

# Interim CEO to lead the public service

Government of Jersey





# Introduction

Thank you for your interest in being our interim Chief Executive Officer. It is a role like no other, so an open mind combined with your leadership experience will be much valued in the next few months.

As a Government, our aim is to provide continued stability in order to deliver on our ambitious agenda. Since the election in June 2022, and my appointment as Chief Minister, the Council of Minsters has made rapid progress in delivering and initiating necessary change in crucial areas of Government and the community, as identified by Islanders. We have also committed to greater transparency and engagement with the public.

In our search for an interim Chief Executive Officer we are looking for an exceptional individual who can continue the focus on delivering our agenda while also providing stability to the Public Service. Stability does not mean standing still but making the necessary changes to progress the efficiency and effectiveness of the Public Service, embedding a values-led approach with an emphasis on the importance of good performance management. Change is inevitable but must still be done correctly.

Our new Government Programme, consisting of our Strategic Priorities, Government Plan, Ministerial Plans and Delivery Plans ensures that the public have a clear framework against which to hold us accountable. As the Chief Minister, I wish to form a strong partnership with our interim Chief Executive Officer to ensure we are well led at a political and officer level.

Our overarching goal is for Jersey to be a community where everyone can thrive. Our Public Service is at the heart of delivering this agenda and our interim Chief Executive Officer will bring the gravitas, energy, drive and determination to the organisation.

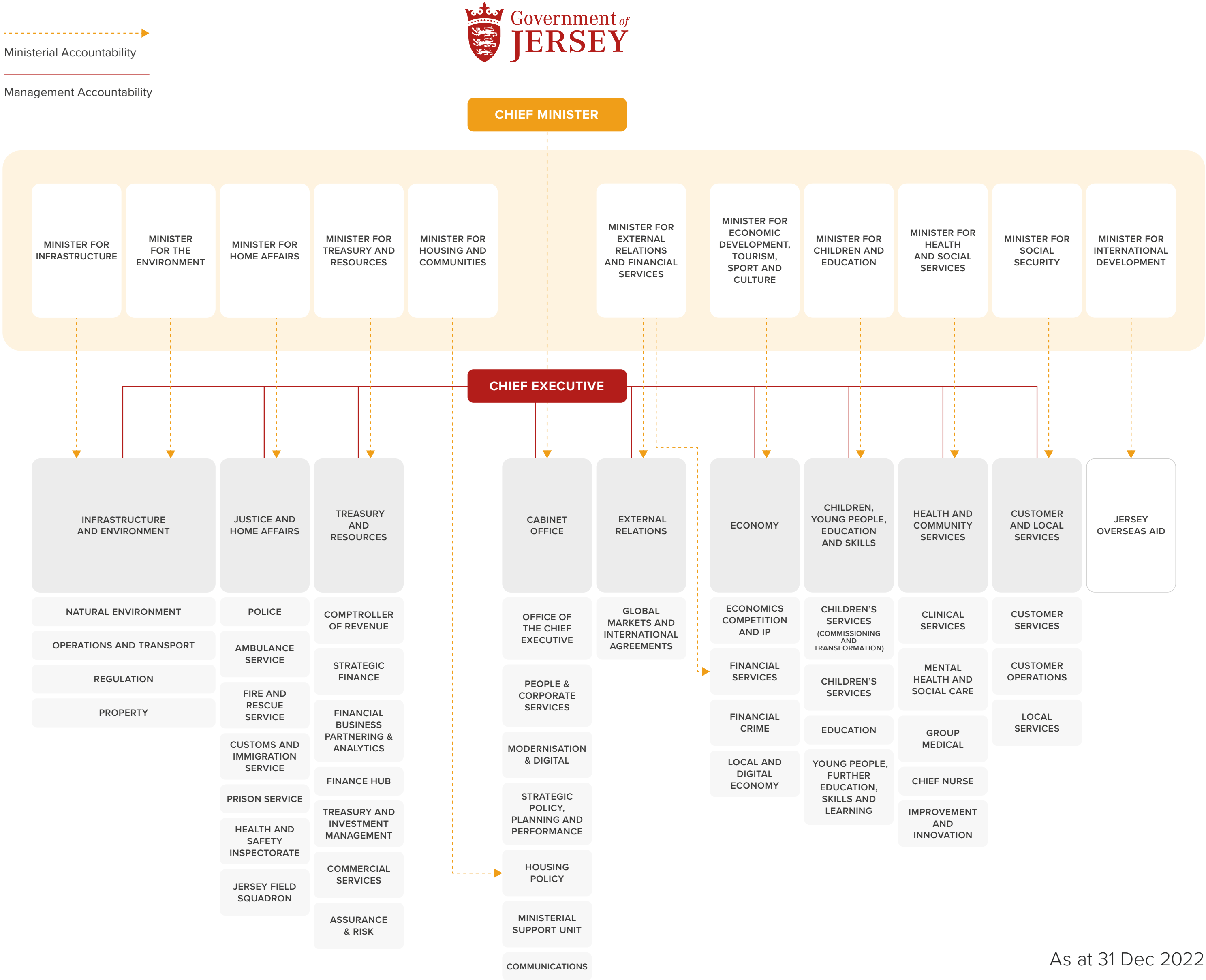
A handwritten signature in black ink, appearing to read 'K. Moore', with a stylized, cursive script.

