

# Team Jersey Programme Phase One Report





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# 1. Executive summary

The Team Jersey Culture Programme is central to the transformation the Government of Jersey (GOJ) is seeking to achieve over the next five years. It will help define and deliver a positive workplace culture that connects people and services, builds trust with citizens and energises and upskills colleagues to be able to work at their best.

The Programme is a unique, once in a lifetime and exciting opportunity to establish the GOJ as an employer of choice on the island. It is an opportunity to help create a world-class, progressive and future-proofed public service that will have a global reputation for innovation, transparency, and responsiveness.

There are many challenges and barriers that currently exist in the organisation. These are not unique to the GOJ. There is, however, a combination of circumstances and issues that will make the cultural change challenging.

1.1

The scale and pace of change that the organisation is currently going through is placing significant pressure on the organisation's systems and its people.

1.2

Long-term under-investment in the people processes and the IT infrastructure of the organisation has resulted in significant challenges now being faced to modernise, transform and create a positive workplace culture.

1.3

The current people processes do not help in building a positive workplace culture. We recommend you undertake an extensive and ongoing programme of work to improve and integrate your people systems and processes.

1.4

We believe that the prevailing attitude of most colleagues working for the GOJ provides some real opportunity to build on strengths. The pride of public service colleagues in their work and their passion for, and commitment to the island is apparent. We believe that they must be supported with investment in their skills, careers, wellbeing and the systems and structures that support them in delivering services to islanders.

1.5

There is evidence of a negative workplace culture in parts of the organisation. We have heard of a culture of fear and blame being prevalent. Bullying and harassment and a tolerance of poor workplace behaviour is evident. There are some positive steps being taken to begin to address these negative aspects of culture, however there is much more to be done.

1.6

Based on the evidence we have from our Phase 1 discovery work you must use the Team Jersey Programme to invest in and upskill your leaders and managers in several areas. These include addressing poor behaviour and encouraging positive behaviours, leading change successfully and engaging fully with their colleagues.

1.7

Leaders must highlight the strengths and good work going on in the organisation and build on these. This does not mean that the case for change in behaviour and culture is diminished. Creating a sense of inclusion for colleagues in making changes is important. The tone and style need to be positive and inclusive.

1.8

All colleagues must be involved in creating a positive workplace culture. Colleague involvement and engagement is essential, and the Team Jersey Programme will be central to success.

1.9

Politicians are also vital to the success of this work. They must be fully engaged and involved in the Team Jersey Programme. We recognise that there is a need for further engagement with elected politicians.

1.10

We recommend a refresh of your organisational values in helping to create a positive workplace culture. This should not be a wholesale rewriting or redefinition. You should specify the behaviours expected of people. Making them more relevant to peoples working practices and specific to Jersey is a first step.

1.11

Our recommendations are wide reaching and require ongoing commitment to creating a positive workplace culture from all stakeholders, including colleagues, leaders, managers as well as politicians and external partners.

1.12

We believe there is an appetite for creating an inclusive, fair, open and positive workplace culture from all those we have spoken with. There are challenges and it will require enthusiasm and long-term commitment. Building on the strengths we have seen and heard about in GOJ as well as honesty about what needs to change will be vital to your success.

*\* This report does not contain recommendations relating to IT Infrastructure or the Government of Jersey Communications Strategy. Both of these are outside the scope of this report.*

## Recommendations in brief

We have been asked to provide recommendations on the scope of the roll out of the Team Jersey Programme. These are focused on Phases 2 and 3 of the programme. Phase 2 is the deployment of a wider engagement and development programme for all managers and colleagues to help create a positive workplace culture. Phase 3 is about building and shaping internal capability in the people systems and processes to create positive cultures.

Our recommendations are based on our findings and insight gained from Phase 1.

### 1.13.1

## People, systems and processes

We recommend you invest in and undertake an extensive and ongoing programme of work to improve and integrate your people systems and processes. This work must be part of the development of a comprehensive People Strategy. Within this there should be a focus on recruitment; onboarding and induction; talent and leadership development; wellbeing and absence management. There is a need for further work developing the approach to performance management. This should build on the interim system My Conversation My Goals.

### 1.13.2

## Improved leadership and management capability

#### 1.13.2.1

We recommend the design and delivery of a comprehensive leadership programme to be delivered to all people managers. It should be designed to address the barriers and issues we have identified in this report.

#### 1.13.2.2

The leadership programme must be part of the wider approach to strengthening leadership and management capacity and capability in the GOJ. We recommend you focus on developing a long-term and sustainable approach to building leadership capability across government.

### 1.13.3

## Senior leaders focus on Team Jersey

We recommend senior leaders maintain a clear focus on the way changes are communicated and the progress of the Team Jersey Programme. We recommend a series of development sessions with senior leaders over the next 2 years of the programme to ensure accountability and focus.

### 1.13.4

## Positive culture champions - Team Jersey leads

We recommend the ongoing recruitment, training and support of workplace culture champions. This has already commenced with the recruitment of Team Jersey Leads.

### 1.13.5

## All colleagues involvement

We recommend that you run a comprehensive programme of colleague workshops and events within the Team Jersey Programme. These should be focused on creating a positive workplace culture.

### 1.13.6

## Involving politicians

We believe it is essential that elected politicians are part of creating a positive culture. We recommend that a representative group of States Members are invited to become positive culture champions. A similar programme to the colleague Team Jersey Leads Programme should be launched. We also recommend you invite all elected politicians to an ongoing series of Team Jersey workshops to inform and update them on progress of the Team Jersey Programme. We acknowledge that we have not been able to undertake a fully comprehensive engagement process.

### 1.13.7

## Engage with employers in the island

We recommend you establish within the Team Jersey Programme a workstream of engagement with employers to create a coalition of support in your culture and transformation work.

### 1.13.8

## Cross-government engagement

We recommend that manager and colleague culture programmes should, where possible, be cross-departmental. There are, however, in some departments, immediate and pressing challenges to creating a positive workplace culture. We therefore recommend that senior leadership work with us to identify where there may be urgent priorities within departments and teams.

### 1.13.9

## Organisational values

We recommend that as part of the Team Jersey Programme a workstream focused on communicating to all employees what the values are and what behaviours support them is launched. We recommend you undertake further work to adapt and refresh the values. The values should be embedded in the people processes and this should be undertaken as part of the review we have recommended.

## 2. Introduction

### 2.1

The GOJ has described its ambition as a government: for all islanders to enjoy a good quality of life, in a fair and balanced society, sustained by a prosperous economy and outstanding, modern public services

### 2.2

Central to realising this ambition is creating Team Jersey. It is a significant and long-term programme, focused on building a positive workplace culture across all government departments. Part of its remit involves embedding and supporting the attitudes and behaviours that enable people to be confident and skilled in their work and feel inspired to deliver excellent services to islanders.

### 2.3

TDP was chosen as the partner organisation for the GOJ to deliver the Team Jersey Programme in September 2018. As part of the first Phase of the programme we were asked to undertake wide-ranging engagement and discovery activity to help understand better the current culture and sub-cultures within the organisation. We were asked to identify which aspects of culture are positive and should be encouraged and built upon and what needs to change. We were also asked to identify the potential barriers to creating a positive workplace culture.

### 2.4

We were asked to provide recommendations about the organisation's values, the scope of the programme, how to build on-island capability to support positive culture and how to become a learning-organisation where people thrive and contribute effectively to the organisation's outcomes.

### 2.5

We define organisational culture as the attitudes, behaviours and beliefs that are prevailing in the organisation and which are experienced by colleagues, islanders and stakeholders. We recognise that there is often a range of cultures experienced in different parts, or in different teams, within an organisation as complex as the GOJ. We have focused in our work on what is perceived to be prevailing cultural themes across government.



