

Chief Minister



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

Deputy Sam Mézec  
Chair, Corporate Services Scrutiny Panel

BY EMAIL

17 November 2023

Dear Chair,

**Corporate Services Scrutiny Panel: Follow up and Additional Requests**

Further to your letter of 31 October 2023, I provide the following information attached to this letter:

- The Terms of Reference for the HR Lounge follow up report.
- The job descriptions for key human resources roles, along with the functional descriptors of service design) and tiered structure
- A copy of the grievance and disciplinary policy and processes

The minutes if the States Employment Board will be provided under separate cover, for confidentiality reasons.

The policies and process for the disciplinaries and grievances are available on the [public-facing website](#). I have provided additional information for the flow charts that is not published. The following are links to:

- [Dignity and Respect at Work Policy](#)
- [Resolving Grievances Policy](#)
- [Disciplinary Policy](#)
- [Conducting Workplace Investigations Toolkit](#)
- [Disciplinary Toolkit](#)
- [General Toolkits](#)

Following the previous hearing, I can confirm that the consultants advising on the New Hospital Facilities Project are remunerated up to £12,000 per year and will prepare and participate in a minimum of 15 meetings.

Your sincerely,

A handwritten signature in blue ink, appearing to read "Kristina Moore".

**Deputy Kristina Moore**  
**Chief Minister**



## Terms of Reference

A report into the progress of addressing bullying and harassment in the workplace: follow up review.

## Objectives and scope of the review

A review is required to follow up the previous two reports into the handling of bullying and harassment complaints within the public service in Jersey. This includes evidence of, or otherwise, the culture within the organisation and the ability to speak up or report concerns.

The culture involves all aspect of the public service, including political leadership, senior leaders and organisational culture with the public service and individual departments.

The review should address:

1. How the organisation uses evidence to assure itself and is proactive in addressing areas where there are concerns of bullying and harassment
2. The mechanisms and assurance of the effectiveness of the mechanisms to report concerns.
3. The response of the organisation in addressing concerns, supporting employees and/or investigating where necessary.
4. The outcomes and resolution of concerns raised.

## Matters to consider

The review should consider:

- The policy framework and development since the previous two reports
- The application of policies and procedures and their effectiveness
- Evidence and information available to the employer about assurance and the employee voice in this information
- The role of organisation leaders in ensuring effectiveness and fairness in addressing concerns
- The role of the States Employment Board in their custodianship and oversight of the workforce, along with their duty of care
- Desktop review of cases
- A call for evidence

## **Evidence and gathering**

Evidence will be made available to the HR Lounge including:

- Policy framework and procedures
- Sample of case files
- Organisational reporting and monitoring.
- Access to trades unions
- Access to the States Employment Board
- Reports into organisational culture, staff surveys etc
- Exit interviews.
- Access to the case management team
- Any reasonable request for information or individuals within the scope of the review.

## **Methodology**

The HR Lounge will have discretion on how to conduct their research.

## **Timetable**

A summary report is expected to be produced by the end of 2023, with a full report within the New Year.

The report is to be presented to the States Employment Board with the expectation that it will be shared with the Corporate Services Scrutiny Panel, and a public document.

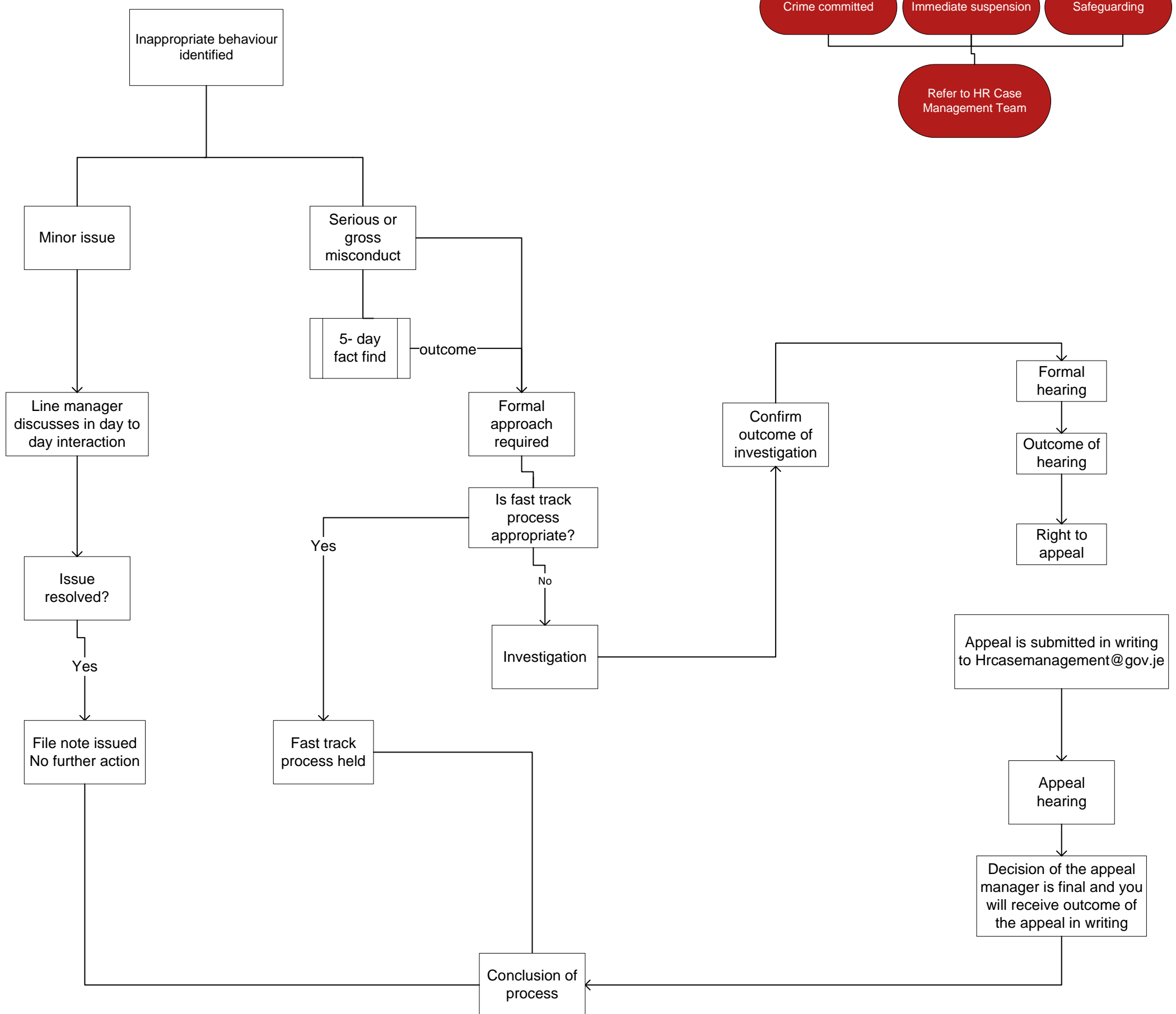
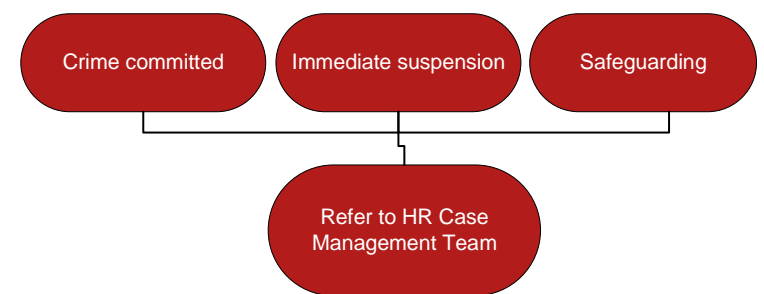
## P&CS – Levels

