like to see more focus on attracting a wider range of candidates. Employers need to think creatively about how and where they advertise their vacancies, as traditional outlets are not always reaching wider talent pools.

### **5.4 Succession Planning**

The JAC appreciates that oversight of succession planning is outside its remit. However, the JAC does suggest that details of the GoJ succession policy is shared so that the JAC can understand how the GoJ intends to regulate the policy to avoid inconsistent or unfair processes taking place outside JAC guidance on recruitment.

### **5.5 Commissioner Recruitment and Extensions**

Upon confirmation that a commissioner wished to step down, an open competition was undertaken for the recruitment of a new commissioner. The role was advertised in the JEP in May 2021. Nine applications were received, and three candidates were shortlisted.

Two of the shortlisted candidates continued and were interviewed by a panel that included the Connétable of St. Lawrence, Deidre Mezbourian, Dame Janet Paraskeva, Mr Peter Charalambous and Ms Jo Waring-Hockley. Following the interviews, the panel were unanimous in their decision on the successful candidate. The States Assembly were informed, and Katherine Wright commenced as a commissioner in September 2021.

In addition, the Chair and Deputy Chair appointments were extended until March 2022 to facilitate effective transition to a new team, following the planned changes to legislation. The Chair urges the Government of Jersey to start recruitment for the roles to ensure new appointments are in place for an effective handover at the end of the time agreed.

## **6. Audit and Costs**

Where full oversight of a recruitment process is not required the JAC can, and does, provide 'audit only' oversight. This is sometimes sought by independent organisations keen to follow the guidelines. Although our resources are stretched, the JAC feels that it is an important service to offer and has on occasions in 2021 suggested an audit process borderline appointment.

JAC commissioners were inundated with recruitment requirements in 2021 and continue to receive requests needing commissioner involvement in both public sector and independent bodies. It has been suggested that commissioners move to a day rate, to produce a more accurate picture of their workload, to be appropriately remunerated, and to enable the Commission to continue to attract and retain the expertise it needs. This suggestion should be explored as part of the JAC's transition to an independent body. The recruitment demand has continued to cause significant time pressures on the current team. In 2020 the JAC asked the SEB to consider appointing an additional commissioner to deal with the demand.

## **7. External Observations on the work of JAC**

In response to some criticism of the JAC, based on a lack of understanding of our role, the JAC is committed to work with the States Employment Board to help the public understand what the Commission does and can do, as well as the limits of its authority.

One such area was in the appointment process for the new CEO.

The JAC released an article in Q2 of 2021 outlining the process of recruitment for the new Chief Executive to help the public better understand the JAC role and the process the Government of Jersey must follow to appoint the most appropriate candidate. The JAC's article on the appointment of the new Chief Executive also provided the public with an understanding of how senior recruitment works in Jersey and supported the public's request for the Government of Jersey to be more transparent.

There seemed also to be an increase in the perception that 'open competition' always leads to appointments from the UK. This is clearly not the case and again the JAC looks to work with the SEB to publish an explanation of 'open market competition' and what it means, and to demonstrate the work underway to provide Jersey employees with the skills and experience necessary to compete more successfully. There have been some recent examples where the States have tried to recruit local candidates but where no potential applicants have been forthcoming, this is particularly notable in technology roles.

## **8. What has worked well**

During this year the Commission has received some very positive comments, especially from ALOs, expressing appreciation for the role of the JAC. They have referred to the presence of a Commissioner chairing the process as deeply valued by the boards, giving them confidence in the impartiality and professionalism of the process, and comfort in having a trusted advisor to assist, especially through the potential difficulties of board succession.

The JAC's best practice processes are effective and simple to adopt and there is evidence that these processes are becoming embedded in many ALOs. Some comments suggest that the JAC guidelines are found useful and are influencing practice in organisations beyond the remit of the JAC.

## **9. Ongoing concerns**

The involvement of a States observer within recruitment exercises. This role needs to be clarified. Where approval of a process has been agreed by the board of an ALO and has the endorsement of the JAC, while the observer has the right to report to the Minister, he/she has no right to intervene in the process itself.

JAC continues to have concerns that there is no central oversight of all the ALOs and States funded bodies, and no one point of contact for the JAC to report concerns to.