# 3. Context

## 3.1

The Team Jersey Programme has been launched at a time of unprecedented change across the GOJ. The introduction of new Target Operating Models (TOM) within all departments, as well as ongoing negotiations on pay, has created a challenging working environment. Team Jersey is intended to support colleagues through the changes as well as help build capability and resilience in the workforce. We recognise, however, that people's views and perceptions of existing organisational culture are influenced by their current experience and the uncertainty that large-scale rapid organisational change inevitably brings. Many of the issues and barriers we have identified have their roots we believe in long-term under-investment.

## 3.2

This report details our findings about the organisational challenges and barriers, our findings and insights into the prevailing culture, both positive and negative and our recommendations for the future work of the Team Jersey Programme.

# 4. Methodology

Our remit in the discovery phase was to listen to and understand the views and experiences of a range of groups about the culture of the GOJ. We have listened to those views and have collated the key themes that emerged from all the feedback we received.

## 4.1

### GOJ colleagues

#### 4.1.1

We believe that we needed to create an engaging and inclusive approach to gathering the views of the people working within the organisation. We provided an opportunity for colleagues to have a structured conversation with us about their perception of the culture that they work in. People were asked to talk about what they believe colleagues and the GOJ should stop doing, what people and the organisation should start doing and what people and the organisation should continue to do and improve on to create a positive culture. We also asked people to talk about what helped them be their best at work and what stopped them delivering their best.

#### 4.1.2

We held 32 of these conversation events across all Departments and a further 8 which focused on people processes. In addition to these, we ran a series of 10 larger events which brought together people from across all government departments. In total 752 people contributed their views. We were unable to fully engage with teaching staff as part of our phase one research. This was due to ongoing industrial action and release issues.

#### 4.1.3

We conducted one-to-one interviews with 48 senior managers and leaders within the organisation to understand their perception of the workplace culture and their views on the systems and processes that are live in the organisation.

## 4.2

### Stakeholders

To gain an understanding of the views of key stakeholder organisations who interact with the GOJ we held a series of focus groups with people representing the Third Sector, Arms-Length Organisations (ALO) and employers on the island. These focus groups were aimed at gathering perceptions of the workplace culture across the Government. We also conducted a series of one-to-one interviews with senior leaders of key employer organisations on the island. We had 42 people attend these groups and 24 were interviewed.

#### 4.2.1

### Islanders

We visited several community groups to gather the views of islanders about their perception of the culture of the government departments they interact with, including the Women's Institute, Mother and Toddler groups and Youth Clubs. We had discussions with people about their experience of the attitudes and behaviours of colleagues in government departments, what they felt was positive and what needed to be different.

## 4.2.2

### Politicians

We have conducted a briefing session and a focus group with States Members. These sessions were attended by 18 elected politicians. We acknowledge the need for further engagement sessions with politicians during the coming months.

## 4.2.3

### One Voice Survey

We have reviewed existing published data from the One Voice Survey conducted in 2018. We have compared this data with the views expressed to us in the conversation events and it confirms many of our findings published in this report.

## 4.2.4

### System review

As part of our discovery phase we have conducted a review of the people processes and systems which has helped us understand some of the organisational challenges and barriers the GOJ faces and which will have an impact on creating a positive workplace culture.

# 5. Barriers to creating a positive workplace culture

Part of our remit is to identify the current barriers to creating a positive workplace culture across the GOJ. These will need to be addressed over the next few months and years as the GOJ moves forward in its modernisation and transformation journey. We outline our findings from our research work within the GOJ.

## 5.1

### Financial constraints and budgets

#### 5.1.1

Several significant challenges were identified across all the colleague groups we have spoken with about budgets and financial resources. These include reduced departmental budgets, which many viewed as having a negative impact on people being able to deliver services to the required standard. People regularly expressed the view that they were expected to deliver the same outcomes with less money.

#### 5.1.2

Many people shared with us that they felt that funding streams were inconsistent and there was poor financial control across the departments. People expressed frustrations with the budget process. They wanted a proactive, consistent and longer-term budgeting and planning process. We believe there is a requirement for colleagues to receive development and training to help them to understand better the budgeting and financial planning process.

"We should stop spending, or wasting money, if we are not adding value."

"There is no way we can carry the budget over in to the next financial year."

"The annual budget cycles are very restrictive."

"We should start budgeting early and allow the budget to be carried over."

## 5.2

### Pay disputes

As highlighted earlier, the Phase 1 Team Jersey engagement and listening exercise was launched during ongoing pay negotiations across the public service. Many colleagues we talked to expressed their frustration with the pay offers made and the ongoing pay negotiations. There were numerous issues raised including perceived inequality of offers across different groups as well as the size of pay increases offered. This is undoubtedly having a negative impact on colleague morale.

"We should receive cost of living pay rises."

"Pay structure inhibit career progression."

"Employees should be getting equal pay for equal work."

"We are losing pace with the cost of living. It is below inflation."

## 5.3

### Loss of experienced workers

Many people across the colleague groups highlighted their concerns about the loss of experienced workers over recent years within their departments and suggested that it will be difficult to replace this knowledge and skill base quickly.

"When good people leave who have been here a long time, we lose that historic knowledge they have and their organisational memory."

"We have a loss of knowledge and skills when we lose key people to other parts of the organisation."

"Expertise and knowledge is disappearing across the organisation."

## Use of interims and consultants

A key issue that also emerged is concern about the number of interim colleague members and consultants being used to fill key roles across various departments and the impact this could have on providing a sustainable service.

“We need to stop relying on interims/consultants. We have too much dependency on them and spend too much money. We should use this to invest in our own staff's skills.”

## Working environment

The physical workplace is viewed by many as sub-optimal. We heard from many people that there is a poor working environment which reflected a lack of investment. Generally, the buildings people work in are perceived as being run down and in need of modernisation. This view was not expressed by all and there was an acknowledgement that there had been investment in some departments' working environments; for example, Customer and Local Services and Children, Young People, Education and Skills.

For some people, the layout/geography of office buildings prevents them from achieving optimum outcomes, especially if teams are spread across more than one site. This is compounded by the restructuring of departments and the transition to new TOMs.

During this discovery phase the migration of departments from Cyril le Marquand House to the Broad Street offices was imminent. Those people affected by the move were unsure as to how the new working environment would impact on their performance. People described having moved several times to new locations which historically have been disruptive and unsettling.

"Hot desking is a disaster."

"Stop pretending that open-plan offices work for everyone just to save money."

"It's an aged, poor working environment with a lack of investment."

"When we are all in the same building it helps with communication."

## 5.6

### Information technology

#### 5.6.1

We asked people if they have the tools to do their jobs effectively. There was an inconsistency across the responses. For some people, equipment is viewed as adequate, some individuals have computer equipment allowing agile and mobile working. However, for many people such equipment is viewed as outdated and inefficient with a perceived lack of investment to renew and upgrade to ensure that everyone has access to the same level of modern efficient equipment.

#### 5.6.2

Most people felt deeply frustrated with IT, with the systems, equipment and the support they receive when their IT goes wrong. We heard of poorly integrated systems and networks affecting how people can do their jobs: the wireless bandwidth is slow, regularly breaks down and people are on different networks that don't talk to one another. This is a key issue in Children, Young People, Education and Skills, where there are two different networks that do not integrate properly. People also perceive that there is a lack of support or training for colleagues to use existing IT equipment and systems.

"There are several IT systems and none of them communicate with each other."

