
STATES OF JERSEY



STATES EMPLOYMENT BOARD: ANNUAL REPORT 2017

**Presented to the States on 1st May 2018
by the States Employment Board**

STATES GREFFE

REPORT

1. The Constitution of the Board

1.1 The Board from 1st January 2017 until 16th June 2017 consisted of the following members –

- i. Senator I.J. Gorst, Chief Minister, (*Chairman*)
- ii. Senator A.K.F. Green, M.B.E.
- iii. Senator A.J.H. Maclean
- iv. Connétable J. Gallichan of St. Mary
- v. Connétable M.P.S. Le Troquer of St. Martin

1.2 With effect from 16th June 2017 in accordance with Article 5(1)(b) of the [Employment of States of Jersey Employees \(Jersey\) Law 2005](#), Deputy A.E. Pryke of Trinity was appointed to the Board. Senator A.K.F. Green was appointed to succeed Senator I.J. Gorst as Chairman. Senator A.J.H. Maclean was appointed vice-chair.

1.3 Mrs. Beverley Shears acted as independent adviser to the Board.

1.4 The States Greffe provides administrative support to the Board.

2. The number of meetings held during the year

2.1 In 2017, there were 33 meetings of the Board. Of these, 5 were conducted by electronic mail.

3. A summary of key matters considered by the Board in 2017

3.1 Sub-Committee for Organisational Change

- i. The Board established a Sub-Committee in 2016 for organisational change recognising the unprecedented level of change occurring within the States of Jersey. This Sub-Committee has met on 2 occasions in 2017 to consider organisational change proposals and to ensure that appropriate support was put in place for affected staff.
- ii. The Sub-Committee membership comprised the current non-Ministerial members of the Board (Connétable J. Gallichan, Chair, and Connétable M.P.S. Le Troquer) plus 2 non-Ministerial States Members, Deputies T.A. Vallois and R. Labey, nominated by the Chief Minister.

3.2 Public Sector Reform and Workforce Modernisation

The Board gave continued attention to the employment considerations arising from the Reform of the Public Sector and the Workforce Modernisation programme.

- i. The Board acknowledged the continued engagement and professionalism of the contribution made by the Trades Unions and Staff Associations with regard to the Workforce Modernisation programme. They were appreciative of the way in which they worked constructively with the Employer. The Board acknowledged the progress made through partnership working established through the Collective Bargaining Framework, and the Joint Council for Public Sector Unions and Associations.
- ii. The Board received regular update reports regarding Workforce Modernisation including proposals for both the Executive Workforce and the general workforce modernisation affecting Civil Servants, Manual Workers, Nurses and other related pay groups. The Board were pleased to note that principles of fairness and equity were key factors in the development of the new Reward Framework.
- iii. The Board also agreed and recommended to the Council of Ministers a revised mandate for Workforce Modernisation.
- iv. The Board authorised the offer made to employees on 3rd November 2017.

3.3 Pay

The Board gave consideration to a number of issues regarding pay.

- i. With regard to the 2015/2016 Pay Negotiations (which continued to be a matter for discussion in 2017), the Board agreed that this should be implemented by the Employer with an accompanied rationale. The Board acknowledged that the funding arrangements for pay awards were set by the Medium Term Financial Plan and that these remained unchanged.
- ii. The Board received updates on pay negotiations, which further included discussion on pay for 2017. The Board sought to communicate the position on pay with all with all employees.
- iii. The Board received reports and gave consideration to matters relating to the pay of Uniformed Services.

3.4 Pensions

- i. The Board received reports on and considered a number of matters in relation to Pensions, Public Employees Contributory Retirement Scheme (“PECRS”), the Jersey Teachers Superannuation Fund (“JTSF”) and the Public Employees’ Pension Scheme (“PEPS”) –
 - General pension provisions
 - Amendments to Regulations and Orders
 - States of Jersey Police – Widows pensions.

- ii. In considering pension proposals, the Board received regular updates from the Treasurer of the States, the Pensions Project Director and the Negotiator for pensions provisions on behalf of the Joint Negotiating Group.

