

People and Culture Review

Submission of Evidence

States Employment Board
September 2023





Contents

Introduction	3		
Executive Summary	4		
Our Approach to People and Culture Review	6		
Auditing and Scrutiny of the States Employment Board	9		
SECTION ONE THE STATES EMPLOYMENT BOARD: ROLE AND POLICIES	10		
The States Employment Board			
Policy Framework			
Policy focus: Performance and Accountability			
Policy Focus: Recruitment and Retention			
Policy Focus: Key Worker Accommodation			
Policy Focus: Health and Safety			
Policy Focus: Areas for consideration			
SECTION TWO OUR VALUES AND BEHAVIOURS	20		
Our Values and Behaviours			
Our Values and Behaviours: Areas for consideration			
SECTION THREE OUR PEOPLE STRATEGY	24		
The People Strategy			
People Strategy Commitments			
Strategic Indicators			
Operational Measures			
The People Strategy: Areas for consideration			
SECTION FOUR THE EMPLOYEE VOICE: BE HEARD	31		
The Employee Voice			
Structure of the survey and results			
Action highlights since 2020			
Be Heard headline results (2023)			
Be Heard: Areas for consideration			
SECTION FIVE PEOPLE MANAGEMENT OPERATIONS	39		
Policy Framework			
Codes of Practice			
Operational Policies			
Workforce Planning			
Case Management			
Turnover			
Wellbeing at Work			
Performance Management			
Working Environment			
People Management Operations: Areas for consideration			
SECTION SIX DIVERSITY, EQUITY AND INCLUSION	62		
Employee-led Networks			
Partnerships			
Diversity, Equity and Inclusion: Areas for consideration			
SECTION SEVEN THE EMPLOYER BRAND	67		
Jersey Public Services Careers			
Real Stories			
Early in Careers			
Internships			
The Employer Brand: Areas for Consideration			
SECTION EIGHT CASE STUDIES	74		
Jersey Public Service Awards			
Our People Development Conference			
World Class Manager Programme			
Espresso Sessions: Bite sized learning			
APPENDICES	80		
GLOSSARY AND ABBREVIATIONS	106		



Introduction

The States Employment Board welcome the follow up review from the Corporate Services Scrutiny Panel report into People and Culture published in 2021.

Previously, as Chair of the Scrutiny Panel, I had the benefit of being able to instigate scrutiny of people and culture practices within the public service. Since then, I have also had the benefit of seeing in more depth, beyond the scrutiny of political policy, the work undertaken to address the recommendations within the report, as well as reports from the Comptroller and Auditor General, the HR Lounge reports into bullying and harassment and the development of a coherent framework through the People Strategy.

In the past year, both as Chief Minister and Chair of the States Employment Board, along with my Vice Chair I have learned more about the importance of focusing on this piece of work and seen evidence that was not made available to the Panel at the time. That is why we have compiled this report from the States Employment Board as our submission of evidence that I hope the Panel finds informative, and in line with our desire to be more open, transparent, and mature about the debates we have at the political level to support the public service constructively.

One aspect we would encourage the Panel to consider is the concept of culture in its broadest sense.

The multiple reviews, recommendations and reports tend to be focused through a narrow lens on specific items. For example, the HR Lounge reports in 2018 and 2021 were specifically focused on bullying and harassment in the workplace. This was an important and necessary focus, but it is not the whole picture.

Culture is a systemic concept, and in this submission, we wish to demonstrate how the States Employment Board consider people and culture through our strategy, our focus and oversight of the workforce, alongside the information that we require to provide us with an informed debate and assurance about the effectiveness of our policies and the strategy.

We hope the panel use this opportunity to provide a balanced report, recognising the significant progress over the past 4 years, the progress on areas we have focused on in the past year and an understanding of how this SEB have chosen their policy direction, areas of focus and how we frame our political leadership of the Public Service.

Deputy Kristina Moore, Chair of the States Employment Board

Connétable Andy Jehan, Vice Chair of the States Employment Board



Deputy Kristina Moore congratulates the nominees and winners at the Jersey Public Service Awards 2022

Executive Summary



At the time of the last People and Culture Review by the Corporate Services Panel, we were at the start of the implementation of a new People Strategy. The outcome of that review showed there was much to be done, and more importantly, a need for evidence and transparency. That is why we welcome this follow up review and we have presented our evidence, along with a summary in each section of our own reflections of the progress being made.

In 2021, the Public Service was at the end of the OneGov change for the target operating model – how the officer-part of the Government works. This followed changes of how the political leadership of the Government operated through the Council of Ministers.

Change is inevitable, but it is how the change is undertaken, communicated and involves people is important. The last review recognised that, without an engaged and well managed Public Service, change was difficult and could be unsettling for some.

The last review also focused on where progress had, or hadn't, been made in response to several reports of poor conduct, bullying and harassment. At the time, it was difficult to gain a picture or perspective of these issues without clear, transparent, and correct information.

Since this current States Employment Board has taken up office, we have confirmed our commitments to the People Strategy, but included a greater focus on three key policy areas: performance and accountability, recruitment and retention, and health and safety.

At the same time, we have set a clear expectation that the values of the Public Service are embedded throughout everything we do. That is why both the Council of Ministers and States Employment Board took decisions to adopt them as part of our political leadership.

At an operational level, the States Employment Board have focused on ensuring the basics are in place. This includes a clear and modern policy framework. We have approved a new suite of Codes of Practice, new policies and procedures and monitor case management. Whilst we do not manage the Public Service, that is for the Chief Executive Officer and the Chief Officers, we are clear about the need for accountability and assurance in our approach.

In our three key policy areas, we set out in this submission of evidence progress that has been made since we came into office. Whilst we are pleased with the progress, we know there is more to do and we will ensure that by the end of our term of office, significant progress is made in each of the three areas.



Executive Summary



The Public Service has seen changes in the leadership – both at political and officer level.

As we start the search for a permanent Chief Executive Officer, we are conscious of the need to make the right appointment and seek stability for the Public Service. However, the Public Service is not one person, and the role of the Executive Leadership Team and senior managers in providing direction, accountability and communication has provided the leadership needed to maintain a focus on delivery.

The People Strategy continues to make progress in key areas. We will use the report of the Panel to help inform priorities and approaches for the plan for 2024 onwards, as we seek to refresh and develop the next stage of the strategy.

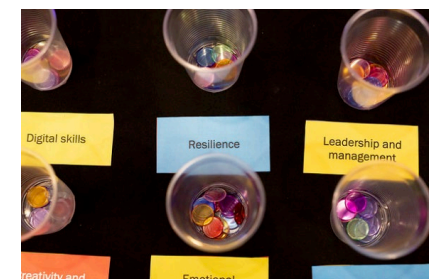
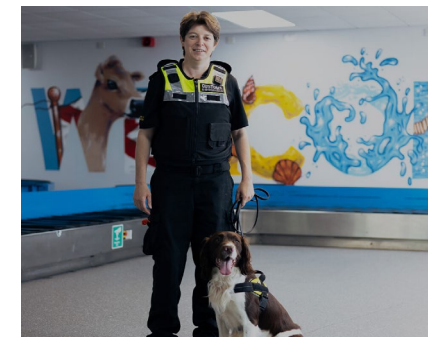
It is important for the Public Service to have the confidence of political leadership from across the whole States Assembly. How we talk about the Public Service and portray it has far-reaching consequences on our reputation as an employer, and as an Island.

We have come a long way from the reports of 2018 – 2021 of a culture of bullying and harassment, and we are seeing greater confidence in our ability to address concerns fairly. There will be individuals who feel they have not been treated fairly, and we take time to consider this and if necessary, commission our own independent reports into the application and effectiveness of the policy. Although it would not be right to look into individual cases, the Vice Chair has the ability to be briefed on cases for assurance to the Board.

We have provided as much information and operational data as we can. Since 2021, when trend data and analysis was hard to come by, we have improved our reporting capability. We now await the go-live of Connect People – the new central management system for the workforce, that will integrate more information and data than currently.

We have provided an overview of key areas of focus, as well as some case studies in areas that the Panel and public may not see.

Finally, we provide a summary of progress from the various reports over the years, including the previous People and Culture Review, with the actions we have taken in response to the report since we took up office.





Our Approach to the People and Culture Review

The Panel's review is to:

- *Consider the effectiveness of the States Employment Board in implementing actions to secure improvements for employee wellbeing since the People and Culture Review in 2021.*
- *Consider the culture within the Government of Jersey as a workplace since the commencement of the term of the current Council of Ministers.*
- *Consider the restructure of the Chief Executive Officer role, its impact on the Cabinet Office and workplace culture.*

Each of the three objectives consider 'culture' in the review, it is important to have a common understanding and approach to defining culture.

The requests to individual ministers and to the SEB have focused on raising formal concerns, grievances, bullying allegations, employee wellbeing and morale. These are some indicators of culture but do not define or assess the culture or effectiveness of interventions. These can also be more retrospective, for which cultural maturity will have a long memory of previous stories, incidents and experiences.

Additionally, in the [press release](#) issued, there is reference to senior resignations from the Public Service and non-specific concerns about ministerial and employee conduct and behaviours. Additionally, the published [terms of reference](#) for the report will be responded to in part through this submission and in our public hearings with the Panel.

Indeed, the very outcome of the Panel's report and recommendations can shape the culture of the organisation in terms of their focus, approach, and tone of the report. We would value a constructive, balanced, and forward-looking report to assist in continuing to develop the culture from the dire situation identified in reports in 2018 and 2019.

Therefore, it may be helpful to focus on understanding organisational culture, and then the context specifically within the Public Service in Jersey, as well as the relationship between political leadership (all States Members) and the public service.

Our Approach to the People and Culture Review



There are several academic, business and generic models about ‘what is culture’, many of which are evidence based and have merit. However, no one model fits any organisation.

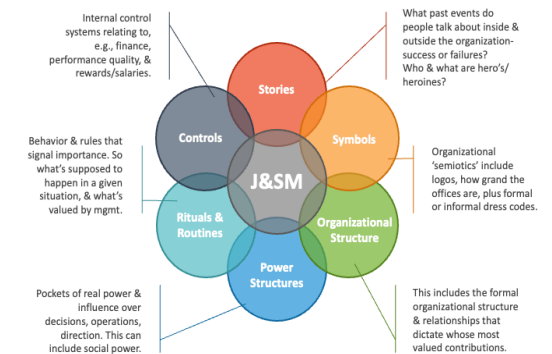
The importance of organisational culture and organisational climate is underlined by the most frequently quoted statement by Peter Drucker (one of the most widely-known and influential thinkers on management) that ‘culture eats strategy for breakfast’. Essentially, no strategy can be delivered without the right culture being in place.

Below this, other models consider culture as containing several elements. Most commonly, the normed behaviours and attitudes (what is and isn’t accepted as behaviour), the symbols, signs and language within organisations and the belief and values systems. (Edgar Schein). The consulting firm McKinsey & Co, simplify culture as ‘the way we do things around here’. Similarly, Gerry Johnson and Kevan Scholes defined a ‘cultural web’ that defines the elements of culture, and in doing so, articulate what the current culture is, and then the future, desired state. Each of these approaches are basic management tools, that are effective in understanding and designing the culture of an organisation.

For illustrative purposes, and to frame the conversation, we suggest using the ‘culture web’ (Johnson and Scholes Model) approach. (See below)

Within a large, complex organisation like the Public Service, there will be variations, and the BeHeard employee engagement survey provides more detail about those variations. One size does not fit all, and the identities of services such as education (and sub-cultures within individual schools) are accepted.

Finally, it is often the case that individual stories and experiences are used to portray ‘the culture’. The Be Heard survey allows us to hear the voice of employees who don’t normally speak up. Those who come forward individually may well have had an experience that is (very often) not acceptable. We want to listen to those individuals, and if necessary, take action to learn and change. However, sometimes the stories arise from frustration or not accepting a particular outcome. We ask that the Panel do not use a small minority of examples as a conclusion of systemic problems but seek to understand the bigger picture.



The Culture Web

Stories: The past events and people talked about inside and outside the organisation. Who and what the employees choose to recall says a great deal about what it values and perceives as great behaviour, or experience of poor behaviour.

Rituals and Routines: The daily behaviour and actions of people that signal acceptable behaviour. This determines what is expected to happen in given situations, and what is valued by management.

Symbols: The visual representations of the company including brand consistency and value, the physical environment, and the formal or informal dress codes.

Organisational Structure: This includes both the structure defined by the organisation chart, and the unwritten lines of power and influence that indicate whose contributions are most valued.

Control Systems: The ways that the organisation is controlled. These include financial systems, quality systems, and rewards (including the way they are measured and distributed within the organisation).

Power Structures: The pockets of real power in the company. This may involve one or two key senior people, a whole group of people, or a department. The key is that these people have the greatest amount of influence on decisions, operations, and strategic direction.

JOHNSON AND SCHOLES MODEL





Auditing and Scrutiny of the States Employment Board

The SEB have established a position of commissioning reports for independent assessment where they have concerns. Since June 2022, we have commissioned reports into:

- The conduct of a specific case with an external legal review
- The use and operation of suspensions
- HR Lounge follow up report (September 2023 start) including relationships between Ministers and officers.

Appendix One sets out the key reports and progress against the audit trackers.

The SEB is also subject to several reports and reviews externally. Since 2018, we have been involved in:

Year	Body	Report
+2018	The HR Lounge	Bullying and Harassment
+2019	TDP Ltd	Team Jersey Phase 1 Report
+2019	Comptroller and Auditor General (C&AG)	The Role and Operation of the SEB
+2019	States Assembly	PAC: Organisational Culture and Corporate Learning
2020	States Assembly	CEHA Scrutiny: Teacher Recruitment and Retention
+2021	The HR Lounge	Bullying and Harassment – Follow Up
+2021	Comptroller and Auditor General (C&AG)	SEB Follow Up: Employment of the former CEO
+2021	States Assembly	CSSP: People and Culture Review
+2022	Comptroller and Auditor General (C&AG)	The Role and Operation of the SEB – follow up
+2022	States Assembly	PAC: Performance Management
2022	States Assembly	Gender Pay Gap Review
2022	States Assembly	PPC: Democratic and Accountability Sub-Committee
2023	Comptroller and Auditor General (C&AG)	HCS: Deployment of Workforce
+2023	Internal Audit	Use of overtime and zero hours (in progress)
+2023	Comptroller and Auditor General (C&AG)	Use of Consultants – Follow up (in progress)
2023	States Assembly	PAC: Performance Management – follow up (in progress)
+2023	States Assembly	CSSP: People and Culture Review – follow up (in progress)

+ indicates a targeted report concerning primarily the SEB.



Section One

The States Employment Board: Role and Policies



The States Employment Board

The States Employment Board (SEB) is the employer of public servants in Jersey. Our functions are set out in legislation.

A key function of the SEB is to set the policy and agree the strategy in relation to the workforce. This includes policies and procedures, the culture of the organisation and the performance of the public service. Additionally, we are responsible for the health and safety of the public service.

We discharge our duties through the Chief Executive Officer (CEO) who is designated in statute as the Head of Public Service. We also have in place a scheme of delegation to ensure the SEB's focus on the policy and assurance aspects of the workforce.

Departmental Chief Officers, who report into the CEO, are also responsible for keeping their Ministers informed of workforce issues that impact on the delivery of their respective policies.

The operational management of the workforce is delegated through the management structures of the public service.

We provide an Annual Report to the States Assembly, setting out the SEB's work. The Chair (or Vice Chair) of the SEB responded to questions (written and oral) for States Members at most sittings of the Assembly, and the Chief Minister (as Chair of the SEB) is scrutinised quarterly by the Corporate Services Scrutiny Panel.

The Chief Executive and Chief Officers report and are answerable to the Public Accounts Committee for the good governance of the organisation, of which the risks associate with the workforce form part of this.

The work of the SEB is also subject to regular audits by the Comptroller and Auditor General, internal audits and commission external reports for assurance on specific topics.

We meet at least once per month with ordinary meetings, with papers dispatched the week before. Where required, either through volume of work or specific topics, we will have extraordinary meetings.



The States Employment Board: Policy Framework

The SEB set out early in our term a policy structure:

- Values and behaviours
- People Strategy (and sub-strategies)
- Codes of Practice
- Policies and Procedures

As part of this, the SEB considered their areas of focus. In doing so we established the key areas for the term of this SEB:

Values and behaviours: we wanted to see the values and behaviours embedded throughout the organisation. This includes the political leadership of the Council of Ministers, the SEB, and the leadership of the public service. We demonstrate below how we implement this.

People Strategy: we adopted the continuation of the People Strategy as it was early in its approach and required time to bed down. Our policy wanted a relentless focus on a few key priority areas for our term within the People Strategy.

Codes of Practice: Since the start of our term, the SEB has reviewed and reformed the policy framework, parts of which had not been addressed since 2008. We believe it is the foundation for a structured approach to managing the workforce effectively and ensuring value for money and efficiency.

The SEB have undertaken workshops to strengthen our political leadership of the workforce focusing on good governance, values-based leadership, strategy, and diversity and inclusion.

Where necessary, the SEB have focused meetings on single topics, such as understanding the results of the BeHeard employee engagement survey, health and safety and employment cases.

We monitor the key indicators of the workforce, to assist in making informed challenge and seeking assurance about the effectiveness of policies. Every meeting considers case management areas for disciplinaries, grievances, suspensions, and legal complaints. This was introduced by the SEB at the start of our term.

We meet each of the trade unions groups every quarter to have a direct dialogue with employee representatives. This allows us to understand the relationship with the trade unions (which feedback from them suggests is improving) and to inform our decisions and policy framework. Again, this was instigated by this SEB at the start of our term. This has been welcomed by the trade unions.

Our Policy Agenda

We have agreed that within our overall policy framework, the key areas for focus for the SEB's term will be:

- **Performance and Accountability**
- **Recruitment and Retention (including key worker accommodation)**
- **Health and Safety**

As a result of these areas, we expect to demonstrate during our term significant improvements in these three key areas.



Our Key Areas of Policy Focus: Performance and Accountability

In 2019, following the Team Jersey Phase 1 report, it was recognised that performance management was a key part of ensuring employee engagement. The 'My Conversation, My Goals (MCMG)' self-assessment appraisal was introduced across the public service.

The MCMG, whilst a good first step, was not of the required standard for good management of performance and appraisals. It was completed by the individual and reviewed by the manager. Additionally, it was configured as a form on the My View platform, that was not accessible to all. Additionally, it was not making use of professional standards, or even validation cycles (for examples for doctors, or the termly cycle for school-based and academic employees).

A review of performance management identified that employees should have appraisals that are linked to our values, have clear standards and be linked to professional standards. This was predicated on the introduction of Connect People in late 2022.

As an interim step, a new performance appraisal system was introduced on Connect People (Connected Performance) with a more limited cohort of employees required to use this. We have used this year to identify the barriers to good performance management and will, during our term of office, seek to remove these barriers and improve occupational performance management, linked to development and succession planning. This includes:

- Every employee to have annual objectives, mid-year review and end-of-year performance appraisal.
- Appraisal approach to be formulated as an appraisal method for the profession or working group – for example, adopting professional standards in some occupational groups, or tailoring to groups of employees where one-to-one supervision is not required.
- Every employee to have access to the Connect People system to record their own appraisal, review their targets and record learning needs and development undertaken.
- All line managers to have management standards as part of their appraisal target to ensure appraisals are undertaken in a meaningful way.
- Measurement and reporting of appraisal completion rates and thematic reporting for development and training needs.

Take up in 2023, has been disappointingly low despite an increase in participation compared to the MCMG system. The States Employment Board have set this as one of their priorities and will ensure that the Chief Executive Officer, Chief Officers and senior managers are accountable for ensuring and assuring good performance management is in place, and over time, a plan in place to link occupational standards to the appraisal process.

Our Key Areas of Policy Focus: Recruitment and Retention

The States Employment Board has prioritised addressing recruitment issues in key professions. High levels of vacancies impact on service delivery and standards, and a poor candidate experience increases the cost to recruit, with poor outcomes and candidates leaving a recruitment process in favour of other employers.

The newly-formed Delivery Unit within the Cabinet Office were tasked to support the recruitment of primary school teachers and teaching assistants and establish a proof-on-concept service model for roll out across other key areas. This is the first-time dedicated resource was provided to support schools.

The recruitment model, providing additional support to hiring managers who are often short-of-time, the candidate through a regular named contact, a single view of the hiring process reducing the 6-handoffs that had previously been used, and a tailored approach to those arriving from outside of the Island to support accommodation, registration and settling into island life.

34 primary teachers

Have been recruited through the pilot programme, with a waiting list of potential new starters. At the start of the September 2023 term, we completed the recruitment to all, but one primary teaching role (the outstanding role is undergoing pre-employment checks)

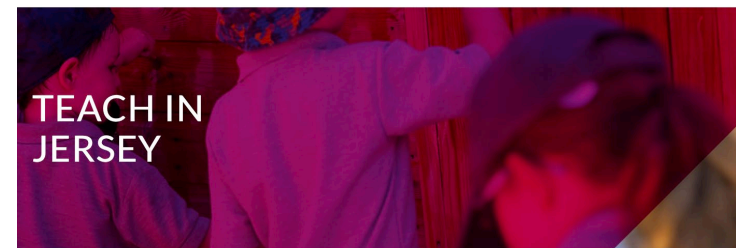
55 teaching assistants

Were recruited using the new model of recruitment, including 16 who transferred internally within education.

42 secondary teachers



HOME MENU



TEACH IN JERSEY

MAKE OUR ISLAND YOUR CLASSROOM

It is an exciting time to teach in Jersey with an increased focus on inclusion and investment in education.

Living in the beautiful and accessible Island with a close-knit community has many advantages including having an impact on Islanders' lives on a daily basis and teaching smaller classes in community schools with enviable environments.

Our team are ready to support you and your teaching career.



Their future, our future, make it your future

With 33 primary schools, 11 secondary schools and 1 FE college on an Island of 45 square miles, we can offer an environment that is personal. An environment where our children, young people and teachers blossom and where our locations are as different as the challenges. From rural to town environments, our schools serve a variety of cultures, languages and backgrounds, we would love to see if any of them match you.

Jersey offers an Island lifestyle, so field trips may be to a beach, a castle or even to France. And with a minimal commute, our teachers enjoy active outside school lives during term time.

And as with many aspects of Island life, our education system is familiar enough for comfort but offers some differences. This includes The Jersey Curriculum, which recognises the importance of Jersey culture, history and geography alongside our English heritage. It also includes the Jersey School Review Framework, which promotes exceptional teaching and works with schools to achieve excellence through a combination of peer review and expert off-island support and challenge.

All teachers in Jersey must have qualified teacher status with a registered teacher number. Jersey recognises most teacher qualifications in line with England and you can [check whether your qualification is recognised in Jersey here](#).

We would love the opportunity to tell you about life on our Island, teaching our children and young people, and how you can develop your career. If Jersey has

A dedicated microsite for teaching and teaching assistants was created and a targeted media campaign. The assets developed in this campaign will be transferred across to the new career portal in 2024, where all public service roles and careers will be listed.

Our Key Areas of Policy Focus: Recruitment and Retention



The approach is now being adopted within **Health and Community Services** where turnover is low at 4%, although the vacancy rate is high at 18%. As part of the Financial Recovery Plan (FRP), a focus on reducing agency and locum costs will address financial pressures and support in service quality. In the year-to-date we have recruited 322 individuals to vacant posts. This is approximately 40 per cent of all hires expected across the public service in a normal year.

