



Policy and processes for appointing RCN committee and board members, and external advisers.

Process approved by RCN Council, April 2018

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1. Introduction and core principles for RCN appointments

This document describes the procedures for the following appointments:

- Forum (and society) steering committee members
- External advisers to Council and its committees
- Casual vacancies to committees and country and regional boards where they are to be filled by appointment rather than election (in accordance with the RCN's *Process for filling casual vacancies*, March 2013)
- Members of Council sub committees – for example, the RCN International Committee, and task and finish groups.

RCN appointments will follow a fair, equitable, and inclusive process. Candidates will be treated impartially, and procedures and processes will be applied consistently and transparently. The RCN will treat all applications in confidence.

More information relating to the requirements of the roles can be found in:

1. the role descriptor for each role
2. the terms of reference for each committee or board
3. the application form for each role

2. Responsibility for the appointments process

The RCN Group Secretary is the responsible officer for all appointments, working with colleagues across the organisation as appropriate. It is the role of the RCN Group Secretary to apply and interpret these procedures, and all other applicable procedures.

The RCN Group Secretary is accountable as follows:

- to the Forum Governance Group (FGG) for the appointment of forum and society steering committee members
- to the Chair of Council for the appointment of external advisers, and for members of Council sub committees and task and finish groups.
- to Board chairs and secretaries for the appointment of country and regional board members.

3. Administration of the appointment process

Staff in the Governance Support team will organise appointments collaboratively with Chairs of committees and colleagues in other departments as appropriate: for example:

Forum steering committees: the Governance Support team will work with colleagues in the Nursing Department.

Country and regional boards: the Governance Support team will work with the Country/Regional Directors and Board Administrators.

External advisers: the Governance Support team will work with colleagues in the relevant departments.

4. Key stages of the appointment process

Each appointment process will comprise the following stages – recommended timelines are also included. However, circumstances may vary and an exact timeline should be agreed by the RCN Group Secretary, or her designate, and key stakeholders in advance. Key responsibilities are also outlined.

Stage	Timeline	Responsibility
Planning the appointment process	Where possible this should be begin at least one month in advance of any activity	RCN Group Secretary delegates as appropriate and assigns a lead staff member in the Governance team. Lead staff member to liaise with colleagues in relevant department/board to agree specific roles and responsibilities
Appointment advertised in relevant media (internal or external) – the advertisement	All appointments will be advertised for a minimum of two weeks. Five weeks is	Member Engagement Officer (Governance) liaising with relevant lead staff member as appropriate

should include the interview date.	the recommended optimum length of time.	
Convening the appointment panel (including agreeing who will chair the panel)	The composition of the appointment panel should be agreed at least two weeks before the closing date for applications	Member Engagement Officer (Governance) liaising with the RCN Group Secretary and the relevant lead staff member as appropriate
Shortlisting	Shortlisting will be completed by the appointment panel chair and at least one other member of the panel within at least two week of the closing date for applications	Lead staff member will ensure this is done
Interview dates	Interview dates will take place within six weeks of the closing date for applications	Lead staff member and/or Governance team will ensure interview dates are set liaising with the appointment panel. If a candidate cannot make an interview date, a subsequent date within the next week can be offered if feasible. There is no obligation to offer an alternative date and the appointment should not be held up as a result of a candidate being unable to make the publicised date.
Notification of outcome of interview	Candidates will be notified within 2 working days of the outcome of their interview	Chair of the Panel of RCN Group Secretary to call successful and unsuccessful candidates if possible. Lead staff member/Governance team member to ensure all candidates receive acceptance or rejection letters of confirmation.

5. Assessing candidates

Candidates will be assessed against criteria developed from the role descriptor. These criteria will be agreed in advance by the lead staff, colleagues in relevant departments, and signed off by the accountable members (eg Chair of Council, Chair of Board, FGG).

These criteria will be used for assessing candidates at the shortlisting and interview stages.