**Deputy Kristina Moore**  
Chief Minister

# The Government of Jersey

The Council of Ministers and ministerial departments are collectively referred to as the [Government of Jersey](#).

Following the approval of the Government Plan 2023-26 the structure of the Government of Jersey is:



As at 31 Dec 2022

# Government Programme 2023-26: From vision to action

The new Council of Ministers has set out how it will deliver the Common Strategic Policy 2023-26 in 2023 through the Government Programme:



## Common Strategic Policy

The shared policy of the Council of Ministers.

**Approved by States Assembly on 23 November 2022**



## Ministerial Plans

Sets out individual Minister’s priorities and the legislative programme for 2023.

Provides a clear focus for action, and aiding the Assembly in holding each Minister to account for their delivery.

**Presented to States Assembly on 11 October 2022 and then updated annually**



## Government Plan

Sets out the funding position for the Government, including income, and capital and revenue expenditure.

**Approved by the States Assembly on 16 December 2022 and then annually prepared, debated and approved**



## Delivery Plans

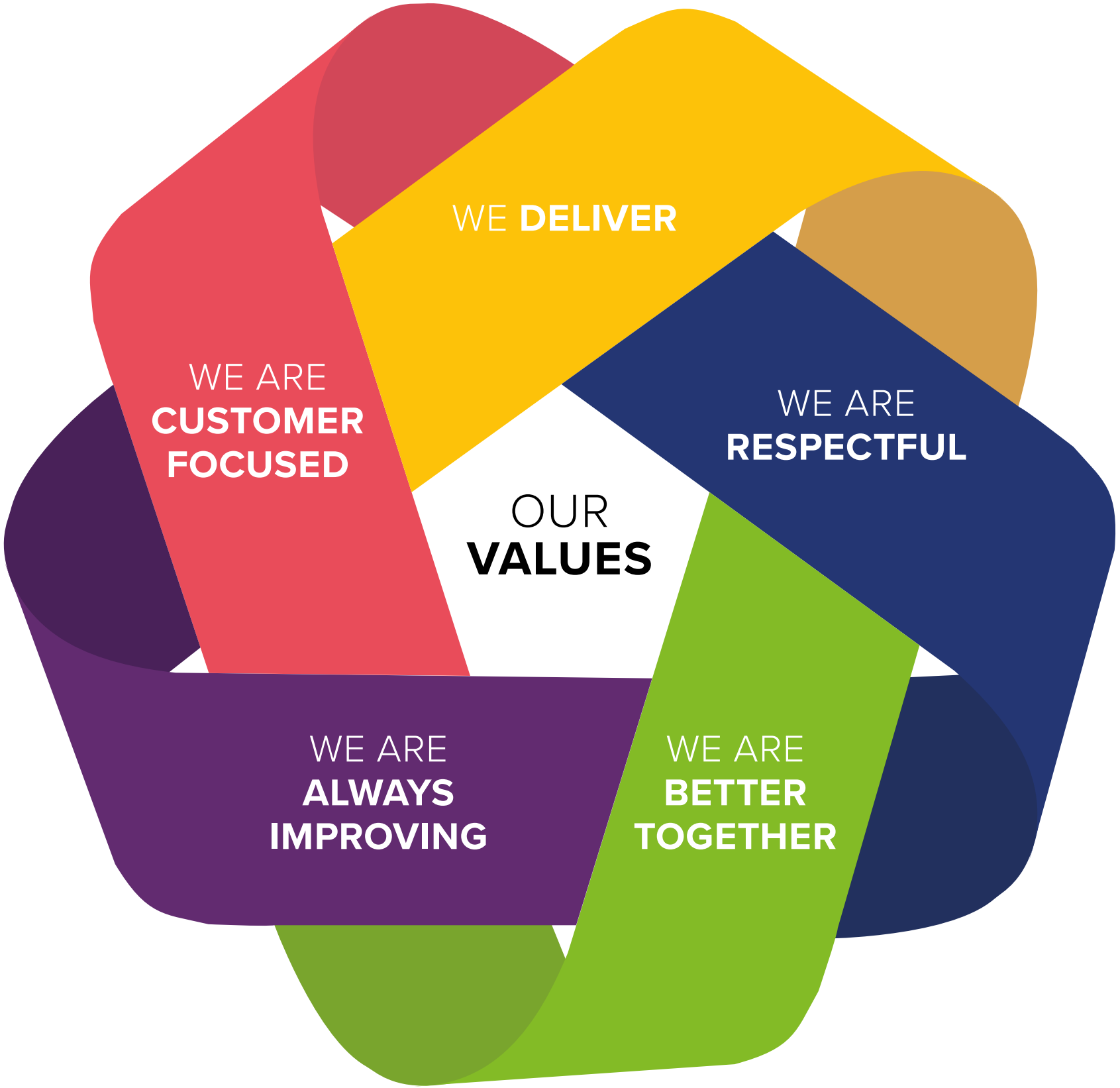
Sets out detailed plans to support the delivery of the Government Programme.

Aids Ministers and the CEO in holding Chief Officers to account for their delivery.

**Published early 2023 and updated annually**

# Our values

Our values were created by our colleagues and adopted by the States Employment Board and the Council of Ministers. Our values and the behaviour framework applies to all who work within the Government and requires an exceptional individual who understands values-based leadership.



**WE ARE RESPECTFUL**

We care about people as individuals and show respect for their rights, views and feelings

**WE ARE BETTER TOGHETHER**

We share knowledge and expertise, valuing the benefits of working together

**WE ARE ALWAYS IMPROVING**

We are continuously developing ourselves and our services to be the best they can be for Jersey

**WE ARE CUSTOMER FOCUSED**

We are passionate about making Jersey a better place to live and work for everyone

**WE DELIVER**

We are proud of Jersey as a place and are passionate about shaping and delivering great public services



# Summary

The States Employment Board is seeking a senior executive to lead Public Services for an interim period.

We are open to candidates from a range of industries with suitable experience and able to demonstrate the skills required for an interim assignment. Whilst not essential, an understanding of governance in a political environment would be beneficial.

The current Chief Executive Officer will leave her post by the end of July 2023. It is anticipated that candidates should be available to start between early-June and the end of July. Exceptional candidates will be considered for start date in August.

This is essentially a role for someone with the leadership skills needed to stabilise the organisation during a transitional period and grasp the need to focus on key deliverables during their time.

