

HUMAN RESOURCE STRATEGY

**Presented to the States on 12th December 2000
by the Human Resources Committee**



STATES OF JERSEY

STATES GREFFE

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REPORT

Introduction

Many organisations readily accept that their employees are their most valuable asset. As a result, the management of those resources is considered as the most important task that managers undertake. The Human Resources Committee fully endorses this view and, following an extensive process of consultation, has developed a strategy which sets out the overall direction that should be taken within the States of Jersey to enhance the contributions of all our employees. It is intended that, in this way, there will be a consistent and integrated approach to dealing with these employees, thereby avoiding piecemeal initiatives introduced in a haphazard manner.

The Committee considers that -

The aim of the Human Resource Strategy is to contribute to achieving the best possible public service for the Island, through the development of motivated, competent and skilled people.

The Committee is firmly of the opinion that its strategy must be responsive to the business needs of the organisation. To this end, it has developed this document in close consultation with a number of “stakeholders”. These have included Chief Officers, Line Managers, Representatives of Employees and Personnel Specialists. The Committee would like to place on record its appreciation of the commitment of all these people to developing a strategy which is responsive to the needs of the States of Jersey.

The context in which the strategy has been developed

In seeking to develop a strategy which has relevance for the future, careful consideration has been given to the type of challenges that will confront the States of Jersey over the next three to five years. The issues that were influential in the formulation of this strategy are as follows -

Immigration policy: It is recognised that, as the largest employer in the Island, it is essential that the States of Jersey reduces its call on the local working population wherever possible. This means that its employees should be fully efficient and effective in their work. In addition, it was identified that the States would need to devise recruitment strategies that will attract people of the appropriate competence and experience in the “tight” local labour market.

Financial considerations: There is continuing pressure on the revenues of the States and, as employment costs account for over 50 per cent of revenue expenditure, it is vital to make productivity gains wherever possible.

Customer focus: All States’ departments are much more conscious of the need to improve the quality of, and ensure the relevance of, the services that they are providing. They recognise the importance of concentrating their efforts and resources on meeting the needs of their clients – the people who make up our community.

Change: There is a constant demand for new and improved services. In addition, certain demographic changes, e.g., the ageing population and the increasing school population, will affect the level of services that will be required in future. Further, the delivery of all the services provided by States’ departments will be profoundly affected by future technological change.

Social attitudes: It is recognised that there have been significant shifts in the outlook of people in the local community, such as a recognition of the importance of equality of opportunities and freedom from discrimination. In this connection, these changes in attitude are frequently mirrored in conventions and legislation emanating from organisations such as the European Union.

Organisational values

The Committee believes that the culture of the organisation will influence the way in which employees respond to the challenges of their jobs on a day-to-day basis. It is anxious to promote a climate in which States’ employees are encouraged to give of their best and attain their full potential. The Committee considers that this will be achieved by encouraging the development of certain organisational values and it looks to all those who are involved in the direction and management of the human resources in the States of Jersey to adopt the following -

- encourage openness, integrity, trust and respect and ensure that concern for the community is paramount;
- promote ethical conduct;

- promote fairness and consistency across the whole of the public service;
- promote the provision of “value for money” services for the community;
- promote a culture of customer care;
- encourage people to take responsibility and initiate and respond positively to change;
- value the individual and collective contributions of all States’ employees;
- support States’ employees in acquiring the skills, knowledge and experience required to perform competently and effectively;
- recognise that employees have personal and professional needs.

Strategic objectives

The Committee, in order to meet the operational needs of States’ departments and to respond to the significant challenges that confront these departments over the next five years, has identified ten strategic objectives -

1. *Develop a more flexible, dynamic and creative organisation.*
2. *Improve efficiency, quality of service and customer care.*
3. *Promote good employee relations which encourage involvement and shared ownership of strategic aims, policies and objectives.*
4. *Ensure fairness and consistency for all employees, subject to States’ policies.*
5. *Enable line managers to fulfil their responsibilities for managing people.*
6. *Enhance the contribution of and encourage the personal development of all States’ employees.*
7. *Promote the health, safety and well-being of all employees.*
8. *Enable human resource/personnel practitioners to fulfil their responsibilities.*
9. *Ensure the provision of accurate and timely information to support the Human Resource Strategy.*
10. *Ensure that posts are filled by appropriately qualified people.*

Attainment of strategic objectives

Under each of these objectives, the Committee has identified a number of performance goals that it will pursue in conjunction with all States’ committees and departments in order to move towards attaining the strategic objectives. These goals are set out below.