All candidates are required to complete an application form or provide a statement of how they meet the requirements of the role. Where an application form is used, the questions will be designed to encourage candidates to demonstrate how they meet the assessment criteria. A template application form is attached at Appendix A.

Likewise, interview questions will also be based around the assessment criteria. At interview, all candidates should be asked the same core questions. However, different supplementary questions may be asked in order to probe for further detail and information. Appointment panel members should hand in their notes to the Governance Support team member following the interviews.

All shortlisted candidates will be interviewed, even if only one person is shortlisted.

6. Appointment panel

The appointment panel will be no less than three people and a maximum of five including:

- At least one person (excluding staff) who is a member of the RCN - ideally the chair or other member of the committee/board, or other member with relevant expertise or interest.
- One person independent of the committee or board
- A staff member with relevant expertise or interest – eg Professional Lead, Executive team member or Country or regional director.
- A member of the Governance Support team, or, in the case of country and regional boards, the board administrator.

Responsibilities of the appointment panel members during the interview.

Note: all members of the panel are able to ask questions of the candidate.

<p>Panel chair</p>	<p>To:</p> <ul style="list-style-type: none"> • lead the interview process • introduce the panellists and explain their different roles in the process • explain the role of the committee/board and how it works. • explain the interview process – questions from each of the members of the panel followed by followed by an opportunity for the candidate to ask any questions • start the interview • sum up and let the candidate know when they will hear the outcome of the interview • inform the candidates verbally of the outcome
<p>Member and lead staff panel members</p>	<p>To:</p> <ul style="list-style-type: none"> • support the panel chair • provide relevant expertise and provide relevant interview questions
<p>Independent participant</p>	<p>To:</p> <ul style="list-style-type: none"> • provide an independent and objective assessment • investigate any complaints • satisfy themselves candidates are treated equally
<p>Governance representative</p>	<p>To:</p> <ul style="list-style-type: none"> • answer any questions on governance/process at the interview • ensure the administration of the interviews are carried out effectively, including drafting letters to inform the candidates of the outcome of the interview • provide the administration and support for any complaints • ensure follow-up work is completed (recording of terms of office, amending records on the CRM)

7. Notification of the outcome of the interview

Ideally the Appointment panel chair, or staff member, should telephone each candidate personally to inform them of the outcome. This will be supported by a letter, sent within two working days of the interview, produced by the lead Governance staff member which will include:

- Whether the candidate was successful or unsuccessful
- When the successful candidate's term of office starts and concludes
- Details of forthcoming meetings and staff contacts for successful candidates as well information about the induction process
- Details about other relevant opportunities, if appropriate, for unsuccessful candidates
- A thank you for taking the time to attend and be interviewed

8. Post interviews

The lead staff in the Governance team will be responsible for updating relevant membership records and committee information on the CRM, liaising and informing colleagues as appropriate.

They will also work with colleagues to ensure that induction material and meetings are provided to the successful candidates.

Appendix A



RCN [insert name of committee/board]

Application Form

1. Introduction

Applications are being accepted to [insert name of committee/board]

Please read the information below and complete the application form by [insert closing date for applications]

2. Who can apply?

Candidates have to [insert criteria for membership of the committee/board]:

3. Term of office

Unless otherwise stated, the term of office is [insert number of years].

4. How does the appointments process work?

The appointments process has been designed in consultation with members to be professional, fair and supportive – the focus is on the skills and qualities that you can bring to the [insert name of committee/board] and the RCN.