Nurses: A new campaign and microsite will be in place in Autumn 2023, following research about where best to target our advertising. This includes reducing our activity internationally (where recruits will have to meet certain registration standards, increasing time and cost to hire) and focusing on the United Kingdom. We are also exploring expansion of nursing training within Jersey and the development of an Associate Nurse programme, which leads to a nursing qualification.

Doctors: We are trialling an approach to targeting key roles, in partnership with the British Medical Journal. This has started in psychiatry and, if successful, will be used for other disciplines.

Allied Health Professionals: We are remodelling the workforce to make it more attractive, and in line with service delivery requirements. We are focusing our time on pharmacy, mental health services and physiotherapies.

For **Justice and Home Affairs**, we targeted a campaign for uniformed services. With a campaign site and social media in Jersey.

Government of JERSEY

HOME THE SERVICES

JUSTICE AND HOME AFFAIRS DEPARTMENT

OUR SERVICES

POLICE SERVICE
FIND OUT MORE

FIRE & RESCUE SERVICE
FIND OUT MORE

JERSEY CUSTOMS & IMMIGRATION
FIND OUT MORE

FINANCIAL CRIME
FIND OUT MORE

AMBULANCE SERVICE
FIND OUT MORE

PRISON SERVICE
FIND OUT MORE

Let's get social
f in

Extraordinary, every day.

26 applications for on-call firefighters

22 remain in the recruitment process

Over 80 on-island applications for firefighters

67 are currently in the recruitment process

58 on-island applications for prison officers

15 appointed and 7 reserved for future recruitment needs

67 on-island applications for entry-level police officers

11 new hires made



Our Key Areas of Policy Focus: Key Worker Accommodation

As part of our focus to address recruitment and retention we have started to address the need for key worker housing. Through the Delivery Unit in the Cabinet Office, we identified a number of key issues with the existing management of the estate:

- Lack of data – no collated information as to costs, who was in units, where money was being spent, preventing data led decision making
- Lack of policy – inconsistent rules being applied and lack of governance over decision making
- Lack of central service – most activity through HCS team but CYPES were also managing units and JHA exploring
- Lack of units – a lot of staff in private hotels and serviced apartments

The Delivery Unit collated the key information and identified inconsistencies, unfair and inconsistent policies and began to identify the true need for different types of accommodation. They continue to work with the Workforce Planning team to identify a longer-term need for key worker housing.

The new policy eliminates the variable experiences by department or professional group. There is clarity about eligibility, tenure, type of accommodation and length of stay in certain types of accommodation.

In 2023, the States Employment Board has:

- Approved a Key Worker Accommodation Policy
- Supported the creation of a central accommodation team within People and Corporate Services
- Supported the acquisition of additional units

The new, centralised service transitioned into People and Corporate Services who will take forward recommendations for developing the service, managing units and working with providers such as Andium Homes to develop a full-service model and manage supply and demand.

The provision and management of accommodation will also help address vacancies within key worker positions across health, education, children's and Justice and Home Affairs services, resulting in reduced agency and overtime usage.

£240,000

Financial savings due to the reduction in the need for private, short-term accommodation

100+

New Units

Since June 2022 in St. Clement and St. Helier

Our Key Areas of Policy Focus: Health and Safety



The States Employment Board has prioritised their responsibility for health and safety across the States. The item is the first substantive item on most SEB agendas.

Since the start of our term of office we have:

- Approved a new health and safety corporate policy (March 2023)
- Approved a new suite of minimum health and safety standards
- Receive monthly risk and assurance report
- Monitoring the maturing of health and safety management within the States
- Undertaken 'deep dives' with Chief Officers on topics such as playgrounds, school fire safety, public realm.
- Introduced a Scheme of Delegation for health and safety. (March 2023)

In March 2023 (Wave 1) of the Connect H&S Platform (Integrated Technology System (ITS)) introduced new reporting standards into a single system for monitoring, alongside online training modules. The rollout is continuing within CYPES but completed for all other departments in August 2023. We continue to use the Cardinus (training system) for health and safety training, with a view of migrating this information to Connect Learning to ensure greater monitoring and compliance.

The Connect Health and Safety system ensures:

- Single and consistent point of recording and monitoring incidents
- Standardised health and safety incident management for best practice
- Improved statutory compliance and assurance through auditing
- Create the ability to learn and improve from incident more quickly
- Monitor trends and risks
- Make more informed decisions about targeted training and investment.

Since the Launch of online training sessions, 2,995 employees have completed the voluntary training on health and safety.

Since June 2022, the SEB have received and complied with 2 improvement notices, and had no prosecutions related to health and safety.

Note: Fire Safety Management continues to be under review. Minimum standards are not in place whilst we review the estate and undertake remedial action.

We have introduced a new suite of minimum standards for health and safety.

- Asbestos
- Confined Spaces
- Control of Contractors
- Control of Substances Hazardous to Health (COSHH)
- Display Screen Equipment (DSE)
- Electricity
- Fire Safety Management (see note)
- First Aid
- Gas Systems
- Incident Reporting and Investigation
- Ionising Radiation
- Legionella
- Lifting Equipment and Lifting Accessories
- Lifts
- Lone Working
- Liquefied Petroleum Gas (LPG)
- Machinery
- Managing Construction Work
- Mental Health at Work (In progress)



Policy Focus: Areas for Consideration

The first-year learning after setting our policy agenda will be used to inform the remainder of our term.

What worked well?

- The focus on the SEB on a few key areas shows greater results than trying to achieve everything. We believe we have the right focus on our key policy areas.
- The introduction of the Delivery Unit to provide capacity outside of usual operations has been highly effective in moving on complex and difficult areas.
- The requirement for regular reporting on health and safety and performance management has seen a measurable change in the organisational focus and compliance in these areas.
- A values-based approach has started to resonate with employees, according to the BeHeard survey. Regular surveys will provide greater assurance.
- The People Strategy has broadly delivered on its objectives.

What didn't work well?

- Data remains inconsistent and will benefit from the introduction of Connect People (Employee Central) in late 2023, that will reduce the need for regular reconciliation.
- Systems and processes are still too manual and inconsistent. Where we have addressed these (health and safety, key worker accommodation) we have seen improvements in efficiency and value for money.

What needs to improve?

- The introduction of Connected Performance (Appraisals) was an opportunity to introduce the new technology available but has not yet delivered the potential for full and systemic performance management. Despite low returns on completion rates, the SEB remain concerned that this is not seen as a focus in some parts of the organisation. We will need to systematise performance management and accountability.
- Change management is not properly defined we have yet learned 'what works' for each part of the organisation to fully address recruitment and retention, health and safety and performance management the Connect system must be fully adopted and utilised.
- Workforce planning must be concluded to help manage the peaks and troughs of recruitment and succession planning to create a better candidate experience and provide more internal opportunities for promotion.



Section Two

Our Values & Behaviours

Our Values and Behaviours



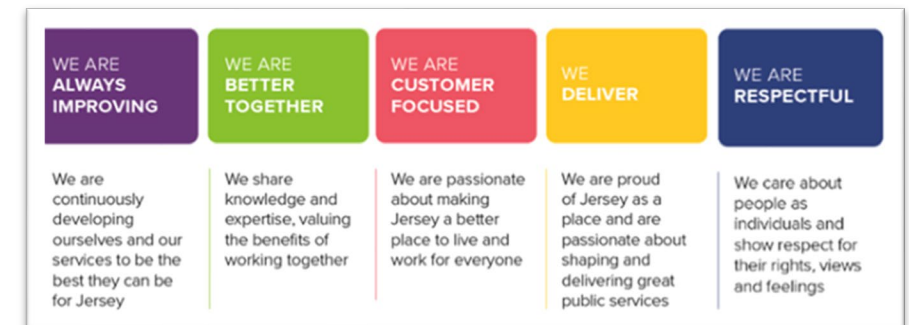
The States Employment Board committed to retain the existing values and behaviours, developed with employees. In addition to this, we determined that values and behaviours require leadership at all levels, starting with our political leadership role.

To this end, the SEB has undertaken a workshop of values and behaviours which has helped us develop our approach as a Board and identify future areas for Board development sessions.

We are also seeking to continue to embed our values and behaviours through:

- Adoption of them by the Council of Ministers and the States Employment Board
- Form part of our recruitment strategy and material
- The first part of the My Welcome, induction programme, for all new starters (currently at 30% completion, target to reach all new starters as part of a new 'induction period' to replace the 'probation period' with a contractual requirement to complete the full induction to be introduced by 2025)
- Management training to include links to values and behaviours
- Provision of 'Espresso sessions' online available to all employees for values and behaviours (3,072 employees completed)
- Provision of 'Espresso sessions' online for 'understanding culture (1,116 employees completed)
- Embedding within the Codes of Practice and policy framework
- Measuring impact through the BeHeard survey and pulse surveys
- Embedded within performance management appraisals and reviews

Our Values



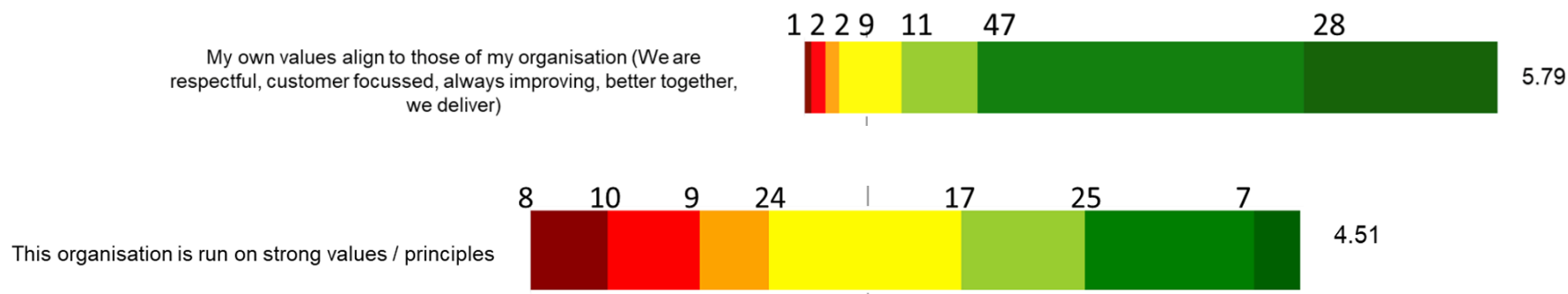


Our Values and Behaviours

The SEB monitor the effectiveness of these interventions and programmes through:

- BeHeard employee survey and pulse surveys (see below)
- Monitor of cases of bullying, harassment, grievances, and tribunals
- Evaluation and use of toolkits and management programmes
- Completion of induction programmes
- Exit interviews and employee statistics (people dashboard)
- Meeting with trade unions and employee groups
- Feedback from the employee networks

In the latest BeHeard (employee engagement survey) in June 2023 we asked two specific questions in relation to values. A strong score (5.79/7.0) for personal values demonstrate our organisational values are resonating with employees. Whilst still a position (+4.0) score, the focus of the SEB on values-led leadership shows the need to ensure the values are embedded throughout the organisation, leading from the top.



Diagrams: Individual and Organisational Score for 'values' from the BeHeard Survey 2023.



Values and Behaviours: Areas for Consideration

The States Employment Board want a values-led organisation to be the driver for positive change, engagement and better services.

What worked well?

- Our values are recognised and resonate with employees, providing a strong base to build upon.
- Political leadership at the Council of Ministers and States Employment Board have adopted the values from the start of our term for political leadership.
- Our Codes of Practice and policies and procedures have all been amended to ensure our values are at the heart of what we do, this has resulted in early resolution and changes on how we handle formal complaints more sensitively.
- The workshop undertaken by the States Employment Board was energising and we would like to see the Council of Ministers and Scrutiny Members undertake this workshop.
- Some departments have shared best practice about introducing 'living our values' awards – recognising those who demonstrate our values.
- The use of our Values and Behaviour Toolkits are becoming routine for team away days.

What didn't work well?

- The completion of My Welcome (induction) and Connected Performance (performance appraisals) is too low, meaning even with the values embedded within these key activities, employees do not have them at key moments of their careers. New ways will need to be found to engage some harder to reach groups.

What needs to improve?

- Our values are not always visible or understood. A communication plan that aligns activities, recognition and change to the values will strengthen how they are used and embedded in everyday life.
- Leadership scores on values have improved but need further strengthening as a key measure for 'Leadership' in the BeHeard survey.
- The values should be adopted across the States Assembly for a consistency of experience of political leadership.
- We need to strengthen accountability for those who do not live the values or the spirit of the values, to ensure poor behaviour is not undermining the majority.



Section Three

Our People Strategy

The People Strategy



Following the report of the Comptroller and Auditor General (C&AG) in 2019, the recommendation to develop and establish a people strategy was taken forward.

The strategy was co-designed with over 400 employees and was in its early stages at the time of the last review.

At the start of our term in the Summer 2022, the SEB considered the strategy and agreed to continue with the strategy, with a focus for the SEB on:

- Values and Behaviours
- Performance Management
- Health and Safety
- Recruitment and Retention

The current plan, inherited from the previous SEB will be refreshed for the next 2-years from January 2024 using the BeHeard survey, the focus areas of the SEB policy agenda and other information to ensure we are targeting limited resources to have maximum impact.

The People Strategy comprises of:

- A vision statement
- Four commitments
- Key indicators
- Operational Plans

People Strategy Vision

“We will be a forward-thinking organisation, which offers high-quality public services, values our people; and grows our talent for the future.”



People Strategy Commitments



The People Strategy sets out four commitments (see right). For 2022/23 we set out our 2-year plan – responding to the previous CSSP recommendation to establish a communication strategy and road map beyond the Commitments. The following table demonstrates the progress made against the plan, along with the key performance indicators against the plan. We will set out the next 2 years of the plan for 2024/25 in January 2024, and will consider the recommendations and comments from the Panel as we do so.

Key indicators

We set two levels of indicators. The first set are strategic indicators based on the 8 factors within the BeHeard survey. These are longitudinal indicators, meaning they take longer to develop and show progress. The Public Service-wide main survey is helping every two years. The second set are operational indicators, mapped against the commitments. Most of these indicators are also derived from the BeHeard survey, although we can check more frequently through pulse surveys and local surveys. There are also operational indicators that we can report on monthly or quarterly.

Strategic Indicators

The strategic indicators were set a target of:

- A 10% increase from the 2020 score
- No score below the score of 4.0

Operational Measures

We also set out a number of activities against the four commitments for delivery. These are shown on the following pages.

People Strategy Commitments



 **OUR PEOPLE**

Strategic Indicators



Key indicators

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The strategic indicators were set a target of:

- A 10% increase from the 2020 score
- No score below the score of 4.0

As illustrated below improvements of over 10% points were achieved in four of the engagement factors and importantly all overall scores were above a score of four which means they are in the positive zone. This is testimony to the positive effects of the Our People Strategy and the prioritised effort and investment put into manager development through the World Class Manager programme and improving the approach and offer to Wellbeing. Progress made in all except for My Company that had a slight drop to 2020, and this may be in part attributable to the 2023 surveys being more departmentally targeted.

Table: BeHeard strategic indicators between 2020 and 2023

Factor	2020 score (0-7)	2023 score (0-7)	Change in % points
Leadership	3.48	4.34	+24.7%
My Manager	4.45	5.18	+16.4%
My Company	5.04	4.86	-3.6%
Personal Growth	4.45	4.84	+8.76%
My Team	4.84	5.58	+15.29%
Fair Deal	3.74	4.18	+11.8%
Wellbeing	3.98	4.70	+18.1%
Giving Something Back	3.98	4.09	+2.76%

Factor	2020 score Percentages	2023 score Percentage	Change in % points
Leadership	41.3	55.7	+14.3%
My Manager	57.5	69.7	+12.2%
My Company	67.3	64.3	-3.0%
Personal Growth	57.5	64.0	+6.5%
My Team	64.0	76.33	+12.3%
Fair Deal	45.7	53.0	+7.3%
Wellbeing	49.7	61.7	+12.0%
Giving Something Back	49.7	51.5	+1.8%



Operational Measures

Whilst operational measures are not targets, the States Employment Board is concerned that too many were set without the ability to measure them. This is a learning point for the next 2-year plan. Additionally, we would expect to see measures that reflect the areas of political focus of the SEB's policy in the new measures. However, on key areas, good progress has been made.

	Measure	2020	2023
Your Experience	%age employees saying they're proud of working in the public sector	Question not asked in 2020	79% (2021-2023)
	10% reduction in sickness absence related to mental health	-	Figures not currently accurate
	%age of employees who rate their induction positively	Question not asked in 2020	90%+
	%age of employees who rate their line manager position (one to watch or above)	Not available from 2020	Achieved in: Customer & Local Services, Customs & Immigration, External Relations, Cabinet Office (People, Policy & Digital), CYPES, Cabinet Office (Office of Chief Executive), Non-Ministerial Departments, Treasury & Exchequer, States of Jersey Police, Infrastructure and Environment
Your Development		2020	2023
	Overall MC3 Management score of at least 70	58.06	66.81
	90% of managers reporting more confidence and competence in carrying out their role	Programme did not start until 2021	87% of graduates from the WCM programme
	%age of talent programmes converting to permanent roles		Don't hold this data yet
	%age of internal promotions versus external recruitment		Don't hold this data yet



Operational Measures (continued)

	Measure	2020	2023
Our Organisation	10 per cent increase in Jersey Public Service Awards (Our Stars) nominations	358	1,700
	Number of employees engaged in employee-led (diversity) networks	Under 30	c.1,200 (900 regular members)
	Keeping people safe: number of reportable (RIDDOR) incidents per 1000 employees	Not known	Not known
	Percentage of people positive in their exit interviews	Not measured	64.76%
Our Future	Measure	2020	2023
	Reduction in utilisation of contractors (temporary or interim) for permanent roles	Not known	Not known
	More than 50% of senior roles (tier 1 – 3) to be internal appointments	tbc	tbc
	100 per cent increase in apprenticeship and internship numbers Indium	Apprenticeships: 5 Paid Interns: 0	Apprenticeships: 39 Paid Interns: 67
Employee feedback about experiencing change is positive	3.51	4.18	



People Strategy Summary: Areas for Consideration

The development of the People Strategy was a long-overdue piece of work. Just prior to the pandemic, the ability to bring employees together to set the agenda was a positive step. This section sets out our reflections of what we have learned from the first two full years of the strategy, and considerations for the next 2 years.

What worked well?

- The strategy provides a broad enough framework to hold together key activities and focus across the public service, with the flexibility of local adaptations depending on need.
- The BeHeard survey has provided an independent and objective measurement at a strategic level that has been adopted and used well by most departments, with progress demonstrable.
- Corporate initiatives (such as internships, World Class Manager, Workforce Planning, Our Stars) have been impactful.
- Using employee-led networks has helped foster a sense of ownership, and they have challenged the organisation constructively. These could add even more value in future.
- Reward and recognition mechanisms, such as the Our Stars and Long Service Awards (recently re-introduced) and local team recognition events are valued.
- The involvement in the Delivery Unit within the Cabinet Office has tackled some long-standing issues around recruitment and key worker housing.

What didn't work well?

- Key operational measures have been hindered by the delay in systems and data improvements. This does not help demonstrate the full value for money of initiatives or the need for activity. This also means key operational indicators, such as sickness, turnover, exit interview information, is not visible.
- The operational measures in the first two-year plan were not all baselined or achievable, meaning gaps in demonstration of delivery.
- The involvement of key areas across the public service is not demonstrated closer to front line service delivery in larger departments, meaning employees may miss out on opportunities or understanding more about the strategy and what it means for them.

What needs to improve?

- Involvement of those who are further away from the centre of the public service needs to improve, with communication and engagement methods beyond the intranet and emails to ensure all employees feel they understand what is happening and can help influence and understand change.
- The delivery of Connect People, now 1 year overdue, is a key factor to bringing key information into one place to produce meaningful operational indicators.
- Performance management, a focus of the States Employment Board, needs to be embedded across all occupational groups, with clear requirements for managers and employees to ensure these are valued by the employee and recorded. This will help in the wider planning for the 'Your Development', 'Your Experience' and 'Our Future' elements of the strategy. This should include occupational competencies, succession planning, training needs analysis and internal talent spotting.



Section Four

The Employee Voice: Be Heard



The Employee Voice: BeHeard

In 2020, we adopted a new employee engagement survey, Be Heard. It is provided by the company behind *The Sunday Times Best Companies to Work For* (Best Companies) it is an independent, accredited survey. Previously we had used an alternative company that was no longer administering their survey.

The choice of survey included:

- Academic evidence of statistical accuracy and methodology
- Clarity of results and action planning methods
- Integration into the wider strategy
- Flexibility to cope with the complexities of Jersey's Public Service
- Value for money

A long-term relationship with any survey company is important to ensure that longitudinal data can track progress and compare results from survey to survey. The benefits of the Be Heard survey are:

- A clear framework of 8 areas to measure strategic progress
- An easy to understand 'circumplex' to show levels of engagement
- A Best Companies Index score that allows comparison against other taking the survey and internal comparison
- Detailed, individualised reports for department
- Powerful action planning tools
- A MC3 (MC-cubed) model that also allows for feedback about line managers to improve management capability
- Accreditation of departments
- Access to free resources, seminars and management development webinars with the latest practice and trends

Additionally, the link to the World Class Manager Programme comes from the WCM programme being based on similar dynamics within the Be Heard survey.



The Employee Voice: Structure of the Survey and Results

The survey consists of 90 statements (plus additional questions localised for the Jersey Public Service). These provide results in four ways:

Employee Engagement Circumplex

The Employee Engagement Circumplex provides a simple overview of where different groups of employees are in their levels of engagement. This allows us to focus on maintaining those engagement, providing greater clarity or communication to those unsure, and address those who are disengaged.



Best Companies Index (Score) Accreditation

The BCI Score provides an aggregate score, in comparison to other organisations taking the survey at similar times. The index also creates 1-star to 3-star scores that are accreditation scores as good-to-outstanding places of work.



Eight Factors of Engagement

The eight factors of engagement allow for more detailed planning about where to focus improvements and actions. The eight areas are:

- Leadership
- My Company
- Personal Growth
- My Team
- Wellbeing
- Fair Deal
- My Manager
- Giving Something Back



MC3 Scores (Confidential to individuals)

The MC3 tool provides feedback on the management levels of the organisation. Individual scores are not published and used for professional development only. An organisations / departmental score is available. MC3 means managers who Motivate, Consider, Converse and Care.



Note to submission

We have already provided the Corporate Services Scrutiny Panel with the methodology and structure of the survey.

A video briefing was provided for all States Members, which is available to the Panel.

We won't be publishing the MC3 scores in 2023, as this is the first year for managers to receive their scores. To ensure individuals feel they can respond to the feedback and have an action plan, we will publish the progress scores at the next survey.

BeHeard: Action Highlights Since 2020



Since the last full survey in 2020, we grouped our activity under the Eight Factors of Engagement. Each Department created People and Culture Plans in response, and we collated these into a corporate overarching plan under the eight factors of engagement. Since the last survey we also focused on four key areas corporately (more cases studies, below):

Personal Growth

Score 2020

4.45

Score 2023

4.84

- Over 2,900 have attended the online Espresso sessions for self-development.
- 680 managers have taken part in at least one Espresso session.
- 91% of colleagues reported an increase in knowledge after attending the sessions.
- In 2022, 327 colleagues were internal promotions within their own team.
- 73 new colleagues joined the I WILL network to participate in mentoring.
- New basic skills on the Microsoft Suite were made available to all employees
- Professional networks for policy development and data analytics were started up by colleagues sharing knowledge
- Launched Connect Learning, a single place for learning, recording continuous professional development and registering skills and development needs.

