

Our People Strategy



January 2025

States of Jersey
Employment Board

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Introduction

Our People Strategy outlines our long-term ambition to enhance the public service by investing in the development and skills of our people, creating opportunities for growth and progression, and fostering a culture where everyone feels a sense of belonging. By creating a vision we can plan for the future and track our progress in achieving our ambition.

About this Strategy

Our purpose as the Government of Jersey is to serve and represent the best interests of the Island and its citizens. The government plan outlines our strategic priorities, and Our People strategy enables us to be successful in delivering these objectives.

When the States Employment Board commissioned this strategy, they wanted to ensure it reflected what our people thought was important to become a great employer. It was developed and published in 2021 following input from over 400 employees from across the organisation. It signalled a commitment to work with our people to shape the future of public services and shape our offer as an employer.

In 2024, we held a series of workshops with colleagues from across government who told us that we have made good progress and identified areas we needed to prioritise to move us closer to our ambition. They provided input to allow us to refresh our strategy ensuring it remains relevant and continues to reflect the future our people want for our organisation. We have considered the outcomes of the 2024 BeHeard survey, which helps us to track our progress and informs us of areas for improvement.

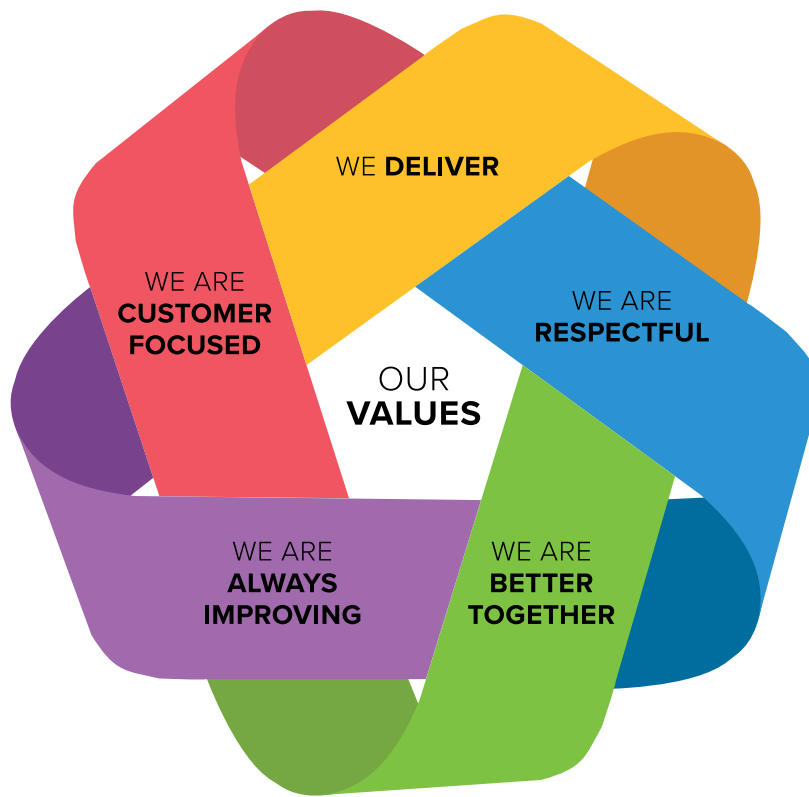
We know our colleagues are proud public servants and working together we can continue to grow in confidence and build on the pride and passion we all have for delivering services for the people of Jersey.

This strategy outlines our long-term ambition for developing a high quality public service and is structured around 4 commitments to our people and enables us to be held to account for doing what we as employer have promised to do.

Our Values

Organisational values are at the heart of a good organisation and ours underpin our people strategy. Our values and behaviours were designed by our people and shape our organisational culture and drives our behaviour.

Our values are more than words they drive everything we do in government and every employee has a responsibility to bring our values to life through their actions and everyday interactions with colleagues and citizens.



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

Diversity, Equity and Inclusion

The Jersey Public Service is committed to creating an environment where all colleagues feel included, belong and can be themselves. We promote and aim for diversity, equity and inclusion among our workforce. Every employee is entitled to work in an environment where they are treated with dignity and respect, and everyone is treated in a fair, consistent and equal manner, free from discrimination or harassment. The organisation will promote the values of diversity, equity and inclusion for all its employees.