Tier	Role (s)	High Level Description	Linked Grades
1	Assistant Chief Executive, (People, Policy & Digital)	Accountable Officer. Executive Team Member.	
2	Chief People & Transformation Officer	Strategic Lead. Executive Leadership Team Member Strategic Leadership Team Member. Sets strategic direction. Long-term view of delivery requirements across the public service. Lead for the States Employment Board	
3	Associate Director / Head of Service	Operational Lead/ Responsible for operational planning, performance and delivery. Leading employees and functional quality.	14 – 15
4	Business Partner	Focuses on strategic delivery. Responsible for assurance. 3-5-year horizon view of delivery requirements across function and discipline. Responsible for cross-discipline and functional activity. Works with autonomy.  Roles at this level will be professionals/specialists with high-level expertise, exercising within their functional area a substantial degree of independent responsibility and discretion, working to broad parameters and policy guidance. Role holders will typically be managers of functional areas or senior individual contributors shaping long-term strategic direction of an area of activity, tackling planning and operations over a timescale of a number of years. They will be expected to set quality and professional standards and manage service delivery and will have significant influence on the structure and development of their area of activity. The work includes developing and implementing operational plans and contributing to the longer-term plans for People and Corporate services to fit with the broader People Strategy, Government and Island Plan.	12 – 13
5	Consultant	Focuses on operational delivery. Responsible for performance and delivery. 1 / 2-year planning horizon across discipline. Works with discretion and oversight.	9 – 10

		<p>Roles at this level will be highly effective in their professional or specialised field and their work will involve contributing to policy development and responding effectively to changing government priorities and emerging themes. Roles may lead a team and provide advice and support to departments based on a full understanding of a professional or specialised field, planning and continuously improving service provision within established procedures and clearly defined government policy.</p>	
6	<p>Adviser</p> <p>Assistant</p> <p>Apprentice</p>	<p>Focuses on advice and information in-year. Recognizes need to identify root cause and provide information and learning within the organisations. Works with supervision.</p> <p><b>Adviser:</b> These roles will implement plans for the work area to ensure effective day to day operation, reviewing and monitoring service objectives and standards. The role will operate within the work area, maximising individual contribution, exercising considerable initiative and judgement to resolve operational issues. Roles will normally require detailed knowledge and experience of relevant policies and procedures, software and/or equipment, gained through significant practical experience and / or formal qualifications.</p> <p><b>Assistant:</b> Roles at this level will typically work as part of a team to provide administrative or procedural support through working on a broad range of routine activities within well established procedures and under regular supervision. The range of tasks can be varied and will therefore require some understanding of office/work routines. Therefore, some planning and organising of own workload is required to ensure that workflow is maintained. The nature of planning and organising at this level is essentially about timing and sequencing of assigned tasks i.e. working out the most effective way in which to carry out tasks to make sure the deadline is met.</p> <p><b>Apprentice:</b> Roles at this level will perform routine and repetitive tasks following clearly defined instructions with direct supervision. Such tasks may include: record keeping, filing, word processing, processing of forms, database entry, etc.</p>	<p>7 – 8</p> <p>5 - 6</p> <p>3 - 4</p>

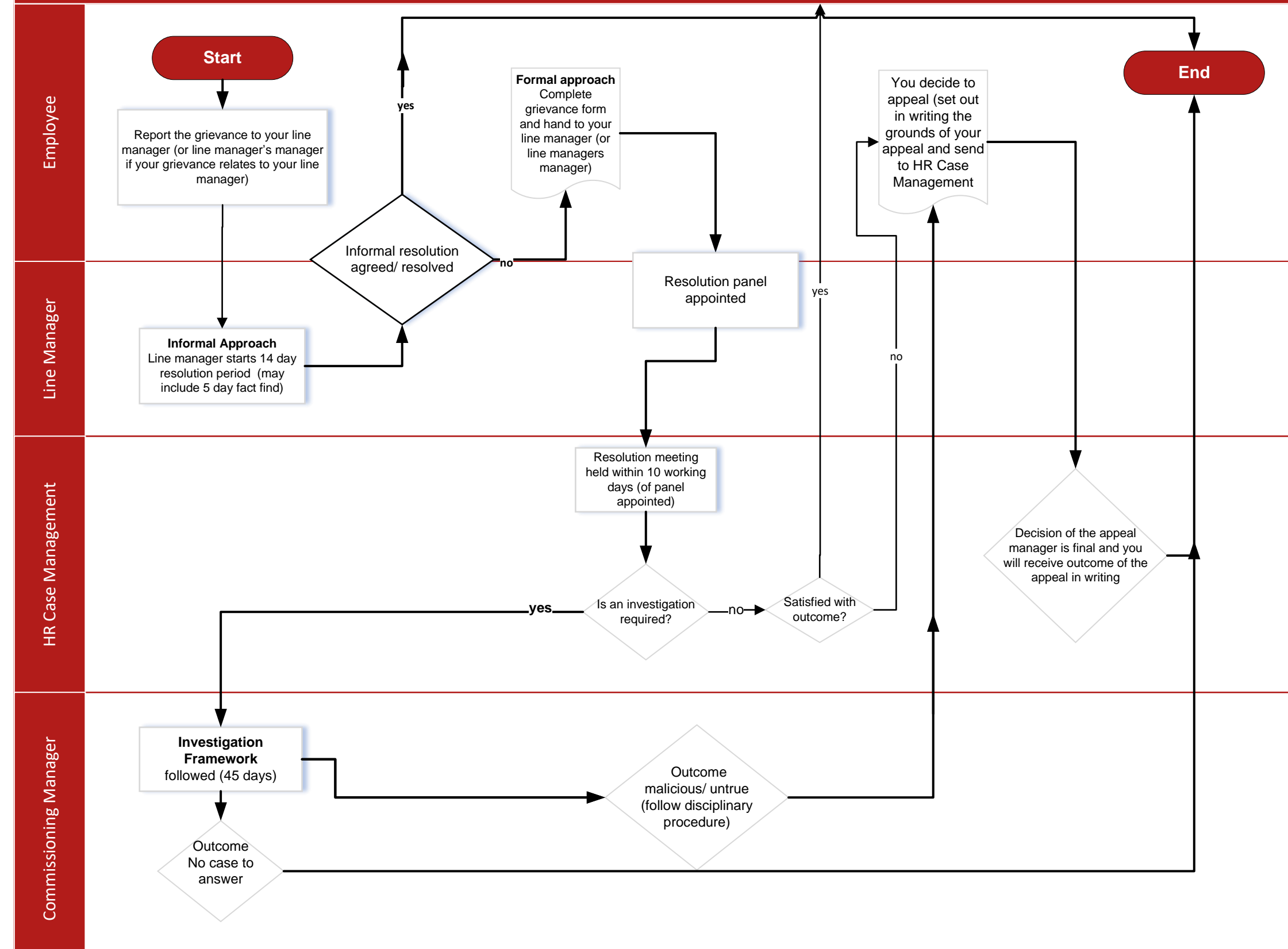
## Disciplinary flowchart

This flowchart should be read in conjunction with the Disciplinary Policy (V1.3)



