



SENIOR APPOINTMENT PROCESS MAP & RESOURCES

Processes, Guidance, Resources

Version 1.0

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PROCESSES, GUIDANCE,
RESOURCES

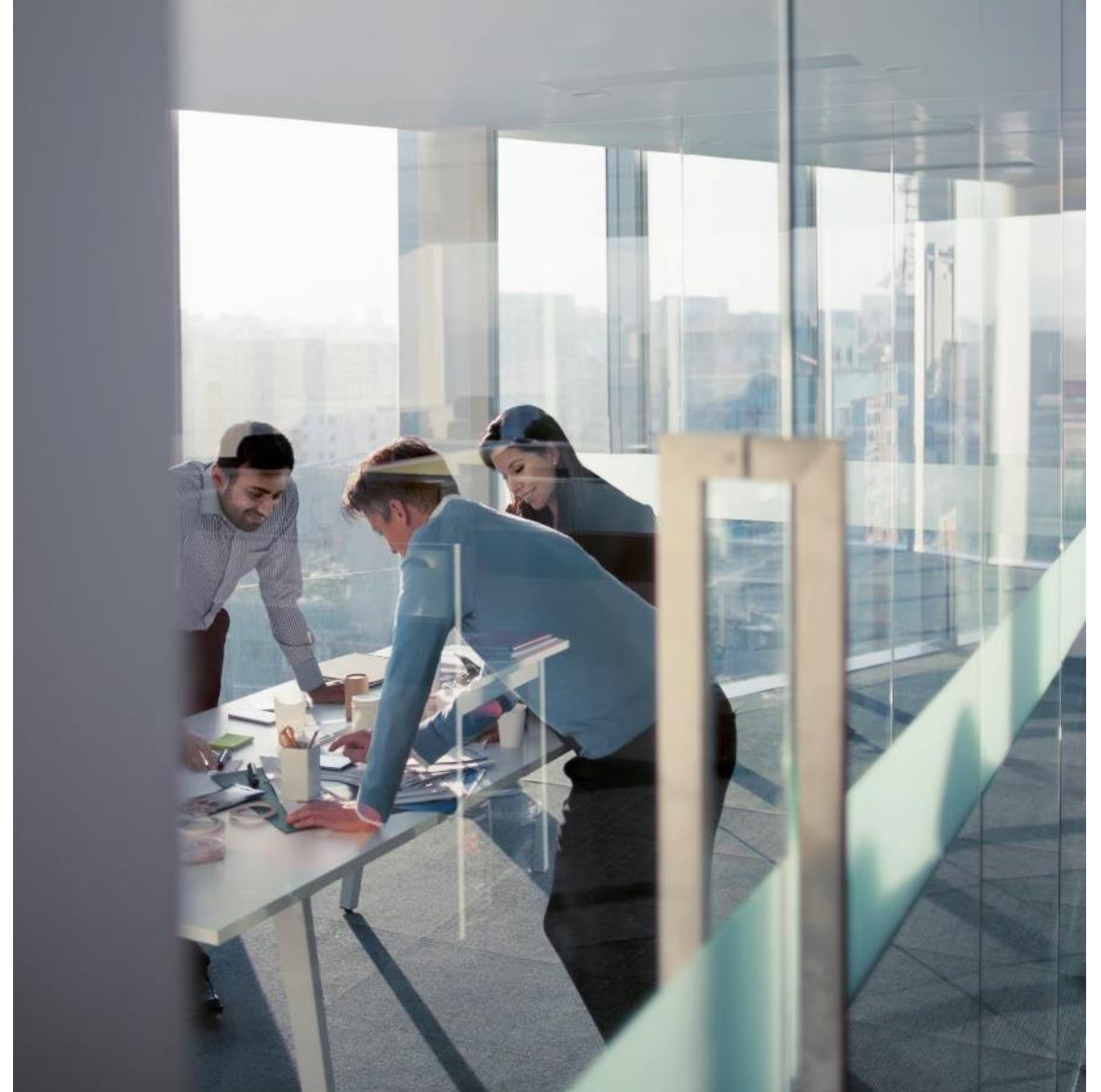


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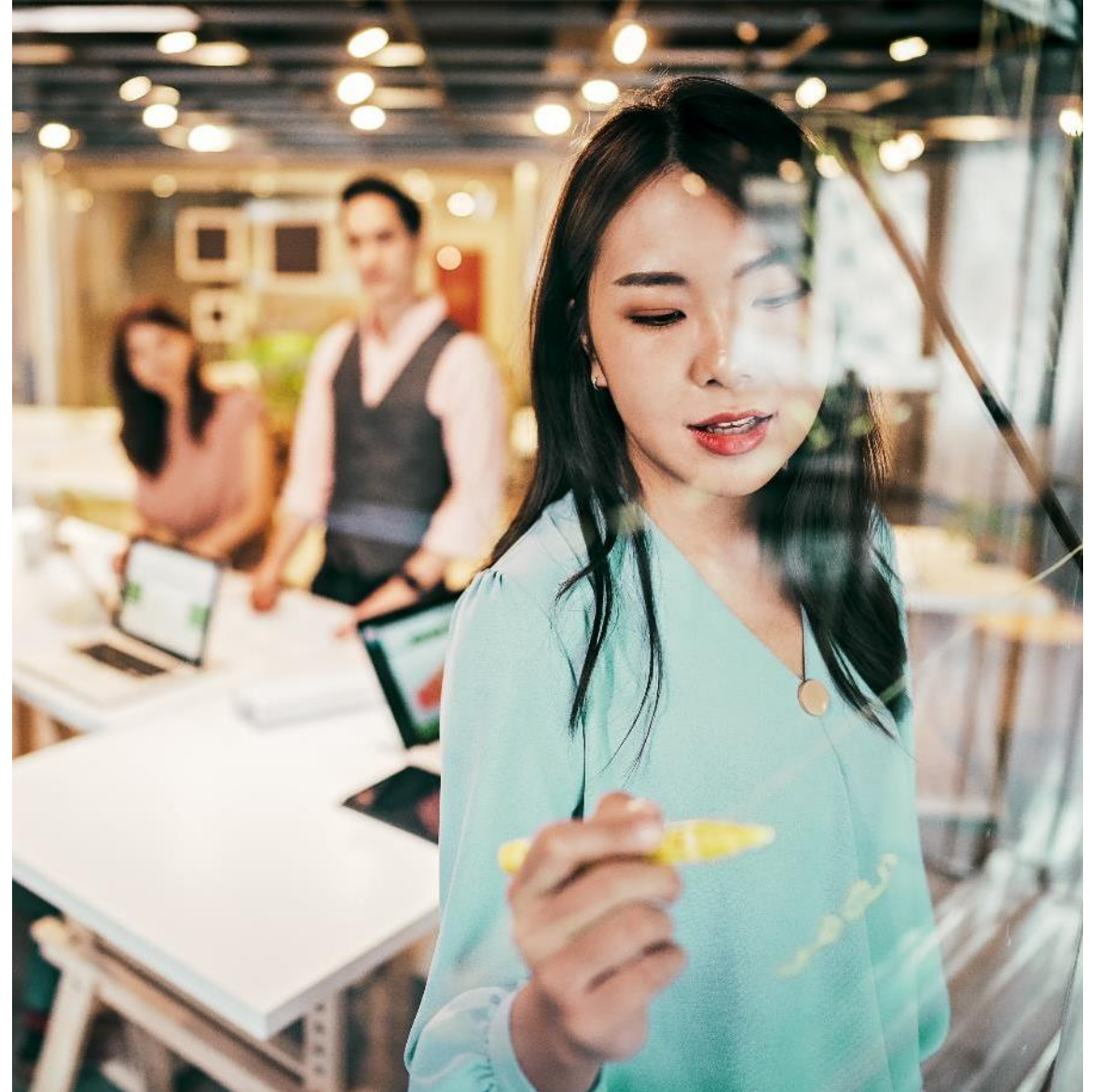
OVERALL PURPOSE