Giving Something Back

Score 202

3.98

Score 2023

4.09

- Improving our commitment to the environment by converting 252 (37.8%) of our diesel vehicles to renewable diesel.
- Reducing our carbon footprint by partnering with Evie to provide e-bikes for short journeys at work.
- Provided paid time off for employees to contribute to charities on the island and recognising our Volunteer of the Year in the Jersey Public Service Awards.
- Contributing to the island's economy by moving all our reward and recognition gifts for long service to on-island companies.
- Partnered with a local beer producer to supply the Jersey Awards.
- First Government-wide participation of the Jersey Pride March, with a combined Government presence to promote services, careers and employee networks.

Wellbeing

Score 2020

3.98

Score 2023

4.70

- Supported the start-up of employee-led networks as part of our Diversity, Equity and Inclusion Strategy including neurodiversity, disability, menopause, REACH, LGBTQ+
- Held employee focus groups and commissioned Liberate to conduct an Access report for making the new HQ more accessible.
- Departmental wellbeing weeks including taster sessions for outdoor circuit training, yoga, Reiki, meditations, coping with grief, menopause café.
- Regular publication of BREATHE, the in-house wellbeing magazine.
- Renegotiated the AXA contract with more counselling, better monitoring of service provision
- Using volunteering to develop teams and wellbeing focus

My Manager

Score 2020

4.45

Score 2023

5.18

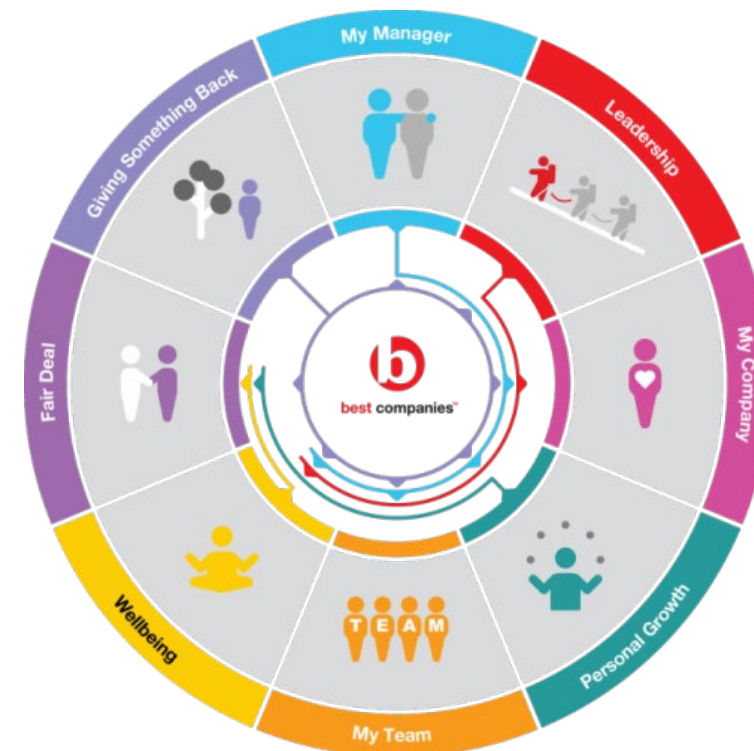
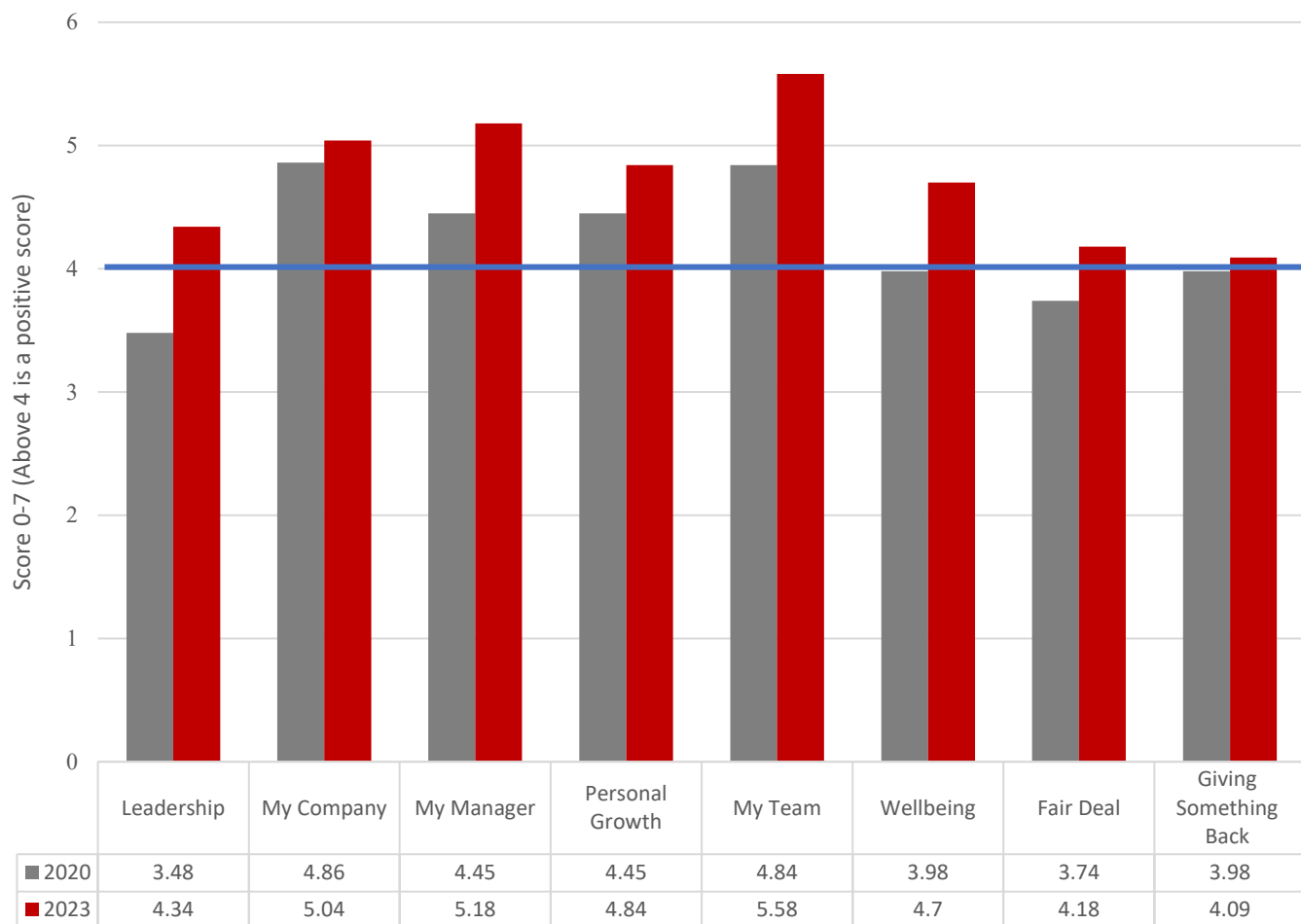
- 406 managers have graduated from the World Class Manager programme using action learning sets, facilitated sessions and self-directed learning.
- 1,179 managers / aspiring managers Espresso sessions attendance.
- Half-day training needs analysis available for all line managers.
- 276 line managers were nominated for a Jersey Public Service Award in 2022.
- Introduced Connected Performance to make managing and recording objectives easier to track.
- 43 Business Partners (advisers to managers) have undertaken the Roffey Park course to enhance skills and advice.
- Turnover in the organisation was down by 1.5% in 2022 compared to 2021.



BeHeard: Headline Results

The eight factors of engagement are our strategic indicators. We set a target from 2020 to have all indicators above a score of 4.0 (out of a maximum of 7.0) and an increase of 10% on previous scores.

The blue line represents the minimum target for 2023 scores. The figures below the graph are the actual results. The percentages on the graph are the improvements by comparison.



The eight factor scores are based on 24 core statements within the 90-question survey.

The eight factors are interconnected. In looking at the results, the score correlations and the planning tool provided by Best Companies, we will be able to identify the most impactful action to take in response to the survey.

This can be done all the way down to individual team levels.

BeHeard: Headline Results

The Best Companies Index (BCI) Score measures the level of engagement compared to other organisations undertaking the survey at a similar time. These are adjusted each quarter. This allows for latest trends and impacts (such as COVID disruption) to be factored in at any given time. To score becomes accredited from 1-star (very good), 2-star (outstanding) and 3-star (world class)



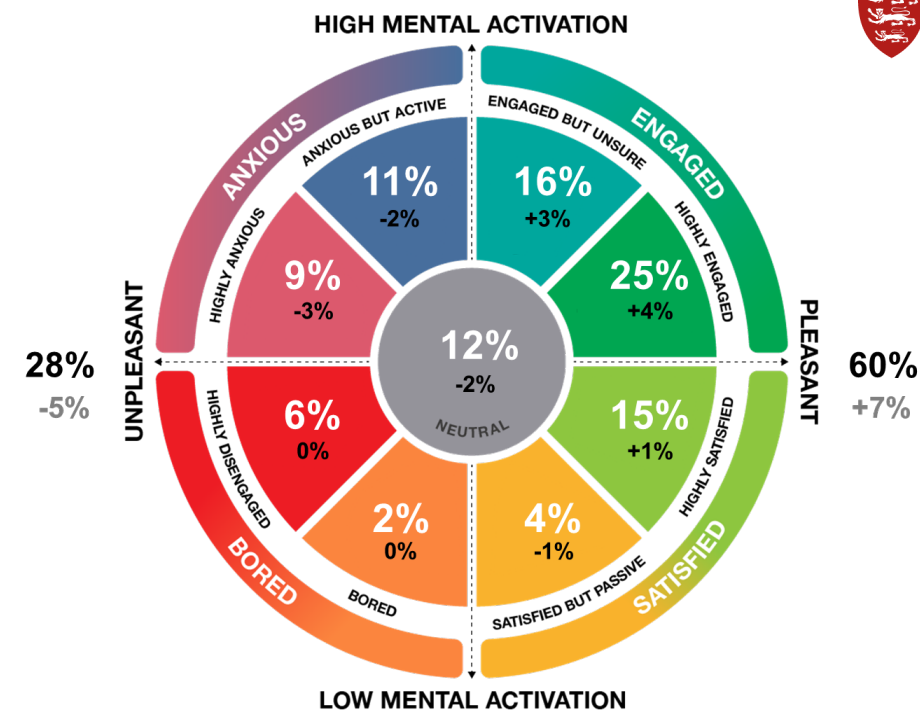
Since the last survey in 2020, the public service as a whole has increased their score to enter the 'ones to watch' category, which classes us as a good employer. We achieved our 'stretch benchmark' from the last survey which was to achieve halfway through the 'ones to watch' category.

There is variance between departments, which is an areas we will need to address to ensure that employees receive a consistent experience no matter where they work.

The Law Officers Department became the first public service entity to achieve the one-star accreditation in 2023.

Two other departments (Customer and Local Services, and Cabinet Office: SPPP) achieved a one-star rating, which will need to be maintained for accreditation at the next survey.

The Departments that demonstrated the greatest improvement were also those that undertook an interim 'pulse survey' to track their progress prior to the main corporate survey in June 2023.



The engagement circumplex, demonstrates progress since the last survey in more people moving into a positive engagement (on the right-hand side) with 60 per cent of employees now positively engaged, compared to 53% previously.

We have seen positive movements in the 'neutral' and 'anxious' zones of engagement, driven by better communication, stability within the organisation, improved management and improved wellbeing.

We will need to focus on the 'bored' quarter of the diagram to ensure that these employees are either not disengaging or holding back change as this areas impacts on the productivity of the public service.





BeHeard: Headline Results

Across the Public Service, scores can vary quite significantly. At an organisation-wide level the following areas are a summary of the outcomes of the survey.

Best performing responses

- The results really demonstrate the commitment of employees to the Public Service, with 80% of colleagues proud of the work they do.
- People care about the impact we have on our communities.
- Work is an important part of people feeling part of something, and it's a big feature in scores reflecting how people feel valued.
- The better scores are closest to the individual where they feel supported and cared for by their manager and have a sense of good team working.
- The role and impact of line managers has a significant impact on how people feel at work.
- Work is seen positively and interesting, with the opportunities for personal growth in different roles and across the Public Service as a strength.
- People are not bored with the work they do; they find it interesting and challenging.
- Overall, work life balance is seen as positive, and a benefit of working within the Public Service.

Lowest performing responses

- The areas covering 'giving something back' were the most disappointing results, given the number of colleagues who do work outside of the workplace to benefit our communities.
- There is an expectation that as an employer we can and should do more to help protect the environment and give more back to our communities as an organisation. This includes providing more opportunities for social mobility, supporting those who need more to help them contribute through work and being a socially responsible employer.
- The sense of fair pay, more so about whether there is equity rather than the rates of pay, needs more exploration. People compare themselves to others and other professions and do not feel this is fair at the moment.
- The opportunity to develop and train is scoring low, despite the opportunities for growth and development. This may also link to the point on fairness about who gets the opportunity for development, time for development and link to individual career aspirations.
- The role of leaders within the organisation needs clarity, purpose and investment. Whilst people are connected to the work they do, it is not necessarily supported, or inspired by leaders.



Be Heard: Areas for Consideration

The development of the People Strategy was a long-overdue piece of work. Just prior to the pandemic, the ability to bring employees together to set the agenda was a positive step. This section sets out our reflections of what we have learned from the first two full years of the strategy, and considerations for the next 2 years.

What worked well?

- The embedding of BeHeard across the Public Service is providing independent information, provided from feedback from employees, about the areas where we are improving and where we need to focus more.
- Our focus on front line management and wellbeing from the previous survey has demonstrated a good use of evidence-based interventions to have an impact.
- Splitting the surveys into smaller components of the Public Service has provided greater clarity on the results and some of the interpretations.
- We provided the early results before the end of July to employees and States Members – earlier than previously. This included Departmental briefings.
- Departments undertaking pulse surveys showed sustained improvement.
- We had an increase of more than 1,000 people providing their feedback this year. We included zero-hours, agency staff and contractors in this survey.

What didn't work well?

- The use of paper surveys and translated surveys delayed the results for some key groups, which meant they were not included in the overall results pack.
- Our focus on 'Giving Something Back' did not have the impact we expected, and we will need to understand this more.

What needs to improve?

- Across all eight factors we will need to see improvements at the time of the next survey to demonstrate sustained change.
- We need to embed the functionality of Connect People to have a greater impact on personal growth and development, succession planning, talent management to ensure more is done for internal job applications.
- We need to focus on the role of leadership within the organisation to have a greater impact across the other seven factors.



Section Five

People Management Operations



People Management Operations

The Public Service is a complex organisation. Comparatively not considered a 'large' employer, being under 10,000 people, it is large for the Island. We are the largest employer. This brings opportunities and challenges to how we manage.

One size does not fit all. With over 60 different professions, with their own standards, competencies and frameworks – some with specific legislation or regulatory requirements – means we cannot create an homogenous approach to managing, developing culture or rewarding people. There is not one culture, with some professional groups having a distinct culture arising from their training or standards. Uniformed services need to ensure a strong chain of command, clinical professionals will have autonomy and different roles within their professions such as mentors, clinical leaders, and emerging new professional standing of allied health professionals and an evolving nursing profession. Schools are mini-communities and have their own unique identity. Creating the conditions for change does not happen at once, nor is it appropriate for everyone to fit the same mould.

8,102

Employees

7,378 Full Time Equivalents
(6,965 FTE in 2022)

92% permanent employees

8.2%

Turnover

9.2% same time last year
(Preceding 12 months to 31st August)

Main reasons:

Voluntary: 5.5%
Involuntary: 1.3%
Retirement: 1.5%

85%

Jersey appointments

In the past 12 months, 969 islanders (85%) compared to 171* non-Islanders

*21 contracted, 150 permanent

Top 3 professional groups:

- Nurses and midwives
- Teachers
- Senior Civil Service

60+

Professional groups

These are professional groups with organisations that represent, regulate or provide definitions for professional standards



People Management Operations: Policy Framework

The Policy Framework was established in 2021 to link policy development with the objectives of the People Strategy and provide a mechanism for the systemic review of policies, procedures and standard operating procedures. Many policies and procedures were out of date, conflicting and ad hoc in their development. There was confusion between a policy and a standard operating procedure, resulting in multiple, conflicting policies. Local policies had developed within Departments causing further confusion, meaning advice at the centre often was out of date or conflicted with local policies.

The **People Strategy** sets the overall direction, tone and direction of travel for people management. The four commitments should be reflected in everything that is developed to ensure delivery and embedding the future state of the strategy.

The **Codes of Practice** are a requirement of legislation for the States Employment Board to issue. These are the highest-level policy statements from the States Employment Board. These are the requirements for all operations, policies and management to fall under during their term of office.

Policies are required to meet the requirements of the People Strategy and the Codes of Practice. For example, a greater emphasis has been placed on the Values and Behaviour framework, ensuring resolution and improvement as opposed to conflict and ensuring responsibilities and accountabilities are understood. Some policies are contractual and required by law. The tone and language of the policy is now reflecting positive experiences and resolution.

Procedures are guidance on how to apply the policies. As mentioned above, not one-size-fits-all and managers should exercise discretion within the objectives of the Codes.

Toolkits are provided to help provide learning and examples of how to implement the policies. These are regularly updated as learning occurs. This ensures that although policies may not be regularly updated, the learning and guidance is applied more quickly.

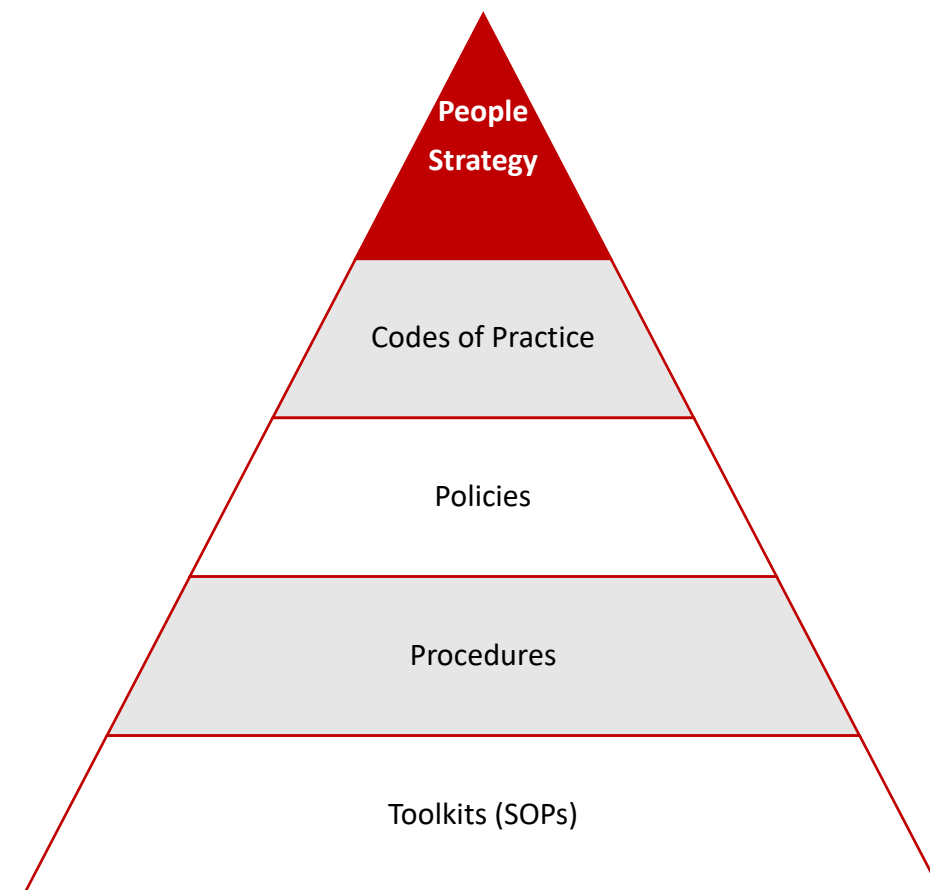


Diagram: Policy Framework



People Management Operations: Codes of Practice

Codes of Practice

The Employment of the States of Jersey Employees (Jersey) Law requires the SEB to publish [Codes of Practice](#). These are the high-level policy statements by the SEB from which the policy suite will develop.

The current SEB commissioned a complete review and modernisation of the statements as part of their new direction. The new Codes seek to provide explicit commitments to become a respected employer and drive good employment practice across the island.

Employee representatives (trade unions and professional associations) and employee networks were involved in the development of the Codes (and latterly the associated policies and procedures).

The Codes are the high-level policy statements that, by the end of the SEB's term of office, they will report on their progress of achieving their objectives.

Since June 2021, all Codes have been updated. As part of the SEB's drive to become more transparent and accessible, the Codes are published on the [gov.je website](http://gov.je).

The six Codes are:

Standards in Public Service: the requirements for all public services to conduct themselves to the highest standards. We adapted the 'seven principles of public life' and considered the needs of the island. The Code also introduced a duty on all employees to raise concerns in relation to conduct, fraud, safeguarding and health and safety.

Employee Rights at Work: This new Code, introduce an explicit commitment by the SEB to ensure that employees are aware of their rights at work and how to address concerns. Whilst these 11 rights set out the legal rights, not many employers will advise or promote the rights of employees at work, we also go beyond the basic legal duties in our commitment to upholding rights within the workplace.

Performance and accountability: The SEB have made it a focus to improve performance management and accountability for individual and collective conduct and actions. The duty to report concerns is expanded within this Code.

Reward and Benefits: This Code sets the principles for its approach to pay and reward over the coming years. The Code was updated to reflect the commitment to be a socially responsible employer, including a commitment to the Living Wage standards in direct and indirect employment.

Engagement: This Code establishes the mechanisms by which we will involve and include employees, including feedback, communication, engagement and information.

Talent Development: As another area of focus for the SEB, the ability to recruit, develop and retain employees is set out in this Code as a key policy statement.



People Management Operations: Policies

Recommendations from the Scrutiny, C&AG and the HR Lounge reports have all referenced the poor state and confusing policy landscape, with no strategy or connection to the Codes of Practice.

With the People Strategy in place, the Codes of Practice published, the policy suite has been rewritten from the start to reflect modern, clear, and good management practice.

The first [toolkit](#) of the policy suite is completed and published and is focused on:

- Dignity and Respect at Work
- Resolving Grievances
- Whistleblowing
- Disciplinary

As part of this suite, we have introduced new practice for resolving concerns at an early stage through Restorative Practice.

In developing our policies, we have increased the opportunity to participate by involving in early stages the trade unions, employee-led networks, managers and business partners. The policies are then considered by the Operating Committee, with representatives from across the Public Service, before being approved by the Chief People and Transformation Officer.

At the last Scrutiny, the PROSPECT union made a submission arguing that the role of case management had a bias towards the manager and the employee did not feel supported. We have introduced restorative practice, used widely for resolution, to seek to address those concerns. Additionally, entering a formal process in early stages often leaves resentment and can create further conflict in the workplace.

We have introduced a 5-day fact find to seek to establish the most appropriate route for resolution. Formal investigations can often take longer to conclude, and the informal stage often went on for far too long, leaving the complainant unsure about whether their concerns were being taken seriously.

