

**TRAINING AND DEVELOPMENT OF  
PUBLIC SECTOR EMPLOYEES**

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**Lodged au Greffe on 9th June 1998  
by the Establishment Committee**

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**STATES OF JERSEY**

**STATES GREFFE**

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## **PROPOSITION**

**THE STATES are asked to decide whether they are of opinion -**

to endorse the strategy being pursued by the Establishment Committee in connexion with the training and development of public sector employees as set out in the Committee's report dated 2nd February 1998.

**ESTABLISHMENT COMMITTEE**

**NOTE:** The Policy and Resources Committee supports this proposition.

## Report

### Introduction

1. The Policy and Resources Committee invited the Establishment Committee to produce a report on training in the public sector. What follows is a response to this particular request, highlighting, in particular, the part that the Establishment Committee and the States Personnel Department play directly in the provision of this training and development. Subsequently, the Policy and Resources Committee asked the Establishment Committee to present this Report to the States for information and debate.
2. All employers want a well-trained workforce and the States of Jersey is no exception. The problem is how best to achieve this. Ideally, all staff would arrive ready trained, fully qualified and immediately able to adjust to the demands of the current job and to develop easily into future roles. However, such a situation rarely applies in practice and so most employers have to respond to these deficiencies by applying some form of programme of training and development.
3. This report seeks to identify how the States of Jersey, as an employer, responds to these particular challenges.
4. In recognition of the importance of training and development, the Establishment Committee has introduced the following policy -

“The States of Jersey recognises that training and development is fundamental to its continuing efficiency and viability and that responsibility for training and development lies not only with all managers and supervisors in their respective departments or sections but also with employees.

To help achieve the Organisation’s objectives and at the same time fulfil its responsibility to employees, the States of Jersey will develop its manpower resources by a

systematic approach to its training and development requirements, identified through the departmental business planning process.

The specific aims of the Organisation's training and development policy which embraces all levels of employees are -

- To provide appropriate induction training for new entrants to the public sector and those transferred to a new department within the public sector.
- To review regularly with each employee, through the departmental performance review and appraisal process, the training and development needs of that employee.
- To ensure that training and development is available to enable employees to reach a predetermined level of performance in their jobs and thereby effectively contribute towards the achievement of the Organisation's objectives.
- To ensure that job-related training is available to encourage the development of employees to their full potential.
- To provide the training and development necessary for employees selected for promotion or considered to have potential for promotion, to take advantage of any opportunity which may occur.
- To ensure that all training and development is facilitated and conducted by high quality Trainers and appropriate validation and evaluation techniques are carried out."

This policy is applied strictly in accordance with the Committee's Equal Opportunities policy, so that all employees within the public sector should be provided with the training

that is relevant to their role, notwithstanding the fact that they might be disabled, part-time employees, etc.

5. The approach set out in the above paragraph is in support of that part of the overall Mission of the States of Jersey which requires that policies should be designed to achieve -
  - “the full employment of Island residents **and the full development of their skills/talents;**” and
  - “an efficient and effective public administration;”
6. The manner in which the Establishment Committee seeks to put the approach set out in paragraph 4 above into effect is explained in more detail below. However, States members should recall the division of responsibilities which currently exists for meeting training and development needs within the public sector. The Establishment Committee has voted to introduce annually a training budget which is used to provide that type of training and development, where the particular skills and knowledge that will be gained as a consequence of the intervention, will have general application across all States departments. (Appendix A identifies the amount of this budget over the last five years and for the current year). Administering committees are obliged to obtain their own revenue budget for meeting the costs of training and developing employees in skills and abilities that are specific to their department(s). For example, the Establishment Committee will provide support for training a police inspector in how to become a more competent manager. However, the Defence Committee will be responsible for training that officer in the skills which relate solely to policing. Allocations of funds to States departments for these purposes are believed to be significant, although the true figure is not known. As a result, officers of the States Personnel Department are currently in discussion with the States Treasury to arrange for adjustments in the coding structure to enable the total support for training in the States of Jersey to be identified in future.