- ▶ To support organisations and individuals to apply the principles of merit based recruitment in a systematic and robust manner.
- ▶ In doing so, to attract and select candidates who best meet the requirements and demands of the relevant role.
- ▶ By effectively matching candidates to role requirements and being able to differentiate these in an accurate, relevant and fair manner, the appointed person will deliver the highest quality of services to citizens, businesses and society.



CONDITIONS OF USE

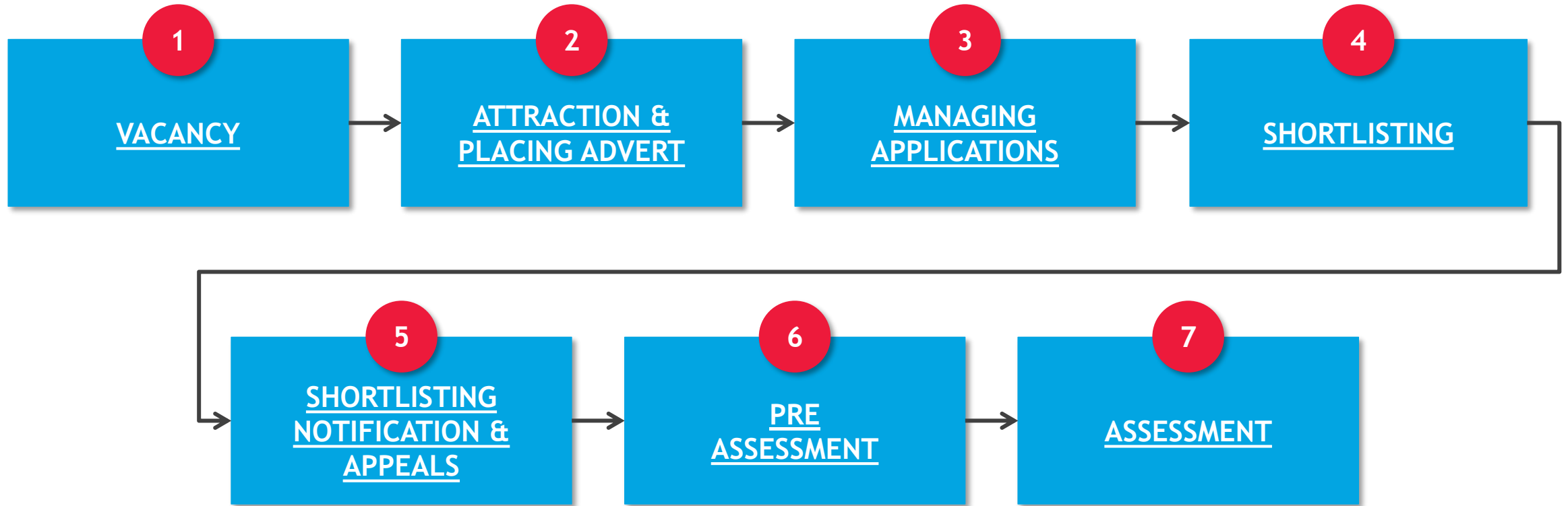
- ▶ References to other guidance or documents is provided to support in building materials and making informed decisions to ensure process fulfil merit-based principles and practices. These materials are likely to require some adaptation to meet the legal and practical requirements of a particular recruitment process.
- ▶ Stated roles aim to provide clarity on who may be responsible for each activity. In reality, who does this may vary, although the activity should still occur.
- ▶ Those managing a merit-based recruitment process should ensure they have also referred to the latest training, knowledge and guidance.
- ▶ This Process Map and Resources are intended to be used for **senior** recruitment processes.