We have also focused on ensuring complaints and concerns are addressed in a timelier manner.

The SEB reviews monthly the suspensions and case management report as part of their commitment to ensuring employees are treated fairly. We have demonstrated the new approach has reduced the amount of time to resolve concerns. Case management is monitored through an internal dashboard. The case management team undertake training and review of cases when concluded to continually learn and improve the advice and support given where there is conflict.



People Management Operations: Workforce Planning

Departments across government have been developing their Strategic Workforce Plans (SWFP), these plans will support the development of a skilled workforce for the future and ensure the building and developing of existing talent is viewed as essential with the ability to better plan and commit budget to this area.

The collated outputs from these plans and SWFP offsites across government has provided us with a clear overview of government wide workforce risks and challenges. The SWFP team are currently drafting a government wide SWF Plan that will identify the actions that government will commit to over the coming 4 years to address these risks and challenges. A draft SWF Plan has already been presented to SEB and will be presented to OPCO and ELT, for input and agreement over Q4 2023

Through the SWFP process we have also identified the future capabilities required across government and these are highlighted in the attached table. These primarily fall into four kinds of skills: digital, higher cognitive, social, and emotional, and adaptability and resilience. The capabilities identified across government are like those identified by the island wide SWF Plan created through the Jersey Employer Group (JEG). We plan to incorporate the need for these skills throughout the employee life cycle and incorporate them into any future talent programmes and the government wide SWF Plan.

Strategic Workforce Planning is being supported through a suite of tools that have been developed for departments to use. This includes a people data catalogue that provides department with an analysis of their workforce, including the profile and demographic composition of their workforce to an analysis of workforce absence, costs, and turnover. 45 Data Catalogue presentations have been delivered to leadership teams across government to discuss the data, risk areas and opportunities for improvement. The SWFP team will continue to provide workforce intelligence to assist departments as they begin to monitor and evaluate the success of their plans and to ensure plans remain relevant with the ability to identify new risk areas and incorporate these into SWF Plans.



Strategic workforce planning 6 stage process

- 1: Define the plan
- 2: Analyse current workforce
- 3: Forecast future needs
- 4: Gap analysis
- 5: Plan actions and strategies
- 6: Monitor and evaluate

Succession planning 6 stage process

- 1: Identify critical roles
- 2: Identify capabilities
- 3: Identify potential successors
- 4: Assess individuals against capabilities
- 5: Development planning
- 6: Review and adapt



People Management Operations: Workforce Planning

SWFP workshops have been designed and delivered for employees and leadership teams across government to support departments in progressing through the SWFP cycle. 36 offsites have been conducted to date and these half day sessions have allowed time for leadership teams to work together and think strategically about their future workforce requirements and to then involve employees in addressing any workforce gaps and challenges that exist.

The need for further tools to support departments in the areas of succession planning and identifying skills gaps was highlighted in 2022. The SWFP team has now developed a succession planning toolkit and training material which has already been delivered to HR Business Partners and some leadership teams. This training will be available as an espresso training session for managers and leaders across government in Q1 2024.

The SWFP team and HR Business Partners will be providing support and guidance to leadership teams to ensure managers have greater confidence and competence in conducting succession planning and to ensure that any commitments made as part of departments SWF plans, in relation to succession planning, can be met. In addition, a training needs analysis half day session has already been released to support managers and learning leads in identifying and addressing any skills gaps in their departments.

Our future capability requirements have been identified through the workshops with departments and service leadership teams. This will be translated into a future skills offer through learning and development, alongside developing the professional grouping competency frameworks over the coming years.

Future capabilities requirements

Agility and flexibility
Communications skills
Creativity and innovation
Customer service skills
Data analytics, science, security skills
Digital skills
Emotional intelligence
Leadership and management
Accountability and ownership
Problem solving
Project management
Change management
Resilience
Collaboration and matrix working



People Management Operations: Case Summary

A central case management team within People and Corporate Services advises and manages formal cases. Where possible, cases are to be resolved locally by line managers. We have invested in the skills and capabilities of line managers and increased the capacity to provide advice to them.

For grievances and allegations of bullying and harassment, we have started to monitor complaints that are resolved informally, to capture initial concerns at the informal stage. The level and number of formal cases remains comparatively low for an organisation of our size. The number of cases reported to be handled by the Jersey Advisory and Conciliation Service (JACS) in their annual report 2022 remains proportionate to the size of our organisation.

In 2023, we have currently received 11 claims to the Employment Tribunal in the year-to-date, compared to 31 claims in 2022.

Table: Formal Case Management 2019 - 2023

Case Type	2019	2020	2021	2022	2023*
Bullying & Harassment	22	39	20	21	9
Informal Bullying Complaint	*	*	*	1	1
Capability	13	12	14	10	4
Disciplinary	97	68	63	68	32
Formal Managing Attendance	*	10	52	19	13
Informal Grievance	*	*	*	7	3
Grievance	11	7	36	20	19
Ill Health Retirement	10	5	13	32	9
Managing Attendance	102	9	*	*	*
Probation	8	14	14	7	2
Serious Concerns	8	5	1	0	1
Tribunal	1	12	13	31	9
Total	272	181	226	216	102

Notes*: Dark grey shading indicates the procedure wasn't available or is no longer monitored. 2023 are Year to Date (end August 2023)

Exit Packages (All States of Jersey Employees)

There was a total of 27 individuals who received £737,487 in severance and ex-gratia payments between them in 2022. In 2021, 22 individuals received £851,871 in severance and ex-gratia payments between them. This includes employees in the compensation figures. These payments were for compulsory and voluntary redundancy and loss of office. The other reasons include conciliation payments, notice and contractual annual leave payments.

This includes all other exit packages that have not been disclosed elsewhere in this report.

Reason	2022		2021	
	Number	Amount	Number	Amount
Compulsory or voluntary redundancy	12	£453,321	3	£352,100
Loss of office	2	£63,140	5	£304,856
Other reasons	13	£221,025	14	£194,915
Total	27	£737,487	22	£851,871

A common perception is that exit packages and confidentiality clauses prevent people from speaking out. All such arrangements are covered by the Public Finances Manual with checks and balances. The number of 'compromise agreements' for reasons other than redundancy remains constant, having falls from 20+ in 2018. This represent 0.2% of the total employed workforce, and less than 0.2% of the total wage bill. (Source: Annual Report and Accounts 2022). Figures for 2023 are not yet audited, are currently at 12 signed agreements.



People Management Operations: Turnover

Turnover is an indicator that helps us understand:

- Are we providing a competitive offer of benefits, rewards and pay?
- Do we have work that people find interesting?
- Are people interested in progression ?
- Are the rates of retirement as expected?

We can also look at other factors to help better understand this such as:

- Turnover by pay group (occupational factors)
- Turnover by departments / teams, to indicate whether there are areas of concern
- Turnover by tenure – are we investing in our new starters and meeting their expectations?

Organisational turnover is healthy. It allows for new people to bring fresh perspectives and experience, permits change opportunities and allows for a review of how services are delivered for continuous improvement.

Low turnover is also not desirable, whilst there is stability there is a risk of practice not being updated, certain cultures dominating that make it intimidating for new starters, and the potential for poor practice not to be identified.

Conversely, high turnover can be disruptive, particularly where clients have a professional relationship that has knowledge and history, or where teams are having to train new starters or focus efforts on recruitment. A judgement call must be made about what is an acceptable or tolerable turnover level.

For public services, we use statistics published in the UK by occupational group as our closest pool for some groups. We can look further to compare against the OECD groups.

To compliment monthly turnover information, we also use exit interviews, and use the detail within the BeHeard survey to triangulate potential risks based on past turnover reasons.

5.20%

Year to date

8.2% in same period of 2022
to end August 2023

Top 5 Reasons

Personal (not work related) **19.9%**

End of contract **13.8%**

Leaving Jersey **13.5%**

Retirement **12.2%**

Career Development **11.6%**

People Management Operations: Turnover by Paygroup



Summary all turnover

Year / Paygroup	2019	2020	2021	2022	2023	Change 2019 - 2022
Civil Servants	11.3%	8.3%	15.2%	13.6%	7.0%	2.3%
Crown States Legal Appointment	12.5%	7.4%	7.0%	14.9%	0.0%	2.5%
Doctors and Consultants	19.4%	1.1%	21.8%	19.0%	4.7%	-0.4%
Fire & Rescue	2.9%	7.5%	3.2%	4.7%	0.0%	1.8%
Manual Workers	8.1%	6.9%	7.4%	10.6%	6.7%	2.4%
Nurses and Midwives - Aux	3.4%	2.7%	4.3%	3.4%	1.6%	-0.1%
Nurses and Midwives - Qualified	5.3%	4.9%	4.4%	5.1%	1.7%	-0.2%
Personal Contract Holders	5.1%	10.7%	16.7%	12.1%	7.8%	7.0%
Police	5.7%	4.7%	7.1%	10.2%	3.9%	4.6%
Prison	6.7%	3.8%	8.2%	9.1%	7.1%	2.4%
Teaching - Heads & Deputies	3.7%	5.0%	7.7%	3.8%	1.2%	0.0%
Teaching - Highlands College Lecturers	7.6%	7.3%	5.2%	2.1%	0.0%	-5.5%
Teaching - Teachers	7.3%	5.7%	6.2%	5.8%	2.0%	-1.5%
Teaching Assistants	9.7%	8.2%	14.5%	13.5%	5.6%	3.8%
Variable grade/Job	0.0%	53.8%	6.2%	2.2%	6.9%	2.2%
Work Force Modernisation	2.9%	3.0%	3.5%	5.8%	4.0%	2.9%
2020	9.0%	8.8%	11.0%	10.7%	5.2%	1.7%

Notes: Results for 2023 in both tables are Year-to-Date (end August 2023)

Turnover can be measured in different ways. For this report we look at overall turnover (all employees) and voluntary turnover (those who choose to leave). Other turnover includes retirements, which account for around 1.5 per cent of turnover year on year. Involuntary turnover includes dismissals, end of contract and probation ending early. This is typically 2-3 per cent of the workforce each year.

[CIPD research](#), using data from the Office of National Statistics (ONS) between 2020 and 2022 provides sectoral analysis. The Institute of Government has measured turnover in the UK Civil service since 2011. Between 2020/21 and 2021/22 has increased to 13.6% (all employees). For teachers, the [Workforce Census \(England 2020\)](#) indicates teaching turnover by FTE at 8.1% (compared to Jersey which remains under 6%) and school leaders around 5.5% in England (compared to Jersey at 5% in 202). Teaching and school leadership turnover has fallen marginally between 2019 and 2022. Similarly, higher turnover rates in the UK for nurses, is not the same picture in Jersey where turnover in 2002 was 5.1% (2021) and voluntary turnover 3.9%.

Higher turnover of 'personal contract holders' are in the senior leadership roles across public services. Similarly, the Prison Service has seen an increase in turnover, with a recruitment campaign ongoing. Teaching assistants are also leaving at a higher rate than previously, and more than twice the rate of teachers.

Summary voluntary turnover

Year / Paygroup	2019	2020	2021	2022	2023	Change 2019 - 2022
Civil Servants	8.0%	5.2%	9.4%	9.7%	4.4%	1.7%
Crown States Legal Appointment	7.5%	2.5%	4.7%	10.7%	0.0%	3.2%
Doctors and Consultants	5.4%	7.8%	6.0%	6.3%	3.3%	0.9%
Fire & Rescue	2.9%	5.4%	3.2%	3.5%	0.0%	0.6%
Manual Workers	4.7%	3.6%	3.8%	6.0%	3.4%	1.3%
Nurses and Midwives - Aux	2.6%	1.4%	1.9%	1.7%	0.3%	-0.9%
Nurses and Midwives - Qualified	4.4%	4.4%	3.3%	3.9%	1.4%	-0.5%
Personal Contract Holders	2.6%	8.6%	12.5%	8.1%	5.9%	5.5%
Police	4.6%	2.8%	5.2%	4.9%	1.9%	0.2%
Prison	1.9%	2.9%	6.2%	7.1%	5.1%	5.1%
Teaching - Heads & Deputies	1.2%	2.5%	5.1%	1.3%	0.0%	0.0%
Teaching - Highlands College Lecturers	4.8%	6.2%	4.1%	1.0%	0.0%	-3.7%
Teaching - Teachers	4.3%	3.0%	3.1%	3.6%	1.5%	-0.7%
Teaching Assistants	6.1%	5.1%	8.3%	10.1%	4.0%	4.0%
Variable grade/Job	0.0%	2.2%	2.1%	0.0%	2.3%	0.0%
Work Force Modernisation	1.7%	0.6%	3.5%	5.2%	2.3%	3.5%
2020	5.9%	4.3%	6.5%	7.2%	3.3%	1.3%

People Management Operations: Early Turnover



% PERMANENT NEW STARTERS (JAN 2019 - JUL 2023) THAT LEFT WITHIN THE FIRST 2 YEARS OF SERVICE					
Paygroup	Between 0 - 3 months service	Between 3 - 6 months service	Between 6 - 12 months service	Between 1 - 2 years service	Total 0 - 2 years service
Civil Servants	3.5%	3.3%	3.9%	7.9%	18.6%
Crown States Legal Appointment	0.0%	0.0%	20.0%	0.0%	20.0%
Doctors and consultants	0.0%	6.0%	3.0%	9.0%	17.9%
Fire & Rescue	0.0%	0.0%	0.0%	0.0%	0.0%
Manual Workers	1.8%	3.0%	5.5%	4.8%	15.1%
Nurses and Midwives - Aux	2.2%	1.1%	0.0%	3.2%	6.5%
Nurses and Midwives - Qualified	3.4%	4.9%	4.5%	3.4%	16.2%
Personal Contract Holders	0.0%	0.0%	0.0%	9.5%	9.5%
Police	0.0%	2.8%	5.6%	11.1%	19.4%
Prison	5.9%	2.9%	2.9%	5.9%	17.6%
Teaching - Heads & Deputies	0.0%	0.0%	0.0%	0.0%	0.0%
Teaching - Highlands College Lecturers	0.0%	0.0%	5.6%	16.7%	22.2%
Teaching - Teachers	0.5%	0.0%	4.2%	4.7%	9.4%
Teaching Assistants	4.2%	3.9%	7.0%	9.2%	24.2%
Work Force Modernisation	1.5%	1.5%	3.1%	9.2%	15.4%
Grand Total	2.9%	3.1%	4.2%	7.1%	17.3%

This is a total of 567 Permanent employees leaving in the first 2 years of employment. Out of these employees, 104 were licenced.

RESIDENCY STATUS OF PERMANENT LEAVERS WITH 0 - 2 YEARS SERVICE							
Paygroup	Missing data	Licence	Entitled	Entitled to work	Limited	Registered	TOTAL
Civil Servants	8	46	220	39		4	317
Crown States Legal Appointment		1					1
Doctors and Consultants		11				1	12
Manual Workers			32	8		1	41
Nurses and Midwives - Aux			6	2		4	12
Nurses and Midwives - Qualified	3	33	1	2		4	43
Personal Contract Holders		1			1		2
Police		5	8	1			14
Prison		1	5				6
Teaching - Highlands College Lecturers		1	3				4
Teaching - Teachers		4	10	2		2	18
Teaching Assistants	3		71	12		1	87
Work Force Modernisation		1	7	2			10
Grand Total	5	104	363	68	1	17	567

The recruitment to roles is an overhead. The process, management time and the induction period where employees learn the new role all take time, cost and capacity. We examine the turnover rate of new starters to ensure we are not recruiting where we do not meet the needs of new starters, where the induction is poor people feel frustrated or where the role described is not the role that was experienced. Additionally, for some key workers such as nurses, specialist teachers and doctors, recruitment is often from outside the Island, and added costs for recruitment and removals need to be considered. In 2020, we contracted with primary care doctors (GPs) to support the COVID19 response, which has resulted in a higher turnover than usual. Links to these tables include:

- Delivery Unit work on specialist recruitment activity for key workers in education
- The recruitment and retention section addresses our approach to improving the candidate experience.
- The activity on key worker accommodation
- The MyWelcome induction process
- Connect People (Future development)

People Management Operations: Factors Impacting Future Turnover (Age)



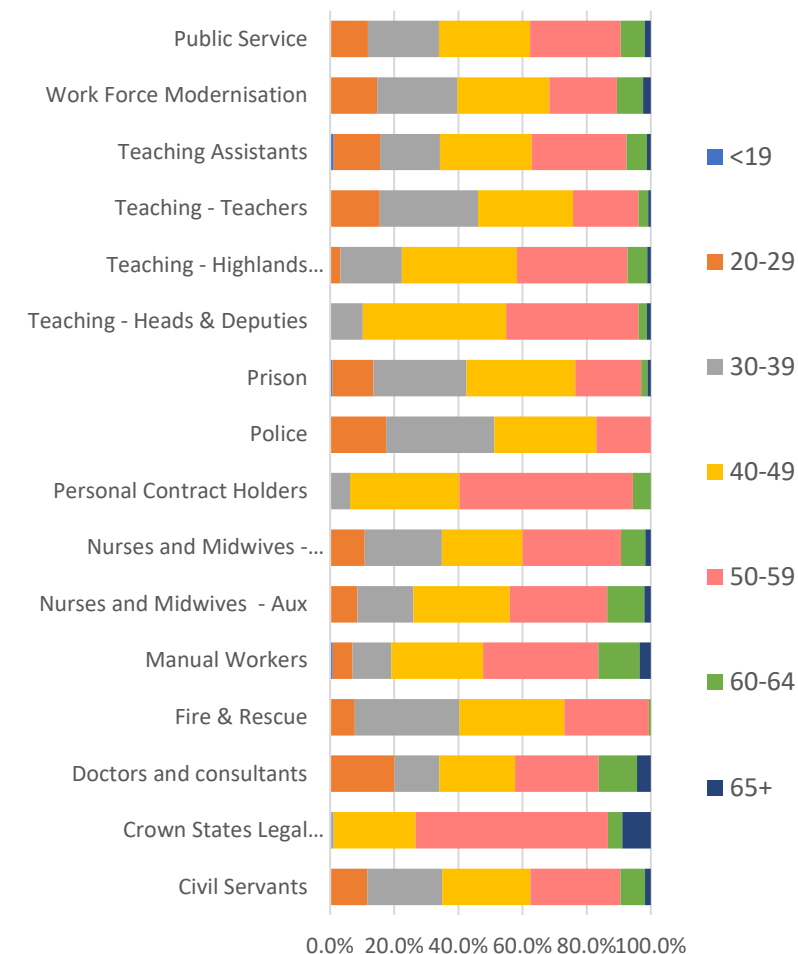
2023							
PERCENTAGE EMPLOYEES PER AGE BRACKET AND PAYGROUP							
	<19	20-29	30-39	40-49	50-59	60-64	65+
Civil Servants	0.3%	11.3%	23.3%	27.6%	28.0%	7.7%	1.8%
Crown States Legal Appointment	0.0%	0.0%	1.1%	25.6%	60.0%	4.4%	8.9%
Doctors and consultants	0.0%	20.1%	14.0%	23.6%	26.0%	12.0%	4.3%
Fire & Rescue	0.0%	7.7%	32.6%	32.7%	26.3%	0.6%	0.0%
Manual Workers	0.8%	6.2%	12.1%	28.6%	35.9%	12.8%	3.5%
Nurses and Midwives - Aux	0.3%	8.2%	17.5%	30.1%	30.4%	11.5%	2.1%
Nurses and Midwives - Qualified	0.0%	10.8%	24.0%	25.2%	30.7%	7.5%	1.7%
Personal Contract Holders	0.0%	0.0%	6.2%	34.2%	54.1%	5.6%	0.0%
Police	0.0%	17.4%	33.8%	31.8%	17.0%	0.0%	0.0%
Prison	0.7%	12.8%	29.0%	34.0%	20.5%	2.0%	1.0%
Teaching - Heads & Deputies	0.0%	0.0%	10.2%	44.6%	41.3%	2.7%	1.2%
Teaching - Highlands College Lecturers	0.0%	3.2%	19.2%	35.9%	34.4%	6.2%	1.1%
Teaching - Teachers	0.0%	15.4%	30.6%	29.6%	20.5%	2.9%	0.8%
Teaching Assistants	1.1%	14.4%	18.7%	28.6%	29.5%	6.5%	1.2%
Work Force Modernisation	0.0%	14.7%	25.1%	28.6%	21.1%	8.1%	2.4%
Public Service	0.4%	11.4%	22.2%	28.4%	28.2%	7.5%	1.9%

Our approach to workforce planning considers the skills needed in the short term and longer term, along with the availability of those with skills and likely turnover.

Age is a key factor in predicting future needs, and the effort for change and modernisation as technology becomes more prevalent. We also consider the length of time it takes to become proficient or qualify in certain professions. Where we have skills shortages, we need to consider the lead-in time to train and develop new entrants, and then to retain them.

A feature of the future workforce will need to be increased development and career progression opportunities. This will need to be reflected in strategic and service workforce plans and individual development plans to support succession planning.

Age Banding by Paygroup





People Management Operations: Factors Impacting Future Turnover (Age)

The age profile of the workforce is an indicator of future turnover. It allows us to assess the risk of skills shortages, as well as the opportunity for succession planning. Loss of organisational knowledge and experience is also a risk.

Expected Retirements	Next 5 years	Next 15 years
Civil Servants	9.5%	37.5%
Crown States Legal Appointment	13.3%	73.3%
Doctors and consultants	16.3%	42.3%
Fire & Rescue	0.6%	27.0%
Manual Workers	16.4%	52.3%
Nurses and Midwives - Aux	13.6%	44.0%
Nurses and Midwives - Qualified	9.3%	40.0%
Personal Contract Holders	5.6%	59.7%
Police	0.0%	17.0%
Prison	3.0%	23.5%
Teaching - Heads & Deputies	3.8%	45.2%
Teaching - Highlands College Lecturers	7.3%	41.7%
Teaching - Teachers	3.8%	24.3%
Teaching Assistants	7.6%	37.1%
Work Force Modernisation	10.6%	31.7%
Public Service	9.4%	37.7%

This table shows the anticipated retirements in the next 5-years and next 15-years. The highlighted cells show the highest three paygroups.

Within the next 5 years we will need to think about attracting more doctors to the Island, and the training lead-in time is several years if we are to grow our own talent. Manual works have a range of trade skills but also a consideration about wellbeing and physical fitness needs to be considered.

Average Age by Year and Paygroup

Year / Paygroup	2019	2020	2021	2022	2023 (Jan-July only)	Trend 2019 - 2023
Civil Servants	45.49	44.97	44.61	44.45	44.45	-1.04
Crown States Legal Appointment	48.19	49.16	50.08	48.67	53.28	5.09
Doctors and consultants	45.23	45.30	45.33	45.92	45.34	0.12
Fire & Rescue	41.58	40.88	41.11	41.94	42.26	0.69
Manual Workers	48.41	48.41	48.61	48.84	48.76	0.35
Nurses and Midwives - Aux	46.58	46.62	46.57	46.68	46.91	0.33
Nurses and Midwives - Qualified	44.74	44.62	44.55	44.95	44.99	0.24
Personal Contract Holders	50.86	50.92	50.55	50.23	50.85	-0.01
Police	40.85	40.18	40.04	40.02	39.51	-1.34
Prison	41.46	42.02	42.97	42.84	41.51	0.05
Teaching - Heads & Deputies	46.96	47.81	48.14	48.08	48.06	1.10
Teaching - Highlands College Lecturers	46.16	47.19	47.31	47.06	47.06	0.90
Teaching - Teachers	40.31	40.74	40.99	41.05	41.24	0.93
Teaching Assistants	45.30	44.94	44.43	44.20	43.76	-1.54
Work Force Modernisation	41.89	42.42	42.79	42.72	43.20	1.31
Average age across GoJ	44.98	44.84	44.72	44.68	44.62	-0.36

Most organisations are seeing an increase in the average age of the workforce. We have a low percentage (11.8%) of our workforce under the age of 30 years.

