

**WRITTEN QUESTION TO THE CHAIR OF THE STATES EMPLOYMENT BOARD  
BY DEPUTY L.V. FELTHAM OF ST. HELIER CENTRAL  
QUESTION SUBMITTED ON MONDAY 18<sup>TH</sup> JULY 2022  
ANSWER TO BE TABLED ON MONDAY 25<sup>TH</sup> JULY 2022**

**Question**

“Will the Chair how many States of Jersey employees have left the organisation, and the reasons they provided for leaving, categorised by department and directorate, in –

- (a) 2018;
- (b) 2019;
- (c) 2020;
- (d) 2021 Quarter 1;
- (e) 2021 Quarter 2;
- (f) 2021 Quarter 3;
- (g) 2021 Quarter 4;
- (h) 2022 Quarter 1; and
- (i) 2022 Quarter 2?”

**Answer**

A detailed leavers analysis is attached at Appendix A.

*This answer has been updated from the answer original submitted, to minimise the risk of disclosure of sensitive personal information, whilst maximising the utility of that data. The more detailed the breakdowns within a table, the greater the disclosure risk. Accordingly:*

- *The answer shows values of 1, 2, and 3 as < 3*
- *Reasons for leaving with a total below a threshold of 20 in any period have been aggregated into a column entitled “other” (while showing for each other category the total across government)*

*This presentation better accounts for the protection of personal data by minimising the ability to impute an individuals identity, and the requirements of the Code of Practice for Statistics [Code of Practice for Statistics 2019.pdf \(gov.je\)](#) which includes “T6.4 Organisations should be transparent and accountable about the procedures used to protect personal data when preparing the statistics and data, including the choices made in balancing competing interests. Appropriate disclosure control methods should be applied before releasing statistics and data.”*

*The Chief Statistician has reviewed the tables considering these factors and provided advice accordingly.*

Please note that this data may differ with other leaver reporting provided in previous information requests as a result of ongoing data cleanse work being carried out by the organisation.



