

**WRITTEN QUESTION TO THE CHAIR OF THE STATES EMPLOYMENT BOARD
BY DEPUTY R.J. WARD OF ST. HELIER
QUESTION SUBMITTED ON MONDAY 15th MARCH 2021
ANSWER TO BE TABLED ON MONDAY 22nd MARCH 2021**

Question

Following the development of new Target Operating Models (T.O.M.s), will the Chair state the resultant employee changes for each department (broken down by department sections as per the OneGov structure):

- (a) the number of full-time equivalent roles (F.T.E.s) removed from organisational charts;
- (b) the number of F.T.E. roles added to organisational charts;
- (c) the number of employees moved up grades;
- (d) the number of employees moved down grades;
- (e) the number of employees that have had to go through a recruitment process;
- (f) the number of employees on the redeployment list;
- (g) the number of employees that have left the organisation;
- (h) the number of new employees recruited from on-Island;
- (i) the number of employees recruited from off-Island; and
- (j) the number of F.T.E. roles that have yet to go through the T.O.M. process?

Answer

The Target Operating Model (TOM) programme was implemented at different times within each of the Departments between Q3 2018 and Q4 2020. In one case a new Department has been created (Economy) and for others organisation change had been completed in advance of the TOM programme starting.

The data provided relates specifically to the actual organisation change process required to implement the TOM programme and, for some data, to a limited period time after completion of formal consultation closing.

Ongoing change is an accepted part of organisational life in order to continuously improve our public services. The TOM programme, which delivered new organisational structures across government has now evolved into service reviews. Whilst the process of organisation change is consistent across government, the scope and benefits of each service review will be defined by Director's General with corporate governance to assure delivery and to manage key risks.

Tiers 1 & 2 were included in the TOM programme first and the outcomes from this process are noted collectively to avoid identifying individuals. At completion of the TOM programme for Tiers 1 & 2 40 posts had been identified, a reduction of 26 posts. Of these, 21 were appointed by direct match. Tiers 1 & 2 are excluded from the figures below.

		IHE	JHA	T&E	SPPP	CLS	OCE	Econ	COO	HCS	Total
a	Number of full-time equivalent roles (F.T.E.s) removed from organisational charts										
	CYPES										
	5	2	0	0	3	0	0	13	0	19.02	42.02
b	Number of F.T.E. roles added to organisational charts										
	CYPES										
	8	6	0	0	3	0	0	9	119.5	12.2	157.7
c	Number of employees moved up grades										
	CYPES										
	3	17	0	0	4	0	0	3	19	11	57
d	Number of employees moved down grades										
	CYPES										
	3	1	2	27	4	9	0	0	14	3	63
e	Number of employees that have had to go through a recruitment process										
	CYPES										
	0	6	0	0	0	0	0	0	4	19	29
f	Number of employees on the redeployment list										
	CYPES										
	1	0	1	2	0	13	0	0	1	1	19
g	Number of employees that have left the organisation										
	CYPES										
	0	2	0	0	1	27	0	0	3	0	33

h	Number of new employees recruited from on-Island											110
	CYPES	IHE	JHA	T&E	SPPP	CLS	OCE	Econ	COO	HCS		
	4	5	0	0	4	48	0	10	39	0		
i	Number of employees recruited from off-Island											16
	CYPES	IHE	JHA	T&E	SPPP	CLS	OCE	Econ	COO	HCS		
	1	1	0	0	3	1	0	0	4	6		
j	Number of F.T.E. roles that have yet to go through the T.O.M. process											0
	CYPES	IHE	JHA	T&E	SPPP	CLS	OCE	Econ	COO	HCS		
	0	0	0	0	0	0	0	0	0	0		

An opportunity to discuss the questions and understand how the Government might be more confident that answers match what is being sought was declined. However, the opportunity to talk about the data that has been provided would be welcomed.