Cabinet
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Deputy Raluca Kovacs
Lead Member States Annual Report and Accounts 2023 Review
Public Accounts Committee

BY EMAIL

21 June 2024

Dear Deputy Kovacs

Public Accounts Committee review of the States Annual Report and Accounts 2023 in relation to the Cabinet Office

Further to the Public Accounts Committee's (PAC) review into the States Annual Report and Accounts for 2023, responses to questions, and requests for further information on the Cabinet Office can be found below following the request on 3 June 2024.

Strategic workforce planning

1. **What has the SEB prioritized in relation to recruitment issues?**

   Please see the States Employment Board Annual Report for 2023 (Page 13) r.70-2024.pdf (gov.je)

2. **What are the consequences of a poor candidate experience in the recruitment process?**

   A good candidate experience should ultimately result in better hiring outcomes overall.

   A poor candidate experience may have adverse consequences including reputational damage, loss of talent, impact on employee morale, negative perception of the Jersey Public Service and unnecessary stress and frustration for candidates and recruiting departments.

3. **What document was created to address workforce challenges and how was it developed?**

   Workshops were conducted with departments across government to develop their strategic workforce plans. The workshops identified workforce risks and challenges that departments needed to address and opportunities for improvement. The associated actions are captured in departmental strategic workforce plans.

   The collated outputs of these workshops identified themes of government wide workforce risks and challenges that the Government needs to address corporately and these can be seen in the Jersey Public Service Strategic Workforce Plan.

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4. How many stages are involved in the workforce planning process that the departments went through?

There are six stages which include, define the plan; analyse the current workforce; forecast future needs; gap analysis; plan actions and strategies; and the final stage is to monitor and evaluate plans.

5. What are the main objectives of the Strategic Workforce Development Plan (SWFP)?

Department strategic workforce plans identify actions to address workforce gaps and to develop a sustainable skilled workforce for the future. The plans help departments to become pro-active; anticipating and preparing for future workforce needs and identifying workforce skills gaps, succession risk, wellbeing, and culture risks.

The overall Jersey Public Service Strategic Workforce Plan collates the outputs from department strategic workforce plans and offsites conducted across government to provide a clear overview of organisation-wide workforce risks and challenges, as well as the future capabilities required across the organisation. Collectively, the plans inform the Government's talent and learning and development programmes and also inform the corporate support required from People Services.

There are five priority areas identified in the Jersey Public Service Strategic Workforce Plan , see section 6.

6. What types of workforce challenges does the SWFP aim to address?

Department strategic workforce plans identify actions to address workforce gaps, risks and challenges and support a sustainable skilled workforce for the future. The department plans can therefore include actions covering many areas, for example recruitment and retention; learning and skills; talent development; youth engagement; wellbeing; and diversity, equity and inclusion. Each department strategic workforce plan will be different.

The overall Jersey Public Service Strategic Workforce Plan , identifies the government wide challenges and priority areas to address.

7. How does the SWFP plan to tackle current and future capability gaps?

There is a focus on developing a sustainable skilled workforce for the future through building and developing existing talent and focussing on growing our own talent in the Island - further details are identified in section 6, priority number 5 of the plan.

The plan also identifies the future capabilities required across Jersey Public Service as highlighted in section 7 of the Jersey Public Service Strategic Workforce Plan . As part of this plan, the Government intends to incorporate the need for these skills throughout the employee life cycle and plan to incorporate them into any future talent programmes.

Through this programme of work on Strategic Workforce Planning, the need for further tools to support departments in the areas of succession planning and identifying skills gaps was highlighted. The strategic workforce planning team has now developed a

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succession planning toolkit and training material. In addition, a training needs analysis training session and toolkit has been developed to support managers and learning leads in identifying and addressing any skills gaps in their areas.

8. **What approach is being developed to address workforce risks and challenges according to the SWFP?**

   Department strategic workforce plans identify actions to address workforce gaps, risks and challenges. As noted in question 6, the plans can include actions covering many areas. Each department plan will be different and departments will focus efforts on areas that can have the greatest impact and add the greatest value as they only have a finite amount of resources.

   In terms of the overall [Jersey Public Service Strategic Workforce Plan](), there are five priority areas as identified in section 6.

Project team support and Delivery Unit

1. **What task was assigned to the Delivery Unit within the Cabinet Office regarding recruitment?**

   The Delivery Unit was tasked to deploy its change and improvement skillsets and work alongside peers in Children, Young People, Education and Skills (CYPES), Health and Community Services (HCS), and to support improvements in recruitment (see subsequent questions for results).

2. **What was the purpose of establishing a proof-of-concept service model by the Delivery Unit?**

   A discrete area was identified where the Delivery Unit could implement fast change; facilitate rapid adoption of lessons learned; adapt services; and build momentum for wider adoption. In this case a proof-of-concept in Education provided insights subsequently applied in Children's Social Care and Health.

3. **What digital resource was created to support the recruitment of primary school teachers and teaching assistants?**

   As stated on page 9 of the Annex "Government Department Annual Reports" a dedicated microsite for teaching and teaching assistants was created.

4. **How many primary teachers, teaching assistants, and secondary teachers were recruited through the pilot program?**

   As stated on page 9 of the Annex "Government Department Annual Reports", 34 primary teachers, 55 teaching assistants and 42 secondary teachers were recruited through the pilot programme

5. **By when was recruitment to all primary teaching roles completed?**

   As stated on page 9 of the Annex "Government Department Annual Reports", at the start of September 2023 term, recruitment to all primary teaching roles was completed.