2019 - Full Year

Other Reasons

Department / Directorate	Grand Total	Contract Ended	Leaving Jersey	Other Employment in Jersey	Personal Reasons Not Work Related	Resignation	Retirement	Better Career Prospects	Better pay and/or benefits	Change of Career Type	Compulsory Redundancy	Death	Dismissal	End of Fixed Term Contract F	Health Reasons	Ill Health Retirement	Mutual agreement	Non return from parental leave	Non started	Resign Prior To Formal Action	Transfe	Unsuccessful probation period	Voluntary Early Retirement	Voluntary Redundancy	Other Reasons Total	
<b>Chief Operating Office</b>	<b>23</b>			<b>4</b>		<b>10</b>	<b>&lt;3</b>																		<b>7</b>	
Modernisation and Digital				<3		5	<3																			<3
People and Corporate Services				<3		5																				5
<b>Children, Young People, Edu &amp; Skills</b>	<b>111</b>	<b>6</b>	<b>13</b>	<b>12</b>	<b>10</b>	<b>30</b>	<b>19</b>																			<b>21</b>
CAMHS																										<3
Children's Services				<3		5																				<3
Education		4		10		7	22																			15
Integrated S and Commissioning																										<3
Young People, Further Ed, Skills & Learn		<3		<3	<3	<3	<3																			<3
<b>Customer and Local Services</b>	<b>18</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>		<b>9</b>	<b>&lt;3</b>																			<b>&lt;3</b>
Customer Operations		<3		<3		5																				<3
Customer Services						4																				<3
Local Services							<3																			<3
<b>Department for External Relations</b>	<b>&lt;3</b>			<b>&lt;3</b>		<b>&lt;3</b>																				<b>&lt;3</b>
(blank)						<3																				<3
<b>Department for the Economy</b>	<b>6</b>					<b>&lt;3</b>	<b>&lt;3</b>																			<b>&lt;3</b>
(blank)						<3	<3																			<3
<b>Health and Community Services</b>	<b>140</b>	<b>17</b>	<b>24</b>	<b>15</b>	<b>5</b>	<b>31</b>	<b>14</b>																			<b>34</b>
Chief Nurse				<3		<3																				<3
Health Modernisation				<3	7	5	7																			<3
Hospital and Community Services		16	22	8	5	23	7																			24
Medical Director		<3				<3																				<3
<b>Infrastructure, Housing and Environment</b>	<b>54</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>8</b>	<b>&lt;3</b>	<b>11</b>	<b>15</b>																			<b>14</b>
Natural Environment		<3				<3																				<3
Office of the Director General				<3																						<3
Operations and Transport				4	<3	<3	8																			10
Property and Special Projects				<3		<3	<3																			<3
Regulation				<3		<3	<3																			<3
Sport				<3		<3	<3																			<3
<b>Justice and Home Affairs</b>	<b>44</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>5</b>		<b>11</b>	<b>13</b>																			<b>11</b>
Ambulance		<3		<3		<3																				<3
Combined Control Room						<3																				<3
Customs and Immigration				<3		<3	4																			<3
Fire and Rescue						<3																				<3
Health and Safety Inspectorate						<3	<3																			<3
Police		<3		<3		4	4																			<3
Prison				<3		<3	4																			<3
<b>Non-executives and legislature</b>	<b>21</b>			<b>&lt;3</b>	<b>&lt;3</b>	<b>10</b>	<b>4</b>																			<b>5</b>
Bailiff's Chambers							<3																			<3
Estab. of H.E. Lt. Governor							<3																			<3
Judicial Greffe						<3																				<3
Law Officers' Department						<3	<3																			<3
Probation Service						<3																				<3
States Assembly							<3																			<3
States Greffe							<3																			<3
Viscount's Department				<3		<3																				<3
<b>Office of the Chief Executive</b>	<b>5</b>			<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>																				<b>&lt;3</b>
Chief of Staff				<3		<3																				<3
Communications						<3																				<3
External Relations																										<3
Law Officers' Department						<3																				<3
<b>Strategic Policy, Planning and Performance</b>	<b>8</b>			<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>																			<b>&lt;3</b>
Arm's Length Bodies				<3			<3																			<3
Public Health																										<3
Public Policy						<3	<3																			<3
<b>Treasury and Exchequer</b>	<b>28</b>			<b>4</b>	<b>&lt;3</b>	<b>12</b>	<b>&lt;3</b>																			<b>10</b>
FBP & Analytics & Management Information				<3	<3	<3																				<3
Finance Hub				<3		<3																				<3
Performance, Accounting and Reporting						<3																				<3
Revenue Jersey				<3		6	<3																			6
Strategic Finance																										<3
Treasury and Investment management				<3		<3																				<3
<b>Grand Total</b>	<b>461</b>	<b>27</b>	<b>46</b>	<b>53</b>	<b>21</b>	<b>131</b>	<b>72</b>	<b>13</b>	<b>&lt;3</b>	<b>8</b>	<b>9</b>	<b>&lt;3</b>	<b>14</b>	<b>5</b>	<b>12</b>	<b>4</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>4</b>	<b>5</b>	<b>24</b>	<b>111</b>