We aim for our workforce to be truly representative of all areas of society and our customers (internal or external), and for each employee to feel respected, safe and able to work to their full potential.

Our People Commitment

We have 4 commitments to our people that outline our promises to them.



Our Ambition

The following outlines a vision for our organisation. The below statements outline our ambition under each of our four commitments. They outline what it will look and feel like for all colleagues to work and be a part of our organisation, when we have achieved our vision and fully delivered on our 4 commitments.

These statements reflect what our people told us and build on the duties of every public servant as outlined in the [States of Jersey Codes of Practice](#).

Our commitment:	Our ambition:
<p>YOUR EXPERIENCE</p>	<ul style="list-style-type: none"> • We are proud of who we work for. • We have a sense of belonging and can be our authentic selves. • We have clear achievable objectives, are focused and understand the standards expected of us and how we contribute to organisation priorities. • Managers and colleagues provide regular feedback, we feel valued, supported and empowered to deliver. • Our contribution is recognised, and our successes are celebrated. • We can express ourselves, our views and feedback are heard and considered. • We care and support one another and take responsibility for our own health, safety and wellbeing. • We work together to proactively and swiftly resolve disagreements and concerns.
<p>YOUR DEVELOPMENT</p>	<ul style="list-style-type: none"> • We feel confident and capable within our role, are encouraged and supported to learn. • We understand how we can progress, and we each have a development plan in place. • We take ownership for our own development and participate fully in professional and personal development opportunities to achieve our potential. • We have access to a broad range of learning opportunities and/or experiences that meet our individual learning style, backgrounds and needs. • We learn from others, and actively share our experiences and knowledge.

OUR ORGANISATION

- We understand, demonstrate and champion our collective values and display positive behaviours.
- We work in a safe, inclusive and healthy environment and have the facilities needed to enable us to carry out our role effectively.
- We are informed, contribute and are involved in shaping change that affects us.
- We are well-led and see the positive impact our managers and leaders have in the organisation.
- Managers and leaders understand the expectations of them and the role they need to play.
- We have a fair balance between our work and personal lives, flexible working is supported however service delivery allows, and progressive working practices are encouraged.
- We feel we are making a difference to our community and Island, through and beyond our roles.

OUR FUTURE

- We are champions for the organisation, building confidence and trust in the public service and helping to attract future talent through our words and actions.
- We work collectively to be more sustainable and make a positive impact on our environment, working towards the Island's carbon neutral goal.
- We design accessible services that anticipate future demand of islanders.
- We engage and listen to our customers, are consistent and always improving our delivery of services.
- We plan, understand the skills needed for the future, upskill and invest in our people and attract a diverse pool of talent.
- We work to maximise the use of technology, building our digital skills to enable more efficient and effective service delivery.

Our Shared Responsibility

Everyone has a role in the delivery of Our People Strategy.

The States Employment Board employs persons on behalf of the public service. Its role is to administer and ensure the public service conducts itself with economy, efficiency, probity and effectiveness. It also is responsible for the health, safety and wellbeing of public servants.

The States Employment Board commissioned and owns the Our People Strategy for the organisation. The Board's responsibility is to:

- provide leadership and champion the values and commitments set out in the strategy
- monitor our progress in achieving the outcomes
- provide oversight and prioritise our plans for delivery
- challenge us and our working practices

The States Employment Board is accountable to the States Assembly and provides regular updates to States Members.

All public servants have a role to actively work towards the achievement of our ambition for our organisation. The standards and obligations expected of all public servants are outlined in the [States of Jersey Codes of Practice](#).