# Resolving Grievances

This flow chart should be read in conjunction with the Resolving Grievance Policy and Procedure (V1.4)



## Adviser - People and Corporate Services

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Department	People and Corporate Services
Reports to	Consultant or Business Partner
JE Ref	Civil Servant Grade 7-8

### Job purpose

***The Adviser role is a link grade of 7 and 8. Advisers who are newly appointed or who have limited experience would be a Grade 7. Grade 8 Advisers would have a minimum of three years' experience in an operational people (HR) role and be in possession of a CIPD (Chartered Institute of Personnel and Development) qualification or status or equivalent.***

To provide advice on employment matters, some of which are of a highly complex or sensitive nature ensuring that Departments adopt good people practice in the management of their employees. Depending on the specific role these include managing attendance, capability, disciplinary and grievance learning & skills, resourcing and OD. This advice can be extremely delicate and requires a high degree of empathy as it may have far reaching implications both organisationally and for the employee. The advice can be complicated as several factors need to be established, which include various policies and procedures, terms and conditions, precedents and Trade Union involvement. Advisers will implement plans for the work area to ensure effective day to day operation, reviewing and monitoring service objectives and standards. The role will operate within the work area, maximising individual contribution, exercising considerable initiative and judgement to resolve operational issues. Roles will normally require detailed knowledge and experience of relevant policies and procedures, software and/or equipment, gained through significant practical experience and / or formal qualifications.

### Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

### Services

- Providing a people advisory service to the Government of Jersey

### Organisational structure & specific role positioning

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### Budgetary Responsibility

Shared: £11m – minimal impact on budget at this level

Advisers do not have direct line management responsibility.

### Job specific outcomes

1. Deliver a range of specialist services, resolving issues independent and, where appropriate, recommending alternate courses of action to maximise service quality, efficiency and continuity.
2. Provide advice on area of specialism to ensure compliance with government procedures, regulations, legislation and/or to influence operational decision making as appropriate.
3. Responsible for monitoring service objectives, planning and prioritising work for the months agreed and where relevant, short and medium-term team targets.
4. Perform detailed manipulation and analysis of data, highlighting and prioritising issues for further investigation and preparing reports to support decision making. Monitor data and trends to identify any changes or potential problems and help line managers to take proactive steps to remedy the situation.
5. Research, collate, organise and edit material for inclusion in reports/ documents, as appropriate.
6. Implement improvements to service provision. And be responsible for overseeing specific activities and processes to ensure the service continues to meet agreed quality standards, guidelines and procedures.
7. Assist in the delivery of the People and Corporate Services Business Plan in the specialism whilst also aligning with a set of generic people deliverables detailed in the Plan.
8. Provide professional advice and guidance to Managers in relation to a range of people issues to include: terms and conditions, people policies and procedures, recruitment and selection, job description writing, absence management and occupational health referrals, performance management, to include capability issues, discipline, grievance and training and development and health and safety.

9. Provide professional advice and guidance to managers in the effective use of people as a resource and assist in the development and coordination of effective human resource planning across the department, e.g. workforce planning, recruitment and retention and succession planning to meet future needs.
10. Attend and contribute at People Forums and meetings to support the GoJ provision of People and Corporate Services. Participate in the development of GoJ people initiatives and policy development as required.

## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>Ability to demonstrate the competencies required to undertake the duties associated with this level of post having acquired the necessary knowledge and skills through personal development and progression in a similar related role(s) or A Levels / Level 3 NVQ or equivalent, and experience of personal development in a similar role</p>	<p>A minimum of three years' experience in an operational HR role and be in possession of a CIPD (Chartered Institute of Personnel and Development) qualification or status or equivalent</p>
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>Understanding and application of 'best practice' in terms of employment policies, practices and procedures</p> <p>Up to date knowledge of employment legislation</p> <p>Working knowledge of the specialism working in as well as knowledge of business operations of the departments and the People Strategy and objectives</p>	
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Able to influence managers to adopt good people practice as well as work within P&amp;CS policy and guidelines</p> <p>Form a cohesive and supportive relationship with fellow People and Corporate Services professional in order that knowledge is shared, and a positive contribution is made to the overall achievement of the service</p> <p>The ability to maintain confidentiality always and in all circumstances</p>	

	Ability to demonstrate an understanding of the operational requirements, including conceptualising and interpreting service requirements	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<p>Good verbal and written communication skills with the ability to communicate at all levels</p> <p>Understanding of relevant health and safety policies and procedures relative to the role, and the quality outputs and standards required</p>	
<p><b>Experience</b> <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body.</i></p>	<p>Experience of working independently and resolving unforeseen issues and challenges</p> <p>Detailed knowledge and experience of specialised equipment, software, policies and procedures relevant to the role</p>	

## Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the Government of Jersey tier 6 core accountabilities attributes and behaviour indicators.

## Apprentice - People and Corporate Services

Department	People and Corporate Services
Reports to	Consultant
JE Ref	Civil Servant Grade 4

### Job purpose

Apprentices will support the People and Corporate Services team in providing an efficient and streamlined service to government regarding all people related administrative tasks. The Apprentice role has a wide remit which includes input into all HR admin and is an important support role.

Roles at this level will perform routine and repetitive tasks following clearly defined instructions with direct supervision. Such tasks may include: record keeping, filing, word processing, processing of forms, database entry, etc.

### Job specific outcomes

1. Provide administrative support, including processing paperwork, dealing with emails, creating reports, gathering information, ordering equipment and services, making bookings, arranging meetings for all elements of the people processes.
2. Answering the telephone and supporting with answering basic people queries.
3. Greeting visitors and supporting the successful running of meetings, for example distributing agendas, taking notes and booking rooms.
4. Receive and respond to everyday enquiries from/to customers, referring requests outside one's knowledge base to the appropriate person/area to provide a timely and effective service to others in the provision of standard information.
5. Carry out administrative and/or support activities, to contribute to the smooth operation of a work area.
6. Make simple arrangements and bookings, according to detailed instructions and be involved in the preparation of straightforward materials to assist in the effective organisation of external and internal activities. Provide administrative support by photocopying and producing files to support case management, hearings and meetings attended by senior team, for example SEB.
7. Carry out defined tasks, according to detailed instructions, under direct supervision to ensure work is completed to time and to an appropriate standard.
8. Communicate with colleagues to provide a timely and effective service in the provision of standard information.
9. Undertaking study and research as part of the NVQ accreditation

### Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

**Services**

- Administration support

**Organisational structure**



**Budgetary Responsibility**

Apprentices have no budget responsibility and no line management responsibilities

Draft subject to consultation

## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>GCSE English and Maths at Level 4 or equivalent</p>	
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>Basic familiarity with standard office software such as Microsoft Office, E-mail and the Internet</p> <p>Ability to gain knowledge of work routines and utilise office equipment, where appropriate</p>	
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Accurate keyboard skills</p>	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<p>Basic numeracy and literacy skills</p> <p>Ability to follow clear instructions to the required standard</p> <p>Ability to exchange basic information verbally and in writing</p> <p>Understanding of relevant health and safety policies and procedures relative to the role, and the quality outputs and standards required.</p>	

<p><b>Experience</b>  <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<p>Familiarity with procedures and service requirements relative to the role, gained through induction</p>	
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### Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the Government of Jersey tier 6 core accountabilities attributes and behaviour indicators.