2020 - Full Year

Other Reasons

Department / Directorate	Grand Total	Contract Ended	Leaving Jersey	Other Employment in Jersey	Personal Reasons - Not Work Related	Resignation	Retirement	Better Career Prospects	Better pay and/or benefits	Change of Career Type	Compulsory Redundancy	Conversion	Death	Dismissal	End of Fixed Term Contract FT	Health Reasons	Ill Health Retirement	Job expectations not met	Mutual agreement	Non return from parental leave	Non starter	Payroll Transfer	Resign Prior To Formal Action	Unsuccessful probation period	Voluntary Early Retirement	Other		
<b>Chief Operating Office</b>	<b>7</b>		<3			<3																				<3		
Modernisation and Digital			<3			<3																					<3	
People and Corporate Services			<3			<3																					<3	
<b>Children, Young People, Edu &amp; Skills</b>	<b>122</b>	<b>28</b>	<b>17</b>	<b>10</b>	<b>15</b>	<b>16</b>	<b>16</b>																				<b>20</b>	
CAMHS			<3																								4	
Children's Services			<3		<3	4																					5	
Education		<3	10	8	<3	9	13																				8	
Integrated S and Commissioning					<3																							
Young People, Further Ed, Skills & Learn		24	6	<3	<3	<3	<3																				<3	
<b>Customer and Local Services</b>	<b>22</b>	<b>&lt;3</b>		<3		6	6																				<b>8</b>	
Customer Operations						<3	<3																				<3	
Customer Services		<3		<3		<3	<3																				4	
Local Services						4	<3																				<3	
<b>Department for External Relations</b>	<b>&lt;3</b>		<3																									
(blank)			<3																									
<b>Department for the Economy</b>	<b>&lt;3</b>		<3			<3																						
(blank)			<3			<3																						
<b>Health and Community Services</b>	<b>228</b>	<b>99</b>	<b>23</b>	<b>5</b>	<b>6</b>	<b>41</b>	<b>25</b>																				<b>29</b>	
Chief Nurse			<3			<3																						
Health Modernisation			4	<3	<3	5	13																				9	
Hospital and Community Services		12	17	4	<3	30	12																				19	
Medical Director		87	<3		<3	5																					<3	
<b>Infrastructure, Housing and Environment</b>	<b>28</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>6</b>	<b>7</b>																				<b>9</b>	
Natural Environment						<3																						
Office of the Director General			<3																									<3
Operations and Transport			<3			<3	<3																					5
Property and Special Projects				<3		<3	<3																					
Regulation			<3			<3	<3																					<3
Sport		<3			<3	<3	<3																					<3
<b>Justice and Home Affairs</b>	<b>43</b>	<b>&lt;3</b>		<3	<3	<b>18</b>	<b>12</b>																				<b>9</b>	
Ambulance																												<3
Business Support						<3																						
Combined Control Room				<3		<3	<3																					
Customs and Immigration						<3	<3																					
Fire and Rescue		<3				<3	<3																					<3
Police		<3			<3	5	8																					4
Prison						7	<3																					<3
<b>Non-executives and legislature</b>	<b>15</b>		<3	<3		<b>5</b>	<b>&lt;3</b>																				<b>4</b>	
Bailiff's Chambers						<3																						<3
Judicial Greffe							<3																					
Law Officers' Department				<3		<3																						<3
Probation Service						<3	<3																					
States Assembly						<3																						
States Greffe			<3			<3																						<3
<b>Office of the Chief Executive</b>	<b>4</b>	<b>&lt;3</b>				<b>&lt;3</b>																					<b>&lt;3</b>	
Chief of Staff						<3																						<3
Communications		<3																										<3
<b>Strategic Policy, Planning and Performance</b>	<b>9</b>	<b>&lt;3</b>	<b>&lt;3</b>			<b>&lt;3</b>																					<b>5</b>	
Arm's Length Bodies						<3																						<3
Covid Vaccination Programme		<3	<3																									<3
Policy																												<3
Public Policy			<3																									<3
<b>Treasury and Exchequer</b>	<b>18</b>	<b>&lt;3</b>	<b>&lt;3</b>			<b>6</b>	<b>&lt;3</b>																				<b>7</b>	
FBP & Analytics & Management Information						<3	<3																					5
Revenue Jersey			<3			<3	<3																					<3
Strategic Finance		<3				<3	<3																					<3
Treasury and Investment management						<3	<3																					<3
<b>Grand Total</b>	<b>499</b>	<b>134</b>	<b>50</b>	<b>20</b>	<b>23</b>	<b>105</b>	<b>72</b>	<b>10</b>	<b>&lt;3</b>	<b>11</b>	<b>8</b>	<b>&lt;3</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>&lt;3</b>	<b>6</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>95</b>		