6. **What aspect of financial management is the Financial Recovery Plan (FRP) focusing on?**

   Questions 6, 7 and 8 do not relate to the activities of the Delivery Unit or the wider Cabinet Office and are also outside of the 2023 accounting year. It is suggested that they would be more appropriately addressed to the Chief Officer of Health and Community Services.

7. **How many individuals have been recruited to vacant posts in the year-to-date under the FRP?**

   See answer to Q6 above.

8. **What percentage of the total hires expected across the public service in a normal year does this year's recruitment represent?**

   See answer to Q6 above.

9. **What areas did the Delivery Unit Project Team support in its first year of operation?**

   As stated on page 9 of the Annex "Government Department Annual Reports" the Delivery Unit supported key worker recruitment, key worker accommodation, children's social care, healthcare and island workforce.

10. **How did the Delivery Unit Project Team enhance its capabilities and service offering?**

    Enhancement included recruiting project officers (from no officers in 2022 to four officers at the end of 2023), developing a methodology to approach delivery projects and building a shared toolkit of resources.

11. **What specific priorities did the Delivery Unit Project Team assist with to improve front line services for Islanders?**

Project	Priority
Keyworker recruitment	• Economy and skills • Children and families • Community
Keyworker accommodation	• Housing and cost of living • Economy and skills • Children and families • Health and wellbeing • Community
Children's Social Care	• Children and families
Health care and Island workforce	• Economy and skills • Ageing population • Health and wellbeing • Community

Talent Acquisition and retention

1. **What caused the delays in the delivery of the new Talent Acquisition recruitment and onboarding functionality in 2023?**

   There were many releases to the overall Connect People system and it was important that Connect People – Employee Central was in place and embedded prior to rollout of Talent Acquisition. Firstly, as Employee Central provides much of the information that Talent Acquisition is based on and secondly as the programme and the organisation did not have the capacity to focus on both the release of Connect People - Employee Central and Connect People - Talent Acquisition at the same time. Once Connect People – Employee Central was rolled out, focus was then placed on making sure the programme was ready for the release of Talent Acquisition and that the business was ready to accept this new release and new process. The implementation of Talent Acquisition was phased across Government, focussing on a few departments prior to rolling out to the whole organisation on 22 April 2024.

2. **When is the implementation and roll-out of the new Talent Acquisition system now scheduled to take place?**

   Connect People –Talent Acquisition was phased across Government and was fully live across government on 22 April 2024

3. **How will the new Talent Acquisition system improve the experience for hiring managers and applicants?**

   Talent Acquisition provides new functionality in Connect People that changes the way recruitment and onboarding across the organisation is managed.

   Hiring Managers have direct access to Talent Acquisition functionality so that they can manage their own recruitment activities. Recruitment information is saved in one place and is available for Hiring Managers and Recruitment Teams to view information in real time.

   Talent Acquisition enables managers to own their recruitment, gives them greater control of the process allowing them to move faster, and create a more positive experience for candidates.

4. **Why was it not possible to report on the average number of calendar days of the recruitment process in 2023?**

   Data was not available through the Talent Link Recruitment system in operation during 2023.

5. **What new data regarding external hires was reported for the first time in 2023?**

   New external hires leaving within 12 months of joining government.

6. **How did the SEB prioritise addressing recruitment issues in key professions during 2023?**

   Please see page 13 of the States Employment Board Annual Report for 2023 r.70-2024.pdf (gov.je)

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7. **What was the initial target percentage for new external hires leaving within 12 months, and how did the actual figure compare?**

   See [Internal reporting of SPMs Q4 Working Document.xlsx (gov.je)](). The target was set at 'at most' 20%. The Government reported in the Q4 2023 SPMs that only 6.6% of new external hires left within 12 months.

8. **What was the purpose of the review of the exit interview process, and what is the current status of its recommendations?**

   SEB requested a review of exit interviews specifically in Health and Community Services (HCS). This review was one of the tools used to get a better understanding of the reasons for employees leaving. The report has been considered at the HCS Executive Leadership Team and at the HCS Advisory Board, which accepted all the recommendations. A paper is due to be presented at the next People and Culture Committee within HCS on how the recommendations will be implemented. The recommendations are a mixture of process changes, which are relevant across the whole of the Government and will be implemented in partnership with People Services, and thematic issues which are picked up in the existing HCS Culture change plan.

   These recommendations will be incorporated into reviewing the exit interview process across government.

Additional questions:

1. **Which departments gave briefings to their respective Minister in relation to their performance across 2023? Can the PAC also be provided with links to these briefings in confidence for its own awareness/information?**

   The Cabinet Office supports a number of different ministers. There is a regular cycle of reporting in place across Cabinet Office to ensure ministers are briefed on all aspects of the department's work, including performance and budgets.

2. **Can you please confirm whether you are providing quarterly reports to Ministers in relation to performance/budgets, and in what format do these briefings take place?**

   See above.

3. **Are there any areas where performance has been affected since the re-prioritisation of the Government Plan?**

   Work on re-prioritisation of government activities has been taking place during the course of 2024, as part of the process of developing the Common Strategic Policy and Government Plan 2025. This is outside the period covered by the Annual Report and Accounts 2023 and is more properly a matter for ministers to comment on.

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I trust this provides you with all the information you need but let me know if there is anything additional you require.

Yours sincerely

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