The Public Service is led by the Chief Executive Officer and Chief Officers. The leadership team set the bar for performance management. The interim Chief Executive will need to have a focus on modelling good line management and performance management.

During this period, there are likely to be changes proposed to the substantive role of the Chief Executive Officer. The interim will need to support the Council of Ministers and States Employment Board in preparing the organisation for these changes and preparing for a comprehensive handover and induction of the new post holder.

The focus for the interim Chief Executive will be on organisational health and an internal focus. Whilst there are external stakeholders and key representative bodies within Jersey that need visibility of the leadership of the Public Service, a focus on the organisation needs to take precedence over the external profile of the interim post holder.

It would be beneficial if the candidate has a good understanding of Jersey's constitutional position, economy and culture.

A substantive recruitment process will start before the summer. The interim post holder would be welcome to apply for the role, on the understanding that the substantive recruitment will be an open competition.

# Recruitment Process

The appointment of the Chief Executive Officer is set out in legislation and follows the guidance of the Jersey Appointments Commission.

The selection process must be fair, equitable and open.

The Government will place adverts and social media awareness in local and social media. The agency may publicise the role through their usual routes.

## Recruitment Panel

The recruitment panel will consist of:

- Independent Chair: The States Employment will appoint an independent (non-voting) chair who is responsible for providing oversight and assurance to the Board that a lawful process has been followed.
- Jersey Appointments Commission: Commissioners will be appointed to sit as voting members on the panel.
- Chief Minister: The Chief Minister is the Chair of the Council of Ministers and Chair of the States Employment Board (the Employer).

- Independent member (voting): A suitable individual with experience and expertise in executive leadership roles.
- Technical Assessor (non-voting): Adviser to the panel on the technical requirements of the role.

## Candidate Shortlisting

A shortlisting stage will take place by the recruitment panel to consider all applications and select the candidates for a final assessment and interview.

The agency will be expected to provide a summary of the candidates' suitability against the criteria in the role profile. This includes any due diligence pertinent to their suitability for the role.

## Assessment and Interview

A psychometric assessment (OPQ or Hogan) is required of the short-listed candidates prior to the final interview.

Each candidate will be required to submit a CV and short (no more than 4-sides of A4) statement demonstrating their experience and suitability for the role.

# Timetable

The indicative timetable is as follows:

17 May	Applications open
1 June	Applications close
2 June	Shortlisting
12 June	Final interview



# Description of role (1/7)

## Context

The Government of Jersey is seeking an interim Chief Executive Officer (CEO) to lead the Public Service and to be the principal adviser to the Council of Ministers. The CEO is also the Principal Accountable Officer, in which role they are answerable to the Public Accounts Committee of the legislature. The role arises upon the resignation of the current incumbent and in recognition of the time it is likely to take to complete the recruitment of a permanent successor. The interim role will be needed, indicatively, until around the end of 2023.

The successful candidate will need not only to have the flexibility at their disposal to remain in the role for at least the rest of 2023 (preferably with some scope for early 2024, too) but also be in a position to take up appointment without delay. The Chief Minister has committed to having the interim CEO in place to allow for some handover before the current incumbent steps away.. The flexibilities described above will, of necessity, be a significant relevant factor in the recruitment process for the interim role. The successful candidate, if not from Jersey, will be required to live there.

During the term of office, it is always possible that these requirements may change either through legislation, political decisions or restructuring of functions authorised by the Council of Ministers. The CEO can expect to be closely involved in consideration and implementation of any such change, were it to arise.

The Public Service delivers a whole range of central government functions and a wide array of services for citizens of Jersey, who number some 110,000. The Government provides or oversees functional and service delivery through both ‘in-house’ operations and the work of arm’s length organisations, some of which have statutory independence. There is also close working with the twelve parishes in the Island.

Although Jersey is a small place, all the usual complexities of running a country arise, moreover without economies of scale. That includes managing and navigating the relationships between ministers, the legislature, the civil service and its various departments, and a wide range of often active stakeholders, notably the business community, on whose success the economy of the Island heavily depends.