## 2021 - Quarter 1

Department / Directorate	Grand Total	Resignation	Other Reasons														Unsuccessful probation period	Other		
			Better Career Prospects	Better pay and/or benefits	Change of Career Type	Compulsory Redundancy	Contract Ended	Conversion	Dismissal	End of Fixed Term Contract FT	End of Fixed Term Contract PT	Health Reasons	Ill Health Retirement	Leaving Jersey	Other Employment in Jersey	Personal Reasons - Not Work Related			Resign Prior To Formal Action	Retirement
<b>Chief Operating Office</b>	<3	<3																		<3
Modernisation and Digital		<3																		<3
People and Corporate Services																				<3
<b>Children, Young People, Edu &amp; Skills</b>	18	<3																		15
CAMHS																				<3
Children's Services																				<3
Education		<3																		8
Integrated S and Commissioning																				<3
Young People, Further Ed, Skills & Learn																				4
<b>Customer and Local Services</b>	<3																			<3
Customer Operations																				<3
Local Services																				<3
<b>Health and Community Services</b>	42	13																		29
Chief Nurse		<3																		<3
Health Modernisation		<3																		<3
Hospital and Community Services		9																		18
Medical Director		<3																		7
<b>Infrastructure, Housing and Environment</b>	<3																			<3
Operations and Transport																				<3
Regulation																				<3
<b>Justice and Home Affairs</b>	<3	<3																		<3
Business Support																				<3
Police		<3																		<3
<b>Non-executives and legislature</b>	<3	<3																		<3
Judicial Greffe		<3																		
Law Officers' Department		<3																		
Probation Service																				<3
<b>Office of the Chief Executive</b>	<3	<3																		<3
Chief of Staff		<3																		
External Relations																				<3
<b>Strategic Policy, Planning and Performance</b>	19	5																		14
Covid Vaccination Programme		5																		12
Statistics and Analytics																				<3
Strategy and Innovation																				<3
<b>Treasury and Exchequer</b>	8	<3																		6
Commercial Services		<3																		
FBP & Analytics & Management Information																				<3
Performance, Accounting and Reporting																				<3
Revenue Jersey		<3																		<3
Strategic Finance																				<3
<b>Grand Total</b>	104	28	5	<3	4	<3	4	<3	<3	9	<3	<3	<3	15	5	4	<3	9	7	76

## 2021 - Quarter 2

Department / Directorate	Grand Total	Leaving Jersey	Resignation	Retirement	Other Reasons													
					Better Career Prospects	Change of Career Type	Compulsory Redundancy	Contract Ended	Death	Dismissal	End of Fixed Term Contract FT	Health Reasons	Job expectations not met	Mutual agreement	Other Employment in Jersey	Personal Reasons - Not Work Related	Other	
<b>Chief Operating Office</b>	<b>5</b>		<3	<3														<3
Modernisation and Digital			<3	<3														<3
People and Corporate Services																		<3
Chief Operating Office			<3															
<b>Children, Young People, Edu &amp; Skills</b>	<b>20</b>	<3	<3	<3														13
Children's Services		<3																5
Education		<3	<3	<3														6
Young People, Further Ed, Skills & Learn																		<3
<b>Customer and Local Services</b>	<b>&lt;3</b>			<3														
Customer Operations				<3														
Customer Services				<3														
<b>Department for the Economy (blank)</b>	<b>&lt;3</b>	<3	<3															
<b>Health and Community Services</b>	<b>36</b>	9	<3	11														14
Chief Nurse				<3														
Health Modernisation		<3	<3	<3														<3
Hospital and Community Services		8	<3	8														10
Medical Director																		<3
<b>Infrastructure, Housing and Environment</b>	<b>12</b>	<3	<3	5														5
Operations and Transport		<3		<3														
Regulation			<3	<3														<3
Sport				<3														<3
<b>Justice and Home Affairs</b>	<b>15</b>		6	4														5
Police			4	<3														
Prison			<3	<3														<3
Track and Trace																		4
<b>Non-executives and legislature</b>	<b>&lt;3</b>	<3	<3	<3														
Judicial Greffe				<3														
Law Officers' Department		<3	<3															
<b>Office of the Chief Executive</b>	<b>&lt;3</b>	<3																<3
Chief of Staff		<3																<3
<b>Strategic Policy, Planning and Perf</b>	<b>13</b>	<3	<3															9
Covid Vaccination Programme		<3	<3															9
<b>Treasury and Exchequer</b>	<b>8</b>	<3	<3	<3														<3
FBP & Analytics & Management Information		<3																<3
Finance Hub																		<3
Revenue Jersey			<3															
Strategic Finance		<3																
Treasury and Investment management				<3														
<b>Grand Total</b>	<b>118</b>	<b>20</b>	<b>20</b>	<b>26</b>	<b>9</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>10</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>4</b>	<b>13</b>	<b>5</b>	<b>52</b>

