

Our People Strategy



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Paul Martin

Head of Public Service and
Interim Chief Executive

1. Welcome from the Interim Chief Executive Officer

Jersey is a unique, beautiful and exciting place to live, work and enjoy. The connection we have through our work to our communities and where we live is stronger here than in many places. We can see the impact of what we do close-up.

Perhaps the single most stimulating challenge in our work is to develop public services that meet the specific needs, circumstances and culture of Jersey; as well as maintaining a connection with the special heritage and history of this Island.

While we change, we must strengthen our connection to our purpose, our values within the public service and grow our pride in what we do.

That is why change will always be a constant. We'll continually improve services, adapt to changing environments and demands, and rise constantly to the enduring challenges and the unexpected.

None of this happens by accident. A conscious determination to improve will drive public services and provide us with the edge that many employers can't offer.

That's why I'm pleased to introduce Our People, a strategy for developing the public service through investing in your skills, your opportunities for growth and progression, our collective culture and ensuring we're ready for what the future holds.

The four commitments we make in this strategy are more than words, they are a promise. We need to work together to keep our promises and bring this strategy to life.

2. About this strategy

There would be no public services without our people. That's why Our People is a strategy with a long-term ambition to support us in developing a world-class public service.

We've developed this strategy with the cooperation of more than 400 colleagues from every service area. It is part of our commitment to work with you to shape the future of public services, and to shape our offer as an employer.

The States Employment Board, who commissioned this strategy, wanted to hear from you about what it takes to become a great employer. Through the workshops and the recent BeHeard survey, we've used your views to shape our approach.

We've been very careful about how we've structured this. Most strategies will have themes or workstreams or high-level objectives. Ours is more about an emotional connection. We've made four commitments to you. Commitments are very powerful, because this means you should hold us to account for doing what we have promised to do.

To become world class we need to invest in our workforce. This means investing in the skills and people needed for delivering today, but also planning for what the future brings. Our commitments include investing in you to reach your potential, to grow a learning organisation that puts professional and personal growth at the heart of our offer as an employer, and to provide opportunities that you may not get anywhere else.

We know our colleagues are proud public servants, and working with you, we'll be able to grow in confidence, pride and passion for delivering services that really change people's lives.

3. Our purpose

Our purpose as the Government of Jersey is to serve and represent the best interests of the Island and its citizens. The Government Plan 2022-2025 is clear that in order to do this, we must:

- provide strong, fair, and trusted leadership for the Island and its people
- deliver positive, sustainable, economic, social, and environmental outcomes for Jersey
- ensure effective, efficient, and sustainable management of public funds
- ensure the provision of modern and highly valued services for the public.

5 Strategic Priorities



We will put children first

by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives



We will improve Islanders' wellbeing and mental and physical health

by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system



We will create a sustainable, vibrant economy and skilled local workforce for the future

by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration



We will reduce income inequality and improve the standard of living

by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work



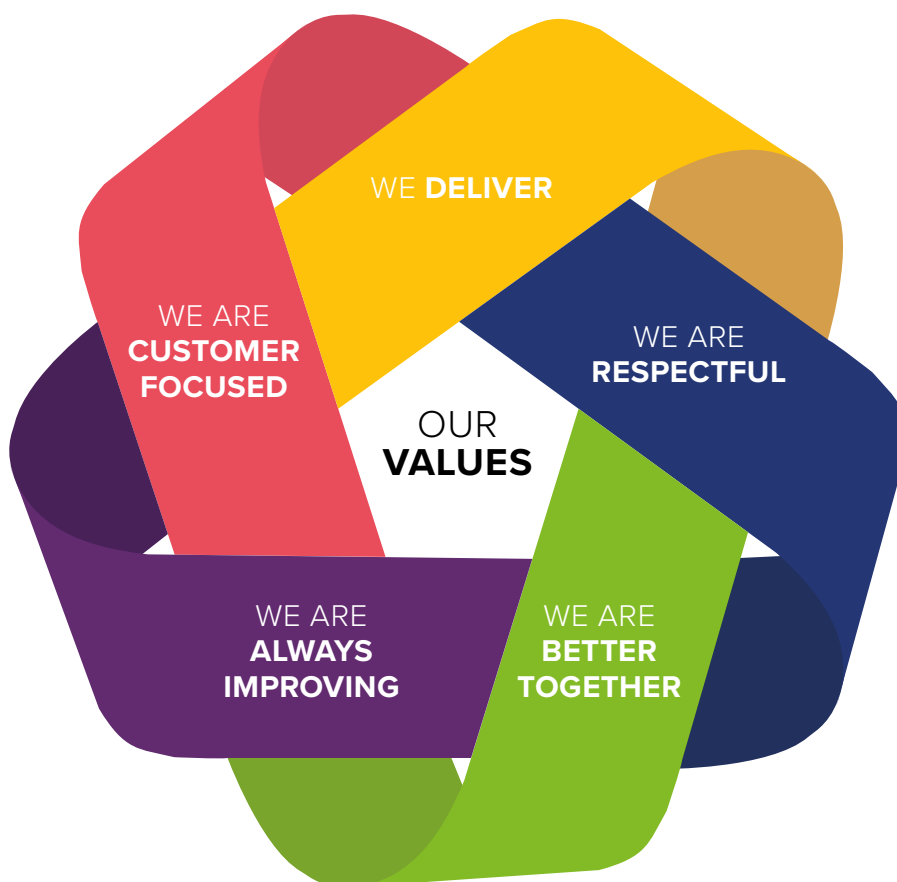
We will protect and value our environment

