



Public Accounts Committee

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Performance Management – Follow up Review

Dear Public Accounts Committee,

Many thanks for your invitation to participate in your review of performance management within the Government of Jersey. Our response is mainly on the processes and culture in place in relation to the appraisal and objective/key performance indicators for employees.

There is a belief that my conversation my goals/ connect is based more on future objectives (ideals) rather than business as usual. This means that many employees struggle to achieve their objectives as they are tied up with day-to-day business and are extremely busy.

Many employees have not had an appraisal for some time and there are examples of the last appraisals being undertaken in 2014. This is particularly true in Health and Community Services (HCS). One of the main reasons for this is that managers have changed with alarming regularity.

Employees find the new Connect system far too general for those in clinical roles and there should have been far more differentiation throughout the States to ensure they met the needs of different groups.

Many managers feel that they were told to use MGMC without any specific training. After a couple of years, some department managers managed to get most of their staff engaged with the process and eventually found it a good system to use. However, this has now been replaced by Connect People, again without any specific training apart from the e-learning guides which didn't really show how to use the system from a practical point of view. Managers have all learnt bits from each other and muddled through. It is so much more clunky than the MGMC and managers are struggling to get people to engage. Many managers are not convinced they are using Connect to its fullest but without further guidance they are doing the best they can.

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Some managers explain that they had to instigate their managers to sort out my objective recording and review on both systems. There seems to be a lack of leadership at the top which doesn't help middle managers motivate their staff.

It is being reported across our membership that many of them are looking to leave due to the way managers are implementing performance management systems that, as detailed above, continue to change without ever being completed properly.

We would welcome the opportunity to discuss these issues at any Scrutiny Hearings you call.

Yours sincerely

Chris Hopkins

President, JCSA Prospect