Draft subject to consultation

## Assistant - People and Corporate Services

Department	People and Corporate Services
Reports to	Consultant or Business Partner
JE Ref	Civil Servant Grade 5-6

### Job purpose

**The Assistant role is a link grade of 5 and 6. Assistants who are newly appointed or who have very limited experience would be a Grade 5. Grade 6 Assistants would have a minimum of two years' experience in an operational people (HR) role and be studying towards a CIPD (Chartered Institute of Personnel and Development) qualification or status or equivalent.**

The role is to provide support on a range of tasks, assisting with specific projects / business as usual task management and research directed by the team manager. To provide and co-ordinate confidential, comprehensive administrative services. To also provide proactive support and technical expertise to the people function. Assistants work as part of a team to provide administrative or procedural support on people issues through working on a broad range of routine activities within well established procedures and under regular supervision. The range of tasks can be varied and will therefore require some understanding of office/work routines. Some planning and organising of own workload is required to ensure that workflow is maintained. The nature of planning and organising at this level is essentially about timing and sequencing of assigned tasks i.e. working out the most effective way in which to carry out tasks to make sure the deadline is met.

### Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

### Organisational structure & specific role positioning



### Budgetary Responsibility



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Assistants do not have any budget responsibility.

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Assistants do not have line management responsibility.

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### **Job specific outcomes**

1. Provide a comprehensive and confidential administrative service, which may include management of diaries, mailboxes and correspondence. Receive and respond to enquiries from/to customers to provide a timely, courteous and effective service to others.
2. Compiling agendas, papers and minutes for meetings, which can sometimes be of a technical nature, including union meetings,
3. Provide support on a range of tasks, assisting with specific projects / business as usual task management through benchmarking, job market / employment relations research, investigations into corporate processes and organisational history.
4. Responsibility of processing of invoices for payments using JD Edwards. Providing monthly finance updated for budgeting / forecasting. Make routine arrangements and bookings in accordance with clear instructions, involving the reparation and organisation of straightforward information.
5. Prepare documentation/information following standard format/templates or running straight forward reports. Collate, compare and rationalise information relating to employee policies and practices from various sources to inform the design, development and implementation of new structures / policies and strategies.
6. Produce written documents and presentations (though the use of PowerPoint / Word / Excel) such as reports, policy proposals / recommendations and discussion papers for dissemination in a suitable format for presentation to a wide variety of audiences, including departmental management, trade unions, project boards, the States Employment Board.
7. Efficiently record both qualitative and quantitative information to a high degree of accuracy, using Microsoft Office applications (Excel / Word) and conduct analyses (using advanced Excel functions and / or content analysis) on the findings to establish meaning and identify trends. Research, develop and amend policies and procedural HR documents. Coordinate their review with other key stakeholders and administer the appropriate level of circulation.
8. Work collaboratively with other members of the Team by assisting with other ad hoc projects and at times of exceptional pressure / workload. Ensure that all administrative processes and procedures are appropriate for purpose (i.e. document version control, computerised filing), well documented and consistently applied.
9. Enhance the synergy between the various teams, promoting the concept of One Government through collaborative and co-operative working.
10. Some planning and organisation of workload is required to ensure delegated workflow is maintained, however the nature of planning is essentially about timing and sequencing of assigned tasks.

## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>Either ability to demonstrate the competency required to undertake the duties associated with this level of post gained through working in a similar role or a pass in English and Maths GCSEs or equivalent and some experience of working in a similar role</p>	
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>Working knowledge or relevant systems, equipment, processes and procedures including standard software packages, with limited use of non-standard software</p> <p>Understanding of relevant health and safety policies and procedures relative to the role, and the quality outputs and standards required</p>	
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Familiarity with own work priorities and procedures relative to the role</p>	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<p>Competent numeracy and literacy skills</p> <p>Competent written and/or oral communication skills</p>	
<p><b>Experience</b> <i>This is the proven record of experience</i></p>	<p>Some experience of working in a similar role</p>	

<p><i>and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>		
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### Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the Government of Jersey tier 6 core accountabilities attributes and behaviour indicators.

Draft subject to consultation

## Business Partner - Specialist and Strategic

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Department

People and Corporate Services

Reports to

Head of Service

JE Ref

Civil Service Grade 12 and 13

### Job purpose

*The Business Partner role is a link grade of 12 and 13. Business Partners who are newly appointed into either a strategic role or into a specialism would be a Grade 12. Strategic Business Partners who have experience in supporting department(s) would be a grade 13. Specialist Business Partners who have experience in more than one specialism or who have joint experience in a specialism and as a Strategic Business Partner would also be grade 13*

Business Partners will focus on strategic delivery and are responsible for assurance with a 3 to 5-year horizon view of delivery requirements across function and discipline. Responsible for cross-discipline and functional activity. They work with autonomy.

**Specialist Business Partners** lead on developing a community of expertise across the People Services profession. Strategically these roles will build an overarching understanding of the supply and demand across government from both a capability and capacity perspective. With this expert knowledge the role will design and deliver innovative and evidence-based approaches that have a positive impact on current and future workforce challenges and to achieve the People Strategy.

**Strategic Business Partners** will work in partnership with leaders, key stakeholders and People Services colleagues to shape, develop and deliver people plans and solutions in line with the needs and priorities of the department(s) and to achieve the overarching Government Plan and People Strategy. Working alongside the Director General(s) as part of their departmental leadership team this role will provide valued people insight, strategic support and challenge to the department and drive the departmental Workforce Plan.

### Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election to the States or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

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## Organisational structure & specific role positioning



### Budgetary Responsibility

Shared: £11m

Specialist Business Partners lead teams of between 3 and 11 Consultants, Advisers, Analysts and Assistants. Strategic Business Partners do not directly line manage teams but will be responsible for commissioning activity and overseeing delivery in a matrix structure of management.

### Job specific outcomes

1. Interact at all levels within the government and build collaborative relationships with key stakeholders to shape the strategic direction of own area of activity, leading planning and organising activities of others to identify key challenges and opportunities where the Business Partner and communities of expertise can have a positive impact. This will involve applying broad and/or deep knowledge and experience to provide advice/guidance to others or to address significant problems, some of which will be multi-disciplinary in nature.
2. The Specialist Business Partners will evaluate existing service provision, keeping abreast of feedback and broader developments to ensure appropriate developments and solutions to enhance and maximise service quality, efficiency and continuity. In government they will create a knowledge hub for the community of expertise, ensuring that the government has a professional and corporate approach to the specialism.
3. Implement proposed changes to current work processes and where relevant, develop and define proposals for government policy, to improve quality and effectiveness, taking account of legislative impacts.
4. Analysing and reporting people information to support with benchmarking and the development of people strategies and solution. Ensuring that all internal and external reporting requirements are satisfied through the provision of management information. Identifying trends, strengths, weaknesses, opportunities and threats in specialist area of responsibility that may have an impact on government and/or the work area to enable appropriate and timely action to be taken.
5. Identifying people priorities for the centre of expertise from the departmental business plan, translate business requirements into effective practice and delivering people solutions aligned to business objectives. Providing a commissioned service, projects or activity that supports the

delivery of the priorities, working with third party providers to ensure that service meets business needs and are delivered to agreed standards and timescale.

