



Labour Market Strategy: 2020 - 2035

St Helena Government

January 2020

Table of Contents

Introduction	4
Situational Analysis	6
Demographics.....	6
Population.....	6
Age	7
Birth Rates.....	7
Educational Attainment	9
Unemployment.....	9
High Rates of Emigration	11
Wages	11
Home Ownership	11
Nonfinancial Factors	12
Technology	12
Population Projections	13
Vision	15
2020 – 2025: Addressing Current Labour Market Challenges.....	16
Career Access St Helena.....	16
Placement Services	16
Workforce Development	17
Building an Island-wide HR Community of Practice	17
Ensuring Employment Rights.....	17
Aligning SHG HR Policies and Practices with the LMS Vision	18
Balancing Education and Experience	18
Clarifying Vetting Policies	18
Reviewing Compensation	19
Addressing the Perception of ‘Jobs for Life’.....	20
2020 – 2030: Growing St Helena’s Workforce	21
Recruiting St Helenians from Overseas	21
Online Registry	21
‘Welcome Home’ Relocation Assistance Package.....	22
‘Career Launch’ Graduate Scheme.....	22
Integrated Tourism and Labour Market Development.....	23

Attracting Highly Beneficial Migrants.....	24
Creating a Path to Permanent Residency.....	24
Marketing to ‘Digital Nomads’	25
2020 – 2035: Building the Economy of Tomorrow.....	26
Preparing for the Future through Succession Planning.....	26
Making Workforce Development Everyone’s Job.....	26
Updating the Shortage Occupation List	27
Connecting Education with Sustainable Economic Development	27
Agriculture and Fishing	28
Other SEDP Sectors and Shortage Occupations.....	28
Digital Opportunities	29
Complementary Policies.....	30
Banking.....	30
Education.....	30
Health	31
Housing.....	31
Immigration	31
Investment	32
Research.....	32
Social Policy.....	32
Tax.....	32
Technology	32
Measuring Success.....	33
Contact Details.....	37

Introduction

St Helena's [10 Year Plan: 2017-2027](#) sets a national goal to become 'Altogether Wealthier' through development of local industry and sustainable growth. The [2018 Sustainable Economic Development Plan \(SEDP\)](#) elaborates on this goal with a vision that includes 'achieving development which is economically, environmentally and socially sustainable by increasing standards of living and quality of life.' One of the steps necessary to achieve the vision articulated in the SEDP is to develop, maintain and attract a skilled workforce across the public and private sectors. This Labour Market Strategy (LMS) seeks to fulfil that vision by creating a labour market that meets the needs of St Helena; is competitive but fair; rewards hard work and incentivises aspiration; develops a workforce that is capable, flexible and resilient; and provides a strong foundation on which to build the economy of tomorrow.

The vision of the LMS links closely with the [Sustainable Development Goals \(SDGs\)](#), particularly Goal 8 which seeks to 'promote inclusive and sustainable economic growth, employment and decent work for all.' The SDGs set targets to which countries of all sizes and income levels should aspire. These targets are referenced where appropriate throughout the LMS.

The previous LMS was published in 2012 and focused heavily on construction and immediate operations of the airport. Since that time, the airport has been built and the promise of a fibre optic internet cable is on the horizon. St Helena now faces a new generation of challenges and opportunities that this LMS seeks to address.

The story of St Helena's labour market today is one of extremes: some businesses struggle to find workers at the same time some workers are struggling to find jobs, there is a wide range of opinions about the role of immigration in building the workforce and both traditional industries and new technologies offer opportunities for economic growth. Labour market policies must be carefully designed to meet the needs of the largest number of St Helenians without significantly disadvantaging any group.

This Strategy is organised around three key goals: 1) resolving inequities, both real and perceived, in St Helena's labour market, 2) increasing the population living and working on St Helena and 3) preparing the workforce to meet the vision laid out in the Sustainable Economic Development Plan.

This Strategy is organised around three key goals: 1) resolving inequities, both real and perceived, in St Helena's labour market, 2) increasing the population living and working on St Helena and 3) preparing the workforce to meet the vision laid out in the SEDP. The 15-year time frame for the LMS reflects a period that will be vital for determining the direction of St Helena's economy into the future. In the near-term (2020 – 2025), policies and programmes must focus on addressing challenges facing the labour market in St Helena in the 'here and now'. In parallel, medium-term (2020 – 2030) efforts will be necessary to attract and retain the workforce St Helena needs to achieve its long-term economic goals.

Finally, the LMS includes a forward-looking component that will be critical to the ultimate success of the Strategy. Five year olds entering primary school in 2020 will be 20 in 2035. By that time, they will have completed their secondary education and will have chosen to attend university, undertake an apprenticeship or enter the workforce. They will have a career path in mind, shaped by both their personal interests and the opportunities available to them through their early education. The decisions made today will influence the path they choose and will help determine not only their individual futures but the future of St Helena.