"The equipment we have is not necessarily appropriate for the jobs we do"

"We need better tools to do our jobs remotely."

"We have two networks; one for education and one for government and they don't talk to each other."

"The systems we have are not fit for purpose."

"We need to stop introducing systems without full training."

## 5.7

### Engagement of colleagues - leaders and managers

#### 5.7.1

The lack of engagement with colleagues by senior leaders and management is perceived by many people as being an issue across all departments. The phrase "loss of goodwill" came up frequently. There is a view that people go above and beyond their role, but this is under threat due to people not feeling valued, recognised or supported. This was often referred to in the context of current pay negotiations and the amount of change that is being introduced.



### 5.7.2

Many people expressed the view that they want to be consulted with more and listened to during the change processes.

### 5.7.3

We heard that most people have a good relationship with their direct line managers. Where people have problems is when the line manager is new to the team, or new into a management role, and does not fully understand the workings of the department or how to manage a team. We heard frequently that people would like to see more investment in the development of new and existing managers.

### 5.7.4

There was a consistent view expressed that managers and leaders across all departments would benefit from improved training and development. There is a perceived lack of people management and leadership skills, which impacts on colleagues' ability to do their jobs effectively. People told us that often managers have been promoted on their technical skills and do not have the required skills to lead and manage well. There were examples given of recent leadership and management development programmes being offered to managers. These were viewed positively, but not made available to a significant number of managers. One of the skills lacking in management roles was that of change management.

### 5.7.5

Many people told us that they felt they did not always get the support they need from senior managers. When people felt that they or their service were being criticised by the public/media, they expressed the view that senior management was often not visible. People want their senior managers to have more presence doing "back to the floor" exercises and learning about the department. They also want senior management to be more approachable and accessible.

### 5.7.6

Individuals also spoke of being bullied or being treated negatively and not receiving the support they needed from management to tackle this behaviour. We will refer to bullying and harassment in a later section of this report.

### 5.7.7

People want inspiring leaders and positive behaviours and values to be role-modelled. Many told us they wanted to see their leaders as being authentic, behaving with integrity and in an open and transparent way.

### 5.7.8

People felt that currently there was an 'us and them' mentality between colleagues and senior management and that there was a perceived barrier between the two.

"Having clear direction from the top would help us as managers to be clearer with our teams on what is happening."

"Some people don't feel comfortable speaking with senior management."

"The decision makers are not asking, they are not listening, and they are not interested in solutions."

"Senior management don't stop us from doing our work but there is a lack of support from them and inconsistency in how they treat people."

"Our goodwill is being burnt out because we are being under appreciated."

"It feels like there is a disconnect with management and us, they ignore and undervalue the knowledge the staff has of our citizens."

"There is a lack of leadership understanding of the operational challenges we face, and the other way round – people on the front line don't understand the organisational objectives."

## Alignment of politicians and civil service

We were told by many people that they feel there is often a lack of alignment between politicians and public servants. There is an absence of clear and effective processes and opportunities for politicians and public servants to interact. People told us that politicians can interfere inappropriately with the work colleagues are doing. Disappointing behaviour toward colleagues from politicians was raised on numerous occasions and a recognition that this has a detrimental impact on creating a positive workplace culture.

"There is a lack of political understanding as to what we do, we find the politicians unsupportive and they are unable to make decisions."

"We need to start involving politicians/ political colleagues with public servants through connecting and being able to challenge mistakes. We could feedback to them and get help with our professional development."

## Organisational change

We have acknowledged already that we have engaged with people during a period of significant organisational change. The conversation events, interviews and focus groups have all taken place against a backdrop of rapid and unprecedented change affecting all the people we have spoken with. Most people recognise the need for changes in the way the organisation delivers services, as well as the need to modernise structures, systems, processes and ways of working. They are supportive of the changes. However, the pace and scale of change is seen as challenging to morale.

Many told us they are unclear about the changes that are taking place and why they are happening. People are currently unsure of what the new organisation structure will be, they feel they don't have clarity over who the new leadership teams are and who is in which role.

### 5.9.3

With such significant change there are inevitably high levels of uncertainty relating to job security and people's role in the organisation. We would expect uncertainty at this stage of a change process, we note levels of uncertainty are very high and are affecting many people's motivation levels and their work performance.

### 5.9.4

People believe that the vision for the future organisation needs to be more clearly articulated by senior leaders and politicians and the plans for achieving that vision to be shared more widely.

"I don't even know who I work for at the minute!"

"There is so much change happening at the moment we are unable to keep our work going on the right path."

"I'm not open to change, we've done it already so I am not trying it."

"There is a lack of clarity over roles, who is who and the new processes."

"There is uncertainty and paranoia around job security."

"There is uncertainty around the pace of change. It is causing anxiety and disengagement."

"Change is not communicated to staff properly and this is causing nervousness between teams."

"Don't try and change everything – not everything needs to change."

"We are implementing change without considering the impact that this has to all staff and departments."

"The scale of change is too big, it's difficult to grapple with."

## 5.10

### Colleague communications

#### 5.10.1

Communication to colleagues by email is a key issue that emerged across all colleague sessions. It was raised repeatedly that people believe they receive too many emails; the emails they receive often don't have the correct information or they are received at an inappropriate time. We regularly heard the term "death by email" which referred to the number of emails people receive and that it was perceived as "communication for communication's sake".

#### 5.10.2

This perceived overload of email communication is resulting in people not reading or deleting emails. The reason often given was because it comes from a central email address, is an all colleagues or manager email and is viewed as not always relevant to them.

#### 5.10.3

People felt that occasionally the tone of the email communications was patronising. People also highlighted a lack of communication cascade or team briefing sessions by managers. There is a need to develop alternative and complementary ways of communicating to colleagues beyond email.

"There is a lack of communication within teams and departments, and also between senior management and staff."

"We have a constant stream of emails and don't know what is important. They are being devolved too much."

"We receive a huge amount of email communication, but we don't have time to read it all."

"The comms we receive has no real message or provides info on how, what, why."

"We need regular comms to all staff explaining the changes so we don't hear it through the media first."

## 5.11

### Feedback systems

Individuals felt that they did not have a platform to provide constructive feedback to management or peers. We heard that when feedback has been given previously it has been offered when something has gone wrong and generally there had been a negative and unhelpful response.

"We should be able to discuss and challenge the decisions made and feel empowered to do so."

"Stop telling us we aren't doing things right."

## 5.12

### Colleague learning and development

#### 5.12.1

All colleague groups raised the issue that there is generally a lack of training and development for colleagues. Some people believe they had reasonable access to training and development, but it usually depends on their level in the organisation or which department they are in. Those who need to have regular technical training such as legislation updates, mandatory technical training (i.e. emergency services, social security, education and health) were satisfied with the training opportunities they received.

#### 5.12.2

However, a majority were dissatisfied with access to training and development, citing a lack of internal courses and limited release time to attend due to lack of personnel resource cover. We also heard issues of line management preventing people attending training or Continued Professional Development (CPD) events, as they didn't see it as relevant or beneficial for that person's development

"There is a lack of learning and development and CPD internally and not all line managers support their teams to take part in development."

"There is a reduction in the amount of CPD opportunities compared to what it used to be either for not having the time to do it or we have to put in a business case to attend."

"We receive on-going, role specific training."

"People's development is not being encouraged."

"We should target training for those who specifically need it."

5.13

### Lack of career progression

Many people raised the lack of career progression in their departments and across the Government. This is linked to lack of opportunities in the existing structures of the departments coupled with a sense that the departments are not growing talent from within. It is perceived that limited internal career progression and a lack of succession planning has often resulted in the appointment of external candidates for new vacancies.