The appointments process has five stages:

1. Applications – [insert dates]
2. Short-listing – [insert dates]
3. Interviews – [insert dates]
4. Notification of outcome to candidates. [insert dates]
5. Candidate takes up office and induction commences . [insert dates]

5. For more information

For more information on the [insert name of committee/board] please [insert web address or contact details]

6. Equal opportunities

The RCN is committed to supporting equality and inclusion. If you need help with completing this form or would prefer it in a different format, please email governance.support@rcn.org.uk or telephone 020 7647 3553

7. Submitting your application

Please return your application form by **[insert closing date]** to **[insert name/address/email address]**

Receipt of forms will be acknowledged within seven days - if you do not receive an acknowledgement after that time, please telephone **[insert number]**

Application form

[insert name of committee/board]

Part One - your details

Title _____

First name(s) _____

Last name _____

Address _____

Post code

RCN membership number

Year of joining the RCN

Home phone no

Mobile phone no

Email address

Part two - interview date

Please confirm you can attend the interview date for this committee [insert interview date]

Yes

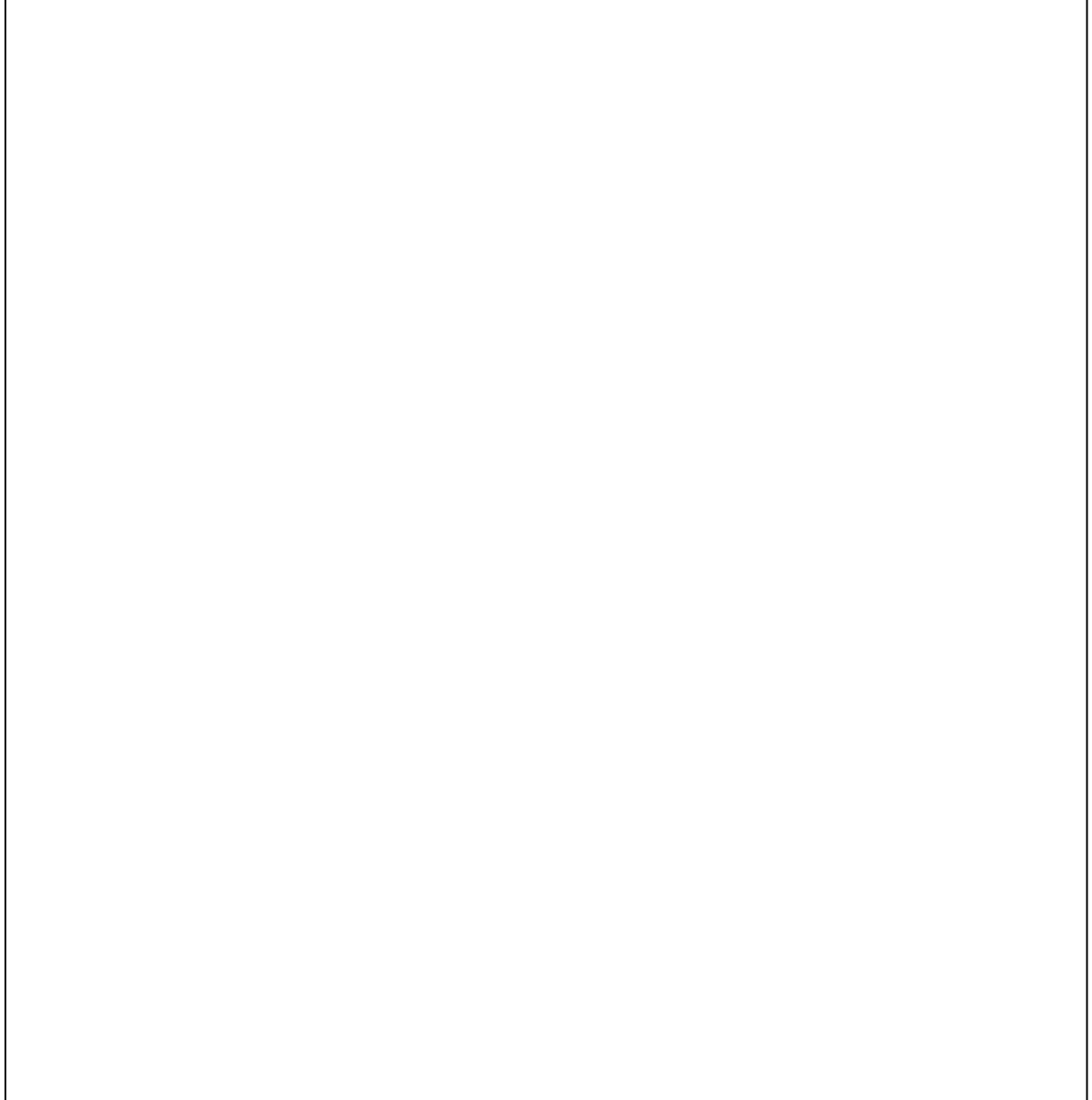
No

Unknown

Part three: candidate statement

Please write a statement of **no more than 250 words** that demonstrates how your qualities and experience will help you fulfil your role as a member of **[insert name of committee/board]**.

Please note that your statement should not be longer than 250 words.

A large, empty rectangular box with a thin black border, intended for the applicant to write their statement. The box is currently blank.

Part four: tell us more about yourself

Please summarise your education or career history, any involvement you have had with the RCN and any other relevant experience or achievements – please expand the tables below if necessary.

Professional career

Dates (years)	Position	Main achievements

RCN involvement

Dates (years)	Position	Main achievements

Other relevant experience

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You may also send your CV with this application form.

Part five: where did you hear about this opportunity?

Please mark all those relevant:

Activate magazine		RCN email	
Bulletin magazine		RCN website	
RCN event or conference		RCN member	
Facebook		RCN staff member	
Twitter			
Other (please explain):			

Acceptance and declaration

In signing this form I declare that I am **[insert eligibility criteria as specified in section 3]**:

Signature: _____

Date: _____

To submit your application please save the form and email it to **[insert email address]**

Alternatively you can post it to **[insert postal address]**:

You can also complete the form online by visiting www.rcn.org.uk/applications

We will acknowledge all applications by email within seven days. If you do not receive an acknowledgement, please contact us at governance.support@rcn.org.uk

All forms must be received no later than **[insert closing date]**

Appendix B

Short-listing template [insert name of committee/board]

Candidate name - [insert]

Insert criteria for selection *	Tick if criteria met	Comments

*criteria for selection should include whether or not they meet the criteria for membership of the committee as well as relevant experience, skills, knowledge and competencies

Appendix C

[insert name of committee/board] Appointments Assessment Sheet

Applicant: _____ Interview Date: [insert date]

Panel Member: _____

Procedure

- Chair to welcome the applicant and introduce the panel members. Ensure the candidate is comfortable and ready to begin.
- Chair to explain that the panel will spend approximately [insert expected duration length] with the candidate and that the interview format will be the same for each candidate.
- Chair to explain that at the end of the interview, candidate will have the opportunity to ask any questions they may have.
- If the panel deviate from the written questions below they should document any additional points or questions they raise.

	Question	Looking for [insert criteria]	Candidates response / Notes				
1.	e.g Could you start by spending around five minutes telling us what made you decide to put your name forward?		1	2	3	4	5

5 = Outstanding 4 = Good 3 = Fair 2 = Poor 1 = Very Poor

	Question	Looking for [insert criteria]	Candidates response / Notes					
2.		•						
3.		•	1	2	3	4	5	

5 = Outstanding 4 = Good 3 = Fair 2 = Poor 1 = Very Poor

	Question	Looking for	Candidates response / Notes
4.		•	1 2 3 4 5
5.		•	1 2 3 4 5

5 = Outstanding 4 = Good 3 = Fair 2 = Poor 1 = Very Poor

	Question	Looking for	Candidates response / Notes
6.		•	
			1 2 3 4 5
7.	Are there any questions the candidate would like to ask?		

5 = Outstanding 4 = Good 3 = Fair 2 = Poor 1 = Very Poor

Additional questions / comments

Does the candidate wish to report any conflicts of interest? (please circle)

Yes No

Candidate to be recommended for appointment ? (please circle)

Yes No

Total score given to candidate

_____ / 30

Feedback agreed to be included in letter to unsuccessful candidate