6. Driving continuous improvement within the centre of expertise and driving the delivery of the department and the People Services business plan. Maintain Continuing Professional Development in own field and with the developments in government.
  7. Network with fellow professionals in the wider service and represent and promote own work area/activity on internal and external platforms.
  8. Build capability and capacity in the centre of expertise across government delivering services that are considered at the forefront of the profession.
  9. Driving continuous improvement within the department(s) responsible for and driving the delivery of the department and the People Services Business Plan.
  10. Develop and build professional relationships with stakeholders, providing a high standard of business partnering that will engender confidence to influence business decisions that are aligned with the Government Plan and People Strategy. Influencing senior management in strategic, ministerial and operational matters / propositions.
  11. Undertake other duties and responsibilities of a similar nature as may be required from time to time.
  12. **Specialist Business Partners** will within their centre of expertise deliver a standard approach, framework and methodology to support change initiatives through proper governance and effective collaboration. This includes evaluating whether a project should be initiated, determining what success looks like and measuring against and sharing key learnings. The process could be performed on an ad hoc basis in response to demands signals from departments or from Strategic Business Partners.
  13. **Strategic Business Partners** will assume and act as the lead People Services role working autonomously within the department(s). To ensure that the Government of Jersey develops excellent relationships and promotes collaborative working with all employees, trade unions, social partnerships and regulatory authorities. The Business Partner works as part of the department's SMT engaging with stakeholders and colleagues to achieve 'people' outcomes that are most appropriate for the department, in line with the People Strategy.
  14. **Strategic Business Partners** are responsible for the overall case management and associated employee relations matters within the department(s) and provide clear direction to managers as well as the wider People Services team when dealing with often complex, sensitive and often political people matters that can have high impact by carefully assessing the appropriate course of action. This will include disciplinary, redeployment, redundancy, managing attendance, workforce, succession planning, employment tribunals and performance management issues. Ensuring compliance with statutory and policy guidelines.
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## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>Educated to Level 7 with a post graduate qualification in the centre of expertise or equivalent experience</p>	<p>Fellowship of the CIPD or equivalent experience</p>
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>Specialist BPs to have a broad and in-depth knowledge of their specialism, for example OD, Resourcing, Learning &amp; Skills</p> <p>An advanced in-depth understanding of People Strategies, Business Plans and departmental business plans</p> <p>The activity and processes of Government including interaction between politicians and officers</p>	
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Highly developed knowledge of the principles, theory and practice of field of work, as well as an awareness of broader developments relevant to own area</p> <p>Strong track record of developing and implementing policy, experienced in implementing People Strategies and plans</p> <p>Adept at queries, report writing and presenting findings</p>	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<p>Highly developed judgement is essential to assess, plan and resolve differing, often complex cases and situations in the workplace</p> <p>Strong interpersonal skills including motivational negotiating, motivating, influencing and relationship building</p> <p>Ability to work on own initiative, prioritise work to deadlines and pay attention to detail</p> <p>Ability to analyse complex information and recommended solutions</p> <p>Excellent written and oral communication skills and the ability to effectively communicate complex ideas and information to a range of audiences and stakeholders</p>	



	<p>Skilled analytical thinker with the ability to critically assess requirements and select 'best fit' approach in meeting the Government's people needs</p> <p>Ability to work at pace and retain a resilience in the face of pressurised situations</p>	
<p><b>Experience</b> <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<p>Experience of managing and developing a significant team or teams containing experienced professionals or a complex project or activity with strategic influence and significant impact upon organisational resource</p> <p>Experience of working with and influencing senior management</p> <p>Experience of managing and controlling budgets/resources/funding and understanding of financial management procedures</p> <p>Experience of developing innovative solutions and contributing to strategic planning</p> <p>Experience of managing and improving employee relations in a unionised environment</p> <p>Experience of managing conflict and sensitive issues and achieving positive outcomes.</p> <p>Experience of delivering strategic priorities within strict timelines</p>	

### Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the Government of Jersey tier 4 core accountabilities attributes and behaviour indicators.



Draft subject to consultation

## Consultant (People and Corporate Services )

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<b>Department</b>	<b>People and Corporate Services</b>
<b>Reports to</b>	Business Partner
<b>JE Ref</b>	Civil Servant Grade 9-10

### Job purpose

The Consultant role is link grade of 9 and 10. Consultants who are newly appointed into role and have no line management responsibility will be a grade 9. Grade 10 Consultants will have line management responsibility and relevant experience in role, normally 2 years post qualification with a minimum of 5 years operational experience in People Services (HR) working at an Adviser level or equivalent. Grade 10 Consultants who do not have direct line management experience will have experience of working in more than one specialism and relevant People Services (HR) experience.

Consultants provide advice and support to departments based on a full understanding of a professional or specialised field, planning and continuously improving service provision within established procedures and clearly defined government policy. They provide a high quality, professional and creative consultancy service to clients on the whole range of people issues. Consultants are highly effective in their professional or specialised field and their work will involve contributing to policy development and responding effectively to changing government priorities and emerging themes. They will interpret and assess customer needs, identifying trends, generating ideas and solutions which may have a broad impact, for example across departments.

### Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

### Services

- Providing a people consultancy service to the Government of Jersey

### Organisational structure & specific role positioning

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### Budgetary Responsibility

Shared: £11m

Consultants may lead teams of between 2 and 3, Advisers and Assistants. Those that do not directly line manage a team will be responsible for commissioning activity and overseeing delivery in a matrix structure of management.

### Job specific outcomes

1. Provide specialist/professional advice and recommendations within specific parameters and professional guidelines to meet service requirements working within the relevant service agreements.
2. Design and/or deliver a variety of service improvements to maximise service quality, efficiency and continuity and provide solution-based advice in relation to all people matters.
3. To advise on contentious and complex areas of work, including restructures, redundancies, disciplinaries, grievances, underperforming staff and absence management. This includes designing and advising on strategy and ensuring that people policies and procedures are followed.
4. Manage the successful delivery of people projects and initiatives that support the business strategy set out in Business Plans.
5. Monitor and maintain records/reports to meet internal and external requirements.
6. Monitor and report on people practices across the organisation, ensuring an equitable and consistent application of procedures and policies.
7. Conduct analysis, present results and put forward recommendations through briefings, presentations or written reports to inform decision making and provide timely and accurate management information required on all casework to ensure that progress against SLAs and Key Performance Indicators are monitored and reported on.
8. Plan and organise workload priorities, determining individual and/or team objectives and activity scheduling to meet targets. Manage resources and workload effectively so that all deadlines are fully met whilst sustaining high levels of service.
9. Work closely with Business Partners and specialists to help design pragmatic solutions to solve business problems, leveraging internal and external expertise.