"There is a lack of career pathway within our department – it's dead man's shoes; there is no way of going forward."

"We should create a career pathway linked to skills development plan and cross departmental moves and shadowing opportunities."



## Feeling undervalued

Significant numbers of people expressed their view that they do not feel valued currently by senior managers. The consistent theme was that people felt undervalued as a result of pay offers and the ongoing pay negotiations. There is also a perception that people have been told that their working practices historically are not good enough and that they must make improvements. People told us that there has not been enough emphasis on the things that people do well in their work. People do not feel included in the change. Many people do not believe that good work is recognised enough and that there is too much focus on what is not working rather than on what is.

"There is no recognition of the work I do from senior managers."

"Interims come in and made SOJ staff feel worthless."

"Stop patronising staff – not all reward boards or recognition systems work for everyone."

"The One Gov awards didn't feel timely – to do so soon when people are still uncertain of their futures. We don't get a thanks or well done normally so it felt inconsistent and insincere."

"We get asked for our views and then they ignore what we say."

"Instead of focussing on repairing and improving problems and celebrating good all have been treated as problems and swept up as part of this process."

## Negative public perception of the civil service

A key theme that emerged across all the colleague groups was that there is a negative perception of the civil service by the public of Jersey. This negativity was mentioned numerous times in the groups we spoke with. There were occasions when individuals told us they disliked telling people that they worked in the civil service due to the negative reaction they received. Peoples views were that the hostility and negative perception was often fuelled by the Media which ran critical editorials and articles contributing to the sense of negativity.

"We receive unjustified press and negative publicity."

"The media portrays us as 'parasitic States employees'."

## People processes

As part of our discovery work on the Team Jersey Programme, we have undertaken a review of the people processes within the GOJ and their impact on creating a positive culture. We held a series of 4 colleague and 4 manager focus groups, as well as interviews held with 48 senior managers. We also conducted a desk top review of key people processes. Our findings from this work support many of the views expressed in the conversation events.

There are several people processes that significantly impact on the creation and sustainability of a positive workplace culture. In consultation with the People Services senior leadership team, we prioritised the top 4 processes to be reviewed: Recruitment, Induction and Onboarding, Absence Management and Wellbeing and Talent and Leadership. It was agreed that there will be further development of the approach to performance management. This will build on the work recently undertaken relating to My Conversation My Goals.

## 5.17

# Recruitment

### 5.17.1

People talked about wanting a clear, simple, quick and consistent recruitment process, with inspiring recruitment strategies, attracting candidates from a variety of sources with the required skills, who are keen to join the GOJ.

### 5.17.2

We identified weak and unsatisfactory processes which did not provide a positive candidate experience. There is under investment in IT which is falling significantly short of what is required. The processes are bureaucratic, slow and difficult to navigate. They are impersonal and inflexible with too much paperwork and duplication. There is a requirement to follow up and check on all elements of the process, with significant potential for human error.

### 5.17.3

Fundamentally, there is a priority to attract good candidates. To do this there is a need to create attractive job descriptions and advertise them effectively. The brand of the Jersey public service doesn't always achieve this and the result is a lack of good candidates and temporary appointments often being made. This undermines the workforce.

### 5.17.4

Improvement in recruitment training is required to make the process more effective. There is a lack of manager confidence in recruitment methodology; they don't necessarily understand the options, with no-one to guide them through the process. There is limited interview accreditation or quality assurance which adds to the problem. There is no consistency in recruitment targets and standards.

### 5.17.5

There is also a need to improve the People Hub experience, alongside Talent Link, which are not considered fully effective. Repetition is significant, with manual form filling that subsequently has to be duplicated online. We received feedback that some departments are consequently doing recruitment 'in-house'.

"There is such a long-winded process to get people in. We have to look after them without any support and training – this can impact on staff mental health and stress."

"Recruitment is an issue – we are not getting the right people through the doors."

"We are failing to allure the right type of staff."

"We need to make the States an attractive place to work again."

## Onboarding and induction

### 5.18.1

There are inductions being carried out at a departmental and team level which fulfil a basic need, but these are inconsistent and do not give a corporate message. A clear process that welcomes people and educates new starters on the GOJ, the department and the local team is what is being asked for. Having no corporate programme means departments do their own thing leading to inconsistent messages and expectations and perpetuating a “silo mentality”. There is a lack of a cohesive or clear process and materials to deliver a corporate message. Any corporate induction should integrate with local induction.

### 5.18.2

The manager’s role is not clear in onboarding and induction. There is an assumption that managers have the knowledge to deliver, yet no mandatory training is provided. Using experienced colleagues to train new recruits would improve quality and efficiency. This is felt to be an arbitrary process currently.

### 5.18.3

There is a poor colleague experience, especially for external recruits. There is a requirement that someone owns the process and establishes an IT set-up for new starters. Late paperwork (contracts) is seen as a big issue within the systems. Clarity needs to be provided on timeframes to complete the process and understand defined roles and responsibilities.

“We need the following inductions: corporate, departmental, for new managers (this is key) from outside, but also new management who have been promoted, so they understand the policy.”

“We need an appropriate way to onboard new employees and welcome them to Jersey.”

“There is a lack of corporate processes such as induction – we run our own departmental one.”

## 5.19.1

There is a desire for a process and framework that identifies and grows talent within the Government. Access to resources and support that enables talent to develop, either formal training or practical applications, such as secondments, is needed. There is a requirement to develop an end-to-end talent framework. Leadership needs to focus on identifying what capabilities are needed for the future and share this with the organisation. Currently, there is no consistent approach to identify talent available in the GOJ. There is a perception of favouritism toward those who are offered professional development, rather than it being on merit.

## 5.19.2

We heard a clear message that the organisation needs to grow its own talent. Investment is needed in training and development to grow future senior managers. This means investing in developing personal skills, instead of just professional skills. A lack of effective performance coaching also hinders talent management and development.

## 5.19.3

The retention of talent could be improved. A process is required to reward high performers. In some departments talent is being lost to the private sector. Finding development opportunities for existing colleagues which harness the talent of all colleagues, focusing on developing and utilising strengths is needed.

## 5.19.4

There is limited use of secondments, which would give talented people the experience needed for senior roles. There is no process to encourage or help those who want to develop, as the performance review process is used inconsistently or not at all.

“There is a pool of talented people whose skills and knowledge are not being used effectively”

### 5.20.1

People would like policies and procedures that are easily understood and followed, with meaningful 'Return to Work' (RTW) interviews and a consistent approach to wellbeing that links positively to attendance and productivity.

### 5.20.2

Management Information (MI) is an issue with a lack of consistency in data collection. A lag exists between data and MI. Automatic process reminders (e.g. absence conversations) would remove human error in the process. The process is viewed as reactive, with the focus being on disciplinary and performance issues. Departments are not consistent in following the current policy. The process is seen as heavy handed, leading to presenteeism being prevalent. Return-to-work interviews are widely used but feedback is that people feel it is a tick box exercise.

### 5.20.3

The wellbeing agenda is inconsistent in approach, without the proper focus or importance placed on it, though this is not the case in all areas. The focus is primarily on absence. There needs to be a proactive and preventative wellbeing strategy put in place. Support and education for managers and colleagues is required for managers to give a link between absence and supportive measures. There is a lack of training to give managers a better understanding of how to manage absence. This results in practices focusing on absence statistics and following the process without questioning.

"We have high records of sickness. There is no role flexibility, people can't do each others' jobs as we have set roles"

"There are complexities in work- life balance, our staff possibly don't feel supported or maybe it's a case of not knowing where to go."