## Description of role (2/7)

This necessitates strong, visible leadership on the CEO's part, requiring a style that, while ordered and decisive, is nonetheless inclusive and empowering, together with a capacity to keep several - maybe many - portfolios going actively at any one time and to delegate effectively. This requires the individual to be tactful, diplomatic and collaborative. The ability to ensure clear lines of accountability across senior cohorts, and to drive effectual performance management and 'good' government at all levels, is crucial. The same goes for building a relationship of mutual trust with all ministers, but especially the Chief Minister.

In June 2022, the current Council of Ministers was elected and has since set out its policy agenda in the Common Strategic Priorities and the Government Plan. The latter is updated annually, along with Ministerial Delivery plans. The Public Service's duty is to be focused on the delivery of government policies and priorities as evidenced by these core documents. A main responsibility of the CEO is to ensure that the Council of Ministers may always be assured of this and kept well informed of all key risks and problems that may inhibit delivery. Equally, the capacity to provide well-founded strategic advice, and to be able to deal authoritatively with the unexpected and the intractable, is essential.

### Overview of role

Working in a complex landscape and providing leadership across a diverse range of public services, the CEO is responsible for establishing, driving and ensuring the performance of those public services across Jersey. The CEO ensures strategic priorities, strategies and plans are developed and implemented effectively across the organisation for the benefit of the community and in line with ministers' decisions and commitments. The CEO is also responsible for ensuring that a focus on an ever-changing and demanding external landscape is maintained by the Government and that innovative approaches to service provision and management are implemented to ensure efficiency, effectiveness, and resilience.

As the Head of the Public Service and the Principal Accountable Officer, the CEO is responsible for providing clear leadership across the Government of Jersey to ensure good corporate governance, wholly appropriate arrangements for staff management, and sound financial control. The role of the CEO is critical to ensuring effective and positive relationships between ministers and officials, and different branches of the Government, to seek always to secure 'joined-up' thinking and action.



# Description of role (3/7)

The CEO is accountable to the Council of Ministers, and reports to the Chief Minister. They are answerable to the Public Accounts Committee of the legislature, and the Comptroller and Auditor General of the States of Jersey. They may be called upon to give evidence to scrutiny committees of the legislature.

## Key priorities and deliverables of the interim CEO

All the points below are important but the first six are the most significant for the purposes of the recruitment process.

Primary focus:

- Provide strong, purposeful, leadership for the whole organisation through the interim phase.
- Commence the implementation of the organisational redesign which has been signalled by the Chief Minister and whose detailed scoping will be proceeding during May 2023
- Accelerate the implementation of a robust performance management framework throughout the organisation, starting at the top.

Additional areas for leadership:

- Further develop the Cabinet Office model in line with political commitments made.
- Build and develop teams around a shared purpose, aligned values and a corporate ‘culture’ focused on delivery of Ministers’ plans and programmes.
- Prepare the organisation for its move into the new building, seizing this as an opportunity to redesign working arrangements to secure economy, efficiency and effectiveness.
- Continued delivery of the Government Plan and individual Ministerial Plans
- Ensure good governance and accountability of arm’s length bodies and publicly-owned entities while respecting their independence.
- Ensure a rigorous framework for the analysis and management of risk both for the Public Service and, at the strategic level, for Jersey as a whole, including regular, authoritative and

## Description of role (4/7)

insightful, reporting and horizon-scanning to the Council of Ministers

- Overall responsibility for health and safety systems across Government
- Oversight of, and leadership of, the turnaround plan within the Health and Community Services.

### Requisite attributes and experience

- Ability to lead a complex organisation, deploying strategic intervention with demonstrable results, and ambition to make change happen in a short space of time.
- Proven ability to deliver top-level assurance, ensuring clear lines of accountability, governance and communication.
- Articulate and numerate, with analytical ability and capacity to inform decision-making, exercise good judgement, and to ‘think outside the box’.
- Ability to provide systems leadership, and bring drive, grip and innovation to the implementation of decisions and to delivery processes.

