



Jersey Public Service Strategic Workforce Plan 2024 – 2027



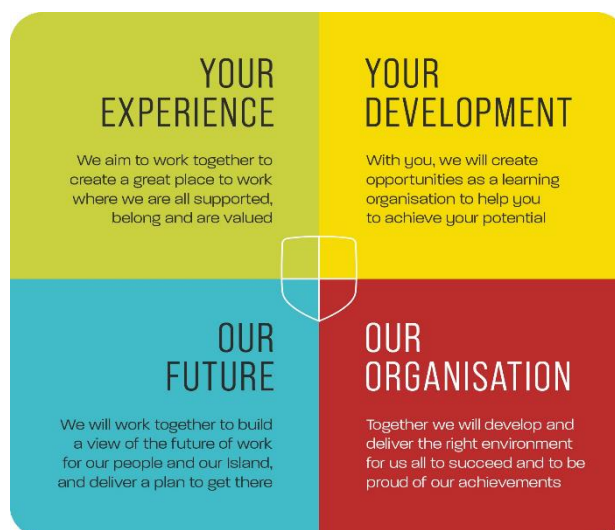
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1. Our People Strategy

There would be no public services without our people. Our People Strategy forms part of our commitment to work with colleagues to shape the future of public services, and to shape our offer as an employer.

Our People Strategy was co designed with over 400 colleagues, using their insight to inform the content and priorities. The Strategy sets out our four commitments to our people. Each action in our Strategic Workforce Plan supports at least one of these commitments.



Picture of the 4 commitments in our People Strategy

2. Purpose and scope

The Jersey Public Service Strategic Workforce Plan (“The Plan”) has been developed using findings from workshops conducted with departments across government. These workshops were conducted to support departments in creating their own departmental Strategic Workforce Plans and included representation from colleagues across our organisation. The collated outputs of these workshops provided a clear overview of government wide workforce risks and challenges that we need to address and has also identified opportunities for improvement.

We know that it is essential that adequate time is invested to think strategically about our workforce, identifying risk areas, and planning for future workforce requirements. Overall, with effective Strategic Workforce Planning we should see an improved skills match, better succession planning, improved employee development and training and overall improved employee morale and retention.

The Plan covers colleagues from a range of roles and professions across Jersey Public Service and will be key to delivering on our commitment of having a sustainable skilled workforce and investing in our existing workforce.

3. Strategic context

The Plan covers a 4-year period in line with the timeframe of the Government Plan and will support us in having the capabilities in place to deliver the priorities outlined in the Common Strategic Policy and Government Plan.

The Plan includes a number of actions to address workforce gaps and to ensure a skilled workforce for the future. These actions cover aspects of resourcing and retention, learning and skills, talent management, youth engagement, wellbeing and diversity, equity, and inclusion. There are clear measures of success related to the actions in each area.

4. Current workforce

As the largest single employer in Jersey, we have over 70 different professions delivering a diverse range of services.

The Strategic Workforce Planning workshops identified many areas we need to address on a government wide basis to support the development of a skilled workforce for the future. In addition to this Plan, each department will have their own Strategic Workforce Plan. This Plan addresses the common corporate workforce risks and challenges that require a government wide approach and so will help enable departments to successfully implement their own plans.

Through Strategic Workforce Planning workshops with departments, the following broad areas were identified as opportunities for improvement:

- Resourcing and Retention
- Onboarding of employees
- Pay and Reward
- Employee Engagement
- Employee Wellbeing
- Learning and Skills to include the closing of skills gaps
- Leadership Development and Talent Management
- Diversity, Equity and Inclusion
- Performance culture

We should also consider external factors impacting government that can create risks and could impact the success of any strategic workforce plan. These range from political, economic, sociological, technological, legal, and environmental factors. The primary areas to note are technological innovations and automation which will continue to change the nature of jobs undertaken and the skills and capabilities required to do them¹. Under the economic factor, the current high cost of living in Jersey and national and global labour market shortages will all impact on recruitment and retention.

¹ JEG's Strategic Workforce Plan for the Island sets out how technological advances will radically change or render obsolete 27% of Jerseys current jobs by 2035

5. Future demands

Predicting future workforce demands was completed through workshops with leadership teams across government as part of stage 3 of the Strategic Workforce Planning process. The future demands of the organisation will also be dependent on the decisions made in terms of the Common Strategic Policy and Government Plan.