KEY ROLES:

- ▶ **Senior Accountable Person:** the person that has primary accountability for the entire recruitment process (implementation to conclusion) - may or may not have i) an active role in delivery of the process ii) final decision on appointment
- ▶ **Administration Function:** the person(s) who manage all administration activity to ensure successful delivery of the process
- ▶ **Shortlisting Panel:** the persons responsible for carrying out the evaluation of each applicant's submitted evidence against eligibility criteria. These persons may be different or the same as the Admission Commission
- ▶ **Admission Commission:** the persons responsible for delivering the recruitment process
- ▶ **Admission Commission Chair:** the person responsible for oversight and quality assurance of the commission and recruitment process
- ▶ **Appeals Panel:** the persons responsible for reviewing evidence associated with appeals, and making decisions about whether or not appeals are upheld. These persons should be different to those who took the decision being appealed against, except where the law does not permit this
- ▶ **Independent Observer/s:** the person/s who observe the recruitment process with regard to adherence to the law, best practice and to add value through transparency and holding the panel/commission to account

PROCESS AREAS



Click to access each section

1. VACANCY



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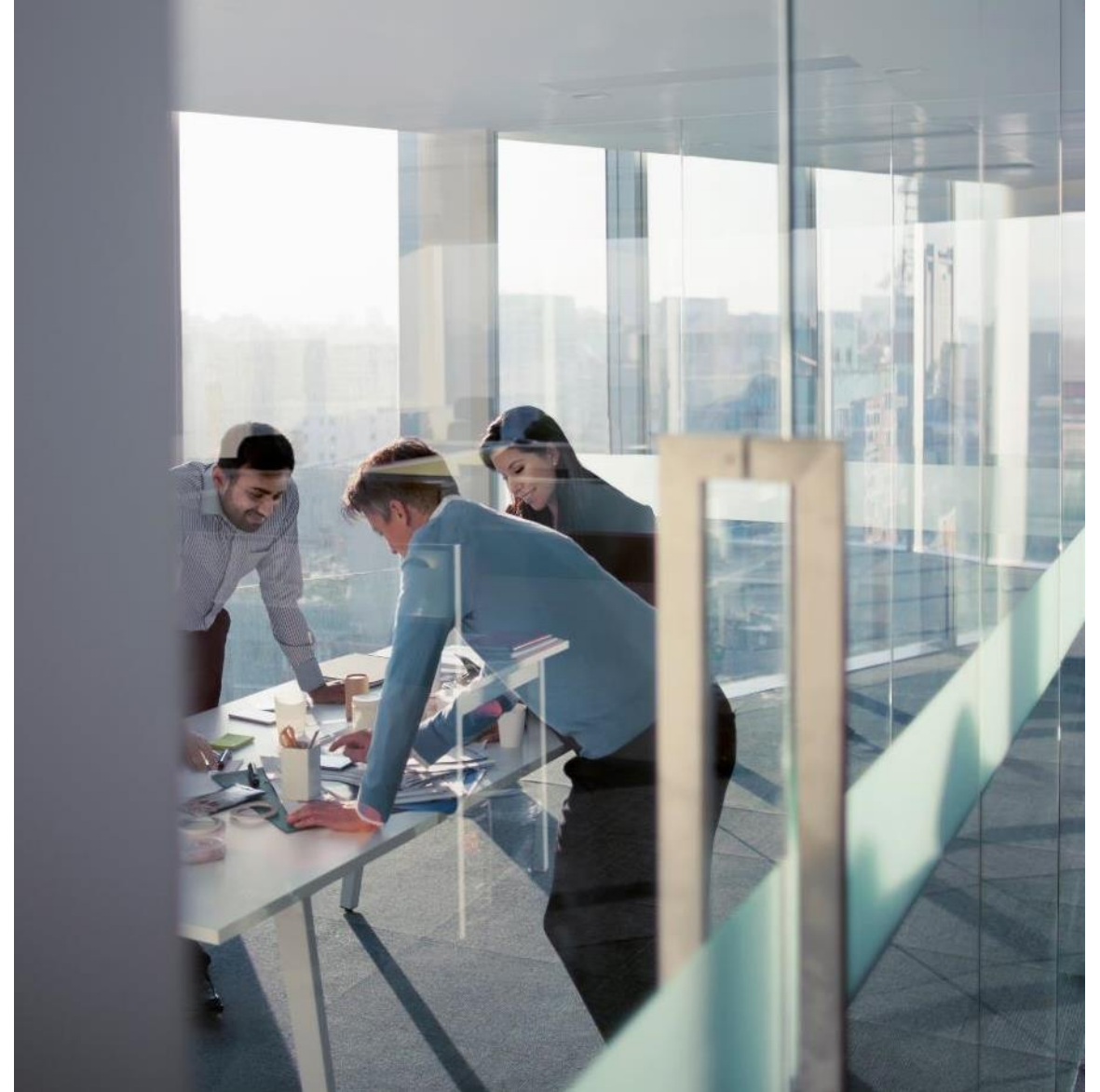
VACANCY

Aim:

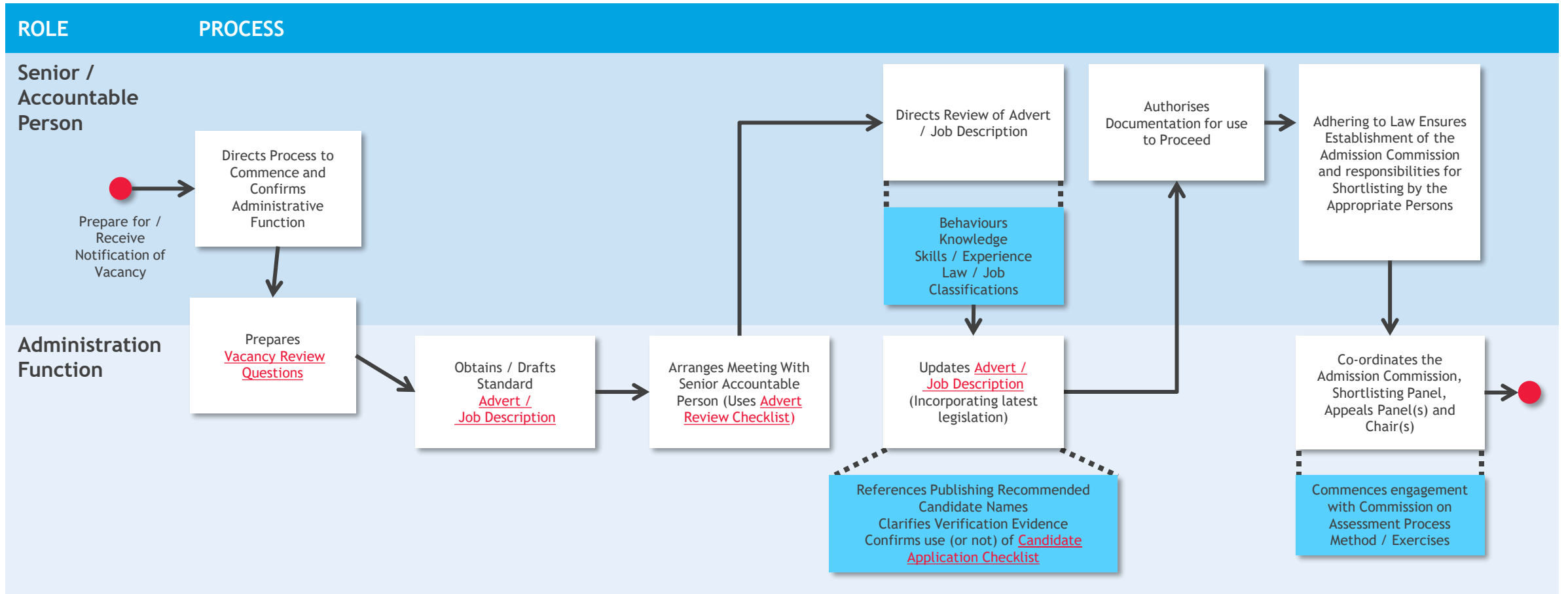
To promote advance planning, ensuring sufficient time to identify key job requirements and to initiate recruitment before the current mandate ends.