3.5 Pay and Remuneration over £100,000 ([P.59/2011](#))

Following presentation and endorsement by the States Assembly of P.59/2011 entitled “[Salaries over £100,000: process for review and scrutiny](#)”, the Board received a number of applications for appointments to be made where the remuneration for the post attracted a salary of over £100,000. (The report on P.59 applications is appended to this document).

3.6 Public Sector Salaries

The Board endorsed a report for presentation to the States Assembly entitled ‘Remuneration of States Employees: 2016’, which was incorporated into the States of Jersey Financial Report and Accounts 2017.

3.7 Jersey Appointments Commission

- i. The Board received the Annual Report of the Commission and agreed that the Chief Minister should present the finalised report to the States Assembly.
- ii. The Board endorsed the re-appointment of Professor E. Sallis as a Commissioner until October 2019.

3.8 Health, Safety and Wellbeing

- i. The Board received and noted the 2017 Annual Health and Safety report.
- ii. The Board received and endorsed the Wellbeing Strategy for States of Jersey Employees.
- iii. The Board received a report on an investigation into an accidental death in Health and Social Services, which led to a prosecution and fine. The Board endorsed the action that had been taken to ensure that similar incidents did not re-occur and offered a formal apology to the patient’s family.
- iv. The Board was briefed on an improvement notice which was issued by the Health and Safety Inspectorate in respect of violence and aggression training for staff. They endorsed the corrective action being taken to resolve the matter.

3.9 Bullying and Harassment of Staff

The Board commissioned an external report to investigate bullying and harassment of staff to ensure that appropriate policies and procedures were put in place to effectively manage inappropriate behaviours in the workplace.

3.10 Independent Care Inquiry

The Board remained mindful of its obligations, as Employer of all States of Jersey Employees, that any employee affected by the report should be fully supported.

3.11 Suspensions

Connétable J. Gallichan, on behalf of the Board, monitored suspensions of States employees.

4. Miscellaneous Matters

4.1 The Board considered a number of miscellaneous matters, including the following –

- i. Recruitment for the post of Head of the Public Service: Chief Executive Officer
- ii. Amendments to the States of Jersey Employees Regulations
- iii. States Complaints Board reports (2) on employment complaints
- iv. Various employment matters

5. Key Manpower Statistics

5.1 Attached at Appendix 1 are key Manpower Statistics for 2017.

APPENDIX 1**Key Manpower Statistics**

Headcount (the number of people actually in post as at 31st December 2017)

(Statistics for 2016 are shown for comparison).

Changes to internal HR Reporting parameters will now include staff covering periods of absence, as well as the following departments –

- Jersey Car Parks
- Jersey Fleet Management
- Non Min SFB-Overseas Aid
- States Assembly

	2016	2017
Department	Headcount	Headcount
Chief Minister's Department	208	208
Community and Constitutional Affairs (CCA)	670	678
Department for Infrastructure	372	342
Department of the Environment	120	116
Economic Development	125	116
Education, Sport and Culture	1,949	2,002
External Relations	(incl. CMD)	14
Health and Social Services	2,564	2,569
Non-Ministerial States Funded	208	212
Social Security	245	238
States Assembly	28	29
Treasury and Resources	188	196
Sub Total (1)	6,677	6,720

Trading Bodies	Headcount	
Jersey Car Parks	19	20
Jersey Fleet Management	22	23
Sub Total (2)	41	43

Less employees with a role in more than 1 department	-12	-9
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Grand Total	6,706	6,754
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“Licensed” category employees (the number of employees, as at 31st December 2017, with a ‘licensed’ category housing license (previously “JJ”)) –

	2016	2017
Staff Grouping	Headcount	Headcount
Civil Servants	126	130
Energy from Waste Operations	1	2
Health and Social Services	286	278
Education	100	97
Uniformed Services	6	6
Others	20	20
Grand Total		533

