

## CAG Review of Compromise Agreements

### Action Plan

The Report, its comments and recommendations are helpful as a review of the current practice and previous recommendations. The adjustments suggested are useful to ensure improvements to procedures and practice continue to develop. Some recommendations reflect recent changes to legislation which are still embedding during this year as the first year of implementation.

	<b>Recommendation</b>	<b>Outcome</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale (nb all dates refer to end of month)</b>
R1 Accept	Routinely prepare action plans for implementation of Comptroller and Auditor General recommendations and monitor implementation against those plans.	<i>Plans will be available for review by Audit and /or CAG</i>	All Chief Officers must prepare an action plan covering the recommendations in the CAG report, and plans must be reviewed regularly.	CEO or relevant CO	On Going
R2 Accept in Principle	Take steps to embed the Code of Conduct for Ministers, including through arrangements for formal mediation between officers and Ministers.	The Chief Minister and the Chief Executive to meet with Chief Officers and Ministers to attempt to resolve any issues. If this fails then a formal mediator will be appointed.	Seb briefing and discussion on the proposal including recommendation of 3 <sup>rd</sup> party supplier	CM and CEO	Q3 2016
R3 Accept	Adopt a clear timetable for the roll-out of revised performance management arrangements across the States.	<i>Such a programme will be rolled out in accordance with the Workforce Modernisation Programme</i>	Pilot performance management process to be refined from pilots and a roll out programme for the SOJ to delivered to end of 2018. The Executive group to be the early adopters.	CEO/Director of HR	2016-2018

R4 Accept	Routinely report all compromise agreements to the States Employment Board	<i>All compromise agreements reported to SEB.</i>	Quarterly reporting	Director of HR and Director of ER	Immediate and on going
R5 Accept	Take steps to embed the revised and widened statutory responsibilities of the Chief Executive, informed by input from the Corporate Management Board.	<i>All CO's and SMTs have a clear understanding of the breadth and depth of the Statutory responsibilities of the CEO</i>	The Chief Executive to set out corporate objectives and responsibilities as well as departmental objectives and responsibilities.	CEO	By end of 2016
R6 Accept	Ensure that the documentation standards for cases leading to compromise agreements include communications with employees or their representative, legal advice, checking of calculations and a clear rationale for the proposed terms of an agreement.	<i>Clear standards developed and met on all cases</i>	The Director of ER and Head of Case Management will agree and implement a checklist to be followed by all Compromise agreements. All agreements will be logged and verified by the ER and Case team	Director of ER /Head of Case Mgt	Immediate and Ongoing
R7 Accept	Ensure that reports to and minutes of the States Employment Board include a clear rationale for exit terms proposed and agreed	<i>All SEB minutes provide rationale for exit packages</i>	Revise structure of reports to the SEB to ensure rationale and outcomes are clearly demonstrated with appropriate sign off of document submitted.	Director of HR /ER	Immediate and Ongoing
R8 Accept	Review the scope of matters explicitly covered in the contracts for CMB members against the best practice	<i>Reissue new contracts to all CMB in line with Workforce Modernisation</i>	Agree new contract format with LOD and CEO and issue.	Director of HR/ER	By the end of Q4 2016
R9 Accept	Introduce a formal input from Ministers into performance management for all CMB members	Chief Executive to ensure that Ministers are involved prior to the Performance Review and Appraisal to	Detailed consideration needs to be given to what is a sensitive area. Full consultation with stakeholders needs to occur , and	CEO /CM and Director of HR	Q4 2017

		ensure objectives are agreed and fulfilled	consideration of practice in other jurisdictions explored		
R10 Accept	Strengthen performance management through: <ul style="list-style-type: none"> <li><input type="checkbox"/> Inclusion of corporate targets for all Chief Officers, linked to strategic objectives, the Corporate Plan (when available) and the Public Sector Reform Programme;</li> <li><input type="checkbox"/> Cascade of corporate targets to other staff as appropriate; and</li> <li><input type="checkbox"/> Adoption of a standardised approach to evaluation and documentation of performance of Chief Officers.</li> </ul>	<i>See R3 Response</i>	See R3 response	CEO	2016-2018