2021 - Quarter 3

Department / Directorate	Grand Total	End of Fixed Term Contract FT	Leaving Jersey	Other Employment in Jersey	Resignation	Retirement	Other Reasons															Other		
							Better Career Prospects	Better pay and/or benefits	Change of Career Type	Contract Ended	Conversion	Death	Dismissal	End of Fixed Term Contract PT	Health Reasons	Ill Health Retirement	Job expectations not met	Mutual agreement	Non starter	Personal Reasons Not Work Related	Resign Prior To Formal Action		Unsuccessful probation period	
<b>Chief Operating Office</b>	10	4	<3	<3	<3		<3	<3													<3	<3		
Modernisation and Digital			<3	<3																			<3	
People and Corporate Services			<3		<3																		<3	
Chief Operating Office			<3																				<3	
<b>Children, Young People, Edu &amp; Skills</b>	102	36	25	10	5	11																	15	
Children's Services			<3		<3																		<3	
Education			33	20	9	11																	12	
Integrated 5 and Commissioning			<3																				<3	
Young People, Further Ed, Skills & Learn			<3	<3	<3																		<3	
<b>Customer and Local Services</b>	8	<3	<3	<3	4																		<3	
Customer Operations			<3	<3	4																		<3	
Customer Services			<3	<3																			<3	
<b>Department for the Economy (blank)</b>	<3		<3																				<3	
<b>Health and Community Services</b>	71	4	15	<3	10	5																	36	
Health Modernisation			<3	<3	<3																		7	
Hospital and Community Services			<3	10	8	5																	26	
Medical Director			<3	4	<3																		<3	
<b>Infrastructure, Housing and Environment</b>	19	<3	<3	4	<3	4																	5	
Natural Environment			<3		<3																		<3	
Office of the Director General																							<3	
Operations and Transport			<3	<3	<3	<3																	<3	
Property and Special Projects						<3																	<3	
Sport			<3	<3																			<3	
<b>Justice and Home Affairs</b>	23	<3		4	7	5																	5	
Business Support																							<3	
Customs and Immigration				<3		<3																	<3	
Fire and Rescue					<3																		<3	
Police					<3	<3																	<3	
Prison				<3	<3	<3																	<3	
Track and Trace			<3		<3																		<3	
Justice and Home Affairs					<3																		<3	
<b>Non-executives and legislature</b>	6	<3	<3	<3	<3	<3																	<3	
Judicial Greffe				<3																			<3	
Law Officers' Department			<3		<3	<3																	<3	
States Greffe			<3																				<3	
<b>Office of the Chief Executive</b>	<3																						<3	
Chief of Staff																							<3	
<b>Strategic Policy, Planning and Performance</b>	18	7	6	<3	<3																		<3	
Arm's Length Bodies			<3																				<3	
Covid Vaccination Programme			7	4	<3																		<3	
Executive and Governance				<3																			<3	
Statistics and Analytics				<3																			<3	
<b>Treasury and Exchequer</b>	9	<3		<3	<3	<3																	<3	
FBP & Analytics & Management Information				<3																			<3	
Revenue Jersey				<3		<3																	<3	
Risk, Audit & Reporting			<3		<3																		<3	
Treasury and Investment management																							<3	
<b>Grand Total</b>	269	57	53	25	33	28	9	6	11	17	<3	<3	<3	<3	4	<3	<3	<3	<3	<3	9	4	<3	73