Non-locally qualified registered employees (the number of employees as at 31st December 2017, non-locally qualified under the Control of Housing and Work (Jersey) Law 2012

	2016		2017	
	Headcount	% of Staff	Headcount	% of Staff
Registered Staff:	76	1.1%	60	0.9%

Sickness Absence

Sickness Absence	2016	2017
Percentage of possible days lost to sickness absence	4.0%	4.1%
Average number of days lost to sickness per employee	8.9%	9.0
Ratio of certified to uncertified absence	71.1% / 35.2%	72.2% / 27.8%

Attrition (Turnover)

(The movement out of established posts)

Attrition	2016	2017
Internal Movements (between States departments)	1.3%	1.7%
External Movements (leaving States employment)	12.4%	11.8%
Total Attrition during 2017	13.7%	13.5%

APPENDIX 2**STATES EMPLOYMENT BOARD****P.59/2011: REPORT FOR STATES MEMBERS****Background**

The P.59/2011 process has now been in place since June 2011 following the adoption by the States, on 8th June 2011, of Proposition [P.59/2011](#), entitled “[Salaries over £100,000: process for review and scrutiny](#)”. This resulted in the approval and reporting of all posts at Civil Service Grade 15 equivalent and above which are being replaced, or where there is a significant change to an existing senior post that fits into this category.

Formal approval for P.59/2011 requests from departments must be granted by the SEB or by delegated authority from the Chief Executive (from 6th November 2017 to year-end, the Head of the Public Service). Where recruitment to a post is necessary this cannot be undertaken until approval is given.

Once approval to recruit has been given and where appropriate, the Jersey Appointments Commission is involved in the recruitment to these posts. The SEB is mindful of the need to ensure adequate provision is made for succession planning when giving approval to applications.

A full job description is required to support each P.59/2011 submission together with a person specification, organisation chart and a current job evaluation. Salary data including any benchmarking data is provided to ensure informed approval is made by the SEB.

The SEB has been keen to ensure that wherever possible recruitment to posts is from the local market.

Activity Report: January – December 2017

During this period, 37 applications under P.59/2011 were submitted to the SEB for their consideration. (See attached table for reference and detail). All applications were approved and none were refused. Seventeen applications were approved by the SEB, the Chief Executive Officer under delegated authority approved 14 applications, and 6 applications were approved by the Head of the Public Service (during the period 7th November – 31st December 2017) under delegated authority from the SEB. Sixteen applications were for new posts and 21 for existing posts. Thirteen posts were for temporary posts and 24 were for permanent posts. There were 2 applications for the same post – Deputy Chief of Police – the initial application was for a temporary post and the second for the permanent replacement to this post. A comparison table of applications made in in previous years (2011–2017) is included for comparison. There was an increase in applications from 10 in 2016 to 37 in 2017.

All posts were appointed to within the approved salary range. Thirty-three individuals were recruited internally to fill the posts.

There were 9 applications for consultant medical staff in Health and Social Services. All of these were for permanent posts. Five of these posts were for replacement of existing posts and 4 were for new posts.

The rationale for payment in all cases was based on current job evaluation, relevant benchmarking information and prevailing market forces.

An analysis of all applications made under the P.59/2011 is used to inform work on succession planning, senior manager compensation, performance management and retention and recruitment planning.

P.59 APPLICATIONS January – December 2017

APPENDIX 2 (Cont'd.)

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered/ Approved	Perm/Temp
HSSD	Consultant Acute Pain Physician	£78,281 - £142,453	New Post	Y	Y	External Appointment	13/01/2017 SEB	P
HSSD	Consultant Anaesthetist	£78,281 - £142,453	Existing	Y	Y	External Appointment	20/02/2017 CEO	P
Non Mins	Senior Legal Adviser	£109,080 - £121,200	Existing	Y	Y	External Appointment	29/03/2017 CEO	P
HSSD	Consultant Orthodontist	£78,281 - £142,453	New post	Y	Y	External Appointment	22/03/2017 CEO	P
HSSD	Consultant Oral & Maxillofacial Surgery	£78,281 - £142,453	Existing	Y	Y	External Appointment	15/06/2017 CEO	P
HSSD	Consultant Anaesthesia & Intensive Care	£78,281 - £142,453	Existing	Y	Y	External Appointment	08/06/2017 CEO	P
HSSD	Consultant Old Age Psychiatry	£78,281 - £142,453	New Post	Y	Y	External Appointment	09/08/2017 CEO	P