## **10. New concerns**

- a) There is a concern about panel stacking within ALO's. Commissioners have experienced the potential for ALOs to stack panels in such a way as to try and control the outcome of the recruitment process. The JAC will monitor this serious matter which affects fairness and openness.
- b) There is currently oversight, by Treasury and Exchequer, of States-funded bodies but not all ALO's. The JAC has proposed the appointment of an accountable officer in the Government of Jersey with responsibility for ALO's.
- c) The JAC is also concerned at the length of interim status attached to at least one key appointment, now more than three years.
- d) The JAC has noticed, in relation to public comments about the lack of locally resident applicants for senior roles (or the lack of success of locally resident candidates to the most senior roles) that the issue lies not in the process of selection, which is generally robust in finding the candidate who best matches the job statement. The problem, if there is one, is that the Job Statements require a level and combination of skills not likely to be found in the internal talent pool or the Island recruitment market. The primary task therefore should be to ensure that all the essential requirements in a role definition really are the right ones – as that becomes the standard to which applicants are assessed. In relation to the JAC we have noted that we have often been instructed too late in the process to add meaningful comments to a Job Statement that has already been finalised and signed off. (An exception to this is the Chief Statistician role, where the Job Statement was revised, and the selection restarted following a discussion facilitated by the JAC.)

**11. Recommendations**

- a) The recommendation in 2021 for flexibility in the appointment of at least one additional commissioner to support the JAC when workload fluctuates. This remains a recommendation for 2022.
- b) The JAC continues to recommend government central oversight of ALO's and States-funded bodies to ensure consistent application and monitoring of JAC guidelines.
- c) The Government of Jersey should ensure that there is continued review of the interim process to ensure it is appropriately utilised across the organisation.
- d) A requirement for panellists to attend appropriate Interview Selection training following the comments made in the Diversity and Inclusion section of this report
- e) Because the Government of Jersey wants the best senior candidate for the role, the role specification is such that international candidates will naturally have a wider breadth and depth of experience than local candidates. There has been a call for balance, and this is a matter which needs serious consideration.
- f) The JAC should be involved as soon as a new job statement is being formulated.
- g) More work is needed to focus on how to attract a greater of diversity of candidates to roles. Specifically, a requirement for employers to think more creatively about how and where they advertise their vacancies, as traditional media outlets are not always reaching wider talent pools.

**12. Thanks, from the Chair of the Jersey Appointments Commission**

This has been another busy year, during which there have been several challenges, Special thanks are due Elsa Sousa and Natalie Williams, as without reliable and unwavering administrative support, our work could not have taken place. During the year, the JAC administrative team reach a full complement with Edmond Webbe and Kirsten Le Cornu joining the Government of Jersey. We offer our thanks to the two of them who have integrated well into the JAC support roles. The JAC also had the continued support of HR colleague Neil Wiseman, to whom we also offer our thanks.

My thanks to go to the team of commissioners: Peter Charalambous, Helen Ruelle, Joanne Waring-Hockley, Jennifer Carnegie and Simon Nash, for their attention to detail and rigorous regulation of the competitions in which they were involved, some of which have been particularly challenging. We also welcomed Kate Wright and we thank her for the work that she's carried out in the short time since joining the JAC. Short biographies of the team are found in Appendix IV.

## 13 Appendices

### 13.1 Appendix I – Overview of recruitment process and oversight by the JAC

#### Stage 1 - Identification of requirement

- Appointment of JAC Commissioner
- Initial assignment briefing and sign off process including appointment of search partner (if applicable)

#### Stage 2 - Process and panel sign off

- Agreement of timelines
- Oversight of job description/candidate briefing pack and the “attraction and search” strategy (on and off Island)
- Oversight and agreement of recruitment panel ensuring independent and gender balance is adhered to
- Oversight of search and weekly update reports

#### Stage 3 - Long listing

- Chairing of long-listing meeting with full panel attendance including compliance of conflict of interest with panel members
- Reach agreement/consensus with panel on candidates to be taken forward

#### Stage 4 - Short Listing

- Chairing of short-listing meeting with full panel attendance including compliance of conflict of interest with panel members
- Review of technical assessment interviews with panel (if applicable)
- Reach agreement/consensus with panel on candidates to be taken forward for final interview

#### Stage 5 - Assessment centre (if applicable)

- Overview of assessment centre and psychometric testing processes undertaken

#### Stage 6 - Final Interview

- Oversight and panel approval of interview question framework
- Oversight and panel approval of interview presentation topic (if applicable)
- Chairing of final interview with full panel attendance including compliance of conflict of interest with panel members
- Reach agreement/consensus with panel on candidate to be appointed

#### Stage 7 - Final Audit

- Oversight of candidate due diligence (if required)
- Final audit report on stages 1 – 7

## **13.2 Appendix II – Definitions (Provided by HR)**

### Assessment Centre

An assessment centre is used for shortlisted candidates to undertake a number of technical assessments of their suitability for a role and their individual attributes and behaviours. These may include Psychometric tests, Leadership scenarios, media interviews/assessments, role plays and strategic written exercises. The outputs of an assessment centre are provided to the interview panel as part of the selection process.