Our focus on 'early in careers' such as routes to professions through apprenticeships, professional apprenticeships, paid internships and sponsorship of undergraduate gap-years is aimed at bringing in younger talent from the Island. We are offering more on-island training and qualification. As we look at attracting a younger workforce to come in behind an older workforce, we need to consider our approach to benefits, such as childcare, and barriers to working, such as the cost of housing.



People Management Operations: Turnover and Exit Interviews

Since 2019, we have offered the opportunity to provide feedback by the 'Leavers Exit Form'. We have had 761 responses in this time.

We are aware that those who are not always on the public sector networks (IT systems) find it hard to access this form, and we are working to a new solution as part of the new leavers process in Connect People.

The results of the exit surveys and the latest BeHeard survey appear to be consistent, with the need to focus on career development and opportunities for growth within their roles. This includes opportunities to change careers within the Public Service.

Again, dissatisfaction with the leadership within the organisation resonates with the wider survey. With uncertainty about having a plan to work to (which in turn links to satisfaction about security and certainty within their roles). This should be reinforced by constructive performance management conversations.

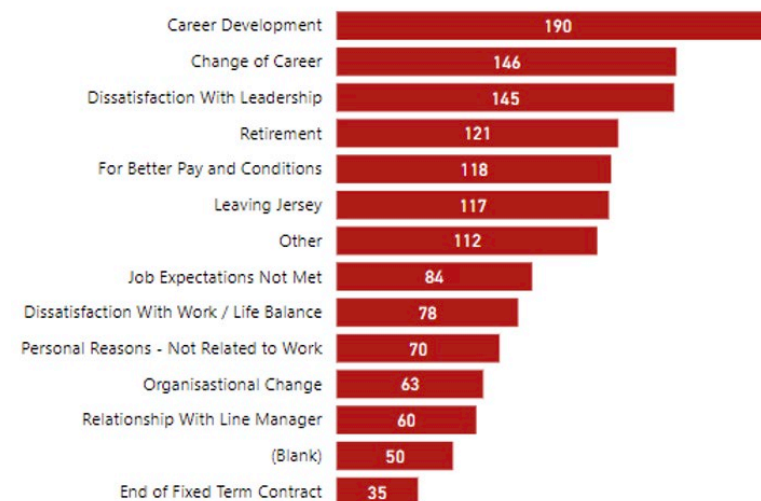
Within employee engagement, motivation is considered by academic papers to be the extra discretionary effort individual put into their work. Aside to this the [Maslow's Hierarchy of Need](#) requires certain conditions to be in place to motivate people, with the most basic being 'psychological' (in terms of basic physical needs; and then followed by 'safety' by which people feel secure financially, psychological, emotionally etc.

The focus on a values-based organisation, is designed to address those basic needs. Ensuring everyone has the psychological and safety conditions within our culture. This presents itself as behaviours towards one another, how we treat people (even when they are in formal processes of concerns) and how we demonstrate fairness.

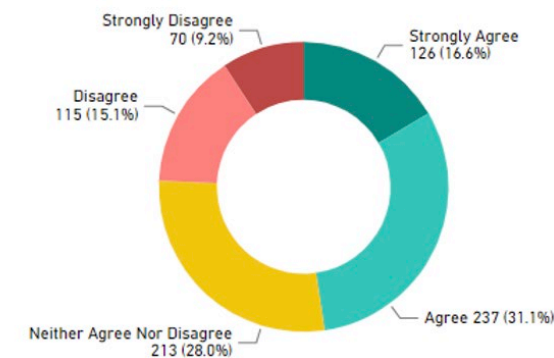
The next stage is then linked to performance management, and why this is so important to have certainty about the work and the value an individual brings, a plan that people can follow and contribute to, and recognition when they perform well.

Whilst turnover is not outside of the expected norms, the reasons for turnover help us understand where to target limited resources.

Reasons for Leaving (Up to 3 Choices Per Form)



Would you recommend the Government of Jersey as a great place to work?



People Management Operations: Wellbeing at Work



Wellbeing OUR PEOPLE

Key benefits and promotions recently have been:

- Introduction of e-bikes for work use
- Partnership with EVIE to promote low carbon transport alternatives
- Financial health workshops
- Retirement planning workshops
- Health focus weeks including sample sessions for Yoga, Reiki, breathing, meditation, walking meetings
- Physiology health checks
- Thank you and recognition scheme
- Living the Values Awards
- HCS Wellbeing week with 68 events
- Employee networks for health-related interests
- Men's Health MOT
- Cashback health insurance scheme
- Corporate memberships and packages for gyms and wellness

As part of Our People strategy, we have dedicated more resource to promoting wellbeing at work. This is a proactive approach to ensuring people are safe, well and supported within the workplace. Previously, the focus had been on managing sickness absence and formal processes, sometimes when individuals needed more support. This is a significant shift in our cultural approach to work.

Our efforts are on education, proactive work and education. We encourage departments to use volunteering opportunities for teams to work together on a project. Volunteering has been shown to reduce stress, provide a sense of achievement and help build teams – as well as benefiting our communities.

We promote holistic wellbeing from financial wellbeing, psychological and mental health, physical as well as environmental changes, contributing to the Government's decarbonisation policy. Resources and signposts are available online and summarised in a bi-monthly e-magazine 'Breathe'.

We have promoted and supported key areas for employees to learn and share experiences including:

Breast Cancer Awareness Month

World Mental Health Day

Menopause Café and World Menopause Day

Baby Loss Awareness Week

Black History Month

Cervical Cancer Prevention Week

Volunteering Stories

Dry January

Let's Talk Podcast: Men's Mental Health

Jersey Recovery College advice

Cancer screening awareness week

Healthy Eating

Sober Events

Pride Month

Ovarian Cancer Month

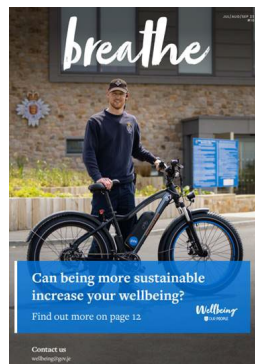
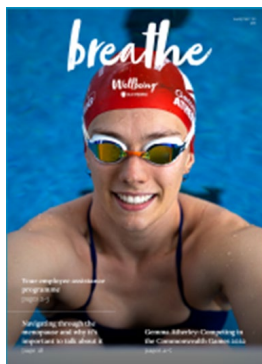
International Women's Day

YOUR
EXPERIENCE

OUR PEOPLE

Wellbeing at Work is a part of the **Your Experience** commitment of the People Strategy

People Management Operations: Wellbeing at Work



Our in-house wellbeing magazine 'Breathe' provides a range of interest stories from our own employees about their health and wellbeing experiences. We have covered topics such as volunteering examples, personal stories of challenges undertaken, making the most of offers available to employees, employee network and calendar events. We promote podcasts and signpost to support and information materials and support public health messaging and schemes.

Following significant, major events we provide an enhanced offer of support to employees, and those supporting responses.

The Blue Lights and health services have specialist, trained officers and mental health support professionals using established post-trauma and post-incident support mechanisms.

We offer:

- Colleague support networks
- Mental health materials and support
- 24/7 telephone helplines for advice and support for employees and families
- Wellbeing App (Thrive)
- BeSupported website with information and signposting.

A Public Services co-ordination group for wellbeing and support continues to operate at this time.

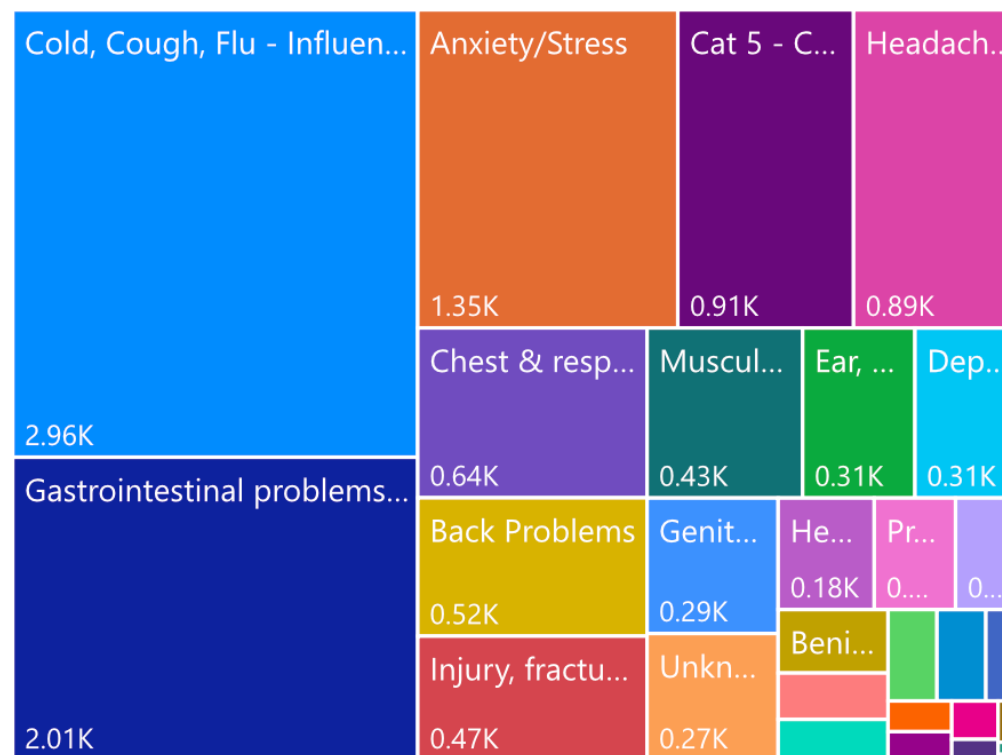


People Management Operations: Wellbeing - Sickness Absence

Sickness absence is an indicator that covers both the wellness of individuals, and the productivity (or loss of productivity) within organisation. The level of sickness is measured by days lost per FTE, and percentage of time lost.

Comparatively, as an organisation our percentage absence rate is higher than the UK ([Office of National Statistics](#), 2022) where the percentage is 2.6%, this was a 0.4% increase on the previous year. However, our sickness absence rate has been reducing. In the UK, the average days lost per FTE is 5.7 compared to 7.7 days in the Public Service. The reasons for absence are broadly in line with other organisations with minor ailments about a third of all absences, and the tail end of COVID with positive tests, symptoms and respiratory problems. Anxiety, stress and mental health conditions are the third most prevalent with about a quarter of lost days.

Department	% Working Days Lost	Av. Days Sick Per Employee		Av Days Same Period Last Year
Chief Operating Office	1.9%	4.3	↑	4.0
Children, Young People, Edu & Skills	3.2%	5.6	↓	9.6
Customer and Local Services	3.6%	7.7	↓	11.6
Department for the Economy	0.8%	1.7	↓	2.8
Department of External Relations	0.2%	0.5	↓	1.1
Health and Community Services	5.5%	11.7	↑	11.6
Infrastructure and Environment	3.5%	7.7	↓	8.8
Justice and Home Affairs	3.7%	7.7	↑	5.9
Non-executives and Legislature	1.7%	3.7	↓	4.6
Office of the Chief Executive	0.9%	2.0	↑	1.2
Strategic Policy, Planning and Performance	1.8%	3.8	↓	4.8
Treasury and Exchequer	2.5%	5.6	↓	7.8
	3.8%	7.7	↓	9.2



People Management Operations: Performance Management



2022 – MCMG Results	No Objectives	Objectives Set	Objectives Approved	Mid Year Review Complete
Customer & Local Services	27.7%	72.3%	55.8%	37.2%
Cabinet Office (COO Departments)	39.5%	60.5%	41.4%	27.6%
Children, Young People, Education & Skills	88.0%	12.0%	4.5%	2.6%
Economy	11.4%	88.6%	80.0%	45.7%
External Relations	15.4%	84.6%	69.2%	61.5%
Health & Community Services	80.3%	19.7%	6.5%	3.9%
Infrastructure and Environment	62.6%	37.4%	20.3%	13.6%
Justice and Home Affairs	32.2%	67.8%	41.7%	30.7%
Non-Executive Departments	90.6%	9.4%	4.5%	2.6%
Cabinet Office: Office of the Chief Executive	40.8%	59.2%	31.0%	25.4%
Cabinet Office (SPPP)	35.4%	64.6%	32.3%	20.7%
Treasury & Exchequer	15.5%	84.5%	68.1%	54.4%
Grand Total	69.4%	30.6%	17.1%	11.8%

2023 – Connected Performance Results	No Objectives	Objectives Set	Objectives Approved	Mid Year Review Complete
Customer & Local Services	4.4%	4.4%	91.2%	81.3%
Cabinet Office (COO Departments)	1.2%	13.4%	85.5%	59.1%
Children, Young People, Education & Skills	7.1%	23.3%	69.5%	25.7%
Economy	0.0%	4.3%	95.7%	60.9%
External Relations	0.0%	0.0%	100.0%	60.0%
Health & Community Services	0.7%	81.1%	18.2%	6.7%
Infrastructure and Environment	2.6%	24.3%	73.1%	36.3%
Justice and Home Affairs	3.9%	27.5%	68.6%	35.0%
Non-Executive Departments	31.6%	29.8%	38.6%	31.6%
Cabinet Office (Office of Chief Executive)	19.7%	12.1%	68.2%	56.1%
Cabinet Office (SPPP)	2.7%	4.7%	92.6%	72.3%
Treasury and Exchequer	7.4%	11.7%	81.0%	50.3%
Grand Total	8.9%	37.8%	47.2%	27.0%

Performance management is a key policy area for this States Employment Board.

We issued a new [Code of Practice: Performance and Accountability](#) to emphasise our requirement that all Public Service employees are to be supported, managed and developed with evidence through an appraisal system.

The previous approach to performance management was ineffective. The final year of the MyConversation, MyGoals (MCMG) was introduced as part of the Team Jersey programme. It was a self-assessment of performance and did not set targets or allow for accountability and development discussions linked to the roles. Take-up of MCMG was poor with 70% of employees not even having annual objectives.

In January 2023, we took the opportunity to utilise the go-live of the Connect system to bringing 2 modules for people management early: performance management alongside learning and development.

Whilst there has been a noticeable improvement in the use of performance and appraisal conversations, this is far from where the States Employment Board expect it to be. Before the end of 2023, and in advance of the 2024 performance cycle, we will receive a report of lessons learned and improvements needed to ensure better compliance.

The interim Chief Executive and Chief Officers will all be set objectives relating to performance management improvements.

We are also aware that there are some technical issues with the recording of completion of appraisals. This has been a result of running Connect and the old MyView systems preparing for a transition of structures into Connect by the end of 2023. The figures presented are therefore under-representing the true position, although we understand that performance conversations and recording are still at levels that the States Employment Board find unacceptable.

By the end of our term of office, we will expect to demonstrate a significant improvement in performance management, and therefore productivity, within the Public Service.

People Management: Working Environment



The working environment is a key element of a safe, welcoming and productive workplace. As part of our engagement with employees, we recently undertook a survey of employees asking them about their working environment.

We have employees working in a range of conditions, and under different types of demands. Most of our employees are not office based but frontline, critical workers such as those in waste operations, schools, clinical settings, social work, community based, customer services etc.

For office-based employees, the key areas and feedback related to the inconsistent temperatures, inaccessible buildings, lack of meeting and private space, little access to natural daylight, dated facilities. Employees understand that older, inefficient buildings are not cost effective, nor are they suitable for modern working.

For clinical based employees, the lack of space, dated facilities, accessibility. A disjointed layout and poor connectivity between different departments both physically and through technology creates frustration. The ability for places to rest and private spaces for focused work time is important to them.

Over the coming years we will move to our New Healthcare Facilities, to provide modern and fit-for-purpose health facilities to replace the aging estate in health and Community Services. We have already moved some facilities from Overdale to the new Enid Quenault Health and Wellbeing Centre and Clinique Pinel will provide much modernised facilities for mental health services. This will benefit the overall wellbeing of our employees, as well as provide better facilities and healthcare for our residents.

Investment within the Government estate will also provide new facilities for ambulance, fire and new schools which will enhance service provision for islanders and create better working spaces for employees.

We are also encouraging, where possible, flexible working, home working and more collaboration spaces within our workspaces. In the BeHeard survey, flexible working arrangements was seen as a benefit appreciated by employees.



We asked colleagues and the public to feedback about our buildings. The feedback looked at the sufficiency of the buildings, the environment, suitability for the work undertaken and the efficiency / sustainability.



New facilities at the Enid Quenault Health and Wellbeing Centre as part of our New Healthcare Facilities Programme



People Management: Future Environment

The new Government HQ will see over 2,000 employees move from over 14 different buildings into a central building. This will provide greater opportunities for collaboration in a modern office, with the highest standards for environmental sustainability, which also reduces our costs and overheads. A desk:employee ratio of 6:10 is to be introduced.

It will address many of the issues arising from a lack of meeting space, environmental experience, sustainability and provide facilities to encourage cycling to work, collaboration and wellbeing.

We have engaged with colleagues throughout the design of the building to ensure it is accessible to all, including working with the Neurodiversity and Disability networks, and support from Liberate for the Access programme. This includes creating spaces where those with visual impairments can work with the right lighting levels, accessible toilets and changing facilities, spaces designed where those with hearing impairments can participate in huddles, presentations and meetings and ensuring those with neurological conditions find the right space and environment for their needs.

We have also provided opportunities for employees to have their say on the interior layout and designs, to make it an inclusive and practical space for them to work in.



Modern, Efficient Public Services

The States Employment Board are taking a keen interest in the change management programme of the new building. It is a significant investment of public funds, which means we must get the change management right to ensure new ways of working are efficient, reduce costs and maximise the operational opportunity of the building.

This includes eliminating paper-based activities and printing, utilising technology to automate processes and strip back multiple handoffs between different teams. Co-locating services where there is mutual benefit, and reducing the need for meeting rooms, creating more collaboration spaces for short more focused activity.

Alongside this, there are opportunities for changing the working hours of services to make them more accessible for Islanders at times that suit them. Making the most of the building outside of normal working hours.

An image of the new Government HQ

People Management: Future Environment



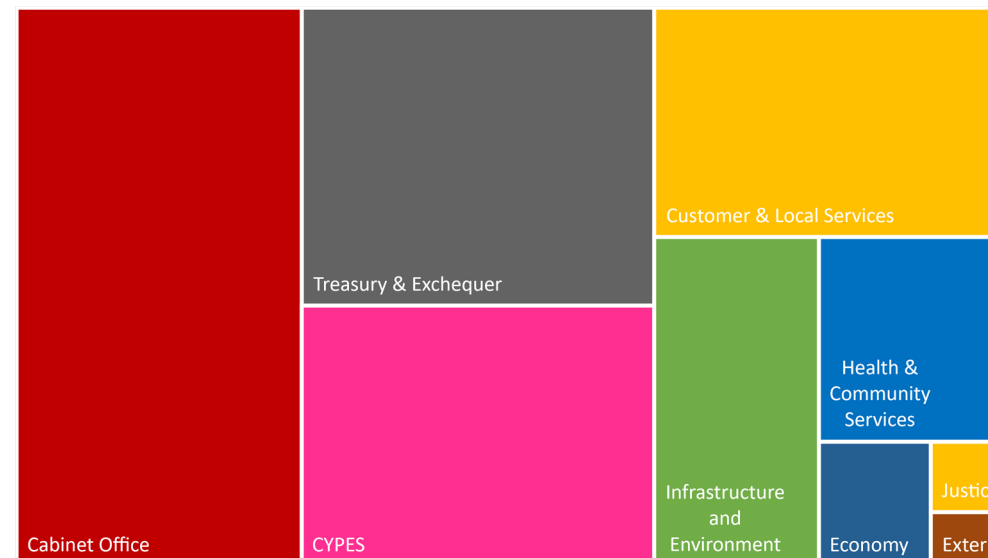
At 112,000 sq. ft over 7 floors. The new Government HQ will be the largest largest single office building in the Government Estate and the second largest office building on the island, and the largest single occupancy building.

It provides:

- 1200 + bookable desks
- 800 + touchdown, collaborative, meeting and breakout spaces.
- 100 + bookable meeting rooms
- 170 + cycle racks, plus showers and changing/drying rooms.
- 2000 + personal lockers
- 1000 + linear metres of storage.
- Tea points and or hydration stations on all floors
- Quiet rooms, wellbeing rooms, baby changing and accessible showers & WC's.
- Exceeds disability access requirements.
- Natural day light with windows on all 4 sides.
- Energy efficient heating & lighting and clean unrecycled fresh air.

It will:

- Reduce the size of the Office Estate by nearly half.
- 385,000 ft² to 215,00 ft²(43%)
- Reduce energy consumption by up to 70%
- Reduce Carbon emissions by up to 70%
- Reduce water consumption.
- Release 8 sites for redevelopment including housing
- Bring 10 departments together under one roof
- Reduce the need to travel between sites
- Enable greater collaboration within and between departments
- Improve public access to services



Above: Representation of departmental numbers within the new Government HQ





People Management Operations: Areas for Consideration

As a complex organisation, one-size does not fit all. We have a complex legal and regulatory environment. However, we do have commonality in our values, strategy and need to have common platforms and technology to ensure overheads are reduced.

What worked well?

- The focus of the States Employment Board on key areas provides clearer direction and is having measurable success and improvement.
- We are using data more for planning.
- We are engaging employees in change before it happens, although the change management approach is inconsistent.
- Our wellbeing offer is broad, engaging and considers different groups of employees and interests. Our approach is a positive shift from managing sickness.
- Cases are managed more quickly and with the need for early resolution rather than conflict.
- We have introduced the Freedom to Speak Up Guardian in Health and Community Services to provide independent and confidential advocacy.
- Cases of bullying and harassment are a small part of the issues we address.
- Our turnover is within tolerances. Key professions such as teaching, and nursing has seen a reduction in turnover. We remain lower than most professional groups in the UK for turnover.
- Our relationship with the trades unions is strengthening, with the States Employment Board instigating quarterly face-to-face meetings with representatives.

What didn't work well?

- Whilst comparatively low, our Tribunals cases are more often about discrimination within the workplace.
- We have not yet been able to counter-act a public narrative that portrays a negative culture within the Public Service. The data provide shows a completely different picture of people being proud of Public Service, positive about the contribution they make. Our Be Heard survey has shown progression across all eight areas. The media and comments only focused on the cost of the survey, not the value of the improvements made.
- The employee experience in case management can still be variable and inconsistent. We need to continue to provide clearer policies and procedures, as well as more consistent advice.
- Our approach to suspended employees does not meet our expectations of supporting those suspended. We commissioned a report to help us understand this more and we have requested a fresh approach and policy on this.



People Management Operations: Areas for Consideration

What needs to improve?