Considerations:

- ▶ Consult all laws relevant to the appointment and seek clarification where necessary
- ▶ Identify when role mandates are due to end early enough to plan and run the process properly
- ▶ Critically evaluate existing role requirements and identify all future role requirements
- ▶ Identify recruitment methods and how they relate to role requirements
- ▶ Identify and consult relevant stakeholders (internal and external)
- ▶ Ensure the appropriateness and diversity of the Shortlisting Panel Commission / Appeals Panel(s)



VACANCY PROCESS



[Click to return to main menu](#)

VACANCY (RESOURCES)

- ▶ [Toolkit](#)
- ▶ [Advert Review Checklist](#)
- ▶ [Candidate application checklist](#)
- ▶ [Monitoring framework document - selecting a commission](#)



2. ATTRACTION & PLACING ADVERT

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ATTRACTION & PLACING ADVERT

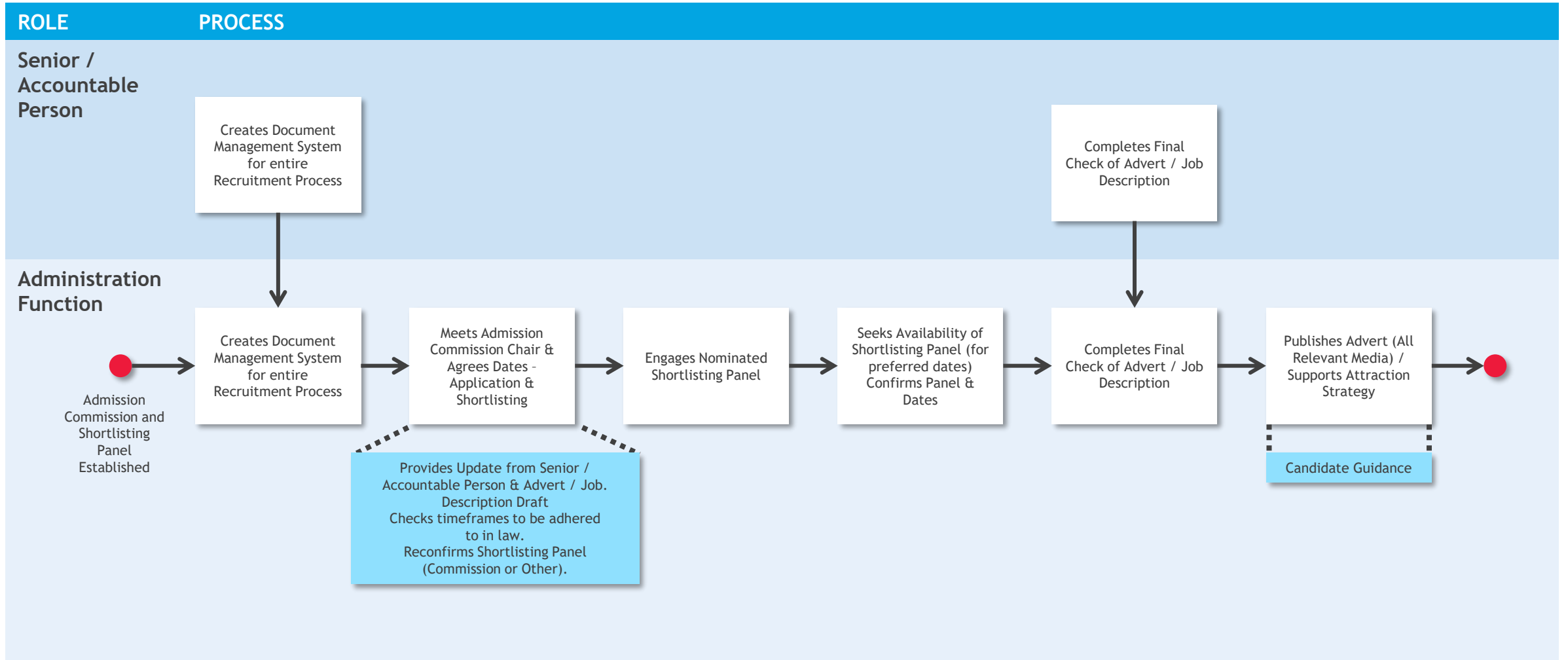
Aim:
To create an attractive, job relevant advert and determine how best to reach suitable candidates



Considerations:

- ▶ Assess how role terms and conditions will impact attraction and intention to apply
- ▶ Ensure the role is advertised as widely as possible (e.g. publications, social media, promotional events)
- ▶ Consider ways to make the advert visible and attractive to diverse groups (publications and inclusion of statement welcoming applications from under represented groups; publications seen by the diaspora)
- ▶ Ensure clarity of eligibility criteria, and the descriptions of evidence required to meet each criterion.
- ▶ Identify any criteria that under represented groups will find it more difficult to comply with or demonstrate. These must be objectively justifiable requirements to perform the role effectively.
- ▶ Ensure clear description of how and when to apply, alongside a description of the full recruitment process.