by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity

4. Our values

Great values are at the heart of every good organisation and underpin the people strategy. Our values and behaviours framework was designed by our people. It shapes our culture and drives our behaviour.

Values are more than words. Values are actions. They are evident in everything that we do, as individuals and as an organisation. We bring our values to life through our everyday interactions, as well as through our bigger initiatives.



<p>WE ARE RESPECTFUL</p>	<p>WE ARE BETTER TOGETHER</p>	<p>WE ARE ALWAYS IMPROVING</p>	<p>WE ARE CUSTOMER FOCUSED</p>	<p>WE DELIVER</p>
<p>We care about people as individuals and show respect for their rights, views and feelings</p>	<p>We share knowledge and expertise, valuing the benefits of working together</p>	<p>We are continuously developing ourselves and our services to be the best they can be for Jersey</p>	<p>We are passionate about making Jersey a better place to live and work for everyone</p>	<p>We are proud of Jersey as a place and are passionate about shaping and delivering great public services</p>

5. Our People Commitments

YOUR EXPERIENCE

We aim to work together to create a great place to work where we are all supported, belong and are valued

YOUR DEVELOPMENT

With you, we will create opportunities as a learning organisation to help you to achieve your potential



OUR FUTURE

We will work together to build a view of the future of work for our people and our Island, and deliver a plan to get there

OUR ORGANISATION

Together we will develop and deliver the right environment for us all to succeed and to be proud of our achievements

YOUR EXPERIENCE



- We say we are proud of who we work for
- We have a sense of belonging where we can be ourselves
- Managers are role models, set clear standards and are supportive
- We play a role in helping to attract and retain the best talent in our workforce
- We feel valued and say we work in a safe and supportive environment, free from bullying and harassment, and where we can express ourselves without fear
- We are recognised for our contribution and successes are celebrated.

YOUR DEVELOPMENT



- We are confident and capable within our role and clear about what is expected of us
- We will take ownership and opportunities for developing our potential
- We will have a clear career path and participate fully in professional and personal development opportunities
- We will learn from others, diversifying our experiences and knowledge
- We will share our knowledge with others.

OUR ORGANISATION



- Our people will understand and champion our collective values and display positive behaviours
- Our people will have a say in how the organisation changes and are involved in shaping change that affects them
- Our people will say they are well-led and speak of the positive impact their managers and our leaders have in the organisation
- Our managers will have a clear purpose and understand our expectations of the role they need to play
- Our people will feel they are making a difference to our community and Island, beyond their roles.

OUR FUTURE



- We will work more sustainably, reducing our impact on the environment and working towards the Island's carbon neutral goal
- We will design services to anticipate future demand for customers, which will be more agile and based on continuous improvement
- We will define the skills needed for the future and work towards obtaining them, reducing the need to recruit off-Island
- We will work to maximise the use of technology for efficiency and effectiveness
- We will be able to work more flexibly.

6. Our shared responsibility

The States Employment Board:

- sets and owns the people strategy for the organisation
- champions and provides leadership for the values and commitments set out in the strategy
- monitor our progress in achieving the outcomes
- oversight in our plans for delivery
- challenge us in how we are working and prioritise our delivery plan
- accountable to the States Assembly
- provides regular updates to States Members.