## POLICIES DEVELOPED TO SUPPORT TRAINING AND DEVELOPMENT

### Performance Review and Appraisal

7. The training policy of the Establishment Committee has identified as one of the principal purposes for providing training as assisting in meeting "...the Organisation's objectives ....through the departmental business planning process." In support of this approach, it has set, as one of the aims in its training policy -

"To regularly review with each employee, through the departmental performance review and appraisal process, the training and development needs of that employee."

The Establishment Committee is convinced that in devising strategies for the future and in seeking to deliver these strategies through the business planning process, administering committees and departments must identify the impact that business goals will have on the workforce. Consequently, therefore, an integral part of the Establishment Committee's approach to these matters that it has introduced a policy which requires each employee in the public sector to be subject to performance review and appraisal.

8. Performance review and appraisal is a process which enables a manager to identify clearly to a subordinate the particular goals that that employee should achieve. It ensures that the overall business goals that have been set for the department can be translated into specific targets for the employees within that department. In addressing these targets with the employee, the manager should also establish whether the employee has the necessary skills and knowledge to attain his/her targets. If not, then assistance can be given in the form of training and development opportunities which are focused upon that employee's particular needs. Thus, the application of performance review and appraisal is vital in directing the training and development effort in such a way that it ensures

that the organisation's business plans are met in an efficient and effective manner.

### **“Competency” approach**

9. A further initiative that the Establishment Committee has taken in recent years has been the development of what are referred to as ‘‘competency sets’’. These have been devised in order to identify the particular behaviours that are considered essential for employees to apply if they are to be successful in their particular roles. A number of these ‘‘sets’’ have been developed, for example for senior, middle and first line managers, Customs Officers, employees in the personnel and finance functions, etc., and they have provided a focus for those areas on which employees should concentrate in seeking to develop in their particular role. (The Committee has included in its 1998 Business Plan the task of extending the competency approach to clerical and administrative roles.) Again this type of approach ensures that the training and development effort is concentrated on those issues which are going to impact upon the efficiency and effectiveness of the public sector.

### **Succession and career management**

10. If the success of the organisation depends upon having a competent and capable workforce, then continued success in the future relies upon ensuring a continuous supply of such people. The Establishment Committee has, therefore, recently introduced a policy which identifies the particular approaches that departments should take to ensure that they are adequately prepared to replace those employees who have scarce skills and abilities. A part of these processes are directed towards providing relevant training and development opportunities for existing employees or trainees in order to ensure that they are prepared to take on more senior roles in future. The emphasis is, therefore, placed on ensuring that relevant training and development opportunities are provided to the appropriate people in order to safeguard future succession.

11. As part of this approach, successive Establishment Committees have supported two specific training schemes in order to safeguard the continued supply of competent employees to undertake particular roles in future. These are a craft apprenticeship scheme and a trainee secretarial scheme. In addition, the Finance and Economics Committee supports a trainee accountancy scheme, and the Establishment Committee also authorises the recruitment of trainees outside of the restrictions placed on public sector headcount, where a specific future need is identified for replacing professionally qualified or skilled employees.

### **Training needs analyses**

12. The Establishment Committee commissions from time to time specific training needs analyses which are designed to identify the particular training and development requirements of specific groups of employees within the public sector. The recent analysis by the United Kingdom's Civil Service College into the needs of senior managers is just such an example. The approach that is taken on these occasions is to look closely at what the organisation's future business challenges are and then to establish whether the existing employees are capable of meeting those challenges. As a result of investigating these matters, specific training and development needs are identified.
13. All of the above approaches have been mentioned in order to underline the fact that the Establishment Committee has, in recent years, become much more focused on putting into place those personnel policies and practices which will identify the particular training and development opportunities which will enhance the achievement of a Committee's business aims and objectives.