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered/Approved	Perm/Temp
CCA	Deputy Chief Of Police	£110,000 - £120,000	Existing	Y	Y	External Appointment	13/07/2017 CEO	T
CCA	Acting Chief of Police	£125,000 - £135,000	Existing	Y	Y	Internal Appointment	12/07/2017 CEO	T
CMD	Lead Policy Advisor	£101,000	New Post	Y	Y	External Appointment	24/07/2017	P
HSSD	Head of Service Children's Social Work	£550 per day	Existing	Y	Y	External Appointment	21/08/2017 CEO	T
HSSD	Director Specialist Services Social Services	£650 per day	Existing	Y	Y	External Appointment	21/08/2017 SEB	T
HSSD	Specialist Consultant Social Services	£650 per day	Existing	Y	Y	External Appointment	21/08/2017 SEB	T
HSSD	Consultant Old Age Psychiatry (2nd Post)	£78,281 - £142,453	Existing	Y	Y	External Appointment	04/08/2017 SEB	P

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered/ Approved	Perm/Temp
HSSD	Consultant in Paediatrics	£78,281 - £142,453	New Post	Y	Y	External Appointment	17/08/2017 SEB	
Non Mins	Senior Legal Adviser	£109,080 - £121,200	Existing	Y	Y	Internal Appointment	31/08/2017 SEB	P
HSSD	Director of Quality, Improvement, Policy and Performance	£79,943 - £87,202	New Post	Y	Y	External Appointment	09/09/2017 SEB	T
HSSD	Interim Head of Transformation	£700 per day	New Post	Y	Y	External appointment	09/09/2017 SEB	T
HSSD	Managing Director - General Hospital and Ambulance Service	£130,000 - £140,000	Existing	Y	Y	External Appointment	09/09/2017 SEB	P
CMD	Interim OD and Transformation Consultant	£1333.33 per day	New Post	Y	Y	External Appointment	20/09/2017 SEB	T

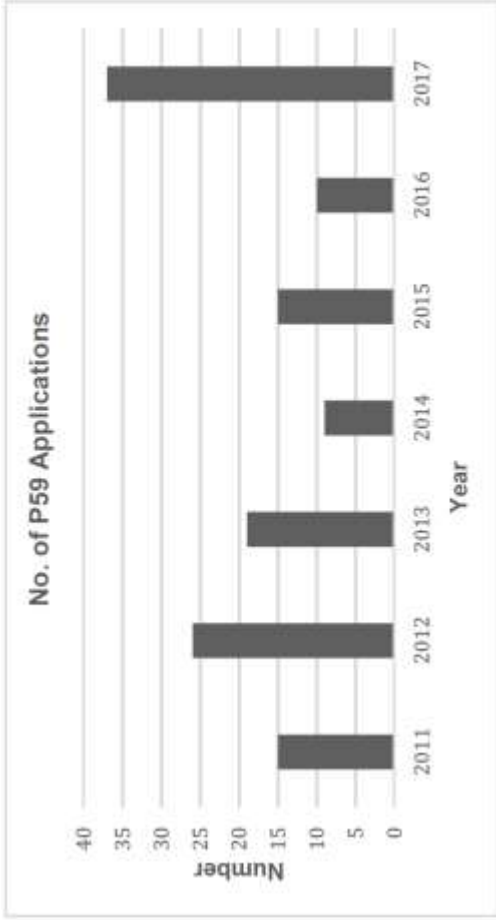
Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered/ Approved	Perm/Temp
CMD	Interim Communications Consultant	£1266.7 per day	New post	Y	Y	External Appointment	20/09/2017 SEB	T
CMD	Interim Finance Consultant	£1350 per day	New Post	Y	Y	External Appointment	20/09/2017 SEB	T
CMD	Director Financial Services Unit	£100,000 - £125,000	New Post	Y	Y	External	20/10/2017 SEB	P
CMD	Interim Policy Consultant	£1350 per day	New Post	Y	Y	External Appointment	20/09/2017 SEB	T
CMD	Interim Chief Operating Officer	£1333.33 per day	New Post	Y	Y	External Appointment	20/09/2017 SEB	T
TRY	Deputy Director International Taxes	£110,000-£130,000	Existing	Y	Y	Existing upgrade CEO	31/10/2017 SEB	P
TRY	Deputy Director Tax Policy	£110,000-£130,000	Existing	Y	Y	External Appointment	31/10/2017 CEO	P