10. Liaison, communication and relationship building with other government departments and project working groups to support the achievement of objectives, initiatives and changing priorities.
  11. Work with line managers and trade union representatives to ensure the maintenance of a healthy employee relations climate. Consult as necessary with the People Advisory service and the Total Rewards team, as appropriate.
  12. Oversee resource allocation, including delegated responsibility for projects/budgets to support the achievement of objectives, where appropriate.
  13. Grade 10 Consultants will plan and organise individuals and their team to ensure work is integrated and co-ordinated in line with broad operational plans.
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Draft subject to consultation

## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>Ability to demonstrate the competencies required to undertake the duties associated with this level of post having acquired the necessary knowledge, skills in a similar or number of different roles or Ordinary / Honours Degree or equivalent (including professional accreditation with CIPD) and experience of personal development in a similar or related role(s).</p>	
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>Thorough knowledge and understanding of work practices, policies and procedures relevant to the role, which may include broader sector/commercial awareness Detailed operational knowledge of systems relevant to profession and/or specialism in terms of functionality and capability and/or detailed knowledge of work area</p>	
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Analytical and problem-solving capability</p> <p>Ability to manage and control assigned budgets in accordance with government policy and procedures, where appropriate</p> <p>Understanding and application of 'best practice' in terms of employment policies, practices and procedures</p> <p>Up to date knowledge of employment legislation</p> <p>Effectively analyse complex and sensitive information</p>	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to</i></p>	<p>Highly effective communication and interpersonal skills</p> <p>Proven people management skills</p> <p>Commitment to equal opportunities</p> <p>Calm and can deliver effective outcomes under pressure.</p> <p>Commitment to continuous professional development and self-improvement</p>	

<p><i>delegate, motivation or commitment etc.</i></p>		
<p><b>Experience</b> <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<p>Experience of planning and progressing work activities within professional guidelines or organisational policy, applying initiative and independent judgement Experience of successfully resolving a variety of employee relations issues, working in an HR environment Experience of successfully managing projects. Experience of providing management information in both statistical and written form Appropriate questioning and the role of Influencing and negotiating with others in relation to appropriate courses of action Manage own workload effectively including the ability to focus on conflicting priorities Effective team member and able to work on own initiative</p>	

### Personal Attributes

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the Government of Jersey tier 5 core accountabilities attributes and behaviour indicators.

# **People & Corporate Services**

**Team and Functional Descriptors**

# About this information



To help with the consultation and understand our future operating ways, this document provides more information about the purpose of each of the teams and the functions they are responsible for leading.

Some of the functions will be shared as we often work in a system. For example, to effectively create a performance culture will require:

**Total Reward:** a design of a pay system that promotes performance and recognises achievements

**Policy:** Responsible for setting the framework for the performance culture through the Codes of Practise and our manager guidance.

**Advisory:** Advises managers on performance management, ensures consistency of approach whilst understanding the local or professional requirements at an operational level.

**Organisational Development:** Supports interventions in building the right culture that supports performance including the ability to have the right conversations, skills for managers and employees and designing careers and organisational structures that allow people to grow.

**Learning and Skills:** Provides the skills, training and professional development to help our people succeed and grow.

**Resourcing:** manages our skills pipeline and sets the tone for the right attitude and attracting high performers through our recruitment and marketing approaches. Can assess candidates for strengths and development requirements.

**Systems and information:** Provides the intelligence and on-line management records for performance management, allowing us to both demonstrate the effectiveness of our work as well as targeting our interventions for improvement.

As part of the consultation, you should look at how the roles and functions fit together; ask questions about how functions will lead; and look to how your skills can contribute to the bigger picture.



# Learning & Skills

## Organisational Development



### Key outcomes

The Learning & Skills team aims to ensure that all Government of Jersey colleagues have the tools and skills they need to provide public services more effectively. The Learning and Skills team will provide online learning, online resources and classroom courses to support careers. The team are responsible for creating, implementing and sustaining a learning organisation.

### Contribution

Producing a Learning Strategy that outlines plans to improve skills and performance across government. Designing and implementing corporate induction and on boarding, the managers managing programme. Developing GoJ on line learning platforms and content to support personal development and mandatory training. They will work with the talent team to ensure fit for purpose learning programmes that grow out talent and meet the future needs of the organisation.

### Measures

Inputs	Outputs
Completion of mandatory training	Number of avoidable incidents
Number of learning days	Number of internal hires and promotions
Cost of training	Return on investments (ROI)
Time to competency	Turnover and attrition rates
Percentage of employees undertaking training	Engagement levels
Attendance as planned percentage	Learner and management feedback

### Functional lead

- Skills and knowledge frameworks
- Professional development communities
- Commissioning courses and programmes for development
- Management courses
- Mandatory training
- Online academy
- Training and qualification commissioning
- Vocational learning

# Organisational Effectiveness

## Organisational Development



### Key outcomes

The Organisational Effectiveness team supports interventions in building the right culture that supports performance including the ability to have the right conversations, skills for managers and employees and designing organisational structures that allow people to grow.

They work to increase employee engagement and support the embedding of our collective values and behaviours and implement My Conversation, My Goals 2020, monitoring effectiveness. They also oversee the government's awards schemes. They will work with the Talent and Learning & Skills teams to build an appropriate competency and behaviours framework for the organisation.

### Contribution

The Government of Jersey has embarked on a long-term programme to develop the positive aspects of our culture in line with our needs and ambitions for the public service, and for being a great place to work. The aim is to create a place of work where colleagues are able to do their best work and feel valued, included, inspired and focused. This team supports the Team Jersey programme by leading on organisation design, engagement and behavioural frameworks.

### Measures

Inputs	Outputs
Participation in MC, MG 2020	Decrease in customer complaints
Pulse Survey – employee engagement score	Increase in employee satisfaction
Engagement events	Return on investments (ROI)
Staff Awards	Turnover and attrition rates
Our collective values living in the organisation	Decrease in bullying and harassment complaints

### Functional lead

Our collective values and behaviour frameworks

Organisation design

Employee engagement survey and associated action planning

Employee engagement activity

Competency and behaviour frameworks

Individual performance framework

Human capital

High Performing Teams

Behavioural science

# Resourcing

## Organisational Development



### Key outcomes

The team will deliver a Resourcing Plan that will deliver the right people with the right skills at the right time. Attracting talent through an enhanced Employee Value Proposition is also key. The team manages our skills pipeline and sets the tone for attracting high performers through our recruitment and marketing approaches. They support managers in assessing candidates for strengths and development requirements.

### Contribution

To provide a comprehensive resourcing process for the government. To deliver the workforce plans that provide a great experience with a focus on career opportunities. Workforce planning will support e-rostering, optimise workforce shifts and resource levels to meet demand. This will also ensure departments take a longer term view of their requirements.

### Measures

Inputs	Outputs
Workforce Plans in place in every department	Long term view taken and roles filled to time
Revised Employee Value Proposition	Number of internal hires and promotions
Time to recruit	Process simple and increased satisfaction
First time job fill on advert	Vacancies filled and reduced reliance on temp resourcing
Number of applicants per vacancy	GoJ seen as an employer of choice
Satisfaction with recruitment process – candidates and managers	Increased retention in first 6 months

### Functional lead

Resourcing

Attraction and brand – developing our Employee Value Proposition

Market management

Digital marketing and engagement planning

Selection methods and techniques

Deliver on workforce plans

Candidate management

Commissioning senior recruitment

Managing suppliers

# Talent

## Organisational Development



### Key outcomes

The Talent team works to ensure the Government attracts, develops and retains people from a diverse range of backgrounds to create the workforce of the future.