Picture of the Strategic Workforce Planning cycle

Future capabilities

The future capabilities required across Jersey Public Service are detailed in section 7 of this Plan. These fall under four kinds of skills digital, higher cognitive, social and emotional, and adaptability and resilience. As part of this Plan, we have incorporated the need for these skills throughout the employee life cycle and aim to incorporate them into any future talent programmes.

The learning and skills team within People and Corporate Services have used Strategic Workforce Planning insights to develop their future provisions and these will include a focus on skills gaps to include leadership development, performance management, digital skills, data analytics and insights.

Future Economy Programme

The Future Economy Programme sets out the twin challenges facing Jersey's economy: demographic change and declining productivity. The average age of our population is increasing whilst birth rates are declining. This means that, by 2040, there will be an increased demand on public services, particularly healthcare, and fewer workers to contribute to the tax revenues that fund these services.

Flexible working and digital collaboration

We expect to experience increased use of flexible working and digital collaboration which will provide numerous benefits to employees and to government, including opportunities for attracting and retaining talent, improving efficiency and effectiveness, and supporting increased employee wellbeing and engagement. Flexible working and digital collaboration will also support our move to a new Government Headquarters planned for Q3 2024.

Diversity, Equity and Inclusion (DEI)

DEI initiatives increasingly play a crucial role in attracting top talent and fostering a positive work environment. We will continue to focus on DEI, with an aim to develop the right conditions for employees to excel in a truly inclusive workplace.

Workforce Demand increases

Worldwide we expect to see increased workforce demand in certain areas. Some of these areas will impact on government, including:

- growing concerns regarding the effects of climate change and environmental sustainability and likely increased demand for workers in this area
- accelerated adoption of telemedicine and digital health solutions and growing demand for professions in healthtech, including health data analysts
- advances in automation technologies and a growing demand for workers skilled in robotics, automation engineering, and the maintenance of automated systems
- evolving cyber threats and an increasing demand for cybersecurity experts to protect our digital assets and data from cyberattacks.

These are some broad areas where workforce demands are likely to increase. Specific needs will vary by department, who will be informed by trends to adapt effectively to changing demands and incorporate these into their departmental Strategic Workforce Plan.

6. Strategic workforce action plan and future priorities

The collated outputs from Strategic Workforce Planning workshops across government provide a clear overview of government wide workforce risks and challenges. This Plan addresses some of these challenges to meet the current and future workforce needs, ensuring we have a skilled workforce for the future and that we are building and developing our existing talent.

This Plan will act as an enabler for departments successfully implementing their own Strategic Workforce Plans as it addresses the common corporate workforce risks and challenges that require a government wide approach.

There are 5 priority areas of focus in the Plan. These have been prioritised in light of feedback received through Strategic Workforce Planning workshops, Be Heard employee engagement survey results and the Government Plan 2024 – 2027:

(i) Resourcing and Retention

Resourcing and retention are crucial elements for any organisation's success. Effective recruitment will ensure a continuous influx of talent while retention strategies help in retaining that talent, contributing to the government's stability and success.

There are areas where resourcing challenges are currently impacting on service quality and capacity, resulting in higher costs, and negatively affecting the government's reputation as an employer.

Improving our recruitment and retention and addressing resourcing challenges is identified in the Government Plan 2024 – 2027. Prioritising this area will have a positive impact on several other areas, including employee wellbeing, employee engagement and learning and development.

We will create an attraction approach that is coordinated and has developed material for Jersey Public Service, with increased use of social media platforms to promote roles, especially for frontline roles in health and education and labour market shortage areas. We will also create an efficient and

effective recruitment and selection process with an improved candidate experience and improved experience for recruiting managers, addressing concerns that we might sometimes 'lose good candidates' through the recruitment process.

We plan to improve our understanding of why people leave government and to use this data and other workforce intelligence to devise initiatives that increase employee retention.

