

**WRITTEN QUESTION TO THE CHIEF MINISTER
BY DEPUTY R.G. LE HÉRISSIER OF ST. SAVIOUR
ANSWER TO BE TABLED ON TUESDAY 22nd OCTOBER 2013**

Question

Which Departments, if any, have comprehensive succession plans in place and can these shared with members?

Answer

Our aim in succession planning is to equip senior managers with the right professional training and relevant experience to make them credible candidates for top jobs in the States. To this end, funding was put aside in the MTFP for a succession planning and talent management post, which has been in place since January 2013.

We have since established leadership and management training programmes for Chief Officers, senior managers, and we have introduced a new level 7 of Modern Managers training. In this way we are preparing our managers to move up through the organisation as positions become available.

A number of departments have specific succession plans in place, to ensure continuity of service. This is particularly the case for key posts where skills are in short supply within the Island or are 'hard to recruit to'.

For example: Senior Officer roles in Health (Senior Public Health Officer), Social Security (Health and Safety Inspectorate) Schools (primary Head Teachers) and Treasury and Resources (Senior posts including those in Tax).

Several smaller departments, such as Department of Environment, Youth Service, Probation, Trading Standards and Fire and Rescue, have implemented more comprehensive succession plans for their key posts. The Police service has established a developmental programme which should provide the training and experience necessary for local officers to apply for senior positions in the future.

Additionally, in the last two years there has been good progress on succession planning and employee development in areas like Education, Community and Social Services and Transport and Technical Services, where programmes for trainees, apprentices and graduates have provided a good internal supply for key roles that are difficult to fill, such as social workers, maths teachers and engineers.

In the next year, we plan to build on the good practices we have started, and ensure more consistent plans are in place for senior roles and key posts across all departments.