- We need to complete the review and refresh of our policies and procedures on the back of the new Codes of Practice.
- Data, reporting and dashboard need to be consistent and in one place. This report has provided a lot of evidence although this was not immediately available for some information.
- Line managers continue to be the critical relationship with employees, we need to enhance our management development offer and create professional standards for managers.
- We need to complete all workforce plans by the end of 2023, as these are critical to future resource planning.
- Return to work discussions following sickness absence are not used effectively or recorded centrally. Without these we cannot be assured that wellbeing is considered, the right level of support is in place, and people are managed effectively.
- Exit interviews are not routinely followed up and do not happen face-to-face. We will be commissioning an external review of leavers from Health and Community Services from the past year before the end of 2023. This may then be adopted across the public service informing changes to our leavers procedures.
- Change management is inconsistent. Over the next 24 months there will be significant change in our estate, technology platforms, policies and career structures. Departments each have challenge changes at the same time, and we need to ensure a balance between the focus of departments on their service delivery, and the requirements of the centre.



Section Six

Diversity, Equity and Inclusion

Diversity, Equity and Inclusion

Since launching our Diversity, Equity and Inclusion Strategy, as part of our 'Your Experience' commitment in the People Strategy, our employee-led networks continue to go from strength to strength. In 18 months, much has been achieved with more potential.

The networks are employee-led, which means that they set their agenda, topics and are supported by the States Employment Board to challenge us in our thinking, understanding and actions. The networks are hugely valuable in engaging directly with employees with different perspectives, lived experiences and a better understanding of needs of different people.

The network chairs are voluntary and work on top of their normal roles, supported by People and Corporate Services. We would like to express our gratitude to those who run and support the networks, and the value they are bringing to the Public Service.

As the States Employment Board, we have learned much about the importance of allyship. And that, as the largest employer on the island, we must set the standard for diversity, equity and inclusion.

The networks break down barriers within the Public Service as their purpose is about commonality and not just departmental or professional areas. This improves communications and networking in ways that formal communications cannot. It is a person-to-person relationship.

Over 1,000 employees have been involved in DEI network activities. Our current networks are:

- REACH (formerly BAME) – Race, Ethnicity and Cultural Heritage.
- I WILL – Women in Leadership and Learning
- LGBTQ+ - Sexual orientation and sexual identity
- Neurodiversity Network - as network for neurodiverse employees and practitioners supporting neurodiverse people
- Disability Network
- Menopause Cafe – to promote support, signposting of services and understanding of the impacts of the menopause
- Decarbonisation Employee Forum – for employees interested in the environment and supporting decarbonisation
- Heads Up – men's mental health network



The Vice Chair of the States Employment Board, Connétable Andy Jehan, addresses the 'The Courage to be You' conference about his learning about the importance of allyship.



Diversity, Equity and Inclusion

Our networks help inform policy development as being part of the standard consultation approach alongside the trade unions. They also run their own events, supported by the States Employment Board including:

Signing the 51 Employers Menopause pledge

World Mental Health Day

Menopause Café and World Menopause Day

Black History Month

South Asian Heritage Month

12 Menopause conferences

3 REACH conferences

6 Neurodiversity conferences

Pride events and fringe events

Published 98 articles online and Breathe magazine

LGBTQ+ social and drop in sessions

Race equity week

Gender pay focus and publications

Transgender day of visibility

Togetherall – mental health network

Shoulder to Shoulder emergency responders support network



109 members



172 members

Disability Network

OUR PEOPLE

67 members



183 members



342 members



Heads Up
Network

53 members



266 members

Diversity, Equity and Inclusion: Partnerships



Nearly **1,200 employees** belong to one or more networks

We are grateful to work alongside, be supported by and support a range of on-island networks, organisations and charities.





Diversity, Equity and Inclusion: Areas for Consideration

The launch of the Diversity, Equity and Inclusion strategy was a key part of our People Strategy about 'Your Experience' and 'Our Organisation', ensuring people felt heard, respected and listened to. Two networks, I WILL and REACH (then BAME) were already established, demonstrating the demand and need for employee-led networks.

What worked well?

- Being employee-led networks means each network and interest group can set their own agenda. We value the challenger-status of these groups to help us be a better employer
- There is a demand and appreciation for such groups. Attendance and participation is increasing with trust and visibility.
- Allyship is becoming an important part of these networks, meaning everyone can learn and participate, these aren't niche groups, they are welcome to all.
- The Public Service had a significant presence at the Pride Event for both services offered and careers within the Public Service, this was the first time a coherent approach had been taken.

What didn't work well?

- The amount of time the co-chairs need is too much, we are putting more support into the networks to reduce the burden on them, and the committees\Events need a lot more notice to improve attendance, being a complex organisation, some people have said they can't attend without more notice.
- Managers need to be more supportive for individuals to participate and attend events.

What needs to improve?

- We do not have diversity data to monitor our workforce.
- We do not monitor the impact of our policies on different groups as we do not have the data, we need to collect DEI information and monitor to assure ourselves of fairness
- We need to do more to reduce cases of discrimination, particularly in relation to disability, race and ethnicity. This requires more management training and awareness, including the need for greater flexibility.
- We are developing a Public Service Equity Framework to ensure that all aspects of public policy and our employment practices consider how we eliminate discrimination, disadvantage and prejudice.
- We need to establish recruitment monitoring data linked to diversity data to ensure our recruitment practices do not discriminate or disadvantage talented individuals.
- We need to do more about job design to ensure we get the most out of people, and not disadvantage them by unnecessary qualification, experience or because of adjustments required.



Section Seven

Jersey Public Services Careers: The Employer Brand

Jersey Public Services Careers Brand



Our employer brand is made up of three key components:

- Values: how we work with one another (our reputation)
- People Strategy: internal tone and style against the four commitments of the People Strategy (our offer)
- External brand: Jersey Public Service Careers (our identity)

These three areas work with each other to provide a consistent framework that people can work with and recognise.

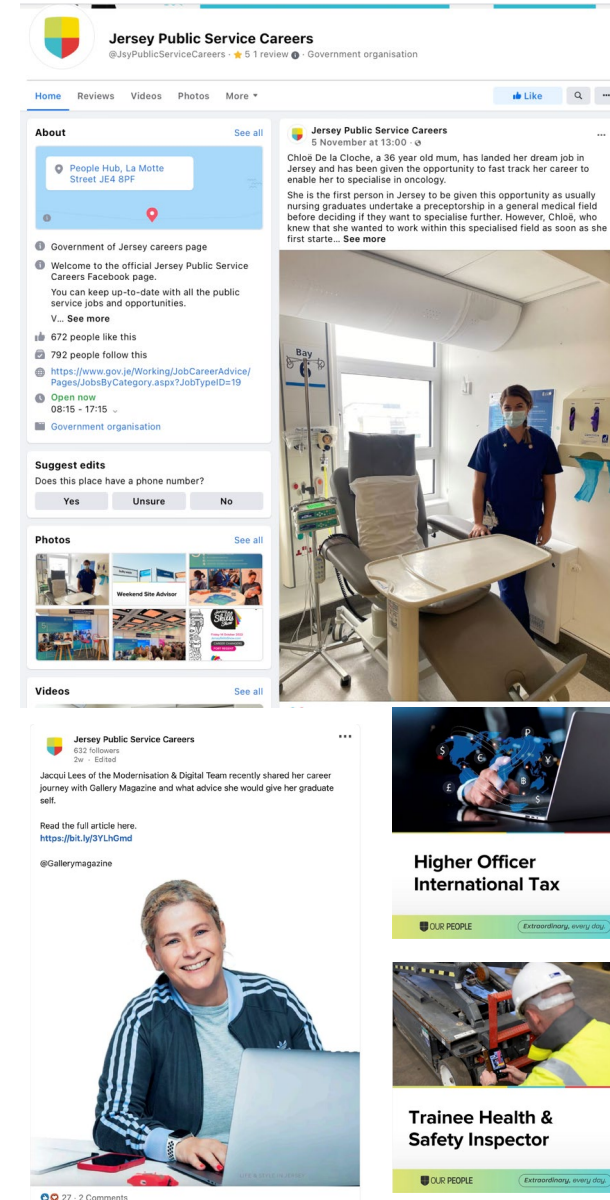
Outside of this is the employer reputation. This is what people think and say about us as an employer outside of the organisation. This is influenced by the media, press, States Members, and interactions with different parts of the Public Service as citizens.

The Jersey Public Services Careers brand was introduced to pull together the opportunities across the Public Service. Previously fragmented, the routes to market were haphazard, and did not demonstrate the range of opportunities within the Public Service.

Additionally, the roles were advertised as 'jobs' which underplays the opportunities for development and experience within the Public Service.

We commissioned research into how employees felt about their roles, careers, and knowledge within the market. From this, we developed an identity, guidelines (pillars) for tone and language and sample language guides.

The brand has been soft launched pending the delivery of a new careers portal, due in 2024. We have been developing the content of the portal through a series of campaign microsites that will be drawn together for a single Public Service careers portal.



Jersey Public Services Careers Brand

Alongside *the extraordinary, everyday* we have five key areas to provide focus when writing adverts or talking about the Public Service using one of five approaches to explain the opportunity (proof points). These five areas are used to consider different audiences and targeted messages depending on the type of role and career opportunity:

Scope: the breadth and challenges within the role provide opportunities for people to develop internally, for those considering a role in the public service this is targeted at those who like variety and wider opportunities beyond the 9-to-5 employment they may have.

Impact: being close to our community means people who take job satisfaction from seeing results and working with others will be able to thrive within different roles across the public service.

Diversity: Unlike other organisations, we can work across different professions, and come up against challenges that are unique to public service. These types of roles will attract problem-solvers, doers and those who like to make a difference.

Support: We wish to counter-act some of the negative perceptions driven by external commentary. These types of roles will attract people when they understand that they are supported, and the team ethos and culture is different to how they may perceive it.

Pride: We're justifiably proud of the work we do and the impact we have on the lives of people in Jersey. This comes from our collaborative approach, which brings a real sense of belonging and contributing to something bigger than ourselves. And because everyone has a voice, we feel valued and empowered to achieve more, which adds a further sense of pride in our work and what we can achieve together.

When you work here, your work matters – to your colleagues, the Government and, most of all, to the people of Jersey. So, you'll have a voice, be encouraged to broaden your horizons and gather new experiences across the organisation and be supported to develop your skills and expertise. Most of all, you'll see the positive results of your achievements every day.




Find your next step

A career in the Jersey Public Service provides an opportunity to work across the entire Island, everything we do touches the lives of over 100,000 people.

Extraordinary, every day.



Key message

The key message identified by colleagues is that a small, complex organisation such as the Public Service offers more opportunities for interesting work than other employers. We have more career routes, project work, opportunities for development, and our roles often demand more from our professional knowledge than we would get elsewhere. We are proud to be in the Public Service experiencing the *extraordinary, everyday.*

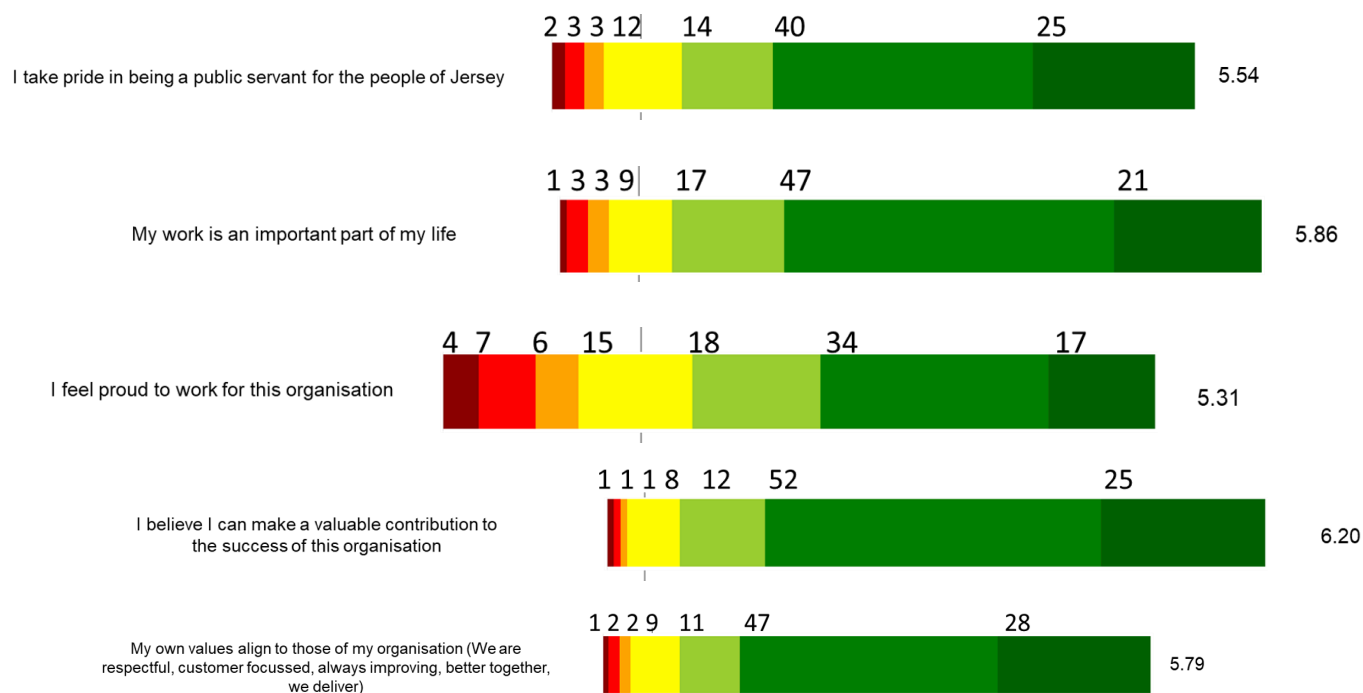


Let's get social

Extraordinary, every day.

Jersey Public Service Careers: Real Stories



The voice, and experience, of employees of the Public Service adds weight and credibility to our offer. This is why the Be Heard survey, and the actions that follow are important to strengthening our reputation as an employer.

We know that nearly 80% of colleagues are proud of being a Public Servant in Jersey. That links to one of our 'proof points' (above) that we can attract people who take pride in their work.

As a Public Service, many of our professional are vocations, meaning people feel they want to make a difference in their work. 89% of colleagues feel that can contribute to the success of the Public Service.

Our values (reputation) are strongly held within the Public Service by 86%, making it a place where people feel they can succeed and be supported.



[CLICK HERE to hear why Andy Hacquoil is committed to Public Service](#)

STATES OF JERSEY POLICE SERVICE



[CLICK HERE to find out how the Chief of Police brings values and pride into our attraction campaign](#)

TEACH IN JERSEY

MAKE OUR ISLAND YOUR CLASSROOM

It's one of our aims to teach in Jersey with an inclusive focus on inclusion and investment in education. Using our resources and expertise we deliver with our best community from many advantages that build up having an impact on education. There are a wide range of teaching practice resources community with creative environments.

Our team are ready to support you and your teaching career.

Their future, our future, make it your future

[CLICK HERE to find out about our education careers campaign](#)

CUSTOMER AND LOCAL SERVICES (CLS) BRINGS TOGETHER A WIDE RANGE OF FRONT-LINE GOVERNMENT SERVICES WITH A VISION OF MAKING IT EASY FOR CUSTOMERS.



Ian Burns, Director General for Customer and Local Services

We are also responsible for delivering more services in the community and establishing a stronger relationship with Parishes and the voluntary sector. CLS puts customers at the heart of everything we do and supports Islanders through almost all stages of life such as having a baby, moving to Jersey, getting married, looking for work or planning your retirement.

Here's a flavour of some of our key functions.

[CLICK HERE to find out about opportunities within Customer and Local Services](#)

Jersey Public Services Early in Careers



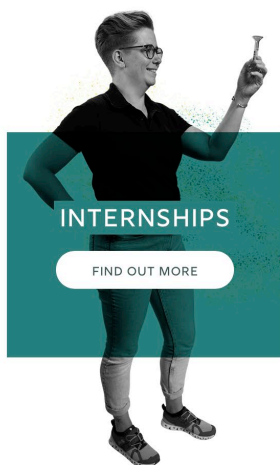
INTERNSHIPS

APPRENTICESHIPS

TRAINEESHIPS

OTHER OPPORTUNITIES

EARLY IN careers



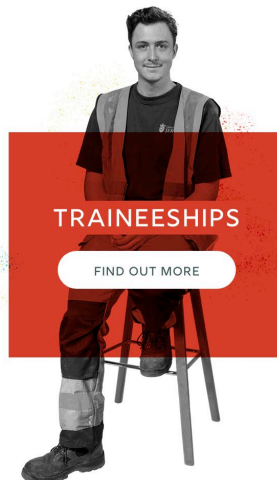
INTERNSHIPS

FIND OUT MORE



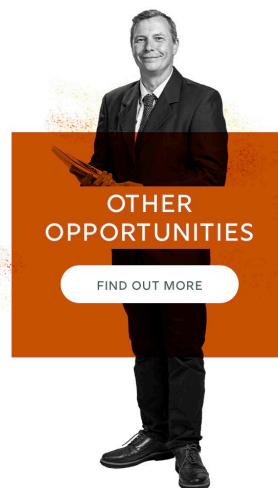
APPRENTICESHIPS

FIND OUT MORE



TRAINEESHIPS

FIND OUT MORE



OTHER
OPPORTUNITIES

FIND OUT MORE

Our [Early in Careers](#) brand continues to grow in strength and reputation. A critical part of our future workforce is attracting, developing and retaining the workforce of the future.

We offer a great alternative to university qualification routes, as well as graduate opportunities, and opportunities to requalify if changing careers later in life.

We work with Skills Jersey, Trident and Highlands College to provide opportunities and routes into careers within the Public Service. With various professional groups, we are also looking to enhance our on-island career qualifications in teaching, social work, nursing, accountancy, law and many more professions.

We pay the Living Wage, which makes us a socially responsible employer. We also offer good benefits, and although a pension may not be the first thought for those entering the workplace, we provide financial training to help understand the importance of a life-long pension.

We attend the Jersey Skills Show, in partnership with Skills Jersey, where the Public Service brand was revealed. Our stands were interactive and the most visited part of the show demonstrating careers in engineering, technology, police, prison, finance, education, customs and immigration and many more.



Jersey Public Services Early in Careers: Internships

Now in its third year, our paid summer and winter internship programme provides opportunities for young people at university from the Island to return home, earn money and learn about the public service.

In 2022, we received 76 applications for internships, resulting in 34 paid positions in 11 service areas.

In 2023, the number of applications exceeded 100, and we placed 66 young people in placements across the Public Service. This year we extended our offer with insight days, opportunities to explore more from outside of their placement. This included the well-received communications and marketing experience where interns experienced public relations scenarios, handling press enquiries at a podium, marketing campaigns, digital planning and design.

In 2022, our interns said:

- 100% would recommend us as an employer
- 100% satisfaction from the interns of their experience
- 100% would recommend the programme to others
- 100% wanted to continue a relationship with their managers

We are currently compiling the feedback and learning points from 2023.



Honor, a third year Economics student at the University of Exeter, is completing her internship in the Economics Analysis team of the Department for the Economy.

Honor started her internship to develop more confidence in working with data and her understanding of applied theories, something she hopes to achieve through experiencing real world economic analysis and modelling.

In terms of breadth of data and analysis, Honor said: "Government touches many more bases than I thought I'd be able to experience elsewhere."

The team has pushed Honor to investigate her own areas of interest as she spends time reading, researching, and getting to grips with economic forecasting data.

She's looking forward to becoming involved with the forecasting review, a project which contributes to the Government Plan.

For Honor, the first week of intern welcome talks have fostered a sense of belonging and purpose outside of the department.

While she is not yet sure where her career may take her, she's been feeling inspired by her fellow interns.

"Hearing how others have experienced different sectors of the Government has directed my interest to the possibility of working here after I finish my degree," she said.



Jersey Public Service Careers: Areas for Consideration

What worked well?

- The brand and campaigns are becoming more recognisable, with social media targeted in Jersey.
- Our internship programme is hugely successful and continues to create opportunities for young people wanting to return to the Island after studies and some time away.
- Our campaign in education for teachers and teaching assistants filled all the roles we were given. Using the new recruitment model established by the Delivery Unit, we addressed long-standing and difficult recruitment challenges. This model is now being tested in nursing.
- We are using more social media, more engaging ways to become known in the market and have a distinct brand.
- The launch of the Diversity, Equity and Inclusion strategy was a key part of our People Strategy about 'Your Experience' and 'Our Organisation', ensuring people felt heard, respected and listened to. Two networks, I WILL and REACH (then BAME) were already established, demonstrating the demand and need for employee-led networks.
- Our presence at the Jersey Skills Show was the most visited part of the show, meaning people are interested and engaged in finding out more.

What didn't work well?

- The number of apprenticeships needs to grow, which means engaging with Highlands College and other providers to find more qualification. Routes within the Island, or partnerships close to the Island.
- Our campaign sites aren't regularly visited. This is because we have had to build microsites, before we integrated into a single platform on People Connect.
- The Public Service brand needs more exposure, to explain that it is more than the Government.

What needs to improve?

- We need to monitor our social media engagement to consider value for money.
- We need a single careers portal, to put all roles into one place.
- Our candidate experience is still variable, which means we sometimes lose good candidates through slow processes or poor experience.
- We need to link our activity to the workforce plans, to ensure we are targeting campaigns and roles at the right time.
- We could do more roadshows in the Parishes to provide more information about careers and opportunities.
- Our development and career offer needs to be more structured to avoid losing people who want a career in the Public Service.



Section Eight

Case Studies

Jersey Public Service Awards

The Jersey Public Service Awards (Our Stars) were introduced in 2021, to replace the OneGov Awards. The former OneGov awards were considered too formal and not inclusive. The name of OneGov, whilst not intentional, did not recognise the Public Service in its widest sense, beyond that of Government Departments.

Our Stars were introduced, participation and nominations have increased year on year. In 2023, we have had over 1,000 nominations from teams, managers, individuals and the public.

Anyone can be nominated. Each department celebrates their own nominees and those who are shortlisted for the main event. This means we celebrate and recognise everyone within the home department, even if they do not make the final gala evening.

This is an opportunity to recognise our unsung heroes. The loudest cheer of the night in 2022 was for our overall winners the Drainage Design and Operations Team, already nominated two years in a row, their unknown work is respected and understood by colleagues across the Public Service.

For 2023, the Our Stars will take place in September. The States Employment Board has agreed to fund the awards, without the need for sponsorship in recognition of the thanks of the employer, and all States Members.

The Our Stars compliments other recognition events including the Living the Values Awards within Departments, Long Service Recognition (reinstated in 2022), the Departmental Our Stars and the weekly Thank You's board online.





Our People: Development Conference



Conference images courtesy of Paul Wright (paulwrightphotographer.com)

In June 2022, we provided the first Our People Conference. This was to provide access to information about development opportunities open to everyone across the Public Service, and to allow departments to showcase best practice. Held over 2-days to allow those working shifts, working in services where they cannot leave the workplace and provide as many opportunities as possible, over 2,000 employees visited the conference.

The conference was zoned around the four commitments of the Our People Strategy:

- **Your Experience:** this provided opportunities to learn how to get involved in employee networks, wellbeing initiatives, learn from others and experience taster sessions.
- **Your Development:** opportunities for new careers in nursing, education and volunteering, management development and career structures, training, coaching and the new Connect People learning platform were showcased. A central station to understand the importance of cyber security demonstrated in real time the global threats, and how employees can keep themselves and the organisation safe from outside threats.
- **Our Organisation:** was focused on our values and behaviours. We took the opportunity to launch the Restorative practice approach to resolving disputes, along with active sessions on understanding discrimination and behaviours. We provided toolkit talks on our values and behaviours which people could take the materials back to their teams.
- **Our Future:** We showcased the new Connect Platform, provided opportunities for employees to learn about the new health facilities, new Government HQ and practical sessions on workforce planning.