STRATEGIC OBJECTIVE 1 - Develop a more flexible, dynamic and creative organisation

The Committee believes that it is no longer possible to continue to function in the same way as in the recent past. It is conscious that we are in an age when change has become endemic and, as a result, it wishes to encourage States’ employees to identify and adopt new ways of working which are more efficient and effective. The goals that it has set in order to achieve this are as follows -

- Introduce work systems and processes which will enable employees to take the initiative and be suitably creative and innovative.
- Review and develop communication processes to ensure that they support organisational strategies and promote change.

- Ensure that business plans address the human resource consequences of all development objectives contained within those plans.
- Develop human resource policies which encourage employees to contribute beyond their primary responsibilities towards achieving the organisation's objectives.
- Provide training and development opportunities which will support and enhance organisational and personal development.
- Review and implement appropriate amendments to the job evaluation systems.
- Review existing reward systems and identify and implement adjustments which will recognise enhanced performance.
- Ensure that reward systems promote flexibility and productivity.

STRATEGIC OBJECTIVE 2 - Improve efficiency, quality of service and customer care

The Committee believes that all States' employees should be constantly striving to improve their performance in order to provide better value for money, as well as improving the quality of the service that is being offered to the local community. It is therefore looking to support employees in helping them to enhance the manner in which they tackle their work. It will seek to achieve this through the following approaches -

- Ensure that strategic plans take account of the human resource aspects of service reviews.
- Ensure that corporate, departmental and individual employee's training and development needs are identified and met.
- Ensure that performance review is effectively applied to all employees.
- Develop competency sets for different roles within the States of Jersey.
- Develop processes which will enhance the contribution and effectiveness of employees, with particular focus on clients.
- Manage staffing levels in accordance with the policies approved by the States of Jersey.

STRATEGIC OBJECTIVE 3 - Promote good employee relations which encourage involvement and a shared ownership of strategic aims, policies and objectives

The Committee believes that one of the significant ways in which improvements in efficiency and effectiveness are going to be achieved is through gaining the full commitment of all States' employees in meeting the challenges of the future. It is therefore looking to consult with employees and their representatives to ensure that they understand what is intended and are willing to support fully any new approaches and initiatives. The Committee intends to do this in the following ways -

- Enhance consultative processes, both individually and collectively, to increase the level of participation and commitment.
- Review the existing employee relations' processes.
- Develop the role of employee representative organisations in the consultative processes.

STRATEGIC OBJECTIVE 4 - Ensure fairness and consistency for all employees, subject to States' policies

The Committee seeks to be recognised as a fair and responsible employer in the way in which it manages States' employees. It believes that this will only occur where it can demonstrate that it takes a consistent and fair approach in the way in which it deals with all employees. It will attempt to do this in the following ways -

- Harmonise the terms and conditions of employment, wherever possible.

- Ensure equality of opportunity and non-discriminatory policies.
- Ensure a full understanding of the Human Resource Strategy, policies and procedures.
- Adopt best practice in Public Sector occupational pension scheme provision, wherever practicable.

STRATEGIC OBJECTIVE 5 - Enable line managers to fulfil their responsibilities for managing people

The Committee believes that it is vital that managers are closely involved in personnel issues. It is only through staff that results are obtained and, therefore, the quality of the service that is provided will be directly affected by the quality of management. With the current acceleration of change and the importance of good “people management” in coping with that change, it is vital to ensure that line managers at all levels are fully competent to carry out their primary role of managing those for whom they have a responsibility. The Committee will seek to achieve this by setting the following goals -

- Provide training and development opportunities to enhance the performance of managers.
- Ensure the Human Resource Strategy and current policies are communicated effectively to all managers and are regularly reviewed and monitored in consultation with line managers.
- Provide comprehensive, timely and accurate information about employees.

STRATEGIC OBJECTIVE 6 - Enhance the contribution of and encourage the personal development of all States’ employees

The Committee has no doubt that continuous training and development will play a significant part in attaining improvements in knowledge and skill levels and thereby enhance productivity and customer service. Training, retraining and updating has been recognised as a significant responsibility of all employers in the 1995 Strategic Policy Review, “2000 and Beyond”, and the Committee will continue to meet its own responsibilities in this area in the following ways -

- Ensure that human resource objectives are identified within departmental business plans.
- Develop competency-based human resource systems, where appropriate.
- Provide development opportunities which will enhance employees’ experience and allow the acquisition of new skills in support of business objectives.
- Encourage employees to share the responsibility for meeting their development needs.
- Ensure performance appraisal is applied effectively to all employees.