"We need to start focusing more on genuine wellbeing rather than tick boxes and being 'fit to work'."

5.20.4

## Organisational values

5.20.5

We have as part of our discovery work reviewed the existing organisational values. Throughout the conversation events we asked people if they are aware of the values, if they are part of their working practices and should they be restated or further developed.

5.20.6

Feedback about the values was varied. There was a consensus that they could not be disagreed with. However, they do not inspire people or describe what makes the GOJ unique and distinct.

5.20.7

Most of the people we talked to didn't find them meaningful and found it hard to have a real connection to the values.

5.20.8

People told us that the values were not consistently used across the organisation; for example, individuals in Customer and Local Service are very familiar with the values, people know and understand them and there is clear referencing to the values during their departmental induction and ongoing performance management process. Many people from Health and Community Services were also aware of the values with work undertaken around "Our Values Our Actions". However, this was not the case for other Government departments.

5.20.9

When the values were first launched people told us there was high involvement at the start but no follow through. There was little further work to embed the values in most departments. They felt that the values need to be promoted more.

5.20.10

There is a need for much more consistency in the use of the values across the organisation. Embedding them, for example, in selection processes, induction and onboarding, talent development and performance management systems.

5.20.11

Senior management must be role models and advocates of these values in their day to day work. They need to endorse, engage and model the values. People also told us that they thought elected politicians needed to be role models of the values. There was also agreement that everybody needs to be held accountable for working to the values and the expectations around them.

5.20.12

People didn't see the need to change the current values. However, there is a real need to articulate the behaviours that are expected from people to support them. We believe there is further work required to adapt and refresh the Vvalues, making them relevant and clear to all colleagues.

# 6. Views of others

## 6.1

### Politicians

The level of understanding of the Team Jersey Programme amongst politicians is low. The need to engage with them about the programme is vital. Generally, there is concern about the pace of change within the GOJ, and its impact on colleagues' morale. There was a recognition that many of the current people processes and internal systems have a negative effect on workplace culture. The view that the GOJ is a unique organisation and must retain this was expressed many times. Concerns were raised about the leadership of the organisational change and the need for politicians and public service leaders to be more visible and inclusive.

## 6.2

### Islander engagement

#### 6.2.1

When describing the GOJ, islanders felt that there was a mix in experience of engagement with the organisation. Many felt some services could be better. Others felt that responses were often very slow, disorganised and disjointed. People felt that employees are helpful once the appropriate person has been identified. There was a consensus that healthcare on the island is excellent and people feel well looked after. We heard very positive views of hospital colleagues and the Youth Service. People also thought the education system is strong.

#### 6.2.2

They wanted to see more communication from the GOJ, not necessarily coming from the communications team, but from civil servants and politicians coming and talking directly to islanders. Islanders also felt that they needed to be listened to more, and have their questions answered directly, rather than being evaded. They wanted to be engaged with and have their ideas and opinions heard. They also wanted to see more being done for islander wellbeing, with more support for families and the vulnerable.

#### 6.2.3

Islanders we spoke to want the GOJ to spend public money wisely. An example of this not happening was the new hospital project. They want decisions to be made sensibly and the reasoning to be communicated to the public. They felt that there is too much conflict between politicians and civil servants and the needs of islanders are not being considered. Generally, the consensus is that the GOJ should listen to the public. They expressed a concern that the digitisation of services could be very isolating for some individuals in the community.



## 6.3

# Third sector organisations

### 6.3.1

The representatives of those Third Sector organisations we have spoken with told us their experience is of a culture which can be unhelpful at times.

### 6.3.2

They often experience bureaucratic behaviours as well as systems that are difficult to navigate and seem at times to be designed to create barriers. This in turn fuels a feeling of “us and them”. They told us that they find the communication channels poor both internally and externally, and that often the GOJ employees could be defensive and seen as protecting themselves.

### 6.3.3

Funding was a common theme in the workshops. We were told that the funding cycle was too short (one-year budgets), and that applications for grants and other funding can disappear into a black hole. Their experience was one of a culture of lack of responsiveness, with progress often only being made with the intervention of a Minister.

### 6.3.4

People told us they found it difficult to find the right person to build a relationship with. We heard that once they had built a good relationship, everything can be lost should that person leave. They felt that there is a lack of capacity within the organisation and could see that there were talented people leaving.

### 6.3.5

They told us that they did experience departmental silos and little collaboration between teams. Pace is viewed as an issue with decisions and actions often being too slow. They felt that the GOJ colleagues are open to new ideas and happy to discuss these. However, there is often ambiguity around prioritisation and next steps. Often there are differing timelines, with the GOJ acting much slower than the partners wanted to move. People felt that there was often a lack of action to move forward with new ideas.

### 6.3.6

People did say however, once they built a relationship, they found government employees to be helpful. They could see the passion, commitment and knowledge was there.

### 6.3.7

They want to work with the GOJ in a more collaborative way but feel many of the departmental systems and processes need to change in order to encourage this.

## 6.4

### Arms-length organisations

#### 6.4.2

This group also felt that aspects of the culture of the GOJ results in people being unresponsive and not delivering commitments they have promised. There is often a shifting of agreed deadlines and when this is done there was no communication or context into why this had happened. They want to see better forward planning and more informed decision-making, working in collaboration with other partners and recognising the value of Arms-Length Organisations and to trust them to do their job.

#### 6.4.3

They felt they lacked clarity around the management of the arms-length model and that there was also a lack of strategic policy support. They felt constantly challenged financially and needed someone to be able to manage the “red-tape”.

#### 6.4.4

They perceive a lack of strategic planning from GOJ and limited joined up agreement between departments. This disjointedness between services often came down to losing their key contacts within the organisation, as then knowledge goes and is not replaced. They feel that they are often very dependent on these individual relationships and this loss in colleagues has been over current job uncertainty.

#### 6.4.5

They perceive communication as often one way, they share the information they are asked to but receive nothing in return.

#### 6.4.6

They felt they could have good challenge conversations with civil servants, but conflict can occur at the politician level. Their experience was that civil servants were not prepared to challenge politicians.

#### 6.4.7

They told us that there is a lack of understanding as to what arms-length organisations do. They also believe the current culture within GOJ is possibly creating unhealthy competition between arms-length organisations. They also felt there is a lack of trust of them, and they were sometimes treated with suspicion.

## 6.5

### Employer organisations

#### 6.5.1

Many people told us that in their experience the GOJ is an organisation that at times can be insular and inward looking. They want to see GOJ increase its collaboration with employers on the island. There is a real willingness from employers to be more collaborative and share their knowledge and expertise with the Government; for example, to establish secondment opportunities and approaches to knowledge sharing, encouraging wider mutual learning and development. Those we spoke with recognise that there is a huge amount of capability within the organisation, but people often lacked capacity.

6.5.2

They also recognised issues with recruitment and retention and that GOJ needed to make itself more attractive and provide more options for young talent to work in Jersey. They wanted GOJ to become an employer of choice.

6.5.3

They understood and support the concept of Team Jersey, wanted to be a part of it and were keen to continue to support it going forward, as individuals, but also as employer organisations.

6.5.4

People told us that often there is a lack of appropriate information sharing. They felt that communication could be improved externally. They felt that when there was communication it was sporadic and retrospective. They told us they recognised that there was “perpetual negative press” and believed that there needed to be a proactive approach to tackling this.

6.5.5

People generally believed the processes within the GOJ often appear to be inefficient and bureaucratic. In their view, systems appear complicated and end up delaying things. They felt that processes are outdated and inflexible, and that employees retain processes and ideas even when they evidently do not work.