We all need to contribute to building a positive work environment and culture by:

- meaningful participation in performance and development conversations with line managers
- seeking opportunities to learn and grow
- completing all mandatory and statutory training relevant to our roles
- understanding the organisational values and role modelling these in all that we do
- asking for support when we need it and giving support to colleagues to help them to be successful
- respecting and listening to others' ideas and opinions
- challenging and/or reporting inappropriate behaviours when we see them

Those in **leadership and management** roles have additional responsibilities to:

- own delivery of the strategy for the organisation
- understand and explain to our teams why the strategy is important to the organisation and how it impacts them on a day-to-day basis
- build culture and develop action plans for your areas to support the strategy outcomes
- lead and role model our values, behaviours and new ways of working
- support our colleagues in their development
- discuss the progress against agreed priorities and outcomes with their teams
- create an environment and positive inclusive culture, fostering positive relationships with their and other teams.

Our Delivery Plan

Since Our People Strategy was originally launched in 2021 we have worked with our people and departments across the public service to build our strategic workforce plan.

The [Jersey Public Service Strategic Workforce Plan](#) is a four year plan which outlines the actions we will take to deliver Our People Strategy commitments and enable us to achieve our organisational priorities. It is a collation of outputs of all department level plans and provides an overview of priority areas for improvement that we are working to address. The priority areas identified through the plan are:

- Resourcing and retention
- Health and safety including wellbeing
- Pay and reward
- Performance culture
- Leadership development and talent management

You can read the plan to find out more.

Our plan on a page provides an overview of some of the actions we are working towards and have committed to deliver on. Each Department has a delivery plan which is monitored through their leadership team. Organisation wide objectives are monitored by the States Employment Board to ensure progress.

Delivery Plan on a Page

	2025	2026	2027
YOUR EXPERIENCE	Embed Connected Performance across the public sector	→	
	Develop safe space across government	→	
	Review and improve recruitment policy and process	→	
	Improved employee exit process	→	
	Public service awards, long service awards and values led recognition programme		
YOUR DEVELOPMENT	Embed personal development planning		→
	Develop and implement Mentoring Programme	→	
	Review learning and development offer	→	Roll out revised learning and development programme
	Identification and development of career pathways		→
	Develop and Deliver a digital training development programme		→
OUR ORGANISATION	Ongoing review of People policies to ensure legal compliance and consistent and fair decision making,		→
	Be Heard and department action planning continue to be implemented		→
	Review of pay and benefits for agreed groups		→
	Review Occupational Health, health, safety and wellbeing	→	Implement Occupational Health, health, safety and wellbeing action plans across Public Service
	Continued role out of DEI framework and support of DEI networks		→
OUR FUTURE	Continued roll out and review of workforce planning	→	
	Training needs analysis, resource planning and succession planning across public service		→
	Create and implement attraction strategies for labour market shortage areas		→
	Develop and extend early in careers programmes including apprenticeships, bursaries, etc.		→

Measuring Our Progress

The States Employment Board monitors our progress, and we are regularly required to report on our actions. The strategic workforce plan has performance indicators that allow us to track our progress on agreed actions at a department and organisation level.

At an organisation level we can track our progress using the Be Heard survey results. The following table shows key performance indicators set in 2021 and our progress in these.

	2020	2023	2024 (Pulse survey)
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- Overall employee participation rates to increase year on year
- Those reporting a pleasant overall work experience on the engagement circumplex to increase by 2% year on year.

Overall employee Engagement	53%	60%	62%
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Improvement across all engagement factors included in Be Heard, of at least 0.2 points year on year, no factor to have an average score below 4.5 points.

Leadership	3.48	4.34	4.46
My Manager	4.45	5.18	5.23
My company	5.04	4.86	5.03
Personal Growth	4.45	4.84	4.84
My Team	4.84	5.58	5.53
Fair deal	3.74	4.18	4.59
Wellbeing	3.98	4.70	4.82
Giving something back	3.98	4.09	4.28

We also track the impact of changes through our people analytics. These are reported in the [Annual and Accounts for the States of Jersey](#), in the Remuneration and Staff Report and the People Services Business Plan (previously Annual Service Performance Measures). Our Key Performance indicators are:

Performance measure description	What we want to achieve	2023 Benchmark
New starter Health and Safety inductions undertaken	At least 95%	66%
Annual performance appraisals that are due, should be completed within one month of the end of performance year, and the 'Connect Performance' system records updated.	Aim for 80%	37.2%