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# STATES OF JERSEY



## STATES EMPLOYMENT BOARD: COMBINED ANNUAL REPORT 2015/2016

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Presented to the States on 6th June 2017  
by the States Employment Board

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STATES GREFFE

## REPORT

### 1. The Constitution of the Board

1.1 The Board from 1st January 2015 until 31st December 2016 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.

During this period, B. Shears was appointed as Non-Executive Director and Adviser to the States Employment Board.

1.2 The States Greffe provides administrative support to the Board.

### 2. The number of meetings held during the year

2.1 In 2015, there were 24 meetings of the Board, one of which was conducted by e-mail. There were also 24 meetings of the Board in 2016, 5 of which were conducted by e-mail.

### 3. A summary of key matters considered by the Board in 2015

3.1 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 recognised the significant contribution made by the Trade Unions and Staff Associations in engaging with the Workforce Modernisation programme, which had seen their representatives working constructively with the Employer. The Board recognised the positive foundations for partnership working that had been laid by the Collective Bargaining Framework and the Joint Council for Public Sector Unions and Associations.
- ii. The Board considered regular update reports regarding Workforce Modernisation, including proposals for the Reward Strategy for States employees and progress on Job Evaluation and the Terms and Conditions/Policy work-stream. The Board remained committed to the principles of fairness and equity that were being applied in the new Reward Framework.

3.2 The Board gave consideration to a number of issues regarding pay –

- i. With regard to the 2015 Pay Negotiations, the Board remained committed to maintaining dialogue with employee groups. The Board considered matters relating to budgetary arrangements for pay awards, given the constraints of the financial challenges facing the States.
- ii. The Board received reports and gave consideration to matters relating to the pay of doctors.

3.3 Pensions

- i. The Board received reports on and considered a number of matters in relation to: Pensions, Public Employees Contributory Retirement Scheme (“PECRS”) and the Jersey Teachers’ Superannuation Fund (“JTSF”) –
  - General pension provisions
  - Admitted Body Status applications
  - Amendments to Regulations
  - Actuarial valuations for both schemes.
- ii. In considering future 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.
- iii. The Board considered a number of proposals for new pensions legislation and amendments to existing Regulations. These included –
  - Draft Public Employees (Pension Scheme) Regulations and Draft Public Employees (Pensions) (Jersey) Law 2014 (Appointed Day) Act 201-: update.
  - Draft Public Employees (Pensions) (Jersey) Law 201-: Joint Uniformed Services Association Claim *re* PECRS final offer – presentation.
- iv. The Board agreed to the request of the Committee of Management to bring both the PECRS and the JTSF into line with the relevant income tax legislation.
- v. The Board considered proposals for the Doctors’ Incapacity Retirement Framework.
- vi. The Board reviewed proposals for Ill-Health Retirement under the CARE scheme proposals.

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

Pursuant to the adoption by the States Assembly, on 8th June 2011, 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.)

### 3.5 Public Sector Salaries

The Board endorsed a report for presentation to the States Assembly entitled ‘Remuneration of States Employees: 2014’, which was incorporated into the States of Jersey Financial Report and Accounts 2015.

### 3.6 Jersey Appointments Commission

- i. The Board reviewed the method of compensation for the Commissioners, with immediate effect for new Commissioners.
- ii. The Board received the Annual Report of the Commission and agreed that the Chief Minister should present the finalised report to the States Assembly.
- iii. The Board endorsed the appointment of Ms. G. Liew as a Commissioner.

### 3.7 Voluntary Release Schemes

- i. The Board received approved and received regular updates on the 2015 Voluntary Release Scheme, being cognisant of the need for savings.
- ii. The Board approved the opening of a further voluntary release scheme for 2016.

### 3.8 Memorandum of Understanding

With regard to the Memorandum of Understanding (an agreement to review persons excluded or suspended from duty as a result of potentially concurrent internal disciplinary and criminal investigatory procedures), the Board noted continued use of this forum as an effective and appropriate means of reviewing and managing such cases.

### 3.9 Codes and Policies

The Board noted the review of a number of policy matters, including –

- i. Draft Redundancy Policy and rates for redundancy
- ii. Voluntary Release Schemes.

#### **4. A summary of key matters considered by the Board in 2016**

##### **4.1 Codes of Practice**

The Board considered and approved the Codes of Practice which had been introduced in compliance with the Employment of States of Jersey Employees (Jersey) Law 2005. The Board, following the recommendations of the Comptroller and Auditor General, agreed that the Codes of Practice would form part of the States of Jersey corporate governance and risk structure. The following Codes of Practice were established and issued –

- i. Recruitment and selection
- ii. Employee development
- iii. Health, safety and well-being
- iv. Employment Relations and engagement
- v. Reward
- vi. Equalities and diversity
- vii. Terms and conditions of employment
- viii. Performance management.

