

**States of Jersey People Services Department
Approval of Senior and Interim Appointments**

The States Employment Board (SEB) is required to approve all posts remunerated at the equivalent to Civil Service Grade 15 and those at a rate of £100,000 per annum and above – Interim appointments at £380 per day and above.

Posts that fit into this category for approval will include temporary/interim appointments, Fixed Term appointments, newly created posts, replacement of existing post holders and current permanent posts where there is a potential change in remuneration. Please see accompanying guidance.

This form should be used when a Department intends to appoint to a new post, to replace an existing post holder or on re-evaluation of a post.

This should be completed by the Departmental Senior HR Business Partner and after Departmental and Ministerial approval, forwarded to the States People Services Director for final approval and submission to SEB.

Please note that the recruiting manager and/or The Senior HR Business Partner may be required to attend SEB to present and qualify the rationale for this submission.

Department	Health and Community Services
Job/Post Title	HR Director
Post Status	<input type="checkbox"/> New Permanent/Fixed Term appointment <input type="checkbox"/> Permanent/Fixed Term appointment (replacement) <input type="checkbox"/> Change in remuneration to existing role/position <input type="checkbox"/> Interim appointment <input checked="" type="checkbox"/> Extension to Interim appointment
If this an existing/new post please explain the reason for recruitment	This post is currently in the organisational structure for People Services, however it will be evaluated as part of the restructure of People Services in 2019/2020.
If this an existing post please state the salary/ range	██████████
Has job been evaluated	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Please confirm the grade	Grade: Spot Salary
Has or is there current succession plan for this post	Please see below
If this is an Interim appointment, please state the day rate (excluding expenses and agency charge rate)	██████████
If this is an Interim appointment, please state the duration of the contract/ contract extension	Contract Duration: 12 months Contract extension duration: An extension to the existing contract is requested for a further 12 months from 1 November 2019 to 31 October 2020 <i>(Please also confirm the original contract term/duration)</i>
If this is an Interim appointment, please state if this is covering a project or a substantiated role in the establishment	Project: <input type="checkbox"/> Substantiated role: <input checked="" type="checkbox"/> <i>If Substantiated, please confirm what process, steps and timelines are in place to recruit into this role on a permanent/ fixed term basis:</i> As part of the COO TOM, People Services are undergoing transformation and this role will be essential to the development and implementation model to develop and sustain services to the largest and most complex of

	government departments at a time of significant change within the department.
<p>Business case & Background:</p> <ul style="list-style-type: none"> • Need for post/role • Benefit to organisation • For Interim roles, please detail the statement of work and proposed outcomes • For Interim extensions, please detail what has been achieved to date and new work and outcomes to be delivered in the term of the extension 	<p>Need for post and benefit until transition to new structure</p> <p>People Services are about to commence consultation as part of the COO target operating model and as part of the revised structure, an experience senior human resources professional is required to assist in embedding the new model within the largest and most complex department, at a time of significant change.</p> <p>Role/statement of work</p> <p>An experienced interim was recruited in March 2018 to undertake work in implementing the Tier 1 and Tier 2 consultation as part of the proposed Target Operating Model and to assist with the consultation process. In May 2018, the interim was asked to cover Health and Community Services due to their background and knowledge with health to cover the substantive role, the objectives of which;</p> <ul style="list-style-type: none"> • As a member of the Corporate Directors, contribute to the overall strategic direction and leadership of the department. Together with colleagues ensure the department has appropriate strategies and management systems in place to provide assurance on the delivery of services in line with business plan objectives, relevant legislation and service standards. (Ongoing – assisting with the implementation of Governance controls following C&AG report). • Develop a workforce strategy to deliver staffing profile that is fit for purpose, ensures patient and client safety and is responsive to evolving business needs. (Rollout of e-rostering and safe-care which is fundamental to this work will be completed by December 2019 and a draft Workforce Strategy will be completed in December 2019 and implemented early 2020). • In conjunction with People Services devise HR interventions and appropriate behaviours which support the development of a high performance culture, encourages empowerment, continues to create a more open climate and one which is supportive of staff in delivering safe services to patients and clients. Ensure the Department is able to respond to changing health and social care needs through effective leadership, structures and capabilities. (Ongoing work with Team Jersey, implementation of resilience training October and November 2019 and work with Liberate to attain DIFERA Employer Accreditation in early 2020). • With colleagues ensure learning and development supports a culture of continuous learning, promotes high standards of care and future education commissions are integrated within the business planning process. (Completed and ongoing BAU) • Align training resources to ensure that the education agenda is directed to support the Department's immediate needs from the business plan and long term needs from the strategic direction (Completed and ongoing BAU) • With the Chief Nurse ensure appropriate systems are in place for the transfer of learning following clinical audits, research, clinical incidents and serious untoward incidents. (Completed) • With colleague's reform mandatory and essential training requirements to ensure these are effectively aligned to deliver safe patient and client care (Complete December 2019) • Ensure that HCS staff can participate in the States Talent Management and Learning Development processes. To support the development of an effective localisation framework which is consistent with professional regulation and patient/client safety • Develop and promote a positive employee relations climate through strong but mature partnerships with staff side representatives, set