- Evidence of strong attributes in relation to building trusted relationships, conduct, communication and influencing skills, leadership, motivation, and organisational culture.
- Evidence of establishing and delivering assurance through financial management, performance management, service measurement, and risk management (not an exclusive list).
- Experience of, or exposure to, a political interface or substantial non-executive board, whether in the public, private or voluntary sectors.
- Available to commence and continue the role within the indicated timeframes, with a preference to start in time to facilitate a handover with the current incumbent.



# Description of role (5/7)

## Other

The CEO is responsible in law as:

- Chief Executive Officer to the Council of Ministers (Employment of States of Jersey Employees (Jersey) Law 2005)
- Principal Accountable Officer (Public Finances (Jersey) Law 2019)
- Head of Public Service (Employment of States of Jersey Employees (Jersey) Law 2005)

Pursuant to the above, the CEO acts as:

- principal policy adviser to the Chief Minister and Council of Ministers
- principal policy adviser to the States Employment Board
- Chair of the Executive Leadership Team (to be reformulated as a Corporate Management Board)
- Line manager of chief officers

The Chief Executive Officer is accountable to:

- the Chief Minister, who is her or his line manager; and
- the Council of Ministers, for the performance of her or his functions; is answerable to
- the Public Accounts Committee, for her or his functions in law to ensure the propriety and regularity of Government finances and that taxpayers' funds are used economically, efficiently and effectively; and supports and advises.
- the States Employment Board, which is the employer of public servants.

# Description of role (6/7)

## Leadership Principles

Below are exemplars of the leadership principles envisioned for the successful delivery of this interim role. It is not part of this role description but is regarded as a good reference point for exploring candidates' leadership styles and ideas.

- A respect for democratic institutions, our Island's identity, local heritage, and cultures.
- The ability to operate at a high level within a complex organisation, ensuring clear lines of accountability and communication.
- Modelling the values and behaviours of the Public Service, leading by example, and developing a constructive culture.
- The ability to provide systems leadership and empower local decision making.
- Demonstrable experience of improving organisational governance and compliance within similar organisations, preferably with exposure to a political interface.
- Experience of designing and deploying strategic interventions with demonstrable results.

- The ability to make the complex simple and advise with clarity of thought and wisdom.
- Evidence of establishing and delivery assurance through performance management and accountability frameworks.
- First class professional attributes in relation to conduct, leadership, motivation, engagement, and organisational culture.
- First class communication and influencing skills for external and internal stakeholders.
- Evidence of the ability to embed a culture of corporate discipline including demonstrable grip on budgets, performance management, service measurements, risk management, health and safety.
- Highly articulate and numerate, with a good grasp of using evidence and data to inform decision making and manage performance.



# Description of role (7/7)

## Headline Terms and Conditions

**Salary (tbc):** Competitive

## Employment Basis

Temporary (up to 9 months) with 1 month’s notice on either side (this may be subject to negotiation).

The individual is required to be an employee of the States Employment Board and to be the Principal Accountable Officer (PAO) as set out in the Jersey Public Finances (Jersey) Law 2005.

## Residential status

5-years or more residency for Islanders.

This role can be licensed for non-Jersey residents.

Registration on Island (for tax and social security purposes) is required.

# How to apply

We have appointed two agencies to assist with our search.

For Jersey-based candidates, our on-island agency is Thomas and Dessain ([www.thomasdessain.com](http://www.thomasdessain.com))

For all other candidates, applications are being handled by Gatenby Sanderson ([www.gatenbysanderson.com](http://www.gatenbysanderson.com))

For an informal discussion about the role, please contact Mark Grimley, Chief People and Transformation Officer, Government of Jersey ([m.grimley@gov.je](mailto:m.grimley@gov.je))

Applications through other agencies will not be accepted.



# Contact details

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