As the Codes are enshrined in law, there is now a legal requirement for senior officers to implement and comply with the Codes.

4.2 The Board established a Sub-Committee for organisational change, recognising the unprecedented level of change occurring within the States of Jersey. This included the need to give consideration to outsourcing, and compulsory and voluntary redundancy programmes. The Sub-Committee membership comprised the current non-Ministerial members of the Board, plus 2 non-Ministerial States Members, Deputies T.A. Vallois and R. Labey, nominated by the Chief Minister.

##### **4.3 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 Trade 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 were briefed on the outline timelines for the Uniformed Services Workforce Modernisation Review.

#### 4.4 Pay

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

- i. With regard to the 2015 Pay Negotiations (which continued to be a matter for discussion in 2016), the Board remained committed to maintaining dialogue with employee groups during further negotiations. 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 further updates on the pay negotiations which further included discussion on pay for 2016. The Board sought to communicate the position on pay with all employees.
- iii. The Board received reports and gave consideration to matters relating to the pay of doctors.

#### 4.5 Pensions

- i. The Board received reports on and considered a number of matters in relation to Pensions, PECRS, JTSF and the Public Employees' Pension Scheme ("PEPS") –
  - General Pension provisions
  - Appointment of the Admitted Employer Representative for PEPS
  - Appointment to the Board of Management: Representative for JTSF
  - Amendments to Regulations and Orders
  - Appointment of Actuaries for PECRS, JTSF and PEPS
  - Ill-health Retirement Appeals process (PECRS).
- ii. In considering future 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.
- iii. The Board considered a number of proposals for new pensions legislation and amendments to existing Regulations. These included –
  - PECRS: transfers out
  - Draft PEPS Regulations and Appointed Day Act: CARE Scheme – Fire and Rescue Service
  - JTSF – amendments to Orders.

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

Pursuant to the adoption by the States Assembly, on 8th June 2011, 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.)

#### 4.7 Public Sector Salaries

The Board endorsed a report for presentation to the States Assembly entitled ‘Remuneration of States Employees: 2015’, which was incorporated into the States of Jersey Financial Report and Accounts 2016.

#### 4.8 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.
- iii. The Board agreed the drafting of the Jersey Appointments Commission’s: Draft Employment of States of Jersey Employees (Amendment No. 8) (Jersey) Regulations 201-; and also gave their approval to lodge *au Greffe* the Draft Appointments Commission (Miscellaneous Amendments) (Jersey) Law 201-.
- iv. The Board approved the Guidelines for the recruitment of Senior States Employees, appointees and members of independent bodies.

#### 4.9 Health and Safety

The Board received a report on an investigation into an accident which had taken place at the Health and Social Services Department, and noted the action taken.

#### 4.10 Travel and Expenses

The Board received reports regarding travel and expenses of officers in the States of Jersey and noted that appropriate action was taken.

#### 4.11 Redundancy Programme

The Board received a report on the 2016 Redundancy programme for Voluntary and Compulsory Redundancy of employees. The Board requested that the scheme remain open in order to support further organisational changes.

**5. Miscellaneous matters**

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

- i. Succession planning for the post of Head of the Public Service:  
Chief Executive Officer
- ii. Staff retirements and extensions to contracts
- iii. Report on management training
- iv. Arrangements for Liberation Day
- v. Funding of redundancy payments
- vi. Information Services transformation
- vii. Various employment matters.

**6. Key manpower Statistics**

6.1 Attached at Appendix 1 are key manpower statistics for 2015 and 2016.



**APPENDIX 1****Key Manpower Statistics****Headcount (the number of people actually in post as at 31st December 2015):**

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-Ministerial SFB – Overseas Aid
- States Assembly.

<b>Department</b>	<b>Headcount</b>
Chief Minister's	233
Environment	115
Economic Development	30
Education, Sport and Culture	2,133
Health and Social Services	2,625
Home Affairs	662
Non-Ministerial SFB – Overseas Aid	2
Non-Ministerial States-funded	235
Social Security	252
Transport and Technical Services	439
Treasury and Resources	240
<b>Sub-Total (1)</b>	<b>6,966</b>
<b>Less employees with a role in more than one dept.</b>	<b>-25</b>
<b>Sub-Total (2)</b>	<b>6,941</b>

<b>Trading Bodies</b>	<b>Headcount</b>
Jersey Car Parks	16
Jersey Fleet Management	26
<b>Sub-Total (3)</b>	<b>42</b>

<b>Grand Total</b>	<b>6,983</b>
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**Assumptions:**

All figures have come from the central HRIS (Human Resources Information System); the above figures do not include the following departments –

- Jersey Ports
- Housing.