### Consultant

The term consultant is used to describe an organisation or company that is 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 is normally engaged for 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 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.

### Head-hunter/Search Consultant

A head-hunter/search consultant is a company or individual that provides employment recruiting services. Head-hunters are hired by organisations to find talent and to locate individuals who meet specific job requirements. The term head-hunter may also be referred to as an "executive recruiter," and the function they perform is often called "executive search."

### Independent Panel Member

Independent panel members are independent of the recruiting organisation and are normally subject matter experts in the discipline being recruited into.

### Interim

The term Interim or Interim worker describes a person who 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 includes 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.

## Longlist

A long list is a formal report of all candidates who have applied for a role. This list is then reviewed by a panel using an evaluation criterion to select which candidates should be rejected and which should be added to a shortlist

## P59

The P59 (GoJ only) is used as a business case to the States Employment Board seeking approval for the provision of interim resource and for roles which carry a salary of over £100,000 or report directly to a director general. The process is also used for extensions to interim assignments and authority to recruit on a fixed term contract (within Tiers 1,2 or 3) where the salary is over £100,000 or reporting to a director general.

## P59/2019 Proposition

This is a proposition from the States Assembly which requires the Government to report on all consultant expenditure. The report must be lodged twice a year covering a six-month period.

## 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

## 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 individuals for unpaid roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process.

## Selection

The term selection describes the process that is undertaken to assess an initial set of candidates for a role

## Shortlist

Following the technical assessment of all long-listed candidates, a formal report is produced and reviewed by a panel using an evaluation criterion to select which candidates should be rejected and which should be taken forward for final interview.

## Short-term/Fixed Term appointment/Acting up

Short-term, Fixed Term and Acting up appointments occur 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 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.

## Specialist/Technical Assessor

Technical assessors are subject matter experts (usually in a role more senior to that being recruited for) that can assess the technical expertise and competence of candidates.

## 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 substantive role/position'

## Technical Assessment

Usually, a stage after long listing where a technical interview will take place to explore a candidate's technical capability for the role they are applying for

Please see: <https://statesassembly.gov.je/assemblypropositions/2019/p.59-2019amd.pdf>



### **13.3 Appendix III – Government of Jersey ‘I WILL’ (Inspiring Women into Leadership and Learning)**

I WILL aims to increase the number of women in senior leadership positions, and to develop opportunities for women to connect and network across the organisation by aiming to:

- support women in their Government careers and their professional development
- work towards making the Government an exemplar and employer of choice for women
- recognise the skills and talents of women and their impact across Government
- raise awareness of barriers facing women in the workplace
- share knowledge, inspiration and motivation from key speakers and networking events
- encourage the Government to support women in securing senior and board level positions
- scrutinise and challenge bias against women in the workplace

I WILL group have introduced:

- A mentoring and coaching scheme for women which provides an opportunity to benefit from an experienced leader who has the mentee’s professional and personal growth interests at heart.
- I WILL has partnered with Board Apprentice to run a pilot scheme aiming to increase board member gender diversity across the public sector, arm's length organisations (ALOs), and wider States owned bodies.
- I WILL has also set up a job-shadowing scheme which is a an opportunity for employees to build new skills and provide insight into how they might broaden career horizons and build development plans to help them secure future roles.

#### 13.4 Appendix IV - Commissioner biographies

##### Dame Janet Paraskeva, DBE.

Dame Janet has been Chair of the JAC since September 2014. She was previously the First Civil Service Commissioner in the UK and has held a range of other senior posts including six years as Chief Executive of the Law Society of England and Wales. She is currently Chair of Council for Licensed Conveyancers, Chair of the Standards and Regulation Board RICS and a trustee of Contemporary Applied Arts.

##### Jennifer Carnegie

Jennifer is a senior director with experience in the development and management of talent across diverse geographies, cultures and businesses. She is currently a director and co-founder of Amicus Limited, a strategic leadership consultancy. She was previously the Chief People Officer for Digicel, a global telecommunications and entertainment provider and a director for Mars, Incorporated worldwide. She is a non-executive director of Jersey Business and is a co-opted board member of the Channel Islands Cooperative Society. Jennifer was appointed to the JAC on 18 January 2018 for a term that runs until 31 January 2022.

