

**WRITTEN QUESTION TO THE CHAIR OF THE STATES EMPLOYMENT BOARD  
BY DEPUTY M.R. SCOTT OF ST. BRELADE  
QUESTION SUBMITTED ON MONDAY 27th MARCH 2023  
ANSWER TO BE TABLED ON MONDAY 3rd APRIL 2023**

**Question**

“Will the Chair detail what changes, if any, are being undertaken by Government to reduce recourse to, and engagement of, external consultants by Senior Managers, including –

- (a) the provision of training to Senior Managers and technicians in each Government department, specifying the nature of any training provided; and
- (b) any changes to the recruitment model for Senior Managers?”

**Answer**

The States Employment Board are providing challenge to requests to use external consultants under the P59 proposition. This includes challenging the costs, the internal search for those with the right skills, and succession / learning opportunities.

We have in place strategic workforce planning which is being delivered across the organisation to identify future skills anticipated within the workforce. This informs succession planning, training and development and secondment opportunities.

Additionally, extra capacity has been created within the Cabinet Office to create a Delivery Unit, that provides centralised support and focus for key pieces of work. This is resourced through a small permanent team and secondments into the Cabinet Office to undertake the work in house. This has already proved a successful model for avoiding external consultancy costs.

The creation of the Corporate Programme Management Office (CPMO) has created a centre of excellence and standard for project and programme management, an area where there was a frequent use of consultants. The CPMO now trains and develops in house capabilities.

Finally, CONNECT (Release 4) concerns procurement of consultants and interims, the design of which is aimed at providing greater oversight and understanding of the regularity of consultant use and an analysis of frequent skills required.