### **MEETING THE TRAINING AND DEVELOPMENT NEEDS**

14. The Establishment Committee has sought to diversify and extend the manner in which it meets particular requests for training and development. It is widely recognised that not everyone responds in the same way to a training event, each of



us has a preferred approach to learning. Some might learn best from their involvement in practical tasks, some might prefer to stand back and reflect on an event and so on. The training function within the States Personnel Department has, therefore, extended its response to training needs by making the following available in recent years -

- training courses which take account of all the different learning styles of the participants
- a library of books
- computer based training packages
- videos.

15. In addition to this expansion in the training response, other development opportunities have also been made available such as -

- **Development centres:** Senior managers have attended particular events at which they participate in a series of simulations and exercises whilst being observed. Feedback is then given on how they have performed, enabling the managers to produce development plans which respond to their specific needs.
- **Secondments:** Support has been provided to enable employees to move into new positions for a temporary period in order to gain wider experience and skills as a consequence of having to undertake new responsibilities.
- **Learning sets:** Groups of employees have been formed in order to address real problems that have been identified within the States of Jersey. The intention is that, like secondments, an opportunity will be provided to all of the participants in the group to address their particular development needs as a result of having to respond to the particular challenges of the project.

- **Focus visits:** Opportunities have been provided for groups of employees to visit organisations outside of the Jersey public sector in order to gain an insight into how those organisations have responded to particular issues which are relevant to the groups. In analysing in depth the actions that the organisations have taken and how successful they have been in achieving their objectives, the group can learn from those organisations' experiences.
- **Personal development plans:** All senior managers have been provided with a pack which supports them in reviewing their performance in the context of the "senior manager competency set" and in identifying the training and development requirements that flow from that review.
- **Post graduate qualifications:** The Establishment Committee encourages managers to acquire additional post graduate qualifications where it can be demonstrated that these qualifications will assist them in achieving business objectives. To this end, employees would have 80 per cent of the total costs associated with acquiring the qualifications paid for by the States Personnel Department and also be granted study leave by their department.
- **National Vocational Qualifications (NVQs):** Support is provided to managers and other employees to acquire the particular NVQ that is appropriate to their particular role. This is in line with the level of financial support provided for those undertaking post graduate qualifications.

#### DELIVERY OF TRAINING EVENTS

16. States employees are very infrequently involved in the direct delivery of any of the training events themselves, although some courses, such as corporate and departmental induction, pre-retirement and recruitment and selection have a significant input from employees of the States of Jersey. The vast majority of events are, however, "outsourced" and delivered by external providers who are chosen, in the main, by a competitive tendering process. The Training Manager in the States

Personnel Department has been extremely successful in recent years in containing the costs of these training events, such that the number of events have been maintained within a reduced budget. However, it should be recognised that this significant achievement cannot continue to be sustained into the future.

17. The Training Team in the States Personnel Department consists of a Training Manager and four support staff. Effectively, this team is a corporate resource, akin to the corporate purchasing and supply unit which arranges the purchase of goods and supplies for the rest of the States of Jersey. The Training Team is dedicated to identifying and providing good quality, generic training and development events in the most cost effective manner possible for the whole of the public sector. The extent of this provision can be realised from the details contained in the two prospectuses issued for 1998 and the statistics provided in Appendix B. The work of the Team has been facilitated by the creation of a network of departmental Training Liaison Officers who support the Training Team in their tasks.
18. The Committee also has no dedicated premises for the delivery of training and development events, which means that a part of its officers' duties are taken up in searching for suitable venues and seeking to contain the costs associated with their hire. This arrangement is clearly unsatisfactory and inefficient and so the Committee has authorised its officers to identify suitable, dedicated premises which will act as a training resource centre and which will ensure the delivery of training and other development opportunities in the most conducive setting for learning, whilst achieving efficiency savings.

## MEASURING THE EFFECTIVENESS OF TRAINING

19. Like any other organisational process, it is important to assess the outcomes of any training and development, to ensure that it is meeting the needs of the employees and that it is cost-effective.
20. Importantly, the approaches that have been referred to above as being applied in identifying training needs -

- performance review and appraisal,
- training needs analyses,
- development centres,
- personal development plans, etc.,

are all instrumental in ensuring that the provision of training and development is focused upon meeting the employees' specific requirements in delivering their part of the departments' business objectives. Thus, if all these approaches are applied successfully, then the training that is provided should be entirely in line with the needs of the organisation.