##### Peter Charalambous

Peter is an experienced financial services director with in-depth involvement in global financial services. He was a JFSC Registered Principal/Key person for Banking and Investment Funds and is a Chartered Fellow of the Chartered Securities Institute and a member of the IOD. He was an Executive Director with UBS AG and held Executive roles with HSBC. He is a Consultant with BDO Greenlight and is an NED for Integritas Wealth Partners. Peter is a lay member of the Criminal Injuries Compensation Board and was appointed to the JAC on 18 January 2018 for a term that runs until 31 January 2022.

##### Helen Ruelle

Helen is a highly regarded, high profile Jersey Advocate with extensive experience gained predominantly in Jersey but prior to that, in the UK. She is currently Director of Local Legal Services at Ogier, and she has held senior positions at Mourant Ozannes. She also holds the role of Chair of Jersey Employment Trust. She was previously Chair of the Employment Forum, and Chair of Jersey Community Relations Trust. Helen was appointed to the JAC on 30 April 2019 for a term that runs until 29 April 2022.

##### Simon Nash

Simon has a breadth of senior HR experience in both banking and law, including the positions of HR Director at Carey Olsen and Crestbridge. He is now the Founder and Chairman of the Insight Group which is a collection of complementary businesses built around the proposition of "great ideas about people that work". He is a Chartered Fellow of the CIPD and author of 'Effective Selection Interviewing (2010)'. Simon was the winner of an Innovation in Technology HR Law award in 2015 and he is also member of the Jersey Employment and Discrimination Tribunal. Simon was appointed on 1 October 2019 for a term that runs until 30 September 2022.

## Joanne Waring-Hockley

Joanne has extensive senior HR experience in a variety of industries including retail, airports, telecommunication, fast moving consumer goods, finance, utilities and defence. Joanne has held the positions of HR Director at Jersey Telecom and Jersey Electricity and is now the owner of JW-H Strategic HR & Coaching service. She has also worked with the Royal United Services Institute (a British Defence and Security think tank) supporting Women in Leadership. Joanne is also a Fellow of the Institute of Directors (IoD). Jo was appointed on 1 November 2019 for a term that runs until 31<sup>st</sup> March 2022.

## Katherine (Kate) Wright

Kate has extensive experience gleaned from her career in HR. Progressing through the HR and Learning and Development functions at Ernst & Young, she became the UK firm's first diversity manager before moving to Lloyds of London and taking up a position as Head of Human Resources Business Partnering. Kate is founding Director at HR Consultancy Arbre Coaching & Consulting Ltd, which she established in 2008, and Co-Founder of The Diversity Network. Kate is a Non-Executive Director at Alex Monroe, and Vice-Chair of the Board of Trustees for the Jersey Community Relations Trust.

## 13.5 Appendix V Government of Jersey Senior Tier 0,1, 2 and 3 appointments overseen by JAC

| Role  | Status     | Gender split of applications |           | No of Jersey applications | Final Interview gender split |          | Gender of appointee | Jersey/Int'l Appointee      | Type of contract |
|---|------------|------------------------------|-----------|---------------------------|------------------------------|----------|---------------------|-----------------------------|------------------|
|   |            | Male                         | Female    |                           | Male                         | Female   |                     |                             |                  |
| Director of Finance Hub                                     | Complete   | 2                            | 0         | 2                         | 2                            | 0        | Male                | Jersey                      | Acting up        |
| Group Director of Finance Business Partnering and Analytics | Complete   | 0                            | 1         | 1                         | 0                            | 1        | Female              | Jersey                      | Acting up        |
| Group Director of Strategic Finance                         | Complete   | 1                            | 0         | 1                         | 1                            | 0        | Male                | Jersey                      | Acting up        |
| Director General (CYPES)                                    | Complete   | 3                            | 2         | 5                         | 3                            | 2        | Male                | Jersey                      | Acting up        |
| Director General (J&HA)                                     | Complete   | 0                            | 1         | 1                         | 0                            | 1        | Female              | Jersey                      | Acting up        |
| Interim Chief Executive Officer                             | Complete   | 13                           | 4         | 4                         | 3                            | 1        | Male                | International               | Fixed Term       |
| Chief Executive Officer                                     | Complete   | 56                           | 11        | 7                         | 1                            | 1        | Female              | International               | Permanent        |
| Director of Statistics and Analytics                        | Complete   | 4                            | 4         | 1                         | 3                            | 1        | Male                | International               | Permanent        |
| Director of Quality and Safety                              | Paused     | 2                            | 1         | 0                         | 0                            | 0        | n/a                 | n/a                         | n/a              |
| Chief Economic Advisor                                      | Complete   | 10                           | 1         | 1                         | 3                            | 0        | Male                | International               | Permanent        |
| Director General (IHE)                                      | Complete   | 15                           | 0         | 1                         | 3                            | 0        | Male                | Jersey                      | Permanent        |
| Director of Public Health                                   | Complete   | 5                            | 1         | 1                         | 3                            | 0        | Male                | International               | Permanent        |
| ITS Programme Director                                      | Complete   | 7                            | 1         | 0                         | 3                            | 0        | Male                | International               | Fixed Term       |
| Interim Headteacher - Victoria College                      | Complete   | 3                            | 2         | 5                         | 2                            | 1        | Male                | Jersey                      | Fixed Term       |
| <b>Total</b>  | <b>n/a</b> | <b>121</b>                   | <b>29</b> | <b>30</b>                 | <b>27</b>                    | <b>8</b> | <b>n/a</b>          | <b>n/a</b>                  | <b>n/a</b>       |
|   |            | 80.66%                       | 19.34%    | 20.00%                    | 77.14%                       | 22.86%   | 77% (M)<br>23% (F)  | 54% (Jersey)<br>46% (Int'l) | <b>n/a</b>       |