The above departments are not included as they have now incorporated into private companies.

**“Licensed” category employees (the number of employees, as at 31st December 2015, with a ‘licensed’ category housing licence (previously “JJ”)):**

<b>Staff Grouping</b>	<b>Headcount</b>
Civil Servants	136
Energy from Waste Operations	1
Health and Social Services	311
Education	88
Uniformed Services	7
Others	14
<b>Grand Total</b>	<b>557</b>

**Non-locally qualified registered employees (the number of employees as at 31st December 2016, non-locally qualified under the Control of Housing and Work (Jersey) Law 2012:**

68 or 1.0% of the reported Headcount above.

#### **Sickness Absence 2015**

Percentage of total possible days lost to sickness absence	3.8%
Average number of days lost to sickness per employee	8.4
Ratio of certified to uncertified absence	70.7% / 29.3%

#### **Attrition (Turnover) 2015**

(The movement out of established posts)

Internal Movements (between States departments)	1.1%
External movements (leaving States employment)	10.9%
Total Attrition during 2015	12.0%

**Headcount (the number of people actually in post as at 31st December 2016):**

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-Ministerial SFB – Overseas Aid
- States Assembly.

Department	Headcount
Chief Minister's Department –	208
Community and Constitutional Affairs (CCA)	670
Department for Infrastructure	372
Department of the Environment	120
Economic Development	125
Education, Sport and Culture	1,949
Health and Social Services	2,564
Non-Ministerial States-funded	208
Social Security	245
States Assembly	28
Treasury and Resources	188
<b>Sub-Total (1)</b>	<b>6,677</b>

Trading Bodies	Headcount
Jersey Car Parks	19
Jersey Fleet Management	22
<b>Sub-Total (2)</b>	<b>41</b>

<b>Less employees with a role in more than one dept.</b>	<b>-12</b>
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<b>Grand Total</b>	<b>6,706</b>
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**Assumptions:**

All figures have come from the central HRIS (Human Resources Information System); the above figures do not include the following departments –

- Jersey Ports
- Housing.

The above departments are not included as they have now incorporated into private companies.

**“Licensed” category employees (the number of employees, as at 31st December 2016, with a ‘licensed’ category housing licence (previously “JJ”)):**

<b>Staff Grouping</b>	<b>Headcount</b>
Civil Servants	126
Energy from Waste Operations	1
Health and Social Services	286
Education	100
Uniformed Services	6
Others	20
<b>Grand Total</b>	<b>539</b>

**Non-locally qualified registered employees (the number of employees as at 31st December 2016, non-locally qualified under the Control of Housing and Work (Jersey) Law 2012:**

	<b>Headcount</b>	<b>% of Staff</b>
<b>Registered Staff:</b>	<b>76</b>	<b>1.1%</b>

#### **Sickness Absence 2016**

Percentage of total possible days lost to sickness absence	4.0%
Average number of days lost to sickness per employee	8.9
Ratio of certified to uncertified absence	71.1% / 28.2%

#### **Attrition (Turnover) 2016**

(The movement out of established posts)

Internal Movements (between States departments)	1.3%
External movements (leaving States employment)	12.4%
Total Attrition during 2016	13.7%

## STATES EMPLOYMENT BOARD

## P.59/2011: REPORT FOR STATES MEMBERS

**Background**

The P.59 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 requests from departments must be granted by the SEB or by delegated authority from the Chief Executive. Where recruitment to a post is necessary this cannot be undertaken until approval is given.

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

A full job description is required to support each P.59 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, appointments to posts are drawn from the local market.

**Activity Report: January – December 2015**

During this period, a total of 15 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. Seven applications were approved by the Chief Executive under delegated authority from the SEB; 12 were for existing posts.

An application for 3 new posts was considered, 2 within the Chief Minister’s Department and one for a Hospital Consultant in Health and Social Services. Two applications for existing posts were for extensions to existing contracts, and one was for an existing post whose job content had been revised.

A comparison table of application made in in previous years (2011–2015) is included for comparison. There is a rise in applications (5) from 2014 (9).

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 P.59/2011 is used to inform work on succession planning, senior manager compensation, performance management, and retention and recruitment planning.

**Activity Report: January – December 2016**

During this period, a total of 11 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. Five applications were approved by the Chief Executive under delegated authority from the SEB; all of these were for existing posts.

One application for a new post was considered, which was a consultant in Health and Social Services. A total of 7 applications were from Health and Social Services, and 6 of these were for consultant posts. Two applications were received from the Law Officers' Department, one of which was for a short-term contract post. Two applications were received from the Chief Minister's Department, one of which was for the post of Chief Executive Officer.

