

2025 Business Plan – People Services

Chief People Officer: Lesley Darwin

Minister: Deputy Malcolm Ferey, Vice Chair of the States Employment Board.

We will create a great work environment for our people by developing and supporting them to achieve their full potential. We are committed to fostering a supportive and empowering work environment that enables our people to perform at their best. By prioritising strong leadership and building trust across government, we aim to enhance collaboration and strengthen capabilities. Our focus will be on creating and sustaining positive working relationships while valuing and continuously improving the employee experience.

Information on department finances and resources can be found in the Government Plan Annex: [Government plan](#)

Our people commitment



Key Objectives

Our key objectives for 2025 are:

Vacancy management

We will continue to curb growth and right-size the public service in line with Government's Common Strategic Policy. We will implement methods to support this commitment to enable us to rely less on external consultants.

People analytics

We will collect, maintain, and utilise high-quality data and information to gain comprehensive insights to guide informed and effective decision-making and performance. We will continue to review and develop our business operations while continually enhancing processes for greater efficiency and effectiveness.

Talent management

We will ensure a sustainable skilled workforce for the future by developing and delivering sustainable programmes to build an adaptable workforce. We will do this by creating and maintaining positive working relationships by valuing and improving the employee experience. We will attract and recruit the right people into the right role at the right time and cost. We will use workforce planning data, attraction focussed sourcing approaches and digital tools to tap into diverse candidate pools.

Diversity, Equity and Inclusion

We will educate, support and build the capability of leaders to ensure DEI is part of our way of working, this will enable us to build a culture of trust which facilitates people to speak up and feel safe.

Wellbeing

We will continue to educate and support; to build the resilience of the organisation ensuring the management of wellbeing risks are a part of our ways of working. This will enable us to continue to build a culture where people can thrive at work.

Service Performance Measures

Our Service Performance Measures for 2025 are:

Vacancy management

Enable departments to proactively manage staff vacancies by monthly up-to-date reports. The Redeployment Register to be monitored with a view to ensuring that vacancies are sourced from within existing provision, where possible.

People analytics

Publish Public Sector Staffing Statistics, in line with the Code of Practice on Statistics at 6 monthly intervals to be inclusive of:

- the headcount of each Government and non-ministerial department, to include a breakdown of full-time, part-time, fixed-term and zero-hour;
- the number of vacancies in each Government department; and
- staff turnover in each Government department.

Talent management

Provide completion rates biannually for objectives and performance review at the end of September and end of February for all employees who use Connect Performance, as set out in the action plan responding to the Public Accounts Committee follow up report on Performance Management (P.A.C.1/2024).

Provide staff turnover percentage quarterly based on a rolling twelve months to show the breakdown between Voluntary, Involuntary, Compulsory Redundancy and Retirement. Aim for no more than 6% being Voluntary turnover, which is linked to staff retention (Voluntary turnover

includes any reason an employee resigns themselves, as well as leavers by mutual agreement).

Diversity, equity and inclusion

Evidenced through at least 80% of employees completing their mandatory DEI training.

Wellbeing

10% year on year increase in the use of Employee Assistance Programme (EAP).

Annex

Talent management

We will implement processes to attract, identify, develop, engage, and retain colleagues who can make a significant difference to our performance, either because of their potential contribution or by reaching their potential. We will continue to develop workforce planning, informed by data and evidence. We will create an in-house talent development and learning and development programme to upskill colleagues in priority areas.

We will identify individuals based on performance and future potential; this will continue to create 'talent pools' of colleagues who could step into business-critical roles when they arise. This continues from the internal succession planning and progressing 'talent' by providing opportunities in the first instance into senior roles, including secondments or acting up opportunities at Chief Officer level. This allows internal candidates to compete effectively for senior roles in the future.

We will re-launch our Jersey Public Service careers portal, aiming to enhance recruitment processes, improve the candidate experience, and streamline the management of job applications across Jersey Public Service. The portal will help with our ability to attract, engage, and retain talent. The re-launched careers portal will not just be a platform for job listings; it is designed to improve candidate experience, enhance our visibility, strengthen our employer branding, and better showcase the unique value proposition of Jersey Public Service.

We will review our management and leadership development programmes by creating a skills and behaviours framework in collaboration with stakeholders. This will equip leaders with the training and skills needed to effectively manage and develop their teams while achieving strategic objectives. It will also support future recruitment of candidates with these skills.

We will continue to recognise and value employees through schemes such as the *Our Stars* awards and *Living Our Values* nominations.

We will seek ongoing feedback from colleagues through employee engagement surveys and support departments in identifying emerging themes to drive meaningful improvements.

We will enhance engagement with performance management, aiming for 80% completion. The process will be expanded to include personalised development plans, objective quality audits, and calibration across teams to strengthen succession planning.

Diversity, equity and inclusion

Implement HR policies that foster a culture of trust by ensuring they are fair, transparent, and align to our Codes of Practice and organisational values. This includes collaborating with colleagues to enhance understanding of policy intent and practical application, as well as conducting regular reviews to reflect feedback and adapt to changing needs.

We will collect additional workforce data, including at the recruitment stage, to better understand the composition of our workforce. This data will help us prioritise initiatives that enhance inclusion and belonging, recognising that inclusive services stem from an inclusive workforce.

A new mandatory training module will be introduced for all staff to improve understanding, awareness, and shared responsibility for DEI efforts. All executive leaders will have a performance objective focused on fostering DEI initiatives.

Alongside the mandatory module, a comprehensive DEI training pathway will be implemented throughout the year to upskill staff on a range of related topics.

We will continue to steer and support the employee led networks and embed ambassadorial behaviours across each department.

Vacancy management

HR policies play a crucial role in attracting top talent by shaping our organisation's reputation, work environment and employee experience. We will look to develop HR policies that attract and retain top talent while setting us apart as an employer of choice.

We will collaborate to develop a Coaching & Mentoring framework to support the growth of our existing talent and prepare them for future career opportunities. We will continue to curb growth and right-size the public service while ensuring that frontline and essential services are unaffected. Referring to the Redeployment Register, where possible.

People analytics

To enhance dashboards and reporting and improving data quality. Additionally, enhance stakeholder trust in the accuracy of data produced by the analytics team, with the aim of achieving positive feedback from Chief Officers by the end of 2025.

To optimise the end-to-end business processes to shift efforts from reactive to proactive activities and boost overall efficiency by the end of 2025. A 'right first time' culture will be cultivated to ensure data quality from the outset, freeing up colleagues to focus on other value-add activities. Finally, improvements will be made to integrations between the HR and Payroll systems.

Ensure case management data is analysed and utilised effectively to identify and communicate trends and patterns. We will use these insights to inform and influence improvements in people management practices and operational processes across departments.

Wellbeing

We will use the Be heard results to identify the areas of most need and ensure the mitigating Actions and Controls are documented in Enterprise Risk Management System (ERM).

Publish a Wellbeing Framework for the Jersey Public Service to use and support the adoption of that framework through the publication of a H&S GoJ Minimum Standard on Wellbeing.

Provide support for the recently trained Mental Health Colleague Supporter network to help them to deliver effective signposting of the resources available to support Mental Health First Aid, including the use of Employee Assistance programme (EAP).

Measure the use of Employee Assistance Programme monthly across GoJ using the Management Information supplied by our specialist provider.

Through our HR policies we will set the foundation for workplace wellbeing by ensuring fair treatment, work-life balance and support systems are in place.

We will look to provide early intervention, quick and fair handling of employee concerns to prevent issues from escalating, ensuring policies are applied effectively ensuring impartiality and confidentiality.