ATTRACTION & PLACING ADVERT



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ATTRACTION & PLACING ADVERT (RESOURCES)

▶ Candidate Guidance

- [Candidate Toolkit](#)
- [Preparing your application guidance](#)



3. MANAGING APPLICATIONS



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MANAGING APPLICATIONS

Aim:

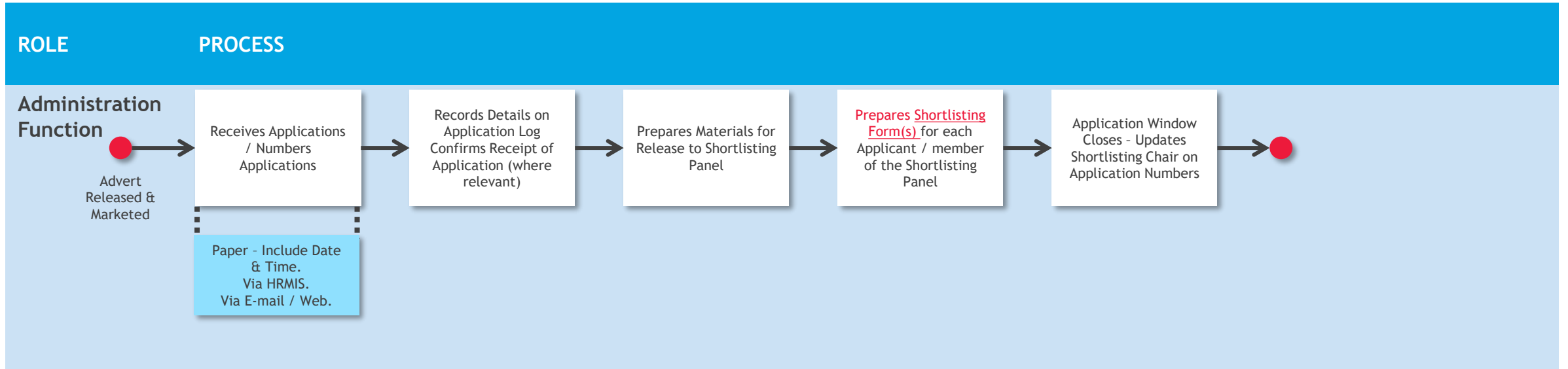
To ensure applications are handled appropriately and everything is in place to prepare for shortlisting



Considerations:

- ▶ Establish a systematic and clear approach for the management of applications
- ▶ Ensure clarity on the management of deadlines (e.g. published closing date and receiving postal applications)
- ▶ Implement practices to ensure candidate information is secure and confidential - applications cannot be accessed by any unauthorised person. Need to be able to avoid allegations that applications have been tampered with or documentation removed prior to shortlisting.
- ▶ Preparation of shortlisting documentation - ensure that shortlisting form requirements reflects the criteria as stated in the advert.

MANAGING APPLICATIONS



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MANAGING APPLICATIONS (RESOURCES)

- ▶ [Sample shortlisting form](#)



4. SHORTLISTING

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SHORTLISTING

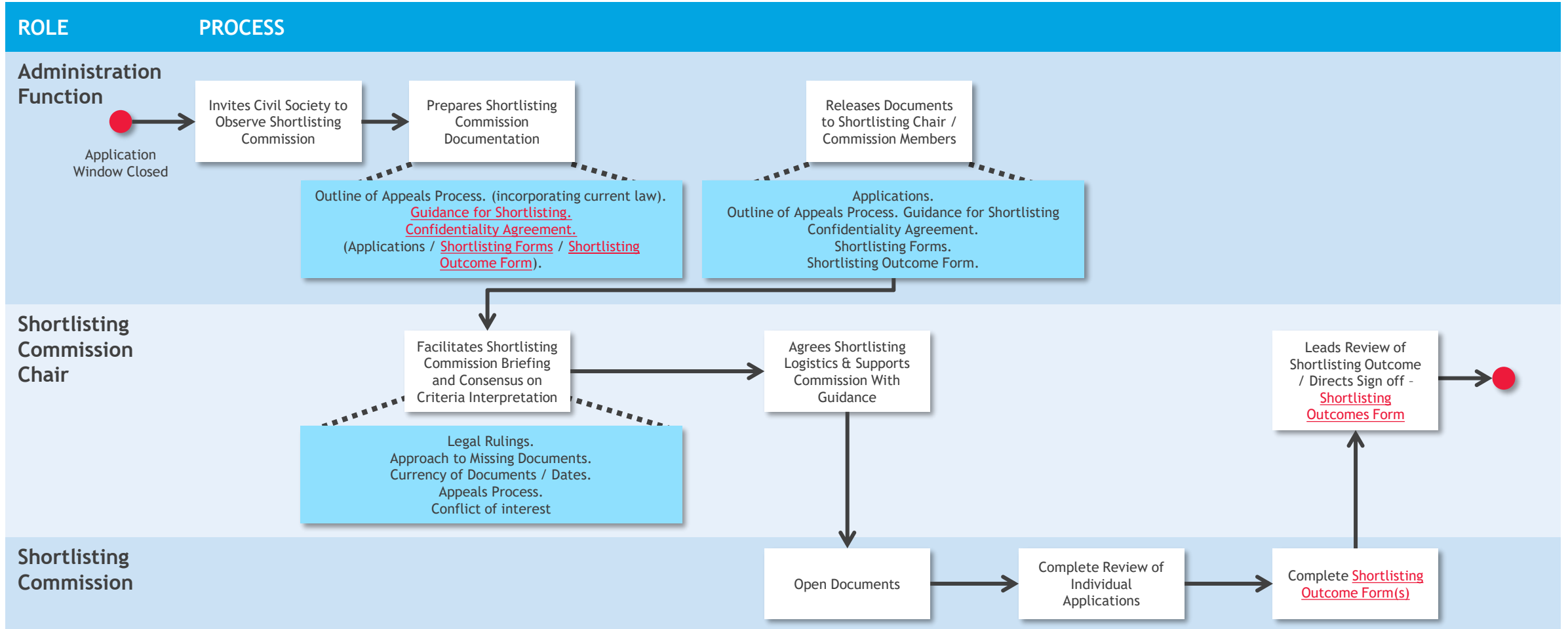
Aim:

To create outcomes that demonstrate the Shortlisting Commission understand the role requirements, the law/s and have applied these fairly and consistently to each application.