A comparison table of applications made in in previous years (2011–2016) is included for comparison. There was a drop in applications from 15 in 2015 to 11 in 2016.

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 P.59/2011 is used to inform work on succession planning, senior manager compensation, performance management and retention and recruitment planning.

## APPENDIX 2 (Cont'd.)

## P.59 APPLICATIONS January – December 2015

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered
Treasury and Resources	Comptroller of Taxes	£131,000 – £150,000	Existing Post	Y	Y	External Appointment	30/01/2015 SEB
Education, Sport and Culture	Head-Teacher, JCG	£90,000 – £110,000	Existing post	Y	Y	Salary Review	30/01/2015 SEB
Chief Minister's Department	Business Change Director e-Gov	£111,000 – £130,000	New post	Y	Y	Internal Appointment	30/01/2015 SEB
Home Affairs	Chief Officer		Existing Post	Y	Y	Internal Appointment	30/01/2015 SEB
Home Affairs	Deputy Chief Officer, Police	£90,000 – £110,000	Existing Post	Y	Y	Internal Appointment	20/05/2015 CEO
States Greffe	Greffier of the States	£111,000 – £130,000	Existing Post	Y	Y	External	20/05/2015 CEO
Treasury and Resources	Treasurer	£141,000 – £160,000	Existing Post	Y	Y	Internal Appointment	30/01//2015 SEB
Chief Minister's Department	Director of Employment Relations and Organisational Development	£90,000 – £110,000	Existing Post	Y	Y	Extension of contract	31/07/2015 CEO
Chief Minister's Department	Director of Human Resources, HSSD	£121,000 – £140,000	Existing Post	Y	Y	Extension of contract	31/07/2015 CEO
Law Officers' Department	Director of Civil Division	£121,000 – £140,000	Existing Post	Y	Y	Internal Appointment	22/09/2015 CEO

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered
Health and Social Services	Consultant in Dermatology	£75,249 – £136,935	Existing Post	Y	Y	External Appointment	22/09/2015 CEO
Health and Social Services	Interim Director of Children's Services	£840 per day	Existing Post	Y	Y	External Appointment	26/10/2015
Chief Minister's Department	Director of Strategic Sourcing and Contract Management	£900 per day	New	Y	Y	External Appointment	30/11/2015 SEB
Chief Minister's Department	Head of Service, External Relations	£141,000 – £160,000	Existing Post (revised)	Y	Y	External Appointment	14/12/2015 SEB
Health and Social Services	Consultant in Cellular Pathology	£75,249 – £136,935	New	Y	Y	External Appointment	14/12/2015 SEB



## APPENDIX 2 (Cont'd.)

## P.59 APPLICATIONS January – December 2016

Department	Job Title	Approved salary range	Relevant Comments	Approved Y/N	Salary within approved range	Method of Appointment	Date Considered
Health and Social services	Consultant Ophthalmologist	£78,281 – £142,453	Existing	Y	Y	External Appointment	03/02/2016 CEO
Health and Social Services	Operations Director – Community and Social Services	£90,000 – £110,000	New Post	Y	Y	External Appointment	01/02/2016 SEB
Health and Social Services	Primary Care Medical Director	£75,000 – £136,935	Existing	Y	Y	External Appointment	01/03/2016 CEO
Health and Social Services	Consultant in Trauma and Orthopaedics	£78,281 – £142,453	Existing Post	Y	Y	External Appointment	08/03/2016 CEO
Health and Social Services	Consultant in Oncology 2 Posts	£78,281 – £142,453	Existing Posts	Y	Y	External Appointment	11/04/2016 CEO
Law Officers' Department	Director of the Criminal Division	£112,000 – £150,000	Existing Post	Y	Y	Internal Appointment	14/07/2016 CEO
Chief Minister's Department	Director of Financial Services	£191,000 – £210,000	Existing Post	Y	Y	External Appointment	26/07/2016 SEB
Chief Minister's Department	Chief Executive Officer	£191,000 – £210,000	Existing Post	Y	Not yet appointed	External Appointment	26/07/2016 SEB
Health and Social Services	Consultant Interface Physician	£78,281 – £142,453	Existing Post	Y	Y	External Appointment	22/09/2016 CEO
Law Officers' Department	Senior Legal Adviser	£112,000 – £120,000	Existing Post	Y	Y	Interim Contract (3–6 months)	05/10/2016 CEO

## APPENDIX 2 (Cont'd.)

Number of P.59 Applications by Year

YEAR	NUMBER OF APPLICATIONS
2011	15
2012	26
2013	19
2014	9
2015	15
2016	10