Our leaders will:

- role model the expected behaviours and own delivery of the strategy for the organisation
- understand and explain to their teams why the strategy is important to the organisation and how it impacts them on a day-to-day basis
- build culture and development plans to support the strategic outcomes that are bespoke to business area
- led and role model values, behaviours and new ways of working
- support line managers and colleagues in their development
- discuss the progress against outcomes with teams
- create an inclusive workforce – the right environment, a positive culture, fostering positive relationships with their team.

Our people will:

- actively participate and engage in Team Jersey events and performance and development conversations with your line manager
- seek opportunities to learn and grow
- ask for support when you need it
- understand the organisational values and role model these in all that you do
- be brave and challenge inappropriate behaviours when you see them
- respect and listen to others ideas and opinions
- support colleagues to be successful
- be inquisitive.

7. People and Corporate Services



8. Our delivery plan 2022

YOUR EXPERIENCE



What we plan to do

- Develop and implement an approach to attract, retain and develop our best talent
- Continue to promote and invest in the wellbeing and mental health of our workforce
- Complete health and safety audits to ensure minimum standards are followed, keeping our workforce safe
- Build a diverse, inclusive workforce that reflects the community we serve.
- Bring in restorative practices to help understand differences, find solutions and improve the organisation
- Undertake a review of pay and reward and produce a modern pay and reward structure that is future proof, easy to understand and fit for purpose.

YOUR DEVELOPMENT



What we plan to do

- Develop an internal leadership development programme that supports our values and further builds our performance culture
- Develop talent programmes that build our on-Island talent by introducing early-in-career schemes, including apprenticeships, paid internships, trainee and graduate opportunities
- Create opportunities for learning from each other through network events and development events, and in our leadership practices
- Develop internal and external practices communities to support the development of key skills and professions.

OUR ORGANISATION



What we plan to do

- Transition the Team Jersey programme into normal business and keep building a positive workplace culture
- Continue to work with the business to create and manage BeHeard employee survey feedback actions plans
- Promote and support our people to undertake volunteering and community work as part of our approach to personal development
- Review all people policies to ensure they are fit for purpose, align to our values and support the delivery of the people strategy outcomes
- Continue to promote and enhance the Jersey public service awards.

