

# Staff recruitment and retention

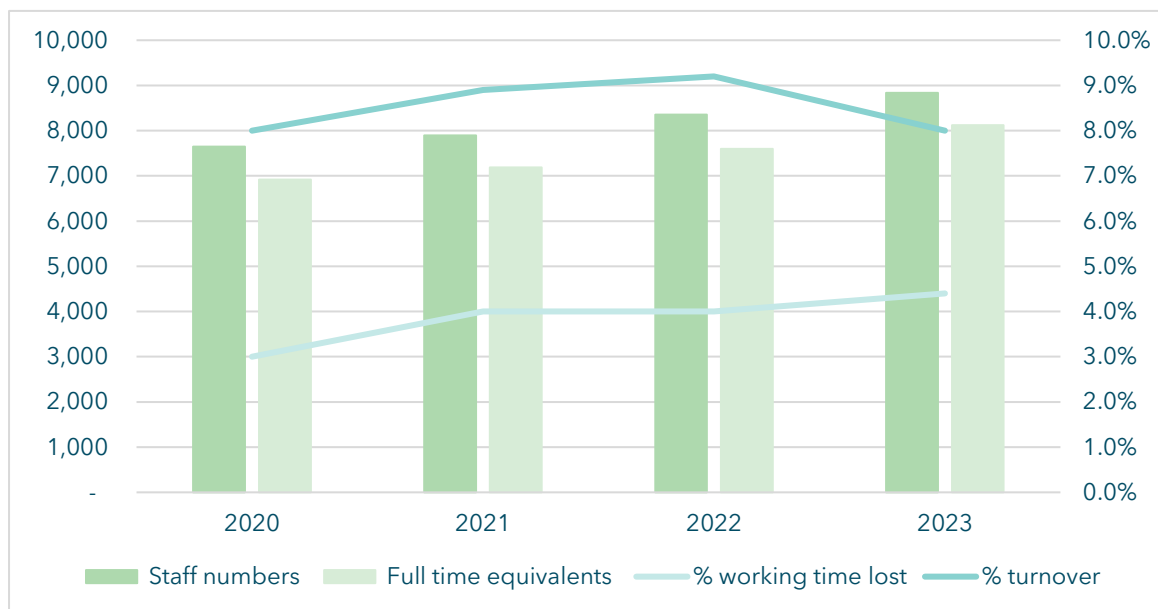
## Project Specification

### Background

The States of Jersey collectively employ around 14% of the Island’s working population (8,834 staff at 31 December 2023). These staff are a mixture of full-time and part-time and permanent and fixed-term contract, and are supplemented by agency and locum staff and consultants where considered necessary. In 2023, the States of Jersey Group spent £593 million on staff costs which represented 34% of total Group expenditure.

Over the past four years staff numbers (both headcount and full-time equivalent staff numbers) have risen. The reported percentage of working time lost to sickness has risen slightly and the turnover percentage has ranged between 8% and 9.2%. Exhibit 1 contains more details.

### Exhibit 1: States of Jersey staff related data



Source: States of Jersey Group Accounts 2021-2023

More generally, there are challenges in the local labour market in Jersey. In the period 2020 to 2023, average earnings across all sectors have decreased in real terms by 4.6%.

One of the stated priorities of the States Employment Board is *'the delivery of the strategic workforce plan with a particular focus on the production of associated departmental workforce, resourcing and succession plans so that recruitment and retention of staff in critical frontline services are best managed'* (States Employment Board Annual Report 2023).

The States of Jersey are in the process of implementing and enhancing a new system - Talent Acquisition - to support recruitment. There is also a new job site on which vacancies are published.

## The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG to:

- provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Public Finances (Jersey) Law 2005
- consider and report to the States on:
  - the effectiveness of internal controls of the States, States funded bodies and funds
  - the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and
  - the general corporate governance arrangements of the States, States funded bodies and funds; and
- make recommendations to bring about improvement where improvement is needed.

## Objectives of this review

The objective of this audit is to assess the effectiveness of the States of Jersey's recruitment, retention and development of capability required to undertake the States' core activities.

## Scope

The audit will review States-wide arrangements and procedures as well as procedures used by a sample of departments and for a sample of professions. The sample of departments will include:

- Children, Young People, Education and Skills
- Health and Community Services; and
- Infrastructure and Environment.

The audit will complement but will not duplicate reviews undertaken or planned by other organisations such as the Jersey Care Commission and the Jersey Appointments Commission.

## Approach

The review will commence with an initial documentation request. The findings of the document review will be followed up by interviews with key officers and other key stakeholders.

The review will commence in July 2024.

The detailed work will be undertaken by affiliates engaged by the C&AG.

## Audit criteria

To assess relative performance during our audit, we will use the following criteria:

- Departments have undertaken requisite activities to identify and quantify the staff capability required to undertake the core activities necessary to meet departmental objectives.
- The States and individual departments have identified and implemented appropriate strategies, plans and processes to recruit, develop and retain staff.
- There are appropriate governance arrangements to review, approve and provide oversight of staff recruitment, development and retention.



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