

**WRITTEN QUESTION TO THE CHIEF MINISTER  
BY DEPUTY J.B. FOX OF ST. HELIER**

**ANSWER TO BE TABLED ON TUESDAY 15th MAY 2007**

**Question**

Would the Chief Minister advise the Assembly -

- (a) how many departmental heads and other senior posts have been appointed from outside of the Island during the last ten years?
- (b) whether improved succession planning and training measures have been implemented to enhance opportunities for local candidates and increase the Island's ability to provide its own locally trained workforce, of equal professional calibre, skills and experience that would otherwise be obtained through recruitment from outside the Island?

**Answer**

- (a) This information will take some time to prepare, as departments will need to check through their records covering an extended period, and I regret that it has not been possible to supply this information in the time available. I will provide this information at the next States sitting.
- (b) I am pleased to advise the Deputy that several important steps have been taken to bring about improved succession planning by way of training and development initiatives, which in turn, will enhance opportunities for local candidates. These include the following measures -
  - A **'Modern Manager Programme'**, launched in 2006, which has been specifically designed to provide middle managers across the States of Jersey with a wide range of management skills that will equip them to work successfully in today's States organisation but will also assist them to respond successfully to challenges in the future. This is an 18-month programme with accreditation to a professional management qualification. Almost one hundred managers have embarked on the Programme since its introduction, and it is already proving effective in developing skills and competencies and providing an opportunity for a wide range of managers to work together and share knowledge and experience. The first programme commenced in September 2006 and a second in March 2007, and further programmes will be run over the next couple of years.
  - A **'Future Leaders' programme** is to be launched later this year. This programme has been designed for a small group of up to 12 high potential people from across the organisation, who have the potential to aspire to take on senior manager and Chief Officer roles in the future. The Programme will focus on developing skills in leadership, strategic and business planning, performance management etc. A suitable provider for this Programme is currently being identified from the top ranking business schools in the UK.
  - **Succession planning:** The States organisation is committed to succession planning. In support of this, it is working to enhance performance management and provide a wide range of learning and development opportunities, including secondment, coaching, mentoring from experienced senior managers, and providing opportunities for working in multi-disciplinary groups on projects when there is a clearly-identified business need. In developing the skills and experience of staff in the public sector, it hopes to minimise recruitment from outside the Island, as well as motivating staff to develop their careers and perform to their full potential.

The aim of the succession planning policy is to develop our workforce so that we have a pool of potential successors who are in a strong position to apply for senior positions within the public service when they

arise.