

**WRITTEN QUESTION TO THE CHIEF MINISTER  
BY DEPUTY R.G. LE HÉRISSIER OF ST. SAVIOUR  
ANSWER TO BE TABLED ON TUESDAY 16th NOVEMBER 2010**

**Question**

With reference to his written answer on 2nd November 2010, regarding Succession Planning, would the Chief Minister identify the targets against which the success of the Succession Planning programme is judged?

**Answer**

For a succession planning scheme to be successful, it requires development programmes to be in place. In my answer of 2nd November 2010, I identified the Modern Manager Programme which has demonstrated that of the first 100 employees to complete the Programme, 25% have attained some level of advancement in their career.

An independent evaluation of the Modern Manager Programme, which was commissioned when the first 100 managers had completed the Programme, provided strong evidence that participants had significantly enhanced their knowledge, skills and attitudes, as a result of attendance on the Programme. There was evidence of:-

- A tangible increase in the level of self-confidence and of 'silo' thinking being replaced by a more corporate view point.
- Improved skills in leadership, communication, managing people, change and finance, business planning and project management.
- An enhanced awareness of States wide policies and procedures and the need for services to be customer focused.

It can be deduced from these results, that the Programme is enhancing the knowledge and skills of States managers, as well as allowing those who have taken part to compete successfully for promotion. This, in turn, supports succession planning.

The Future Leaders Programme has also demonstrated some success in terms of succession planning as four of the eleven participants have been promoted since joining the Programme.

I believe this information demonstrates that the Succession Planning Programme coupled with development initiatives such as Modern Manager and Future Leaders Programmes are proving to be successful and I am encouraged to see that States employees are achieving promotion across the organisation.