| Other   |          |   |   |     |   |   |          |               |            |
|---|----------|---|---|-----|---|---|----------|---------------|------------|
| Independent Members (2) - C&AG - Board of Governance* | Complete | 5 | 7 | n/a | 4 | 0 | Male (2) | International | Fixed Term |

*\*Note that there were a number of restrictions imposed in law which negated some Jersey candidates from applying: (a) he or she is or, during the period of 5 years preceding the date of the proposition recommending his or her appointment, has been, a States' employee; (b) he or she is a member of the States; or (c) he or she is an officer of, employed by, or engaged under a contract for services by, any States funded body (including any non-Ministerial States funded body) or independently audited States body.*

## 13.6 Appendix VI Other roles overseen by the JAC

| Role   |
|--|
| Chair – Andium Homes   |
| Bank Depositors Compensation Scheme Board                                  |
| Chair and Independent Member – C&AG, Jersey Audit Office                   |
| Chair of Employment & Discrimination Tribunal                              |
| Information Commissioner   |
| Chair of Jersey Employment Trust   |
| Chair of JCRA  |
| CEO of JCRA  |
| Chair of JDC   |
| Chair of Jersey Police Complaints Authority                                |
| Chair of Jersey Heritage   |
| CEO of Visit Jersey  |
| Chair of Social Security Tribunal Panel - ISMAT                            |
| Chair of Statistics User Group   |
| Chair – Jersey Business  |
| Channel Islands Financial Ombudsman Board- Chair designate and two members |
| Chair Bank Resolution Authority  |
| CEO Citizens Advice  |
| Commissioner Jersey Care Commission  |
| Superintendent of Police   |
| Chief Inspector of Police- two roles                                       |
| Chair of Carbon Neutral Citizens Assembly                                  |

## 13.7 Appendix VII Government of Jersey Interim/Consultant Assignments

| Government of Jersey Interim/Consultant Assignments 2021 |           |           |           |           |           |           |                     |                       |
|--|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|-----------------------|
|  | January   | February  | March     | April     | May       | June      | Average for H1 2021 |                       |
| Assignments covering a substantive position              | 17        | 22        | 20        | 20        | 20        | 19        | 20                  |                       |
| Assignments covering a project/programme                 | 23        | 16        | 16        | 16        | 16        | 17        | 17                  |                       |
| <b>Total</b>   | <b>40</b> | <b>38</b> | <b>36</b> | <b>36</b> | <b>36</b> | <b>36</b> | <b>37</b>           |                       |
|  | July      | August    | September | October   | November  | December  | Average for H2 2021 | Average for full year |
| Assignments covering a substantive position              | 16        | 16        | 15        | 15        | 15        | 9         | 14                  | 17                    |
| Assignments covering a project/programme                 | 17        | 17        | 16        | 17        | 16        | 16        | 17                  | 17                    |
| <b>Total</b>   | <b>33</b> | <b>33</b> | <b>31</b> | <b>32</b> | <b>31</b> | <b>25</b> | <b>31</b>           | <b>34</b>             |