They will lead on specific, targeted programmes based on our anticipated future workforce needs and our desire to diversify the workforce so that it is representative of our Island at all levels.

### Contribution

Leading the strategy on growing talent, succession planning, accelerated development schemes, high potential development schemes, individual development programmes, leadership development, building capacity and assuring growing talent in departments and functions and early in careers (apprentice, graduates, return to work, social schemes etc) and talent schemes. Also involved with I WILL and growing talent across all minority groups. Secondments, mentoring and coaching are all key products delivered by this team.

### Measures

Inputs	Outputs
Internal movement in posts – numbers of secondments, sideways moves and promotions	Decrease in external hires and increased employee satisfaction
Targeted talent schemes in place	Return on investments (ROI)
Reduction in costs of recruitment, interims and consultants	Enhanced internal capability
Succession plans in place	Turnover and attrition rates
Targeted talent schemes for minority groups	Increased diversity at all levels

### Functional lead

Succession planning

Accelerated development schemes

Leadership development

Early in careers

Secondments

Mentoring

Coaching

High potential programmes

Commissioning development activity

Diversity & inclusion

# Health, Safety & Wellbeing

## Corporate Services



### Key outcomes

All colleagues in the Government of Jersey feel they are being provided with a safe and secure workplace where they can speak up about any unsafe practices. Colleagues are provided with information and tools they need to carry out their role safely without harm. The team aims to provide visible leadership for health and wellbeing, encourage an open dialogue leading to action on mental health (Mental Health First Aiders), Promote the benefits of a healthy lifestyle, promote wellbeing campaigns and supports people to stay at work or return to work from absence.

### Contribution

The team provide the assurance to the States Employment Board that Health & Safety is well managed throughout the organisation and compliant with the relevant legislation. They set the strategic direction, policies and standards and ensure compliance. They lead on system development, training analysis and provision, health surveillance and continual improvement, as well as providing a support service to their departmental H&S colleagues. The team work to provide an environment that supports our wellbeing and helps all of us look after our own health. We are at our most productive and more fully engaged at work when we are healthy, happy and feel able to be ourselves. The team will provide a framework of activities and services tailored to each department to ensure a targeted, joined-up, fair and consistent offering is available to all.

### Measures

Inputs	Outputs
Completion of mandatory H&S training	Our employees feel safe and secure at work
Wellbeing Strategy	Increase in employee morale
Identify complete training needs of all staff and provide general relevant training	Reduction in number of hours lost due to absence Number of avoidable incidents
Corporate Social Responsibility events are in place and aligned to the policy	Enhanced employee engagement and GoJ reputation
Corporate giving policy	Joined-up activities ensure this is well targeted and maximises the benefit to charities

### Functional lead

- Health and safety strategy and corporate standards
- Health and safety assurance and auditing
- Wellbeing Strategy
- Mental Health advice and guidance
- Mental Health First Aiders
- Occupational Health Service
- Health surveillance
- Commissioning health and safety training

# Facilities & Administration

## Corporate Services



### Key outcomes

A well run workplace where day to day colleagues feel supported in their workplace from a physical perspective. Efficiency savings are realised due to improved working practices within the team.

### Contribution

This team will provide shared administrative services across the organisation, enabling other departments to focus on their core services. An enabler of efficiencies - the team provide a standardised service to all departments. The facilities and admin team will be specialists in their area, and part of a 'professional home'. Day to day activities of this team include Supply Jersey ordering, PA and diary management, messenger services, building and facilities management.

### Measures

Inputs	Outputs
Structures designed to reduce duplication of effort	Tangible efficiency savings
Development plans in place for all administrative employees	Industry certification for shared services
Centralised administration team in place	Other colleagues focus on value-adding core services, and not on the administration
Percentage of employees undertaking training	Engagement levels

### Functional lead

Professional administration services

Supply Jersey leads

Building and soft facilities management

New HQ support

# Business Improvement

## Corporate Services



### Key outcomes

The Business Services Improvement team will provide best-in-class systems and processes for the organisation, leading to more efficient ways of working

### Contribution

Using Lean, agile and continuous improvement methodologies this team support People and Corporate Services in designing and implementing best in class systems and processes. The team can be commissioned to support other departments in developing their services linked to organisation design. They will identify opportunities for change where there is a strategic problem related to delivery or service efficiency / performance and agree objectives for delivery. They will develop a clear 'as is' picture of the way in which a particular element of a service is currently run and then develop a 'to be' picture helping the teams to identify ways in which process can be improved and discrete opportunities ensure quality, improve efficiency, enhance the service and more the work / life balance of the team. They secure buy in and implement and measure outcomes.

### Measures

Inputs	Outputs
Process improvements	Increased value and satisfaction of staff performing the improved processes
Identifying ROI on projects	Tangible efficiency savings
Upskilling internal colleagues in process improvement	Enhanced employee engagement and reduced costs of consultants

### Functional lead

Design and implement best in class systems and processes

Systems improvement

Lean, agile and continuous improvement methodologies

Community of Practise lead for continuous improvement

# Business Continuity

## Corporate Services



### Key outcomes

The Business Continuity team will work with each department to ensure that they have tried-and-tested plans in place to mitigate impact and resume services in the case of disruption.

### Contribution

This team will enable the government to maintain essential functions during, as well as after, a disaster has occur. Business continuity planning establishes risk management, processes and procedures that aim to prevent interruptions to mission critical services and re-establish full function to the government as quickly and smoothly as possible.

### Measures

Inputs	Outputs
Supporting departments to write business continuity plans	Published plans enable continuity in the case of a disaster
Scenario exercises take place	Successful completion of scenario exercises - independently audited
Upskilling departments in the management of risk associated with business continuity	Return on investments (ROI) and efficiencies in getting back to work

### Functional lead

Business continuity plans

Disaster recovery and response plans



# Governance & Strategy

## Strategy and Employee Relations



### Key outcomes

The Governance & Strategy team will ensure that Ministers and governing bodies feel supported and be able to achieve their aims. The People Strategy will be monitored and success and challenges identified early on.

### Contribution

The Governance and Strategy team aim to meet the highest standards of good governance and probity and to have a clear strategy that equips government to meet the challenges of a fast-changing environment. The key governing bodies are the States Employment Board and the Jersey Appointments Committee who will both be supported to achieve their aims. This team will ensure that the People Strategy is programme managed and the service retains tight control of spend. The team will also oversee the FOIs and QWON to timescales, supporting the Ministers as appropriate.

### Measures

Inputs	Outputs
Responding to QWON	Ministers feel supported through the provision of professional responses
Management of FOI requests	Timescales for FOIs and QWON adhered to
Monitoring of the progress of actions in the People Strategy	People Strategy delivered

### Functional lead

People Strategy and programme control

People FOIs

QWON responses

States Employment Board

Jersey Appointments Commission

Departmental risk, health and safety and compliance lead

# Strategic Business Partnering

## People Services



### Key outcomes

Our People Business Partners work with directors general and senior management teams within departments. They provide challenge and appropriate support and guidance to a departments in areas such as growing talent, organisation design, performance management, shaping a positive culture and commissioning activity associated with leadership development. They will embed the necessary processes and principles within departments, for example supporting the TOMs and develop departmental workforce plans with the business leads.