2021 - Quarter 4

Other Reasons

Department / Directorate	Grand Total	Resignation	Retirement	Better Career Prospects	Better pay and/or benefits	Change of Career Type	Contract Ended	Dismissal	End of Fixed Term Contract FT	Health Reasons	Ill Health Retirement	Job expectations not met	Leaving Jersey	Mutual agreement	Other Employment in Jersey	Personal Reasons - Not Work Related	Resign Prior To Formal Action	Unsuccessful probation period	Voluntary Early Retirement	Voluntary Redundancy	Other		
<b>Chief Operating Office</b>	<b>7</b>	<b>&lt;3</b>	<b>&lt;3</b>																			<b>5</b>	
Modernisation and Digital		<3																					<3
People and Corporate Services			<3																				<3
<b>Children, Young People, Edu &amp; Skills</b>	<b>37</b>	<b>6</b>	<b>5</b>																				<b>26</b>
Children's Services		<3																					<3
Education		4	<3																				16
Young People, Further Ed, Skills & Learn			<3																				8
Children, Young People, Edu & Skills		<3																					<3
<b>Customer and Local Services</b>	<b>16</b>	<b>&lt;3</b>	<b>&lt;3</b>																				<b>13</b>
Customer Operations		<3	<3																				6
Customer Services																							5
Local Services																							<3
<b>Department for the Economy</b>	<b>&lt;3</b>																						<b>&lt;3</b>
(blank)																							<3
<b>Health and Community Services</b>	<b>39</b>	<b>7</b>	<b>11</b>																				<b>21</b>
Chief Nurse																							<3
Health Modernisation		<3	5																				5
Hospital and Community Services		4	6																				10
Medical Director		<3																					5
<b>Infrastructure, Housing and Environment</b>	<b>13</b>	<b>&lt;3</b>	<b>&lt;3</b>																				<b>8</b>
Natural Environment		<3																					<3
Operations and Transport		<3	<3																				4
Property and Special Projects																							<3
Regulation		<3																					<3
Sport			<3																				<3
<b>Justice and Home Affairs</b>	<b>14</b>	<b>6</b>	<b>&lt;3</b>																				<b>7</b>
Combined Control Room		<3																					6
Customs and Immigration		<3																					<3
Police		<3	<3																				5
Prison		<3																					<3
Justice and Home Affairs		<3																					<3
<b>Non-executives and legislature</b>	<b>5</b>	<b>&lt;3</b>	<b>&lt;3</b>																				<b>&lt;3</b>
Judicial Greffe																							<3
Law Officers' Department		<3	<3																				<3
Probation Service																							<3
<b>Office of the Chief Executive</b>	<b>&lt;3</b>		<b>&lt;3</b>																				<b>&lt;3</b>
Chief of Staff			<3																				<3
Communications																							<3
<b>Strategic Policy, Planning and Performance</b>	<b>6</b>																						<b>6</b>
Arm's Length Bodies																							<3
Covid Vaccination Programme																							5
<b>Treasury and Exchequer</b>	<b>6</b>	<b>&lt;3</b>	<b>&lt;3</b>																				<b>&lt;3</b>
Commercial Services		<3																					<3
FBP & Analytics & Management Information		<3																					<3
Finance Hub																							<3
Revenue Jersey		<3	<3																				<3
<b>Grand Total</b>	<b>147</b>	<b>29</b>	<b>25</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>15</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>12</b>	<b>6</b>	<b>14</b>	<b>6</b>	<b>5</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>&lt;3</b>	<b>93</b>	