(ii) Health and Safety

Employee Health and Safety are paramount for government for many reasons, including employee wellbeing, legal compliance, productivity and performance, cost savings, government reputation and risk management. We have identified the need to prioritise health and safety for our people across government to safeguard employee's wellbeing and promote a positive work environment. There are a number of actions identified, including the introduction of minimum standards for Health and Safety, the work of the Health and Safety Board in considering priority issues and progressing against improvement plans and increasing Health and Safety training and governance.

(iii) Pay and Reward

Pay and reward are critical components of an employee's overall satisfaction and motivation within an organisation. Feedback from our people identified the need to address inconsistencies in relation to pay and reward across government. In the results of the 2023 Be Heard employee engagement survey, 'Fair Deal' received the second lowest score of the 8 engagement factors.

Work continues in this area to ensure pay is fair and equitable, recognising the requirements of differing roles and the value they bring to the organisation. We have and will continue to use objective job evaluation methods to validate decisions on job level.

This work will include the introduction of job families to ensure transparency and clarity on roles and associated grades. We will review government pay and reward packages, recognising that we compete in the market for our people and that some skills have a market value that differ from others. We will ensure that we remain competitive and pay the right rate for the job.

(iv) Performance Culture

Effective performance management and continuing to embed a positive performance culture with due accountability and responsibility is a priority area.

The Jersey Public Service supports a culture which encourages the continuous improvement of people skills, behaviours, and contributions to the organisation. Prioritising work in this area will positively impact on many other areas, including employee engagement and satisfaction, employee development and employee productivity.

Focus will be placed on ensuring quality performance reviews are taking place with meaningful conversations conducted covering performance objectives, career planning discussions and supporting career development. Work will also be undertaken on the development of our core behavioural competency framework into recruitment, performance management and development conversations so that behaviours and values are brought to the fore.

(v) Leadership Development and Talent Management

We need to ensure a sustainable skilled workforce for the future, through building and developing our existing talent across government and attracting the best talent to join the public service. We plan to grow our talent through training and development programmes and the use of internships, apprentices, and Early in Careers initiatives. We plan to improve our youth engagement and increase awareness for school children regarding opportunities in public service roles. It essential that we have a strong Early in Careers talent pipeline for the future.

The Jersey Public Service has many challenges competing in a global market for specific skills. This picture is unlikely to change in the foreseeable future and we will therefore have a strong focus on growing our own talent in the Island.

It is also essential that we are identifying and nurturing our top talent. We will be investing in a leadership development programme where we can prepare individuals for leadership roles, ensuring a more continuous supply of skilled managers and leaders. We will also release training and tools on succession planning to help leaders to identify and develop internal talent in an open, fair, and transparent way.

7. Summary of future capabilities

Through the Strategic Workforce Planning process with departments, we have identified the future capabilities required across Jersey Public Service as highlighted in this table. These primarily fall into four kinds of skills: digital, higher cognitive, social, and emotional, and adaptability and resilience. As part of this plan, we have incorporated the need for these skills throughout the employee life cycle and plan to incorporate them into any future talent programmes.

Jersey Public Service Future Capabilities
Agility and Flexibility
Communication Skills
Creativity and Innovation
Customer Service Skills
Data (Science/Analysis/Literacy/Security/Sharing)
Digital Skills
Emotional intelligence
Leadership and Management
Ownership / Accountability
Problem Solving
Project Management / Change Management
Resilience
Teamwork/collaboration skills

Picture of the future capabilities needed across Jersey Public Service

8. Monitoring and updating the Plan

The Chief People Officer will be responsible for the Plan's development, review, and implementation. Each priority has a designated owner, who is responsible for implementing the associated actions and ensuring that positive outcomes are achieved.

The Plan will be constantly monitored to ensure we are achieving the required outcomes. The monitoring of the Plan also allows us to review whether the planned actions are still relevant or whether adjustments need to be made.

The Strategic Workforce Planning team are working with departments to help ensure that strategic workforce planning process is used as an iterative process. This is especially important as new information emerges, for example from the Be Heard employee engagement survey, and as changes occur in our organisation needs, labour market and changes in technology. This Plan, along with the department workforce plans, will need to be refined based on feedback and evaluation on the success of current strategies, and through identifying any weaknesses in order to refine our workforce planning efforts. Regular updates and refinements will ensure that plans remain relevant and align our workforce with current and future needs.