Considerations:

- ▶ Ensure the Shortlisting Commission is quorate and consider whether they have the authority to make shortlisting decisions.
- ▶ Ensure the Shortlisting Commission complete Confidentiality Forms and discuss any potential Conflicts of Interest.
- ▶ Ensure that everyone has the same understanding of the criteria and evidence required to demonstrate each criteria.
- ▶ Assess whether there are any laws / court rulings relevant to the criteria.
- ▶ Ensure Commission members evaluate applications in groups of no less than two people.
- ▶ Ensure Commission members understand the need to evaluate every applicant against every criterion.
- ▶ Ensure that there are sufficient checks to ensure all shortlisting documents are completed as required.
- ▶ Ensure that Administration Function create a full record of outcomes for every applicant for all criteria and reasons for decisions made.
- ▶ Ensure any follow-up actions to check applicant eligibility are completed (e.g. checking with Central Election Commission, Treasury, Anti-corruption Agency).

SHORTLISTING



[Click to return to main menu](#)

SHORTLISTING (RESOURCES)

- ▶ [Commission guidance for shortlisting](#)
- ▶ [Confidentiality agreement](#)
- ▶ [Sample shortlisting outcomes form](#)
- ▶ [Sample shortlisting form](#)



5. SHORTLISTING NOTIFICATION & APPEALS



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SHORTLISTING NOTIFICATION & APPEALS

Aim:

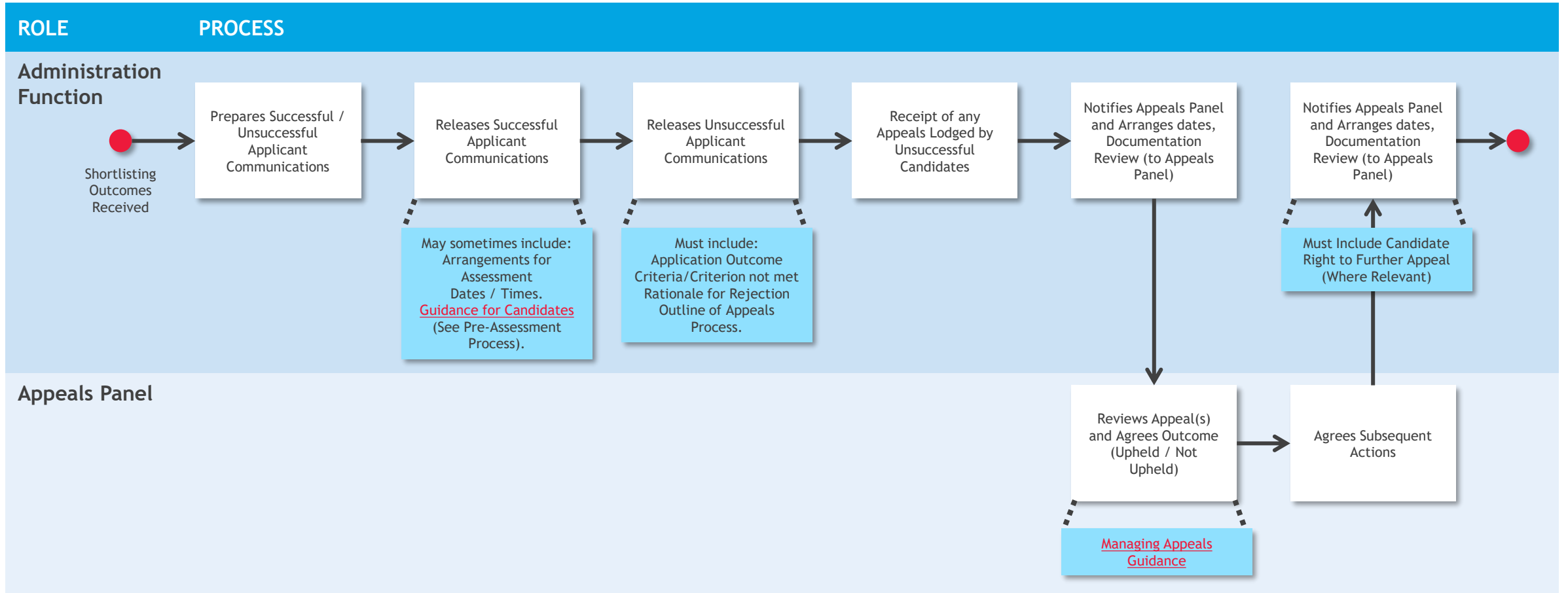
To review the appeals from candidates and determine whether or not the outcomes of shortlisting process and decisions were correct.

Considerations:

- ▶ Independent appeals panels enhance transparency, accountability and trust in processes.
- ▶ An appeals panel should define (or be reminded of this if defined elsewhere) their terms of reference / remit and the basis of what makes an appeal legitimate before looking at specific cases.
- ▶ Appeals panel should fully understand the basis on which the original decision was taken by the shortlisting panel as part of the evidence they review.