21. The States Personnel Department also apply evaluation processes to all the events that they have organised, to ensure that they met and will continue to meet the requirements of public sector employees. These seek to identify -
- the immediate reaction of the participants on whether they valued the event;
  - the response by the participants on what they have learnt from the event and what actions they will take away with them to apply in their jobs;
  - how the performance of the participants has improved following their attendance at an event.
22. The responses that are received from the participants and their managers are constantly monitored and evaluated to ensure that the training and development that has been provided has met the needs of those who attended the events promoted by the States Personnel Department.

## THE FUTURE

23. The central thrust of the policies and approaches taken by successive Establishment Committees over recent years has

been to recognise its employees as one of its principal resources. By properly investing in them through training and development, the Committee considers that it will create a far more effective workforce.

24. This philosophy has been further underlined by the recognition that we are in an era where change is endemic and where previous knowledge and skills are constantly needing to be updated and adjusted. In addition, it is in harmony with the desire of the States of Jersey to continue to provide good quality services to the Island's community whilst constraining public sector manpower.
25. As a result of the approaches highlighted above, the investment in training and development is not haphazard and disparate. The decisions in this area are taken against a backdrop of significantly improved performance management systems in which the States and Committees identify their overall strategies and subsequently convert these into business plans. Thereafter, through the processes of performance review and appraisal, the individual employee's part in delivering the various business objectives is highlighted and the specific training and development needs that are required to support that employee in his/her role is identified and delivered.
26. Whilst very good results have been achieved in some States departments, others are still to respond fully to this agenda. It would, therefore, be premature to claim that this overall approach is working satisfactorily in all areas of the public sector.
27. In an effort to accelerate this approach, the Establishment Committee has included in its business plan for 1998 the objective of investigating the possibility of encouraging States departments to become recognised as "Investors In People" (IIP). IIP is a standard which has been introduced by the United Kingdom Government to bring the importance of training and development and the strategic development of an organisation's human resources to the forefront of business planning. The four principal areas that the standard covers are -

- **Commitment:** An Investor In People makes a clear commitment from the top to develop all employees to achieve its business objectives.
  - **Planning:** An Investor In People regularly reviews the needs of all employees and plans their training and development to meet those needs.
  - **Action:** An Investor In People carries through these plans and ensures that all its employees obtain the training that is appropriate for them.
  - **Evaluation:** An Investor In People evaluates the investment in training and development to assess achievement and improve future effectiveness.
28. All of these principles encapsulate the type of approach that the Establishment Committee is seeking to embed within the public sector: hence the desire to encourage qualification for this standard by all States departments. In attaining the standard, the States of Jersey will clearly demonstrate its excellence in the area of training and development.

## CONCLUSION

29. It is with some pride that the Establishment Committee presents this report on training and development in the public sector. It believes that, in recent years, major strides have been made in developing a strategy which has enhanced the provision of training and development in the States of Jersey. The Committee has every confidence that this has improved the efficiency and effectiveness of its employees and, thereby, improved the provision of services to the local community. That is not to say that the Committee is complacent. It recognises that there are still significant improvements that can be made in the application of its strategy. However, it looks to the continued evolution of the performance management systems in the States, together with the possible application of the IIP standards to States departments, as facilitating these further improvements.

**APPENDIX A**

## TRAINING AND DEVELOPMENT BUDGETS

1993	£560,100
1994	£613,400
1995	£597,600
1996	£525,500
1997	£525,500
1998	£464,500

**APPENDIX B****TRAINING STATISTICS**

	<i>1995</i>	<i>1996</i>	<i>1997</i>
Number of training events	227	289	270
Number of training days	331	410	406
Number of delegates attending	2,459	2,840	2,300
Number of employees undertaking professional qualifications	50	58	66