Our People: Development Conference

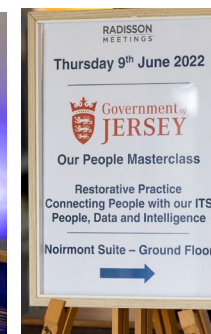


At the conference, we launched the new co-ordinated brand for our employee-led networks. These were some of the most popular stalls, alongside employees starting to build and understanding the diversity and inclusion is for everyone, and the importance of allyship. This led to an increase in awareness and participation of our networks.



Sessions included masterclass groups, practical and interactive on:

- Diversity, Equity and Inclusion,
- Cyber Security,
- People, data and intelligence,
- Restorative practice, and
- Learning more about the Connect system.



World Class Manager Programme



The launch of the World Class Manager programme in 2021, was the start of developing consistent management standards, training and a 'back to basics' approach following the employee survey that year. The survey identified line managers as the most important relationship with employees. Since the launch over 400 line managers have completed the development, with over 80 per cent now feeling more confident as a manager.

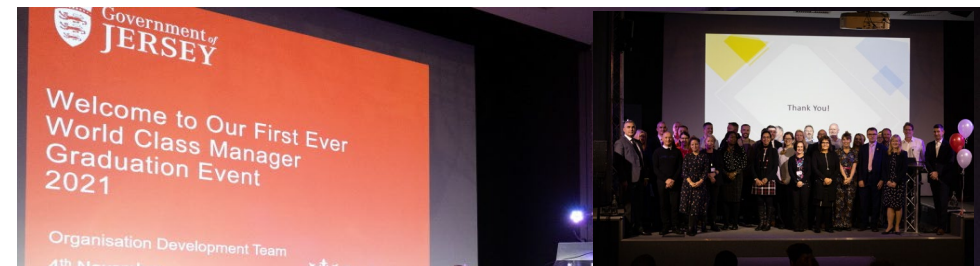
The My Manager scores in the BeHeard survey have increased by 14% since the introduction of the WCM programme. We are currently evaluating the correlation between increased scores, MC3 scores and participation on the WCM programme, although those departments with the highest take up have increased their scores the most.

The programme is a mixture of self-directed learning, action learning sets and facilitated discussions. It links Our Values to the role of the line manager and has key components for soft and hard skills for managers, including:

- 21st Century Management
- Great Goal Setting
- Inspiring Appraisals
- Optimising Your Time
- Improving Communication
- Better Meetings, Better Results
- Understanding Our Customer
- Creating a Standout Team
- Developing Me, Developing My Team
- Managing Up
- Presenting With Presence
- Being a Strategic Leader

The programme has CPD credits for many professions.

We are now developing the next stage of careers for managers, with qualifications through the Institute for Leadership Management.



Espresso Sessions



Espresso Sessions were introduced in 2022 to provide short, focused learning on key topics. Since the introduction of these, they have been popular with time-limited managers, and we have increased the curriculum following feedback from colleagues.

The sessions are run online with webinars on the topics being held frequently to support learning and answer questions. This has been an efficient and cost-effective way to share learning and support managers in the workplace.

The learning is available through the Connected Learning (Connect People) platform where we can now record participation and completion. This also allows us to understand where people are looking for more support to target our webinars.

Topics currently available are:

- Connected Performance: Managers Guide
- SMART Objective setting in appraisals
- Manage your inbox
- Capability Management
- Customer Experience
- Managing virtually
- Succession planning in Jersey
- Navigating Power BI
- Manage your time with task manager
- Supporting my team through change
- Diversity and inclusion
- Recruitment and selection
- Visualising data
- Flexible working for managers
- Onboarding and induction
- Managing attendance

The screenshot displays a grid of Espresso Session cards. Each card features a yellow header with an 'ES' logo and a shield icon, followed by a central icon representing the session's topic. Below the icon is the session title, a brief description, and the duration. At the bottom of each card is a button labeled 'Assign to Me' with a downward arrow and the text 'More'.

Session Title	Duration	Status
Espresso: Connected Performance - E... (ILT 221)	2 hour(s), 0 minute(s)	Available
Featured Course Espresso: Manage your Inbox - Essenti... (ILT Manage Your Inbox)	2 hour(s), 0 minute(s)	Available
Espresso: SMART Objectives - Essenti... (ILT 238)	2 hour(s), 0 minute(s)	Available
Espresso: Succession Planning - Essen... (ILT Succession Planning)	2 hour(s), 0 minute(s)	Available
Espresso: Navigating Power BI - Essen... (ILT Power BI)	1 hour(s), 30 minute(s)	Available
Espresso: Onboarding and Induction - ... (ILT Onboarding and Induction)	2 hour(s), 0 minute(s)	Free
Espresso: Recruitment and Selection - ... (ILT Recruitment Selection)	8 hour(s), 0 minute(s)	Available
Espresso: Visualising Data in Excel - E... (ILT Excel)		Available
Manage your Time with Tasks & Calendar		Featured Course
Espresso: Supporting my Team Throug... (ILT Supporting My Team)	2 hour(s), 0 minute(s)	Available

The online learning system allows users to rate the courses and provide feedback about the quality, usefulness and presentation of the topic. As part of performance management, line managers may assign courses to individuals where there are knowledge gaps.

Appendices

Scrutiny and report trackers



People and Culture Review (2021)

Number	Recommendation	Response at the time	What we have done since June 2022 as the current States Employment Board
1	The States Employment Board minutes from November 2019 to date must be provided immediately to the Corporate Services Scrutiny Panel and thereafter on a regular quarterly basis to the Panel to ensure the actions of Government are subject to proper scrutiny.	This was rejected by the previous States Employment Board	<p>This SEB consider transparency an important aspect of contributing to regaining confidence with the Government. We can provide to minutes on a confidential basis to the CSSP.</p> <p>Legal, individual, and current cases will be redacted.</p> <p>This SEB have would like to develop a summary communication on a quarterly of our meetings to be issued publicly to demonstrate the work we are undertaking.</p>
2	The States Employment Board must confirm to the Assembly why it was unable to release its Annual Report for 2020 in the required timeframe and fulfil its statutory obligation as laid out in the Employment of States of Jersey Employees (Jersey) Law 2005		We provided the Annual Report for 2022 on time to the States Assembly.
3	<p>The States Employment Board report must adequately reflect its activities as laid out in the Employment of States of Jersey Employees (Jersey) Law 2005. The report must conform to an agreed framework to deliver year-on-year analysis, provide measurements against policy objectives and provide clear statistical information.</p> <p>The Employment of States of Jersey Employees (Jersey) Law 2005 should be amended to ensure the Annual Report of the States Employment Board is released at the same time as the States Annual Report and Accounts.</p>		We provided the Annual Report for 2022 on time to the States Assembly. The Annual Report and Accounts have a different timetable within statute, although we would be content to align the timetables.



4	A communication strategy and timeline for formal release of the People Strategy must be developed by the States Employment Board within the next three months. This must align to Chartered Institute of Personnel and Development principles to ensure an effective communication strategy is developed.		<p>We have set out the structure and framework of implementing the People Strategy.</p> <p>We will be publishing a refreshed 2-year plan (2024/2025) by the end of 2022, which will have a communications strategy and new key performance indicators for engagement.</p>
5	The States Employment Board must actively engage with Unions in a structured and clear format. The States Employment Board must give direction regarding consultation with representatives of States' employees to ensure it fulfils its duties under the Employment of States of Jersey Employees (Jersey) Law 2005.		<p>As a new SEB, we instigated quarterly meetings with the trade unions. This is the first time for many years that the SEB have met directly with trade unions for regular discussions. This allows both the Unions and the SEB to raise matters that directly impact on public servants. A clear structure is in place, with agenda items being submitted and shared one week prior to the scheduled meetings. If there is a topic or update that will be better facilitated by the Chief Officer for the department concerned, they are asked to attend and present to the Unions and SEB</p> <p>The SEB value the discussions and opportunities to hear directly from employee representatives. Key issues have been actioned by the SEB because of these meetings, including directing officers to complete the Teachers' Terms and Conditions review and approving the Fire and Rescue Service's Pay, Terms and Conditions Offer.</p> <p>A Union Framework is now in place that clearly defines consultation and negotiation procedures as well as the dispute resolution process.</p>
6	The People Dashboard, to monitor human resource management, must include historical data and provide a brief commentary to ensure the States Employment Board has a high-level overview on changing issues and trends to inform strategy by the end of 2021.		The dashboards now have trends and some historical data, although the paucity of information in previous years means that we expect by the end of our current term in 2026, we will have more robust historical information and trends.



7	<p>The States Employment Board must immediately focus on enhancing its skills and resources and ensure insight, knowledge and expertise goes beyond a political cycle.</p> <p>The States Employment Board should engage a second independent Advisor and consider the terms of its current Advisor and how other stakeholders, who are not States Members, could bring their specialist skills to strengthen the outcomes of the Board</p>	<p>This was rejected by the previous States Employment Board</p>	<p>This SEB have undertaken several Board development sessions including an induction programme, good governance workshop, values and behaviours and specific sessions on employee engagement and staff surveys.</p> <p>We have considered the skills needed for a second adviser and will shortly publicise this role and requirements. We have drawn up a role profile for this.</p> <p>We have also had discussions, ongoing, about the composition of the States Employment Board that may change at a point of any legislative changes.</p>
8	<p>The States Employment Board must publish, before the end of 2021, a structured timetable for the review and implementation of the revised Codes of Practice, policies and procedures.</p>		<p>This was not completed by the end of term of the previous SEB. We have now completed this, published a timetable and delivered the new framework.</p> <p>All Codes of Practice are published on gov.je, along with the key policies.</p>
9	<p>The States Employment Board must publish a policy agenda which focuses on good performance and ensure managers and employees understand the behaviours expected before the end of 2021.</p>	<p>This was rejected by the previous States Employment Board</p>	<p>Our policy agenda is set out within the main response document</p> <p>We agreed to continue with the current People Strategy for the rest of this term, with a refreshed plan for 2024/2025 using evidenced-based approaches.</p> <p>We are ensuring a focus in the following areas:</p> <ul style="list-style-type: none"> • Performance management: to ensure that all employees have clear objectives and performance conversations. We published a unique Code of Practice that sets a right for employees to be 'well managed' and have the right to have good performance management. • Recruitment and retention: establishing a new approach to recruitment and retention in different professions. Addressing skills shortages and barriers to work. • Key worker housing: ensuring a fair and equitable provision of key worker housing, alongside better management of the estate. • Health and safety: Ensuring all who work for the States and use our services have a safe environment.



10	Training on discrimination including bullying and harassment should be made mandatory immediately, to build and create a culture where wrong behaviour is quickly called out by colleagues and enable opportunities for changes in behaviour.	This was rejected by the previous States Employment Board	<p>We will ensure that there are training and learning opportunities embedded at every opportunity. This needs to be proportionate, and evidence based.</p> <p>We have introduced:</p> <ul style="list-style-type: none"> • Values and behaviour training as part of an induction programme that we want all new starters to have on joining. • Support of the employee-led networks to challenge, develop training and ensure a continuous conversation about discrimination, bullying and harassment. • Values and behaviours are embedded within the performance management appraisal system. Online training is to be linked in 2024 for those where it is identified a greater understanding is required. • The World Class Manager programme embeds training on conduct and behaviour. • We are training managers on restorative practice to support the resolution of concerns early. • Run a number of theatre-approach sessions for managers and employees on real-life scenarios and experiences within the public service.
11	Ad-hoc reviews of policy implementation should be immediately completed and thereafter on a quarterly basis by the States Employment Board on a quarterly basis to reduce inconsistencies.	This was rejected by the previous States Employment Board	<p>We have agreed a systemic approach to policy reviews, removing the 'ad hoc' nature of policy changes. These are linked to an overall framework. Where we have concerned, the SEB commission independent reports with recommendations. Since we came into office we have commissioned:</p> <ul style="list-style-type: none"> • A report into suspensions, the suspension policy and support for employees during a suspension. • A report into a specific case of dismissal linked to the probationary period. <p>In our scrutiny of case management and the dashboards, we have also requested minor policy changes to simplify or clarify the correct process where we are identifying inconsistencies.</p> <p>The Unions and Employee Networks are consulted with when policy changes are being made. We have also introduced a feedback section on gov.je for the published policies. The Policy Framework provides guidance in all these areas.</p>



12	The States Employment Board must ensure a code of conduct is adopted by the senior leadership team prior to the end of 2021.		A new Code of Conduct was issued encompassing all employees. An additional Code was introduced in respect of performance and accountability
13	<p>The States Employment Board should ensure that the following steps in relation to policy and procedure implementation takes place in order that it fulfils its duties to a suitable standard as defined in the Employment of the States of Jersey Employees (Jersey) Law 2005:</p> <ul style="list-style-type: none"> • All draft policies should undergo a full technical review, by an experienced professional engaged by the States Employment Board, who has not been involved in the process up to that date, to bring a fresh mind to the policy, who is able to stress check and challenge a policy against the core values of the organisation, industry practice and appropriate legislation, and ensure it is consistent. • A second element of the Technical Review should in conjunction with other policies associated with policy being reviewed, and as part of the quality assurance process, seek to ensure that policies are consistent with each other and where an issue has to move between policies, for example from Bullying and Harassment to Disciplinary, that it is clear where the links are, that they will work and there is no duplication of process. • A timeline must be agreed by the States Employment Board to confirm delivery expectations for all aspects of the policy framework. • The States Employment Board should consider changes to policy and procedures to reduce their use. 	This was rejected by the previous States Employment Board	<p>We have put in place a framework for policy development and a systemic approach to reviewing all policies. (Referenced in our submission)</p> <p>As part of policy development, greater involvement of employee representatives, employee networks and managers are involved to ensure the policy is understood.</p> <p>Where necessary, we will commission external reviews of policies.</p> <p>In September 2024, the HR Lounge will commence their third review of our progress and policies for bullying and harassment, due to report by the end of November 2024.</p> <p>Policies are also audited by the Comptroller and Auditor General and Internal Audit from time to time on a thematic basis. At present, the use of consultants and application of overtime are current reviews.</p> <p>We have introduced a feedback section on gov.je to enable users to feedback on the policies and toolkits.</p>



14	<p>The States Employment Board must immediately review investigation timescales to identify ways to significantly reduce the time taken to complete an investigation. This should include researching how the administration can be streamlined, or support given to managers to undertake and the time periods allowed for investigation. The States Employment Board must consider dedicated investigators for the investigation process, and / or outsourcing some of the investigations, to enable timely resolution of issues.</p>		<p>This SEB receives a monthly case management report which includes monitoring of cases, suspensions and progress of case management.</p> <p>We have seen a reduction in the time to resolve cases from an average of 97.84 in 2022 to an average of 79.97 currently.</p> <p>Line managers are responsible for acting swiftly to address any misconduct. A five-day fact find was introduced as part of the informal process to establish the severity of the situation and to ensure matters were addressed using restorative practice.</p> <p>A fast-track resolution process was also introduced as an alternative to a disciplinary hearing to allow for faster and more people focused resolution. Toolkits were developed to support line managers to be able to carry out these fact-finds as well as investigations.</p> <ul style="list-style-type: none"> • Connected Performance • SMART Objectives • Capability Management • Customer Experience • Managing Attendance • Managing your Inbox • Manage your Time with Tasks & Calendar • Supporting My Team Through Change • Flexible Working
15	<p>Before the end of the year, the States Employment Board should consider further the pathway for the reporting of whistleblowing allegations to include the ability to report directly to HR professionals rather than just line managers or an external helpline. The States Employment Board should also clarify the point at which allegations are reporting to it, in what format and its promotion strategy of the policy to the workforce to build trust and confidence.</p>		<p>A revised whistleblowing policy (Dignity and Respect at Work) has been put in place which includes new responsible officers for handling whistleblowing complaints (The Assistant Chief Executive, Head of Internal Audit and a nominated lead for Non-Ministerial Departments).</p> <p>Additionally, within Health and Community Services, the Freedom to Speak Up Guardian was established as a confidential route for health employees to raise concerns.</p> <p>We do need to do more to promote how people can raise concerns and regularise how to do this.</p>



16	Before the end of the Quarter four 2021, the States Employment Board should produce a short policy paper confirming its objectives for the exit interview process to fulfil its requirements to a suitable standard under the Employment of States of Jersey Employees (Jersey) Law 2005.	This was rejected by the previous States Employment Board	<p>Information. About leavers and turnover is monitored by HR Business Partners as part of their regular operational review. This includes two key questions around whether people felt proud to work here, and whether they would recommend this to other people as a great place to work.</p> <p>79 percent of employees who completed the exit survey confirmed that they were proud to work for the Government of Jersey.</p>
17	There should be a review or report commissioned, and made publicly available, reflecting on the restructuring of the public service to date which includes advice received from third parties to channel the future mandate and the timing of decision making. This should take place by the next Government term.		<p>This work was not completed, only getting to a 'Terms of Reference' for a review.</p> <p>This SEB has commissioned a new 'managing organisational change' policy that will including in its research a review of the implementation of the previous OneGov operating model.</p> <p>The previous People & Culture Review, along with the Organisational Culture Review already has many of the recommendations to consider.</p> <p>The SEB and current Council of Ministers is not intending on a whole organisation change to take place this in this term of office, to provide stability to the public service and a focus on delivery and improvements.</p>
18	Examples of good development of job descriptions within the Government of Jersey should be made available by the States Employment Board as soon as possible, in order to allow for best practice to be learnt throughout the organisation.		<p>In Quarter 1/ 2024, the Connect People system will be configured to allow a new job architecture, job families and the implementation of the employer brand approach (within our submission).</p> <p>This will modernise role profiles, recruitment and ensure best practices are adopted.</p>



19	<p>Further support and training must be given immediate priority by the States Employment Board to enable line managers to fulfil their Human Resource responsibilities, furthermore People and Corporate Services must be clear which elements of Human Resource function it oversees or actively participates in.</p>		<p>The world class manager programme has been completed by over 400 managers to date. This is the management standard of managing employees.</p> <p>People and Corporate Services are currently consulting the organisation on the next iteration of their structure, services, and focus, prior to consultation with employees about their future structure. This is providing an opportunity to define the services offered. Several recent changes make this a timely change including:</p> <ul style="list-style-type: none"> • The transfer of People Hub from Customer and Local Services to People and Corporate Services in May 2023, at the request of the SEB. • The introduction of Connect People (a new platform for learning and development, recruitment, people management, performance management and case management) by the end of 2023, which will change the way managers work. • A new 'AskHR' service to combine disparate elements of advice and query resolution. • The centralisation of key worker accommodation into People & Corporate Services • The transfer of soft facilities management into People & Corporate Services <p>A defined service offer will be developed along with a change management plan to ensure the new offer and services are effective when rolled out. It is anticipated that all parts of the Public Service will be transferred to the new service framework by the summer of 2024 to allow for waves of adoption and good change management.</p> <p>Espresso training sessions were also introduced to support line managers with their people responsibilities.</p>
20	<p>Benefit of the One Gov initiatives must be quantified in time for the next Chief Minister to decide which direction the programme should continue to take and enable the incoming Chief Executive to successfully deliver upon that political decision.</p>	<p>This was not completed. A standard legacy report was provide.</p>	



21	<p>The appointment of the new Chief Executive should be delayed until after the States Employment Board report recognising lessons learned has been completed, the law changes are defined in the Employment of States of Jersey Employees (Jersey) Law and the 2022 elections have taken place to ensure transparency on Ministerial aims and objectives.</p>	<p>This was rejected by the previous States Employment Board</p>	<p>Prior to the recruitment of the interim Chief Executive, the States Employment Board considered the reports of the States Assembly and the Comptroller and Auditor General.</p> <p>An advisory group (previously reported to Scrutiny with the Minutes of those meetings) also considered the shaping of the role of the CEO and priorities. This is happening now for the permanent recruitment to start in September 2023.</p>
22	<p>As a matter of urgency the full data and results of the BeHeard survey should be publicly released and workshops should continue with all relevant stakeholders, including staff and unions, to help communicate these as well as ascertain reasoning for low scores in some areas.</p>		<p>It is an objective of this SEB to ensure greater transparency and trust. Within two weeks of the completion of the survey employees, the States Employment Board, the Council of Ministers and States Members were provided with a comprehensive explanation of the results.</p> <p>Since then, the CSSP has received more detailed information and breakdown of the results on a confidential basis.</p> <p>All departments have provided briefings to employees about their results prior to the summer recess. More work will be undertaken in the Autumn as action plans are finalised.</p>
23	<p>The States Employment Board should ascertain and publish staff turnover by department as soon as possible, using tools such as enhanced exit interviews to identify any issues causing departures and remedying these issues as able.</p>		<p>This is now part of the standard HR Dashboard and Leavers Dashboard</p>



24	Moving forward, Team Jersey's contract should be halted and an alternative training programme introduced with a primary purpose to build skills and ethos to combat the specified low morale within the Government of Jersey, as opposed to principally being used to highlight the "One Gov" benefits.	This was rejected by the previous States Employment Board	<p>Team Jersey has now completed with all activities undertaken through the People Strategy commitments.</p> <p>Where it was able, the materials have been reused to avoid additional costs and will be replaced during natural cycles. We have introduced a comprehensive programme in place of Team Jersey. All activities are now undertaken in-house, without additional funding.</p> <p>The Team Jersey contract with TDP Jersey was concluded in 2022.</p>
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HR Lounge Bullying & Harassment (2018/20)

Number	Recommendation	Status	Commentary
2018.1	Refresh the values and standards of behaviours and embark upon a re- launch programme building on the excellent work carried out within H and SD		<p>Values were refreshed and rearticulated in 2020 as part of the People Strategy</p> <p>The current SEB requires the values to be articulated in all new material, appraisals, management development workshops. (Evidenced in our submission)</p>
2018.2	Create a new management tool and discipline for measuring compliance with and action taken re breaches of values.		<p>The key policies were originally rewritten. Since then, a second version has been published using evidence for improvements. A toolkit is now developed for all policies.</p> <p>Dignity and Respect at Work</p> <p>Whistleblowing</p> <p>Resolving Grievances</p>
2018.3	Relaunch and maintain an effective whistleblowing policy.		<p>This was completed in 2019 and refreshed in 2022.</p> <p>Whistleblowing</p>
2018.4	Set up a new and dedicated whistleblowing line outside of regular reporting lines.		<p>We implemented a new, independent line in 2022 as part of the policy.</p> <p>Following the report into Health and Community Services by Professor Mascie-Taylor, an independent reporting mechanism was introduced:</p> <p>Freedom to Speak Up Guardian</p>
2018.5	Articulate clear lines of responsibility in your policies and job profiles and descriptions		<p>All new Codes of Practice (from which policies and procedures follow) have responsibilities set out clearly including explicit responsibilities for the States Employment Board, the Chief People and Transformation officer (formerly Group Director), Chief Executive and senior managers, line managers and employees.</p> <p>This is explicit in policy and procedures.</p>



2018.6	Establish a new and confidential ' <i>Hotline</i> ' for complainants.		<p>There are four main ways to report serious concerns</p> <p>Navex (Jersey Ethics) – by email or phone. This is only accessed by the Assistant Chief Executive and Head of Internal Audit</p> <p>To the Chief People & Transformation Officer</p> <p>Freedom to Speak Up Guardian</p> <p>Police Ethics Line</p>
2018.7	Draft and circulate new policies relating to Bullying, Grievance and Whistleblowing - with proper relaunch and briefing arrangements and which outline clear and specific managerial responsibilities.		<p>The key policies were originally rewritten. Since then, a second version has been published using evidence for improvements. A toolkit is now developed for all policies.</p> <p>Dignity and Respect at Work</p> <p>Whistleblowing</p> <p>Resolving Grievances</p>
2018.8	Utilise more sensitive language in the policy that starts from a ' <i>believe the complainant</i> ' perspective.		<p>The language within all refreshed policies reflect the desire to seek resolution, providing support for all parties, taking complaints seriously and maintaining confidentiality.</p>
2018.9	Create a new ' <i>friend</i> ' system for complainants and respondents.		<p>A specific 'friend' approach has not been adopted due to confidentiality concerns of this approach. We always recommend that employees belong to a trade union to provide independent support.</p> <p>A member of the case management team may be allocated as a point of contact and support for individuals.</p> <p>For managers, a colleague or senior manager may provide support.</p>
2018.10	Introduce a new modest witness support programme (CMU).		<p>This was not introduced.</p>



2018.11	Agree in certain circumstances to accept unwritten complaints		<p>Unwritten complaints are accepted and proceed to the 'five day fact find' stage, after which the complaints should be qualified.</p> <p>On occasions, where a verbal comment has been made, senior managers have referred the matter for investigation without a complaint necessarily being made.</p>
2018.12	Undertake a review of how staff promotions occur and what information is taken into account and how such to ensure that negative and damaging information about complaints and the like, is not taken into account		<p>A refreshed approach to recruitment and promotions was introduced.</p> <p>The implementation of the Connect People system will provide the functionality we have to audit and assure this matter.</p> <p>Interview panels require an independent person to sit on the interviews, who would not have knowledge of any previous complaints.</p>
2018.13	Adopt a far more uncompromising stance towards breaches of policy adherence		This is done.
2018.14	Introduce a new early 14-day resolution process that places an onus on managers to resolve		<p>A new five-day fact find was established to address quickly whether cases should proceed.</p> <p>In addition, in 2022, the restorative practice approach was piloted in Health and Community Services and is now being adopted across the public service.</p>
2018.15	Create a pool of internal mediators, demystify mediation process and promote effectively.		We continue to use external mediation for reasons of independence and capacity at this stage.