SHORTLISTING NOTIFICATION & APPEALS



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SHORTLISTING NOTIFICATION & APPEALS (RESOURCES)



- ▶ [Guidance for candidates](#)
- ▶ [Managing Appeals Guidance](#)

6. PRE ASSESSMENT



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PRE-ASSESSMENT

Aim:

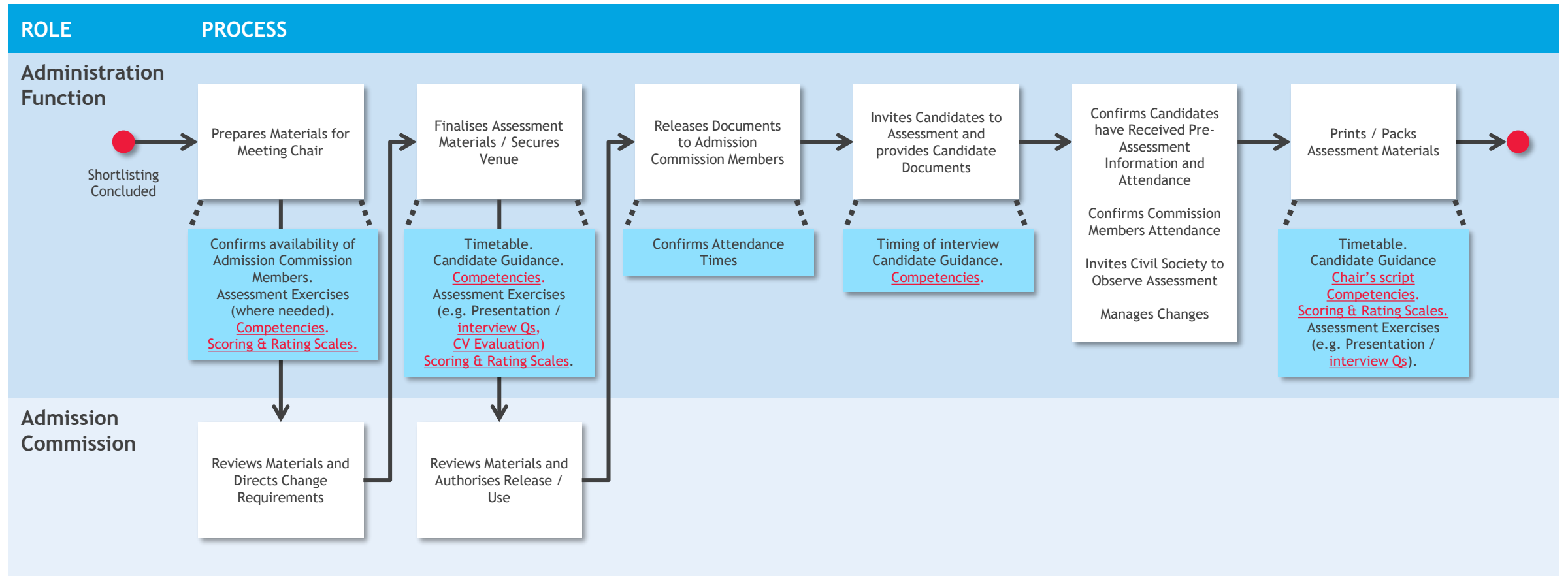
To ensure everything related to the preparation for assessment is in place to give confidence the process can be run effectively and consistently

Considerations:

- ▶ Ensure all candidates have received information / guidance to help them prepare to perform at their best
- ▶ Ensure Admission Commission Members have got all of the information / guidance to help them perform in role
- ▶ Check that the venue is suitable (location, size, ventilation, etc) and will enable the assessment process to run confidentially.
- ▶ Establish which candidates are attending and which candidates are not attending. Clarify and record the reasons for withdrawals.
- ▶ Prepare all assessment documentation that enables the Admission Commission to run the assessment process in line with merit-based principles and practices.



PRE-ASSESSMENT



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PRE-ASSESSMENT (RESOURCES)

- ▶ [Timetable](#)
- ▶ Candidate guidance - e.g.
 - [Candidate toolkit](#)
 - [Preparing for your interview guidance](#)
 - [Frequently asked questions](#)
 - [MBR - common mistakes guidance](#)
- ▶ [Competencies](#)
- ▶ [Sample rating scale](#)
- ▶ [Chair's script](#)
- ▶ Example Assessment Materials
 - [Interview Question Bank](#)
 - [CV Evaluation \(if used\)](#)



7. ASSESSMENT



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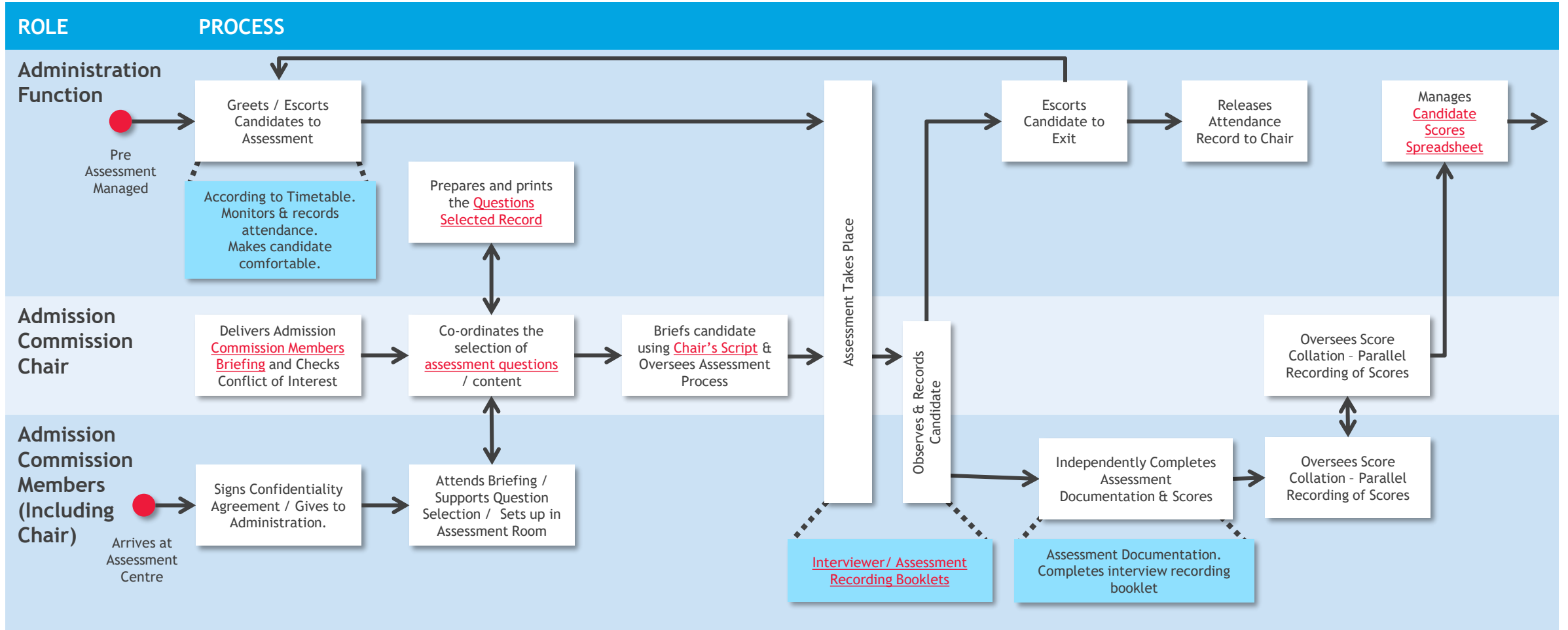
ASSESSMENT