### Contribution

People Business Partners drive strategic business objectives and enhance business performance by working in partnership with leaders of people and the business, applying increased people agility, flexibility, coordination, networking and alignment. The Business Partners engage with and deliver through large scale portfolios in departments, with the opportunity to build on and draw on rich networks across the whole People Services team.

### Measures

Inputs	Outputs
Delivery of the People Strategy	Enhanced employee engagement
Coaching senior teams	Senior teams more productive
Workforce Planning	Key people issues in departments improved

### Functional lead

Specialist area lead

Senior people specialist in departments

Coaching senior teams

Development of departmental workforce plans

# People Advisory Services

## People Services



### Key outcomes

Managers and colleagues feel supported by being able to access high quality advice and support. The team implement policies effectively and consistently. Dedicated case advisors will ensure cases are handled sensitively to time. Advice on performance management will ensure consistency of approach whilst understanding the local or professional requirements at an operational level. The team are agile in supporting the implementation of products and services from people specialist teams, configuring approaches as required.

### Contribution

This team offers prompt, professional and individually tailored advice and support for all employment issues. Employment law, interpreting government policy, dealing with cases such as grievances, disciplinary, suspensions and bullying and harassment. Through the consultancy service they help empower internal people services capabilities through development and implementation of configurable HR solutions, ensuring compliance.

### Measures

Inputs	Outputs
Individual case management	Cases handled in a reduced time
Employment policy reviews	Policies underpin values and strategy
Supporting managers and employees through change	Turnover and attrition rates

### Functional lead

Advice on employment matters

Case management

Implementing people services in departments as commissioned by Business Partners

# Workforce Planning & Intelligence

## People Services



### Key outcomes

The team will design and implement a government wide workforce planning process. They will enable the government to make evidence based decisions using technology and data to inform thinking, drive and influence change. The team provides the intelligence and on-line management records for performance management, allowing us to both demonstrate the effectiveness of our work as well as targeting our interventions for improvement.

### Contribution

Workforce Plans in place in each department and an overarching government plan, leading to a recruitment plan and input into the learning and talent strategy. Provision of the governments workforce information. Providing reports for managers and KPI reporting. Provides the intelligence and on-line management records for performance management, allowing us to both demonstrate the effectiveness of our work as well as targeting our interventions for improvement.

### Measures

Inputs	Outputs
Departmental workforce plans in place	Data fed in to resourcing and learning strategies
Updates and maintenance of people systems	Manager and employee self serve and better use of data
Provision of workforce data	Better quality decisions made
Provision of workforce intelligence	Planning is based on evidence and can be monitored

### Functional lead

Workforce Planning

Provision of workforce data and workforce intelligence

# Human Resource Information System (HRIS)



## People Services

### Key outcomes

The team will design, develop and implement all People & Corporate Services Systems that support the transformation in delivery of public services. They will enable the government to work more efficiently and be more effective along with providing standardised and streamlined internal service delivery and full implementation of Manager and Employee-Self Service.

### Contribution

A stable corporate solution which provides full Finance, Payroll, Pension and HR functionality to the organisation whilst replacing outdated legacy systems and establishing links to other People & Corporate Services Systems to avoid duplication.

Provide consistently reliable data to optimise and improve operational efficiency according to business needs and customer requirements.

Provision of the governments workforce information including maintenance and development of the e-rostering system, ResourceLink, MyView, TalentLink, Virtual College, Health & Safety and My Development Portal. Providing dashboards for managers and KPI reporting.

### Measures

Inputs	Outputs
Accurate and timely input of data	Data used to inform strategy and decision-making
Updates and maintenance of people systems	Data is stable, secure and GDPR compliant and systems supported
Provision of workforce data	Better quality decisions made
Provision of workforce intelligence	Planning is based on evidence and can be monitored
Manager & Employee Self-Service	Streamline/re-engineer processes electronically improving efficiency and effectiveness

### Functional Lead

People systems – ResourceLink, MyView, eRostering, TalentLink, Virtual College, Health & Safety and My Development Portal

Lead on MyDevelopment and My Conversation, My Goals systems and applications

Provision of workforce data and workforce intelligence

E-rostering system

# Medical Resourcing

## People Services



### Key outcomes

The medical resourcing team provide challenge and appropriate support and guidance to medical practitioners in areas such as providing advice, recruitment planning, scheduling staff to ensure no gaps in service provisions and commission activity associated with wider people services opportunities. They will embed the necessary processes and principles within their department, for example creating workforce plans with the business leads.

### Contribution

Medical Staffing are an operational HR team who focus on the organisational and administrative details corresponding to all medical staff working for the government. They manage all staffing issues and new arrivals, including the smooth induction of the junior doctor intake as well as dealing with 24 hour clinical cover for the hospital, scheduling in locum staff to cover both planned and unplanned absence in the most cost effective way. They provide an advisory service to senior medical staff, whilst also taking on an active people presence, enforcing fair policies and processes.

### Measures

Inputs	Outputs
Medical workforce plan	Planned absences covered more efficiently leading to better quality of service and cost reduction
Medical recruitment plan in place	Planned pipeline of recruitment to key roles
Key worker plan	Shortage of availability of key workers reduced

### Functional lead

All people related activity for medical staffing

Scheduling planned and unplanned absence in Health and Community Services

Advisory service to senior medical staff

Induction of junior doctors

# Pay and Reward

## Strategy and Employee Relations



### Key outcomes

To introduce a Total Reward approach to pay, terms and conditions supported by fit-for-purpose employment policies which support the organisation's goals and which underpin our collective values.

### Contribution

The Government of Jersey is carrying out a detailed and comprehensive review of all aspects of the employment contract covering grading, pay, terms and conditions, including relevant policies (contractual or otherwise). This work will deliver a new approach which achieves parity with internal and external resource markets and which supports recruitment, retention and motivation. The review will achieve the attainment of equal pay for work of equal value.

### Measures

Inputs	Outputs
Employment Policy review	Employment policies that are fit for purpose and encourage the right behaviours
Reward review	Increased satisfaction with pay and benefits
Pay parity with external resource markets	Enhanced ability to recruit and retain talent

### Functional lead

Pay, reward and benefits

Workforce pay analysis and projections

Equal pay

Negotiation

Industrial Relations

# Employee Experience

## Strategy and Employee Relations



### Key outcomes

With an employee-oriented approach the ER team focus as much on the employer-employee relationship as the employer-union relationship. This, in turn, supports other activity ranging from Team Jersey to policy to strengthening leadership and manager capability so employees are treated well, alongside union engagement. The overriding objective of ER is to run a twin-track approach whereby the employer meets its commitments to the unions whilst also becoming the primary, trusted source of information, guidance and support to its employees.

### Contribution

This team is a centre of expertise responsible for ensuring that all aspects of the employer's obligations in respect of its recognised trade unions are met, and which, in partnership with other teams within and outside P&CS, works to strengthen the direct employer-employee relationship so that the employer is seen as the primary, trusted source of advice, guidance and support.

### Measures

Inputs	Outputs
Internal communications programme	Enhanced employee engagement
Design of ER interventions	Enhanced talent retention

### Functional lead

Trade Union relations

Employee relations

Policies and Codes of Practice Frameworks





Government *of*  
**JERSEY**

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Gouvernement  
d'**JÈRRI**