2018.16	Ensure that the CMU do not, other than in the most exceptional of circumstances, carry out investigations to avoid conflict of their function		A pool of external (zero-hours) investigators are now made available for complex, lengthy or urgent investigations. The case management team do not investigate.
2018.17	Introduce - in the CMU - a new Triage, case overview and investigation assessment function		The five-day fact find allows for a prioritisation of cases and resources. However, this recommendation was made in light of the volume and backlog of cases which has now been addressed.
2018.18	Create a pool of internal trained investigators and appoint external investigation where serious sensitivities arise.		A small pool exists, although we require more managers and colleagues to be trained.
2018.19	Introduce a system of post incident review in order to take organisational learning; and response to all parties		<p>Post incident reviews are conducted with the case management team, and if necessary, with line managers and senior managers.</p> <p>These also inform where departmental business partners may need to target specific training needs.</p> <p>All parties are provided with a written outcome and recommendations.</p>
2018.20	Distribute a periodic bulletin on lessons learned from recent (unnamed cases) as a way of advising staff a willingness to learn from past cases		We utilise case learning to target training, rather than address specific cases. Due to the small nature of our community, it is sometimes too easy to identify the case.
2018.21	Seek to close cases formally either by way of confirmed acceptance of resolution or time lapse		Cases are closed in a timely manner more frequently.



2018.22	Introduce new and regular training for managers		Regular training is provided through the World Class Manager programme, workshops, roadshows and case management surgeries. These are targeted to ensure management and resources time are effectively utilised.
2018.23	Introduce a new programme of investigative training		There is currently no systemic programme, although the toolkits do provide more information.
2018.24	Post report support to complainant and /or respondent depending on outcome		This is available.
2018.25	Mentor and support line manager and team facing a particularly demanding and time-consuming case.		This is available through the case management team or peer support of other managers.
2018.26	Redefine role of Case Management Unit and enhance resource, at least for the time being whilst backlog of cases is cleared.		This was done in 2020 in the new operating model. Additional resources to the case management team cleared the backlog and this has now been maintained. We monitor the time to resolve cases.
2018.27	Need to refine support further for smaller departments and establish how resources may be pooled in order to ensure appropriate response.		This is done as appropriate.
2018.28	Redesign the case management systems in order to have an appropriate tracking system and ensure that all data pertaining to the case is properly secured		This was implemented. In 2024, we are seeking to implement the case management tools within Connect People to provide enhancements to recording and reporting.
2018.29	Review the way that the <i>Advice Hub</i> operates and the quality of advice scripts available to call centre staff. Seek to establish a much more professional and generic advice line that supports HR across the board rather than simply directing inquiries.		This was moved to an expanded case management team. In 2024, we are introducing AskHR that will track all enquiries, allocate to the most appropriate person and monitor the quality of advice.



The follow up review in 2020 made recommendations in relation to the drafting of policies and specific case recording. There were not a list of recommendations arising from this report.



Role and operation of the States Employment Board: Follow Up (2022)

Number	Recommendation	Status as 31/08/2023	Progress against recommendation
R1	Publish a timescale for the completion of the review commissioned by CoM in 2019. Finalise all phases of the review and bring forward both an action plan and draft legislation to address the weaknesses in the SEB arrangements identified in the 2019 C&AG Report.		<p>The SEB have met on this topic on several occasions to consider law drafting requirements. This is a much complex and fundamental topic than many have considered. We continue to work through a range of options.</p> <p>We have completed a review of the role of the Chief Executive Officer prior to commencing the recruitment of the interim and permanent roles, which does not – at this stage- require legislative changes to the role of the CEO.</p> <p>The interim CEO is tasked with providing greater clarity about the support to the Council of Ministers through the Cabinet Office and possible future organisational structures.</p> <p>A review of conflicts between the Public Finances Law (through the Public Finances Manual) and HR practices has aligned the two policy frameworks to avoid or resolve conflicts without legislative changes.</p> <p>The fundamental issues to be resolved before law drafting is:</p> <ul style="list-style-type: none"> • The legal status, operation of and structure of the States Employment Board. • The statutory designations and protection for statutory officers (including any statutory procedures) • The responsibility in law for Health and Safety beyond that of employees of the States • The role and purpose of the Jersey Appointments Commission.
R2	Having implemented R1 in this report, undertake a formal review to determine whether: • a specific revenue head of expenditure should be allocated to the SEB • a specific revenue head of expenditure should be allocated to the JAC; and • statutory protection should be provided to any specific officer, for example the Director of People and Corporate Services.		Subject to the completion of the above action.



R3	Ensure effective arrangements are in place to monitor compliance with mandatory health and safety training requirements including providing regular reports to the SEB on the extent of compliance.		<p>The States Employment Board have agreed the full suite of health and safety standards and regular audits within the public service.</p> <p>The SEB</p> <ul style="list-style-type: none"> • receive monthly reports on organisational health and safety and is most usual to have this as the first substantive item on the agenda. • have commissioned in-depth reports from Chief Officers in respect of the discharge of their duties. • have included health and safety in all objectives on the performance system. • have overseen the enforcement notices served by the HIS, to ensure compliance. All notices have been complied with. • have had no prosecutions during our term of office.
R4	Publish a formal Executive Response to the six recommendations made by the JAC in its 2021 Annual Report		This is included in our submission to CSSP.
R5	Produce a consolidated report on progress against the People Strategy for consideration by the SEB on a regular basis.		<p>The SEB consider different aspects of the Strategy at each meeting. Our policy agenda is focused on:</p> <ul style="list-style-type: none"> • Performance Management • Recruitment & Retention • Key Worker Housing • Health and Safety <p>We receive dashboards and reports on key topics.</p> <p>At the end of this year, we will report on the past 2-years of activity and progress against the indicators set (already within our submission). We will also consider the outcomes of the CSSP People & Culture Review, the BeHeard Survey (2023) and key indicators to set the next 2-year plan which will be published.</p> <p>The SEB Annual Report will also provide an overview of the effectiveness of the People Strategy to the States Assembly.</p>



R6	Ensure that establishment data held by Treasury and Exchequer and by People and Corporate Services is reconciled on a regular basis.		<p>This continues to be work in progress until a single source of information is delivered by the Connect Programme through 'Employee Central'.</p> <p>To date the large departments have been undergoing quality checks and alignment in preparation for the transition to Connect, and a data strategy, including data quality and reconciliation is in place. This work will be completed and live for the start of January 2024.</p>
R7	Update the protocol for the operation of the People Hub and monitor performance against the agreed protocol.		<p>People and Corporate Services are currently consulting the organisation on the next iteration of their structure, services, and focus, prior to consultation with employees about their future structure. This is providing an opportunity to define the services offered. Several recent changes make this a timely change including:</p> <ul style="list-style-type: none"> • The transfer of People Hub from Customer and Local Services to People and Corporate Services in May 2023, at the request of the SEB. • The introduction of Connect People (a new platform for learning and development, recruitment, people management, performance management and case management) by the end of 2023, which will change the way managers work. • A new 'AskHR' service to combine disparate elements of advice and query resolution. • The centralisation of key worker accommodation into People & Corporate Services • The transfer of soft facilities management into People & Corporate Services <p>A defined service offer will be developed along with a change management plan to ensure the new offer and services are effective when rolled out. It is anticipated that all parts of the Public Service will be transferred to the new service framework by the summer of 2024 to allow for waves of adoption and good change management.</p>



R8	Fully document decisions made, and actions agreed by the SEB to mitigate the risks on the corporate workforce register and follow up at subsequent SEB meetings.		<p>The Corporate Risk register is reviewed monthly with individual 'deep dives' for key topics with external departmental challenges and risk experts.</p> <p>The minutes and actions of the SEB are tracked each month.</p>
R9	<p>Enhance the reporting of health and safety mitigating actions to SEB to include: • an assessment of the resources required to deliver minimum standards across the estate; and</p> <p>demonstration of the mitigating actions being put in place in the meantime to minimise exposure to risk.</p>		<p>Minimum standards are now signed off and rolled out across the public service.. The SEB consider these reports against the standards monthly.</p>
R10	Review the Scheme of Delegation in respect of P.59 forms.		<p>This work is yet to begin. The Jersey Appointments Commission will meet with the SEB in September 2023 to examine their remit.</p> <p>The Comptroller & Auditor General is currently undertaking a review into the use of consultants (which includes the P59 process) at which point we will consider this matter.</p>



R11	<p>Consider how to make the SEB more transparent and visible to staff, the States Assembly and the public by:</p> <ul style="list-style-type: none"> • reviewing the 'Part A' and 'Part B' meeting content to consider whether any more could go into a public agenda • considering the flow of documentation both to the SEB and from the SEB and ensure that the senior team is fully sighted of both the agenda and the decisions made • publishing a summary for staff, the States Assembly and the public on the business and key issues discussed at each SEB; and • improving further the content of the SEB Annual Report to include a clear narrative as to whether the SEB has met its plan for the year and what actions are required in the following year. 		<p>The SEB have agreed to this recommendation, although to date we have not changed the format of the meeting.</p> <p>We would be pleased to provide a summary on the States Assembly website for the SEB of our monthly activities.</p>
R12	<p>Review the content of the Annual Governance Statements required from Accountable Officers to ensure that compliance with all aspects of Employment Codes of Practice and supporting policies is confirmed. This should include a requirement to report on compliance with the appraisal system.</p>		<p>This has been completed and will be implemented as part of the 2023 assurance statements.</p>
R13	<p>Introduce a standardised approach to evaluation and documentation of performance of Directors General, including formal input from Ministers.</p>		<p>All Chief Officers (formerly director Generals) are now on the standard system for performance appraisals (Connected Performance).</p> <p>The Chief Executive requested information and feedback from ministers prior to the mid-year reviews being undertaken. This will also be done at the year-end appraisal.</p>



R14	Update the documentation requirements of appraisals to ensure that they encompass relevant professional standards where appropriate.		<p>The Connected Performance appraisal system was implemented in January 2023. As part of a review of this, we are able to configure appraisals specific to roles.</p> <p>The Connect People functionality for learning and development requires a new competency framework for all professional groups to be developed. This will be done in 2024, aligning professional standards. We currently have a proof of concept being tested in this area.</p>
R15	Put in place arrangements that ensure compliance with the requirements of the performance appraisal system. Provide regular reports to the SEB on compliance.		<p>The SEB receive monthly reports on compliance.</p> <p>This recommendation remains AMBER due to the low levels of completion, which the SEB have asked for a review of the effectiveness of the systems and approach after the mid-year review point, and prior to the 2024 appraisal year starting.</p>
R16	Undertake a review to ensure the nature and role of all advisors to the Government, including those who are unpaid, are documented.		<p>This requires more groups to undertake this work. The SEB have completed its review of their advisers.</p>
R17	Ensure that the minutes from the previous SEB meeting are circulated with the papers and signed off at the next meeting.		<p>A service level agreement is now in place with the States Greffe. Minutes are circulated at the next Ordinary Meeting of the States Employment Board.</p>
R18	Introduce a decisions and action log for all decisions from the minutes and ensure that this is placed on the agenda and progress formally monitored.		<p>Minutes and actions are addressed at each meeting of the SEB.</p> <p>An action log has been established on the Teams site for the SEB.</p>



P1	Determine the requirement for independent advisors to the SEB and commence the process of recruitment.		A review of the process and role profile (including skill set required) was undertaken by the SEB. The Vice Chair will lead on the recruitment in the Autumn 2023.
P2	Give priority to ensuring that workforce planning is delivered consistently and accurately across departments by the end of 2022.		
P3	Ensure that, as part of the migration to ITS, the people data is fully cleansed and that data is accurate, is recorded on a timely basis and is monitored, including sickness absence data and return to work data.		<p>This continues to be work in progress until a single source of information is delivered by the Connect Programme through 'Employee Central'.</p> <p>To date the large departments have been undergoing quality checks and alignment in preparation for the transition to Connect, and a data strategy, including data quality and reconciliation is in place. This work will be completed and live for the start of January 2024.</p>
P4	Work to complete the updates to the Employment Codes of Practice and supporting policies as planned. This should include completion and implementation of the revised Whistleblowing Policy.		Completed
P5	Review the scope of matters explicitly covered in the contracts for ELT members against best practice.	Not due	<p>Scheduled for Quarter 1/2024.</p> <p>The SEB will be considering the size, shape and remuneration of tiers 1 to 3 across the public services for all contracts (ELT and senior managers are 'single contract holders'). We will consider how pay and reward are approached.</p>



P6	Implement the planned system for storing key SEB documents and ensure that the relevant minutes are kept with the papers in an accessible form.		A Teams site has been set up for this purpose, with historical minutes, key case documentation, action log, HR dashboard etc.
P7	Finalise the Service Level Agreement in respect of minute taking.		Completed
A1	Review how the SEB agenda papers could be reduced in size to a manageable workload by using executive summaries and tighter reporting, acknowledging that, in certain instances, full documentation may be necessary.		<p>SEB agendas and papers always include a summary report to reduce the information required, with additional documents available if required.</p> <p>Papers are managed by People & Corporate Services to ensure proportionate information is provided. A forward plan ensures agenda are balanced and planned.</p>
A2	Consider whether sub-committees, either on a permanent basis or ad-hoc, could assist in spreading the workload of SEB.		<p>We have considered the use of sub-committees. The P59 approval process may well be delegated to a sub-committee.</p> <p>Where there is specific area of focus (for example, pay and reward strategy development) this can be undertaken by a sub-committee with the full SEB considering and approving the final strategy.</p>
A3	Consider recording meetings to assist with the accuracy of minute taking.		Due to the legal nature of some of the conversations, we have agreed it would not be good practice to record meetings. The States Greffe provide contemporaneous notes and comprehensive minutes.



Democratic Accountability and Governance Sub-Committee (2022)

Number	Recommendation	Status as 31/08/2023	Progress against recommendation
1	There is an imbalance of power between the Chief Executive/Civil Service and the States of Jersey, which leads to a lack of political accountability for decisions		<ul style="list-style-type: none"> At the start of the current Term of Office, the Council of Ministers and States Employment Board worked closely to establish the Cabinet Office and create clearer lines of Ministerial responsibility for departments.
2	Some Departments do not have a single Minister with political responsibility, which leads to a lack of clarity and accountability		<ul style="list-style-type: none"> There are only 2 Ministers that currently have functions within one departments (the Minister for the Environment and Minister for Infrastructure). The Minister for Housing has dedicated policy resources within the Cabinet Office.
16	Many Members of the States consider that the role of the States Employment Board is unclear		<ul style="list-style-type: none"> In our Annual Report 2022, we sought to provide greater narrative and explanation about the role of the States Employment Board. Through this Corporate Service Scrutiny Panel submission, we hope to demonstrate more transparently how the political leadership of the Public Service establishes a policy framework and monitors its delivery.
16	<p>The governance arrangements for the States Employment Board are lacking, despite recent recommendations from the Comptroller and Auditor General to address various deficiencies.</p> <p>The SEB</p> <ul style="list-style-type: none"> should have its own budget set their policy direction at the start of their term Joint working with the trade unions requires some attention Consideration about how the functions SEB fit within the Cabinet Office Consideration should be given as to whether the SEB should be established as a committee of the States Assembly The appointment of the CEO should go through the SEB and the JAC should play a regulatory role only. 		<ul style="list-style-type: none"> Significant progress was recognised by the Role and Operations of the States Employment Board: Follow Up report by the C&AG. The key outstanding matters are: <ul style="list-style-type: none"> The legal footing of the SEB and how its functions are discharged The legal footing and role of the Jersey Appointments Commission The role and protections of statutory officers.



Glossary and Abbreviations

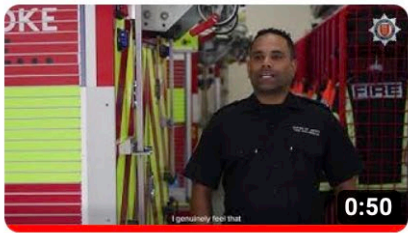
AXA	AXA is our occupational health services supplier	HR	Human Resources
B&H	Bullying and Harassment	I WILL	Women into Learning and Leadership
BAME	Black and minority ethnic	ITS	Integrated Technology Solution (also referred to as Connect)
BCI	Best Companies Index: the indexed score for the employee survey	JAC	Jersey Appointments Commission
BeHeard	The employee survey	JEG	Jersey Employers Group
BeSupported	Employee helpline and advice line	JHA	Justice and Home Affairs Department
C&AG	Comptroller and Auditor General	LGBTQ+ /LGBTQI+	Lesbian, gay, bisexual, transgender, queer, intersectional and others employee network
CEHA	Committee for Education and Home Affairs (States Assembly)	LOD	Law Officers Department
CEO	Chief Executive Officer	MC-cubed / MC3	A score within the employee survey used for managers based on managers who motivate, care, consider and converse.
CIPD	Chartered Institute for Personnel and Development	MCMG	My Conversation, My Goals (the former performance management system)
Civil Service	This includes all employees within the Civil Service pay group, including Allied Health Professions, schools support staff etc.	My Welcome	Corporate induction programme on joining the Public Service
CLS	Customer and Local Services Department	NAVEX	The system for anonymous reporting of concerns and whistleblowing
CoM	Council of Ministers	OCE	Office of the Chief Executive (now within the Cabinet Office)
COO	Chief Operating Office Department (now within the Cabinet Office)	OECD	Organisation for Economic Cooperation and Development
COSHH	Control of Substances Hazardous to Health	OneGov	The name covering a series of programmes to modernise the Government
CPD	Continued Professional Development	OpCo	Operating Committee (considers operational performance)
CPTO	Chief People and Transformation Officer	OTW	Ones to Watch - a level within the employee survey index
CSSP	Corporate Services Scrutiny Panel	Our Stars	The Jersey Public Service Awards
CYPES	Children, Young People, Education and Skills Department	P59	The process set by the States Assembly for the control of salaries and senior appointments
DEI	Diversity, Equity and Inclusion	PAC	Public Accounts Committee (States Assembly)
DSE	Display Screen Equipment (an assessment of workstations)	PCS / P&CS	People and Corporate Services Division (within the Cabinet Office)
FRP	Financial Recovery Plan		
FTE	Full-time Equivalent (a full time or part of a full-time budgeted role)		
H&S	Health and Safety		
HCS	Health and Community Services Department		
HQ	Headquarters		



Glossary and Abbreviations

REACH	Racial, ethnic and cultural heritage employee network
SEB	States Employment Board
SMART	A process of setting objectives (Specific, measurable, achievable, relevant and time-bound)
SOJP	States of Jersey Police
SOP	Standard operating procedures (for defining how processes work)
SPPP	Strategic Policy, Planning and Performance Department (now within the Cabinet Office)
SWFP	Strategic Workforce Planning
TDP	TDP Consulting were the supplier for the Team Jersey programme
Thrive	A mobile application to support employee wellbeing
TU	Trade Union
WCM	World Class Manager: management development programme
WFP	Workforce Planning
YTD	Year to date: figures are provided from the 1st January 2023 until 31st August, so not a full year picture

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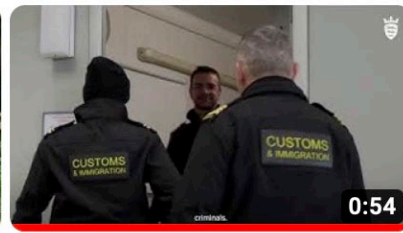
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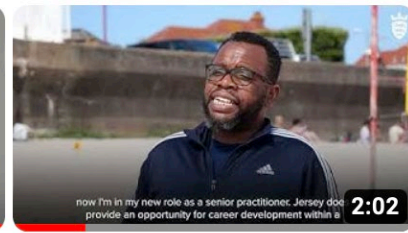
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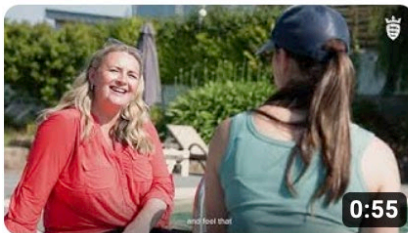
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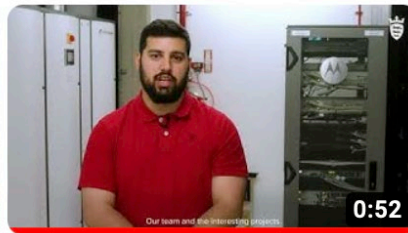
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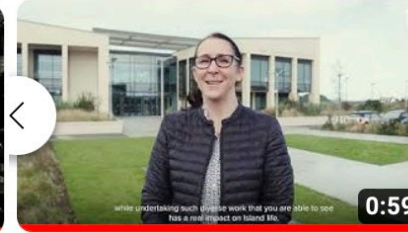
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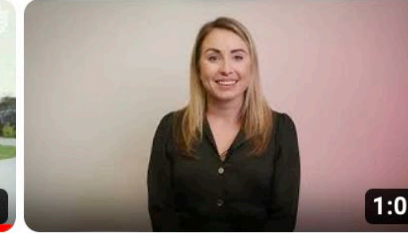
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