Aim: To fairly and consistently assess each candidate following the process and procedures as set out. To determine which candidate is the best candidate for the future role.

Considerations:

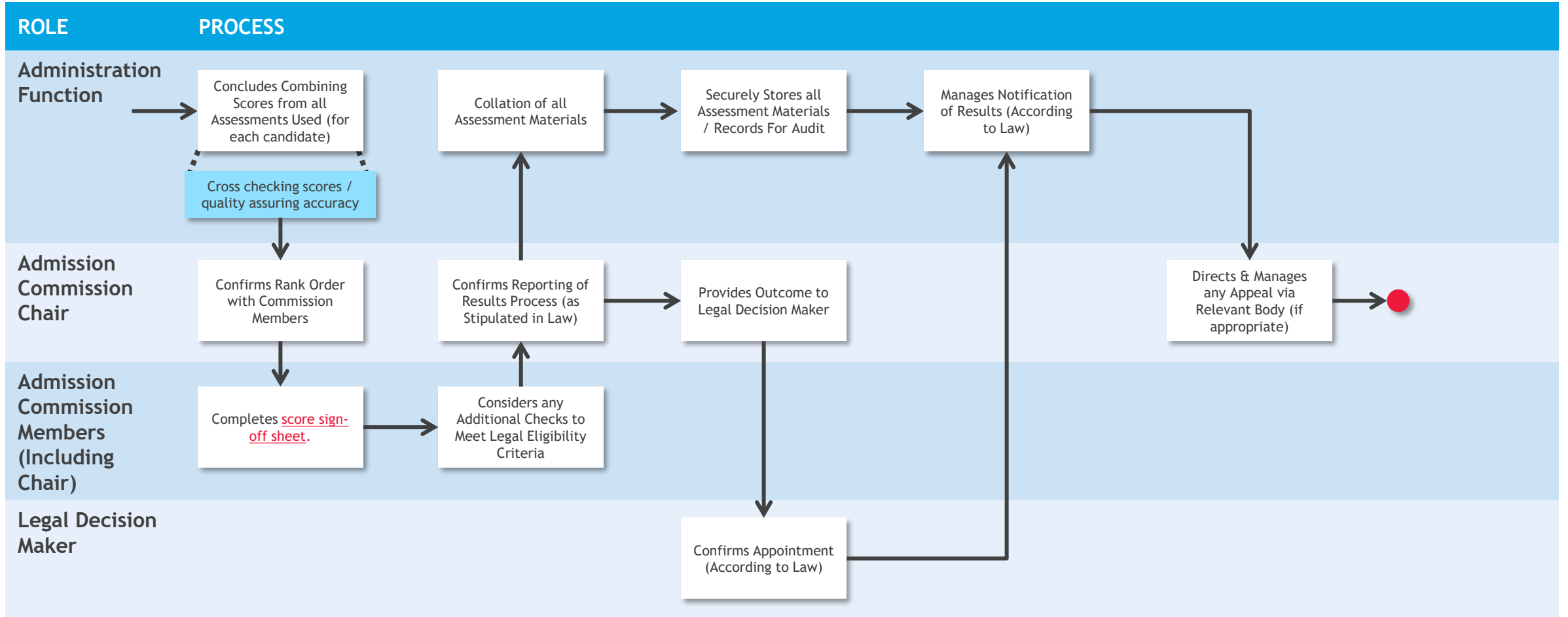
- ▶ All candidates must have the same opportunity to provide their evidence of the competencies/ criteria
- ▶ Ensure candidates receive a consistent briefing about what will happen within the assessment
- ▶ All candidates must be asked the same core questions
- ▶ Ensure all candidates are treated fairly and with respect
- ▶ During probing commission members keep focussed on the criteria that they are aiming to measure.
- ▶ The Chair and Commission members ensure that the time of the assessment is managed consistently and fairly across all candidates.
- ▶ All Commission members complete an independent and thorough assessment of each candidate which includes:
 - Comprehensive and continuous note-taking during the assessment process
 - An independent assessment of the candidate against each of the separate competencies/criteria (without discussing the candidate first).
 - A rating of each assessment competency/ criteria area based on evidence from within the assessment
- ▶ Commission ratings for each candidate are collated and discussed prior to the next candidate being seen.
- ▶ Commission members are able to provide a rationale based on evidence that is commensurate with the score that they have awarded.
- ▶ Commission chair and administrative function ensure that a clear rank order with corresponding scores is provided to the legal decision maker to enable a merit-based decision to be taken.

ASSESSMENT



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ASSESSMENT



ASSESSMENT (RESOURCES)

- ▶ *Candidate briefing*
- ▶ *Chair's script*
- ▶ *Chair's briefing for Admission Commission*
- ▶ *Confidentiality agreement*
- ▶ *Guidance for conducting interviews*
- ▶ *Interviewer / Assessment recording booklets*
- ▶ *Question banks*
- ▶ *CV Evaluation (if used)*
- ▶ *Question selected record*
- ▶ *Candidate scores spreadsheet*





FOR MORE INFORMATION

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