6.5.6

Many felt that GOJ lacks pace in comparison to commercial business. They believe there is often a lack of commercial understanding in the GOJ. They told us there needs to be further investment in people and systems. There was also a consistent recognition that GOJ appeared to be “technology light” and using technology can be a challenge for GOJ employees.

6.5.7

People told us they believed there is sometimes a lack of accountability within the organisation and they recognised the need for an improved and more consistent approach to decision making. People often used the example of the hospital planning process and how challenging and bewildering the debate is for the public of Jersey.

6.5.8

Several observations were made about the gender balance within the senior leadership group, which historically has been perceived to be male-dominated and has lacked diversity. There is a recognition that this is beginning to improve but there still exists an apparent bias in the senior tiers of management.

6.5.9

People do find, however, that the interactions they have on a one-to-one basis with government employees are largely positive and they find that once they had their key contact, they are helpful. People found that the services they received, e.g. Health, Education, Emergency Services, Social Security, Population Office and Immigration were generally good and that the people they dealt with were professional.

# 7. Cultural themes

7.1

Having completed the first phase of the Team Jersey Programme we are confident that we have identified the key challenges and barriers to creating a positive workplace culture. Which we have outlined above.

7.2

We have identified the key cultural themes which we believe are prevalent across the GOJ. Some of these are positive and provide an opportunity to build on great foundations. Others are less positive, and we believe these need to be addressed with some urgency.

7.3

## Positive themes

7.3.1

### Sense of uniqueness and pride in the island

7.3.1.1

A significant and positive cultural theme that exists is the sense that Jersey and the GOJ is unique. People's sense of pride, belonging and association with the island is extremely strong and very positive. All the groups we have spoken with expressed the importance of retaining what is "special" to Jersey.

7.3.1.2

People recognise the need to change and evolve, however we consistently heard that people view Jersey as different and it should not be compared to other UK models of public service. There is a recognition that Jersey needs to learn and adopt modern and progressive practices, that learning should be from what is best around the world, coupled with building on what is good in Jersey.

"Jersey is different. We aren't a local council. We are Central Government, Local Government, we do everything."

"Jersey is different."

"We should continue to appreciate the positives of being in Jersey."

"We need to promote Jersey and be proud of what we do."

## 7.3.2

### Culture of connectivity

#### 7.3.2.1

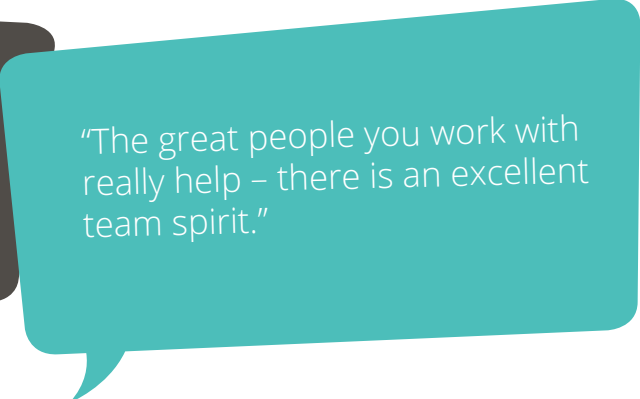
A major positive is a culture of strong colleague sense of camaraderie in their immediate teams, which is apparent within many parts of the organisation – although not all. People told us in the conversation sessions of their experience of strong local team ethos which helps people to do their best work. People enjoy the personal connection they have working in close knit teams. This is a positive part of the culture of the organisation, which extends to the wider community and which is central to living in Jersey.

#### 7.3.2.2

There are current challenges to this positive aspect of the work place culture, such as the current restructuring of teams and departments and the need to reconnect to new and wider teams of colleagues and services teams.



"Our colleagues help us to do our best work."



"The great people you work with really help – there is an excellent team spirit."

## Culture of pride in the job

A positive element of the culture we have observed and heard about was the strong personal pride people have in their work and in their jobs in the public service. Individuals feel a strong affinity to their work because it directly affects them, their friends and family. The sense of community is very strong and the connection to Jersey as a place with its own distinct heritage and sense of uniqueness is a powerful and prevailing element of the culture we have experienced.

"We have professional pride in the services we provide for our community."

"We have a responsibility to the public, and a desire to protect. We have the island's best interests at heart."

"We have pride in supporting our community."

"We are really passionate about the work we do and we want to do well."

## Recognition of the need for change

The overwhelming majority of people recognise the need for change in the public services. The delivery of great services for the island is viewed as a priority. Many people told us whilst they had experienced change in the past, the current organisational changes are recognised as significant and being undertaken at pace. People told us of their concerns about the stability of services during the changes and the need for increased clarity on the change plans. Understanding how all the changes will be integrated and provide a cohesive public service in the future is not well understood.

"We know we need to change but we need to embed the change process properly. We need to start and end projects before beginning another. Let's learn from previous change programmes."

We have listened to significant numbers of people describing their experience of working in a blame culture. People told us that they and their colleagues are often blamed when things go wrong at work. A key element of this is a fear that mistakes will be focused on and people would suffer as a result. Rather than owning the situation when things go wrong, and learning from the mistake, people often try to look for others to blame.

The blame culture may be rooted in a feeling of insecurity and a general lack of accountability for accepting when things go wrong. This lack of psychological safety may be connected to the current changes taking place, however we believe this pre-dates the current organisational change. It is possibly rooted in the series of public investigations and enquiries relating to public services which have impacted on the confidence of colleagues to admit to mistakes and accept responsibility for actions. It may be compounded by the fear of public criticism from the media, the public and politicians, as well as a prevailing sense that making a mistake is not something to learn from but something that will bring both professional and public criticism.

"It feels like we are being set up to fail."

"There is a blame culture here. People are afraid to make mistakes and this is from the top-down."

A theme that emerged, that is linked to the blame culture is one of risk aversion. We heard from many people that managers and colleagues were often risk averse in making decisions. This was because of a fear of failure, fear of criticism, or of negative public reaction. It was felt that this stifled innovation and resulted in slowing action and progress.

"There is no appetite for risk. People don't want to take ownership."

## Escalating decisions

We have observed and listened to evidence which signposts a culture where there is a lack of personal accountability. This results in a reluctance to make decisions and a tendency to push decisions to someone more senior. This has several negative consequences including delayed decision making, decisions not being taken at the appropriate level of the organisation, as well as people not developing the confidence to trust their own judgement. There is an obvious connection between this and the blame culture we described earlier.

“We seem to be waiting around for corporate decisions to be made.”

“There is a lack of backbone when it comes to making a decision. No one wants to be held accountable if it goes wrong.”

## Bullying and harassment

There has been an in-depth review undertaken and a recent report published about bullying and harassment in GOJ during 2018. [HR Lounge Ltd. Review of Bullying Cases report 2018](#). Our work in the conversation events confirms the findings of this report. We have heard evidence of bullying and harassment in many parts of the organisation. This relates to the behaviour of both managers and colleagues. We agree with the findings of the report that this is a serious issue. We also note the recent GOJ positive response to the report’s findings and the introduction of a range of measures to address the issue.

There is a requirement for the Team Jersey Programme to support the ongoing development of positive manager and colleague behaviour in the workplace. This we believe will contribute to the reduction of the levels of bullying and harassment in the organisation.



#### 7.4.4.3

Several of our recommendations about the future scope of the Team Jersey Programme will impact positively on the levels of bullying and harassment. The leadership and colleague development programme will help create awareness and develop skills to address bullying and harassment. The recruitment of Team Jersey Leads who will act as positive culture champions in the workplace should also have a positive impact.