STRATEGIC OBJECTIVE 7 - Promote the health, safety and well-being of all employees

In recognising that States’ employees are its most important asset, the Committee is conscious that it has a duty of care for those employees. The Committee will meet these responsibilities in the following manner -

- Ensure that departmental Health and Safety policies and procedures reflect best practice.
- Implement the Occupational Health Scheme throughout the States of Jersey.
- Develop a network which provides welfare support for employees.
- Develop initiatives which encourage employees to adopt a healthy lifestyle.
- Ensure that States’ occupational pension schemes represent value for money for both employers and employees.

STRATEGIC OBJECTIVE 8 - Enable human resource/personnel practitioners to fulfil their responsibilities

The Committee believes that the framework of human resource policies and practices that are applied within the States of Jersey will play a significant part in the development of a motivated and effective workforce. As a consequence, it is anxious

to enhance the contribution that the human resource/personnel specialists make to this and will take the following approaches

- Provide training and development programmes for human resource/personnel practitioners.
- Define, agree and communicate the level of service that is to be provided by human resource/personnel practitioners.
- Ensure the application of relevant human resource competencies and support the acquisition of appropriate professional qualifications.

STRATEGIC OBJECTIVE 9 - Ensure the provision of accurate and timely information to support the Human Resource Strategy

The Committee is clear that a vital part of managing States' employees is through the application of a comprehensive database in respect of those employees. Not only is this information required to operate a whole range of personnel practices effectively and efficiently, but it also allows for a more strategic approach to be taken in applying that data to predict future trends and human resource requirements. This will be accomplished in the following manner -

- Identify the corporate and departmental information required to support the States of Jersey's business aims.
- Identify and provide personnel information systems throughout all States Departments, applying information technology where appropriate.
- Provide training and support for the successful implementation of the personnel information systems.

STRATEGIC OBJECTIVE 10 - Ensure that posts are filled by appropriately qualified people

The Committee is aware that the States of Jersey will only continue to function effectively and efficiently if it can fill the posts that are required to provide the vital services for the local community with high-performing and competent employees. This objective has to be met within the labour market constraints that exist in Jersey. It will attempt to meet these challenges in the following manner -

- Ensure that States' career opportunities are professionally marketed within the States and externally.
- Achieve acceptable staff turnover levels.
- Ensure that all human resource policies support flexible working.
- Ensure that succession and career management approaches are applied in all States' departments to enhance recruitment and retention of locally qualified people.
- Develop policies and procedures that will increase the recruitment and training of local students.

Roles and responsibilities

Role of employees

The Committee believes that all States of Jersey employees want to contribute to the provision of the best possible public service to the Island. To achieve the Strategy's aim, therefore, every employee is invited to take personal responsibility for -

- adopting and being committed to its **organisational values** by taking them into account in the way in which they undertake their duties and work with their colleagues;
- supporting the work that will be undertaken to achieve the **strategic objectives** that have been identified as underpinning the attainment of this strategy; and
- being ready to challenge those who are not working in support of the approach that has been set out above.

Role of managers

The Committee believes that the role of managers is pivotal in the effective management of all States' employees. They have the immediate responsibility for ensuring the delivery of services to the local community and, as this can only be achieved through the employees for whom they have a responsibility, they need to ensure that these employees are managed and supported to perform to their maximum ability. The Committee therefore looks to all those who supervise or manage employees to engage with human resource/personnel practitioners in developing and supporting the Human Resource Strategy that has been set out above.

Role of the Human Resource function

As was noted earlier, the Committee believes that those in the Human Resource function have an important part to play in the effective development and implementation of the Human Resource Strategy. These specialists can make an important contribution to achieving the objectives that have been identified above by supporting and encouraging managers in the manner in which they apply the strategy within their departments. The Committee considers that the role that the Human Resource Function will play in future will be -

- To support the organisation in the achievement of strategic aims and objectives.
- To develop, implement, monitor and evaluate human resource policies, practices and procedures to ensure application within the framework of this strategy and relevant legislation.
- To provide advice and guidance to managers on human resource policies, assisting them to achieve business objectives and fulfil their responsibilities in managing and developing the employees for whom they have a responsibility.
- To provide an effective service which is responsive to the needs of, and is valued by, managers, employees, employee representatives and clients.

Role of the Committee

The Committee is convinced that it needs to take a strategic, integrated and coherent approach to the management of the States of Jersey's human resources, which will seek to prepare them for the challenges and difficulties of the future. In doing so, it recognises that, in order to succeed in this important venture, it will need to gain the commitment of both employees and all those who have a responsibility for managing those employees. It will be looking to its own officers and the other members of the Human Resource function in the States of Jersey to pursue with senior managers the development of business plans and targets which will be consistent with this strategy, the objectives and performance goals.

It will monitor progress in conjunction with departments over the next five years, and review what further adjustments might need to be made in the light of the constantly evolving working environment within the States of Jersey and the Island as a whole.