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered/ Approved	Perm/Temp
TRY	Director of International Taxes	£110,000 – £120,000	Existing	Y	Y	Existing upgrade	31/10/2017 CEO	P
TRY	Deputy Comptroller of Taxes	£140,000 - £150,000	Existing	Y	Y	Existing Upgrade	31/10/2017 SEB	P
HSSD	Consultant Psychiatrist	£75,249 - £136,935	New Post	Y	Y	External Appointment	07/11/2017 HoPS	P
CCA	Head of Customs and Immigration	£104,732 - £116,369	Existing	Y	Y	Hold on recruitment - pending re-structure	27/11/2017 HoPS	P
CCA	Children's Commissioner	£100,000 - £110,000	New Post	Y	Y	External Appointment	04/12/2017 SEB	P
CMD	Senior Resourcing Specialist	£750-900 per day	New post	Y	Y	External Appointment	04/12/2018 SEB	T

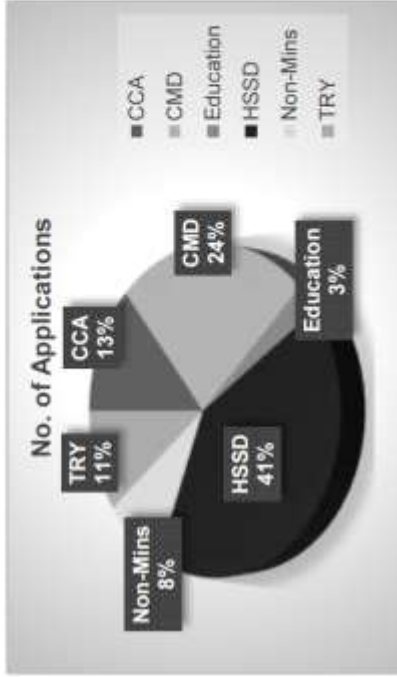
Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered/Approved	Perm/Temp
Education	Head Teacher x2 Le Rocquier and Grainville	£92,097 - £100,950	Existing Posts	Y	Y	Internal Appointment	4/12/2017 HoPS	P
CMD	Head of IS Procurement	£110,000 - £120,000	Existing	Y	Y	External Appointment	5/12/2017 HoPS	P
CCA	Deputy Chief of Police	£110,000 - £120,000	Existing	Y	Y	External Appointment	13/12/2017 HoPS	P
Non Mins	Law Draftsman	£120,000 - £130,000	Existing	Y	Y	Internal Appointment	21/12/2017 HoPS	P

KEY: CCA = Community and Constitutional Affairs CMD = Chief Minister's Department HSSD = Health and Social Services Department

Non-Mins = Non Ministerial Departments TRY = Treasury HoPS = Head of the Public Service CEO = Chief Executive Officer



YEAR	NUMBER OF APPLICATIONS
2011	15
2012	26
2013	19
2014	9
2015	15
2016	8
2017	37



DEPT.	No. of Applications
CCA	5
CMD	9
Education	1
HSSD	15
Non-Mins	3
TRY	4
TOTAL	37