"In my time here, I have witnessed sexism and chauvinistic behaviour towards members of staff."

"No one adheres to the policies, such as bullying and harassment. It's difficult to speak up, Jersey is small, and people know you."

"There is bullying and inappropriate behaviour within our team."

#### 7.4.5

### Fear culture

##### 7.4.5.1

Connected to the issue of bullying and harassment, we heard from people about a fear culture being prevalent in some departments and teams. People are often afraid to speak up or challenge poor behaviour or poor decisions. This is due to fear of repercussion, fear of job loss, or fear of social exclusion.

##### 7.4.5.2

There appear to be several interrelated factors that create this. These include the size of the island, and that people are closely connected outside of the workplace. The loss of employment can have serious consequences in Jersey if people are unable to find alternative work. These include loss of residency status, loss of housing, as well as the economic impact of unemployment.

### 7.4.5.3

For many job roles in the GOJ there are no alternative employers on the island. The impact of losing, or threat of losing, your job on Jersey is magnified. In our view, people are therefore less likely to challenge poor behaviour or decisions.

"It's not a trusting environment to work in."

### 7.4.6

## Bad behaviour not challenged

We heard from many people across all departments that poor behaviour in the workplace from both managers and colleagues is often tolerated. Numerous examples were given of managers using overly assertive behaviour and this being tolerated by their line manager, as it was seen to get quick results. We also heard of examples of poor behaviour being tolerated as the perpetrators were seen to be "connected" on the island. Some instances were described to us where managers were wary of challenging for fear of being accused of bullying.

"There appears to be an acceptance of bad behaviour here."

"Often when issues are reported, they are not dealt with."

"Consistent bad behaviour is acceptable here."

## Silo working

### 7.4.7.1

Across all the Big Conversation events we heard that a culture of silo working is prevalent in GOJ. Discussions focused on many of the systemic issues that prevent working across departments. This included IT systems that are not joined up, lack of effective communication across the departments and working practices and policies that have evolved which are not aligned.

### 7.4.7.2

The historical structures of the Government were viewed by many as encouraging silo working. We heard that there is evidence of a silo or tribal mentality with some people and a reluctance to work across departmental boundaries or team boundaries.

### 7.4.7.3

Our view is that the systemic barriers are far more significant than the mental habits that people have formed. We encountered a genuine desire from people to understand what colleagues do and how services could be joined together better for the benefit of islanders.

"Only having 'circle of trust' within own dept and 'circle of distrust' for everyone outside of department – slightly different to silo mentality. It affects our collaboration. There is no acceptance that someone else is better placed to make a decision."

"There is a feeling of a siloed mentality, but we work together well."

# 8. Conclusion and recommendations

We have been asked to provide recommendations on the scope of the roll out of the Team Jersey Programme. These are focused on Phases 2 and 3 of the programme which will run concurrently. Phase 2 is the deployment of a wider engagement and development programme for all managers and colleagues to help create a positive workplace culture. Phase 3 is about building and shaping internal capability in the people systems and processes to create positive cultures. Our recommendations are based on our findings and insight gained from Phase 1.

## 8.1

### People, systems and processes improvement

Having undertaken a thorough review of the people systems within GOJ. We believe that they do not help in building a positive workplace culture due to long term under investment. We recommend you undertake an extensive and ongoing programme of work to improve and integrate your people systems and processes. We have outlined in our report the key areas to focus on. There needs to be an emphasis on ensuring that the colleague experience is a positive one. This work must be part of the development of a comprehensive People Strategy and should initially focus on recruitment; onboarding and induction; talent and leadership development; wellbeing and absence management. Ongoing development of the interim performance management system My Conversation My Goals is required within the Team Jersey Programme. This work will have a significant impact on creating the conditions for a positive workplace culture.

## 8.2

### Improved leadership and management capability

#### 8.2.1

Skilled and confident managers and leaders are essential to building a positive workplace culture. We recommend the design and delivery of a comprehensive leadership programme to be delivered to all people managers. It should be designed to address the barriers and issues we have identified in this report. It should focus on the skills and behaviours needed in creating a positive workplace culture including leading change and creating high-performing teams.

#### 8.2.2

The leadership programme must be part of the wider approach to strengthening leadership and management capacity and capability in the GOJ. We recommend you focus on developing a long-term and sustainable approach to building leadership capability across the Government.

## 8.3

### Senior leaders focus on Team Jersey

We recommend that as part of The Team Jersey Programme senior leaders maintain a clear focus on the way changes are communicated and the progress of the programme. Their commitment to creating a positive workplace culture must be highly visible. The level of visibility across the organisation and the tone of their leadership is vital to its success. Whilst all leaders and managers will attend the leadership programme, we recommend a regular series of additional sessions over the next 2 years of the programme should be planned to ensure that senior leaders are kept informed of progress and are seen to be accountable for sustaining a positive workplace culture.

8.4

## Positive culture champions - Team Jersey leads

Whilst the culture of an organisation is heavily shaped and influenced by managers and leaders, our experience is that engaging colleagues at peer-to-peer level is vital. Building internal capability and harnessing and investing in advocates of change at all levels within the GOJ will be a major part of this. We recommend the ongoing recruitment, training and support of workplace culture champions. This has already commenced with the recruitment of Team Jersey Leads.

8.5

## All colleagues involvement

We believe that all colleagues working in the GOJ need to be part of building a positive workplace culture. We recommend that you run a comprehensive programme of colleague workshops and events within the Team Jersey Programme. These should be focused on creating a positive workplace culture. These workshops will help create the skills and confidence to challenge poor behaviours in the workplace and create collaborative work practices.

8.6

## Involving politicians

We believe it is essential that elected politicians are part of creating a positive culture. We recommend that a representative group of States Members are invited to become positive culture champions. A key part of their role will be role modelling positive behaviours and helping to challenge negative behaviour in both the GOJ and the SOJ. A similar programme to the colleague Team Jersey Leads Programme should be launched. We also recommend you invite all elected politicians to an ongoing series of Team Jersey workshops to inform and update them on progress of the Team Jersey Programme.

8.7

## Engage with employers in the island

There is a real willingness from employer organisations to work with the GOJ to help create a positive work place culture. There is an offer to share expertise and experience and in some instance resources. We recommend you establish within the Team Jersey Programme a workstream of engagement with employers to create a coalition of support in your culture and transformation work.

## Cross-government engagement

We recommend that manager and colleague culture programmes should, where possible, be cross-departmental. This will encourage working with and learning from colleagues from across the Government. There are, however, in some departments, immediate and pressing challenges to creating a positive workplace culture. We therefore recommend that senior leadership work with us to identify where there may be urgent priorities within departments and teams.

## Organisational values

We recommend that as part of the Team Jersey Programme a workstream focused on communicating to all employees what the Values are and what behaviours support them is launched. We recommend you undertake further work to adapt and refresh the values. This should not be a wholesale rewriting or redefinition of the values at this stage. Making them more relevant to peoples working practices and specific to Jersey is a first step. The values should be embedded in the people processes and this should be undertaken as part of the review we have recommended.

*\* This report does not contain recommendations relating to IT Infrastructure or Government of Jersey Communications Strategy. Both of these are outside the scope of this report.*

# 9. Acknowledgements and author

## 9.1

### Acknowledgements

We are grateful for the help and support given to TDP from colleagues from the GOJ Team Jersey support team and People Services.

We would like to thank all GOJ colleagues who participated in the Conversation events, interviews and focus groups, and who shared their views openly and respectfully and who demonstrated their commitment to delivering public services on Jersey.