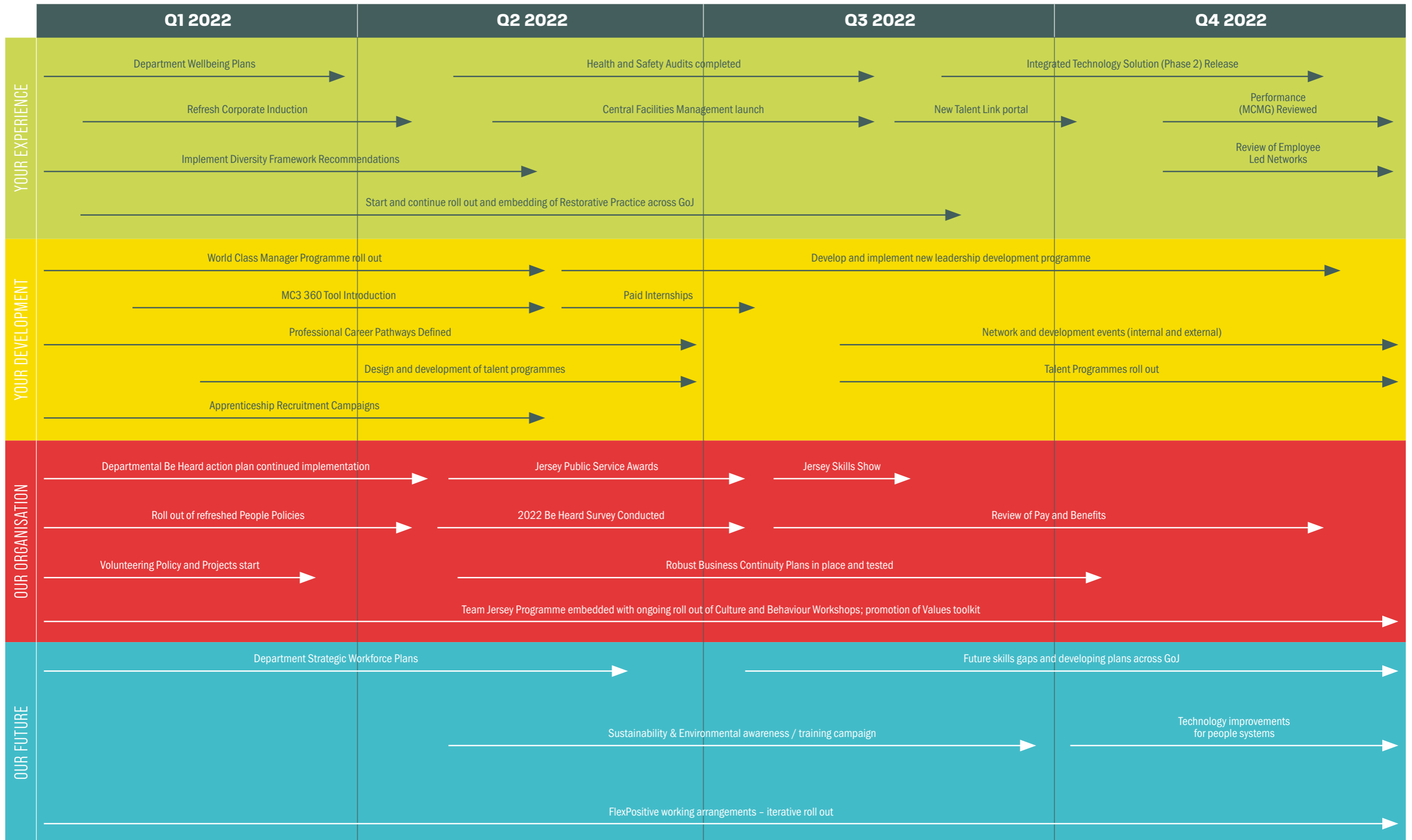
OUR FUTURE



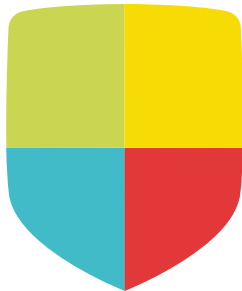
What we plan to do

- Introduce a framework for workforce planning and help all areas of Government to develop future-proofed plans that define the talent and skills needed for the future
- Promote agile working and practices that support diversity, attract and retain talent and support increased wellbeing and productivity
- Invest in technological solutions that enable sustainable and agile working practices and promote collaborative working
- Introduce an integrated technology system that supports business efficiency
- Ensure we have robust business continuity plans in place to keep our colleagues and islanders safe.

9. Our plan on a page for 2022



10. Our key performance indicators



1. Overall employee engagement score to have year-on-year increase from 2020 baseline of 53%, with a 10% increase to at least 63% for 2022

2. Improvements across all engagement factors¹ of at least 10% from 2020 scores shown below and no factor to have an average score below 4, specifically:

- a. Leadership** (3.48)
- b. My Manager** (4.45)
- c. My Company** (5.04)
- d. Personal Growth** (4.45)
- e. My Team** (4.84)
- f. Fair Deal** (3.74)
- g. Wellbeing** (3.98)
- h. Giving Something Back** (3.98)

YOUR EXPERIENCE	YOUR DEVELOPMENT	OUR ORGANISATION	OUR FUTURE
<ul style="list-style-type: none"> • % employees saying they're proud of working in public service • 10% reduction in sick absence related to mental health • % employees who rate their induction positively • % employees who rate their line manager positively 	<ul style="list-style-type: none"> • Overall MC3² Management score of at least 70 • 90% of managers reporting more confidence and competence in carrying out their role • % of talent programme participants converting to permanent roles • % of internal promotions versus external recruitment 	<ul style="list-style-type: none"> • 10% increase in Jersey Public Service awards nominations • # employees engaged in employee led networks • Number of H&S incidents per 1,000 (keeping people safe) • % age people positive in exit interviews 	<ul style="list-style-type: none"> • % reduction in utilisation of hired contractors and interims (for permanent roles) • 50% min of internal senior management appointments • 100% increase in apprentices • Employee feedback is positive about experiencing change

¹ From Be Heard Survey baseline results of 2020

² As defined in the Be Heard Mc3 Organisation Average scores for 2022