

Chief Minister



19-21 Broad Street | St Helier
Jersey | JE2 3RR

Deputy Sam Mézec
Chair, Corporate Services Scrutiny Panel

BY EMAIL

23 October 2023

Dear Chair,

People and Culture Follow-up Review: Further information

I am responding on behalf of the Chief Minister. Thank you for seeking further information in respect of the review the Panel is currently undertaking.

Departmental specific surveys

Each department undertook the BeHeard survey earlier this year. I will ask officers to provide the departmental-level results to you and offer a briefing.

Our preference is that these surveys remain confidential. We have published the corporate results. The advice we have received is that publishing individual departmental surveys could be detrimental to making progress as people may not speak up or respond to surveys if they feel they are being used for reasons other than helping us ensure we act on responses. It is important that we do not expose our employees.

The effect of frequent Chief Executive Officer (CEO) changes on leadership of the public sector, people and culture in the workplace and service delivery.

The CEO is an important position in any organisation.

Within the Public Service, we have seen a change in CEOs since 2018. The Public Service has been incredibly resilient and has continued to focus on delivery for the Island.

In terms of culture, the BeHeard survey has demonstrated that the importance of the CEO within the organisation is felt less so at the front line. The line manager is the most important relationship, and stability within line management impacts the culture more critically than the CEO.

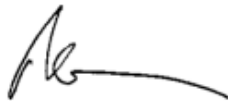
Having said that, the CEO sets the tone and direction of the organisation, and this provides confidence and certainty, which in turns impacts how people feel within the Public Service.

The wider Executive Leadership Team (ELT) has less turnover, and they too provide collective leadership.

The impact of the CEO role's restructure on the Cabinet Office and broader public sector

The interim CEO has been tasked with providing the Chief Minister with a report and proposals to this effect. The Chief Minister is awaiting receipt of the report.

Your sincerely,

A handwritten signature in black ink, appearing to be 'AJ', with a long horizontal flourish extending to the right.

Connétable Andy Jehan
Assistant Chief Minister