We would also like to thank the representatives of all organisations who participated in our research and who gave their views and shared their experiences in focus groups and interviews. All showed a commitment to working positively with the GOJ to deliver great services to the Island.

## 9.2

### Author

This report has been prepared by the TDP Team Jersey team. Its lead author is Andy Bell.

Andy is a Director of TDP Jersey and co-founder of TDP with over 20 years' experience in leading and delivering major change and transformation programmes, with extensive experience of senior manager and executive assessment and development within the public, private and third sectors.

Andy's interest is in organisational culture and its role in the transformation of business, including the impact of senior leadership on developing positive cultures. He has worked with a range of organisations helping them to embed effective approaches to cultural change and workforce development.

Andy is the Programme Director responsible for TDP's work in supporting Team Jersey.

# 10. Appendices

## 10.1

### Our conversations

Directorate	Events	Attendees
Chief Operating Office	2	27
Children, Young People, Education and Skills	10	67
Customer and Local Services	2	24
Growth, Housing and Environment	4	42
Health and Community Services	6	50
Justice and Home Affairs	4	45
Non-Ministers	1	5
Office of the Chief Executive	1	9
States Treasury and Exchequer	1	9
Strategic Policy, Performance and Population	1	12
<b>TOTAL</b>	<b>32</b>	<b>290</b>



## 10.2

**Big conversations**

We had a total of 462 attendees at 10 Big Conversation Events.

## 10.3

**People processes**

Group	Events	Attendees
Manager	4	44
Colleague	4	37
<b>TOTAL</b>	<b>8</b>	<b>81</b>

We also conducted 48 one-to-one interviews with Tier 1 and Tier 2 Managers.

## Partner and stakeholder groups

### Third Sector

Arthouse Jersey	Third Sector
Autism Jersey	Third Sector
Enable Jersey	Third Sector
Jersey Child Care Trust	Third Sector
Jersey Marine Conservation	Third Sector
The Shelter Jersey	Third Sector
NSPCC	Third Sector
Age Concern	Third Sector
Jersey Hospice	Third Sector
Association for Jersey Charities	Third Sector
Heritage Trust	Third Sector
Every Child Our Future	Third Sector
Dean and Canon of Jersey	Third Sector

## Partner and stakeholder groups

### Arms-length Organisations

Jersey Development Company	Arms-Length Organisation
Sport Jersey	Arms-Length Organisation
Visit Jersey	Arms-Length Organisation
Family Nursing and Homecare	Arms-Length Organisation
Jersey Electricity	Arms-Length Organisation
Jersey Water	Arms-Length Organisation
Jersey Post	Arms-Length Organisation
Jersey Finance	Arms-Length Organisation
Consumer Council and Energy Forum	Arms-Length Organisation
Digital Jersey	Arms-Length Organisation

## Partner and stakeholder groups

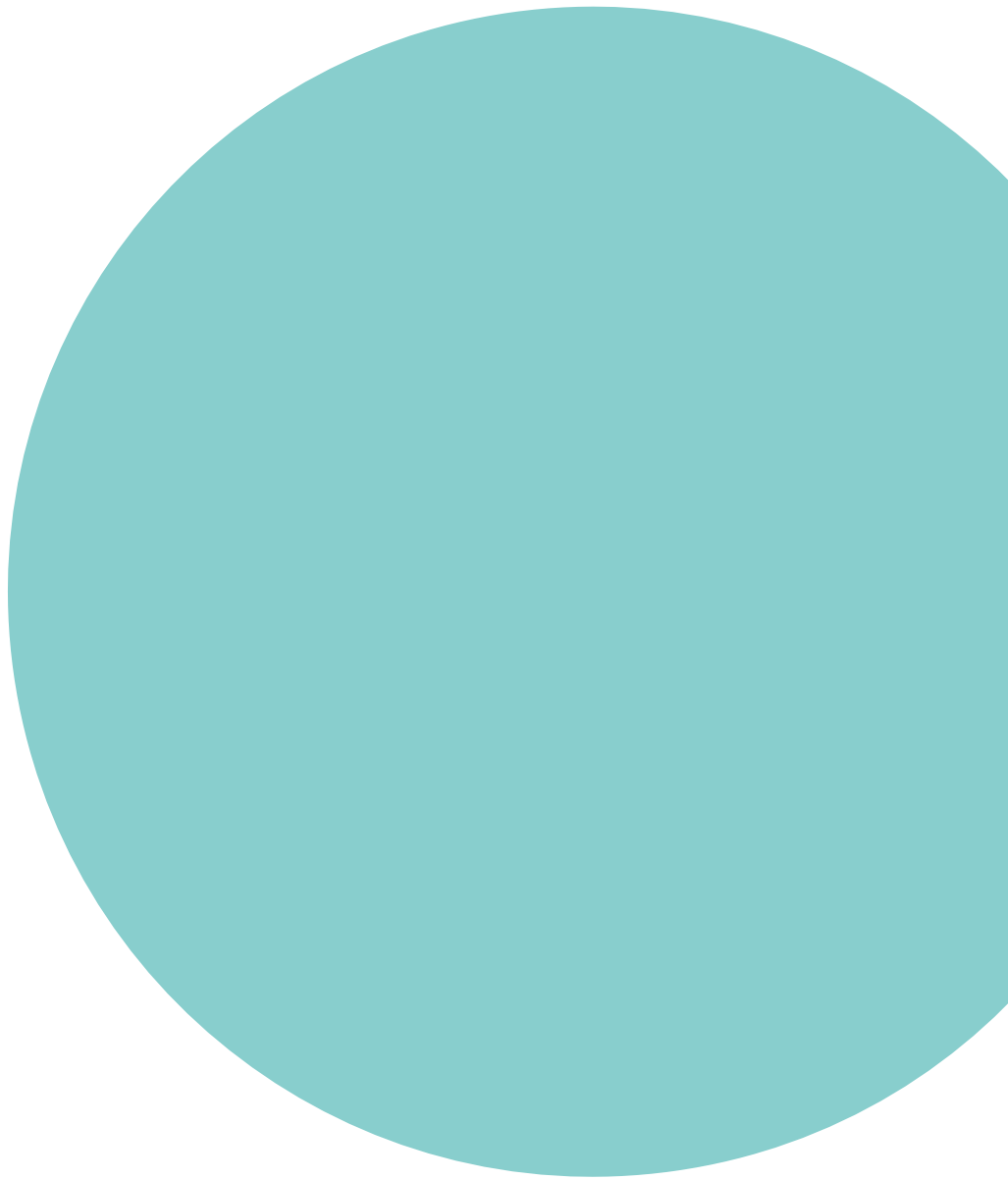
### Employers

Aztec Group	Financial Services
Jersey Trust Company	Financial Services
Link Asset Services	Corporate Services
Sanne Group	Financial Services
Standard Bank	Financial Services
Handpicked Hotels	Service
Chamber of Commerce	Business
BDO	Financial and Professional Services
Ogier	Financial and Professional Services
Fairway	Financial and Professional Services
Kendrick Rose	Financial and Professional Services
Vistra	Financial and Professional Services
Jersey Dairy	Agricultural / Consumer
Jersey Royal	Agricultural / Consumer
Liberty Bus	Transport
Handpicked Hotels	Service

## Partner and stakeholder groups

### Community Groups

General Practitioners	Community Group
Gorey Youth Club	Community Group
St Johns Youth Club	Community Group
Busy Fingers Toddler Group – St Peter	Community Group
Little Rascals Toddler Group – St Helier	Community Group
Greve D’Azette Women’s Institute	Community Group
St Ouens Community Group	Community Group



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