

**WRITTEN QUESTION TO THE CHAIR OF THE STATES EMPLOYMENT BOARD
BY DEPUTY M.R. SCOTT OF ST. BRELADE
QUESTION SUBMITTED ON TUESDAY 11th APRIL 2023
ANSWER TO BE TABLED ON TUESDAY 18th APRIL 2023**

Question

With regard to senior managers in the organisation, will the Chair explain -

- (a) the recruitment model and process, including qualifications generally sought with respect to management or administration;
- (b) how this differs from the recruitment of senior technicians i.e. staff with technical qualifications as opposed to solely public administration qualifications; and
- (c) what measures, if any, are being taken to improve accountability and both technical and management knowledge of senior managers in the organisation?

Answer

- (a) Each role for senior managers is considered individually depending on the need for specialist technical knowledge as well as senior management experience. Where an industry standard qualification is required, for example by regulation, then this is included. Otherwise, professional qualification or equivalent experience are desirable.
- (b) There is no difference in the approach. All senior roles are considered individually, including the requirement for technical qualifications or equivalent experience.
- (c) For general management (administration) a new development framework is being rolled out to start with aspirational / future managers through to certifications and chartered memberships of professional bodies. For technical roles, we are developing in-house and on-Island development routes and sponsored development through apprenticeships, professional qualification. sponsorship, graduate and intern programmes, professional development centres (in education and health) and the development of technical job families (for example, policy, human resources, finance and accounting professions). Alongside this professional development, the roll out of the Connect People module for performance management should enable professions to be mapped and a tracking of investment in employees, and their progress within the organisation.