	<p>within the wider States framework and requirements. To work closely with the States of Jersey Head of Employee Relations to ensure consistent application of States Employment Board policy and practice whilst developing new policy and practice as required. Ensure meaningful staff involvement through early engagement with change initiatives likely to effect the organisation and their members. (Completed)</p> <ul style="list-style-type: none"> • Ensure HR policies are "fit for purpose" and meet the developing needs of the organisation and its diverse workforce. Influence the wider States housing and immigration policies to ensure the Department is able to recruit and retain critical workforce groups (Part delivered and ongoing work) • Liaising with States of Jersey Employment relations team to ensure remuneration strategy supports the organisation in attracting and retaining a high performing workforce (Part delivered – workforce strategy due December 2019) • Provide high level advice and support on the management of complex employee relations cases, ensuring associated risks are effectively managed and transparent processes are followed consistent with agreed policy and legislation (ongoing) • Develop the workforce information systems, particularly the HRIS to better support workforce, business planning processes and workforce efficiency measures. (Ongoing – active participation in the PeopleLink Board) • Support the Director General in developing an appropriate organisational design and management processes to deliver business objectives • Together with colleagues develop robust management processes and HR systems to provide strengthened assurance on clinical governance, patient and client safety (Delivered – introduction of robust recruitment governance system) <p>The Health and Community Services Department is the largest and most complex department within the States of Jersey. In order to assist in the transition and implement the proposed changes as part of the Target Operating Model and a proposed new care delivery model for Jersey the role is pivotal. The role is now focused on all BAU activity as well as providing high-level support and overview of the development of the TOM and consultation and delivery of Tiers 3 and 4 (Delivered October 2019), and Tiers 5 and 6 (March 2020).</p>
<p>Organisation structure/chart attached</p>	<p>Please see support HR narrative</p>
<p>Job Description and person specification</p>	<ul style="list-style-type: none"> • As a member of the Corporate Management Executive contribute to the overall strategic direction and leadership of the organisation. Together with colleagues ensure the organisation has appropriate strategies and management systems in place to provide assurance on the delivery of services in line with business plan objectives, relevant legislation and service standards. • Develop a workforce strategy to deliver staffing profile that is fit for purpose, ensures patient and client safety and is responsive to evolving business needs. • In conjunction with the HR Centres of Expertise devise HR interventions and appropriate behaviours which support the development of a high performance culture, encourages empowerment, continues to create a more open climate and one which is supportive of staff in delivering safe services to patients and clients. Ensure the Department is able to respond to changing health and social care needs through effective leadership, structures and capabilities. • With colleagues ensure learning and development supports a culture of continuous learning, promotes high standards of care and

	<p>future education commissions are integrated within the business planning process.</p> <ul style="list-style-type: none"> Align training resources to ensure that the education agenda is directed to support the Department's immediate needs from the business plan and long term needs from the strategic direction With the Chief Nurse ensure appropriate systems are in place for the transfer of learning following clinical audits, research, clinical incidents and serious untoward incidents. With colleagues reform mandatory and essential training requirements to ensure these are effectively aligned to deliver safe patient and client care Ensure that HCS staff are able to participate in the States Talent Management and Learning Development processes. To support the development of an effective localisation framework which is consistent with professional regulation and patient/client safety Develop and promote a positive employee relations climate through strong but mature partnerships with staff side representatives, set within the wider States framework and requirements. To work closely with the States of Jersey Head of Employee Relations to ensure consistent application of States Employment Board policy and practice whilst developing new policy and practice as required. Ensure meaningful staff involvement through early engagement with change initiatives likely to effect the organisation and their members. Ensure HR policies are "fit for purpose" and meet the developing needs of the organisation and its diverse workforce. Influence the wider States housing and immigration policies to ensure the Department is able to recruit and retain critical workforce groups Liaising with States of Jersey Employment relations team to ensure remuneration strategy supports the organisation in attracting and retaining a high performing workforce Provide high level advice and support on the management of complex employee relations cases, ensuring associated risks are effectively managed and transparent processes are followed consistent with agreed policy and legislation Develop the workforce information systems, particularly the HRIS to better support workforce, business planning processes and workforce efficiency measures. Support the Director General in developing an appropriate organisational design and management processes to deliver business objectives Together with colleagues develop robust management processes and HR systems to provide strengthened assurance on clinical governance, patient and client safety
<p>Brief description of Recruitment plan and process</p> <p>For 'named' interim appointments, please provide details</p>	<p>██████████ is the current interim in post and was recruited through a fair, open and transparent recruitment process.</p> <p>██████████ is contracted through an approved SoJ recruitment agency – ██████████</p>

Authorisations:	Signature	Date
<i>Senior HR Business Partner</i>		
<i>Director General/Chief Executive</i>		
<i>Minister to Department</i>		
<i>States People Services Director</i>		

Approval to recruit by States Employment Board		

Guidelines for this form

This form should be used in conjunction with the Guidelines for HR on Salaries over £100,000 Process for Review and Scrutiny.

All senior appointment processes should be managed through the central HR Department and the Jersey Appointments Commission, as indicated in its Guidance on Senior Recruitment.

This form must be used as part of the control and monitoring of salaries of senior posts in order to seek the approval of the States Employment Board to the remuneration, *prior to* the recruitment of all posts Civil Service Grade 15 equivalent and above £100k salaries, including temporary appointments and part-time appointments pro rata.

This form is not required for all medical locum appointments where the appointment is to cover annual leave, sickness and other absences of permanent staff.

This form which should be submitted at least 15 days in advance of the intention to commence recruitment (taking into account SEB meeting dates which are set in advance), should cover details of:

- the need for the post
- the benefits to the organisation
- the existence of other posts
- how the performance is measured
- breakdown of the level of remuneration for the duration of the appointment

Once the request has been agreed and approved by the States Employment Board, the Senior Manager Employment Relations will notify the HRBP from the submitting department of the decision who will then inform the Jersey Appointments Commission.

On the basis of the information received from such decisions The States Employment Board will then produce a quarterly report for presentation to the States in respect of each post, this report provides information on the rationale for payment at this level and the method of appointment adopted.