The success of the policies and programmes proposed in the LMS will be dependent on actions by employers and individuals across the economy as well as elected members and government officials. St Helena Government (SHG) intends to lead by example by making necessary changes within government departments and influencing change in entities where SHG is a shareholder. For this reason, where possible, the Strategy identifies specific actions SHG plans to take to address a challenge or seize upon an opportunity. SHG will also partner with stakeholders outside of government to ensure that other employers' interests are represented. In addition, elected representatives have a role to play in bringing attention to key issues and facilitating cooperation across a range of stakeholders.

This LMS reflects inputs from a host of individuals representing many sectors across St Helena, through one-on-one consultations, interest group meetings, a pre-consultation workshop and a broad six-week public consultation. To ensure the actions presented within this Strategy are addressed, an implementation plan will identify responsible parties and there will be biannual reporting on progress and annual reporting on indicator data.

Situational Analysis

This section outlines some of the challenges and opportunities facing St Helena's labour market. This is by no means a comprehensive list, but instead seeks to highlight key areas where policy intervention could improve outcomes. Unless otherwise noted, data in this section were provided by St Helena's Statistics Office, drawing particularly from the [2016 Census](#).

Demographics

Population

St Helena has a total on-Island population of about 4,500, of which 63% are economically active. The population has grown slightly over the last 10 years but has fallen from the peak seen during construction of the airport. St Helenians make up the large majority of the population on St Helena. (See Figure 1.)

The monthly population statistics include both residents and visitors. As a result, the data display a seasonal pattern where the total population typically¹ peaks in December or January as visitors arrive for the holiday season, declines through the winter and early spring and then increases again as summer approaches.

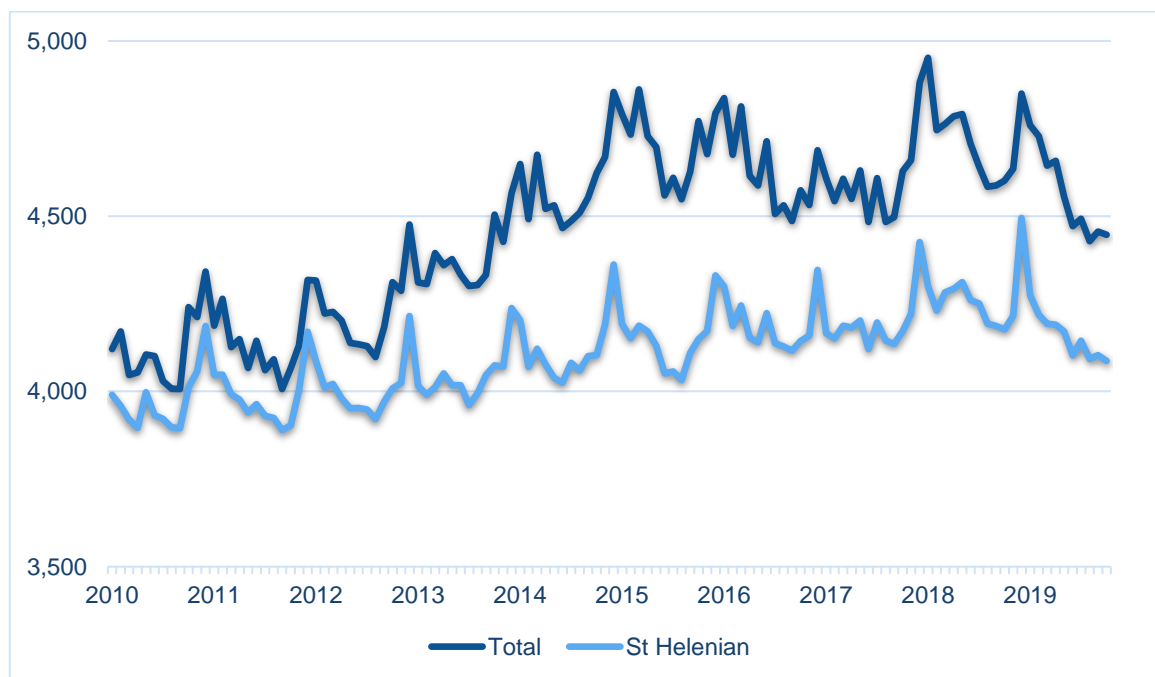


Figure 1. Population of St Helena (2010 – 2019), St Helena Statistics Office

The small population on the Island constrains economic development by limiting the size of the local market available to serve. In the [2018 Business Survey](#), 20% of respondents reported low demand for products and services as a barrier to growth.

¹ Visitor patterns can be impacted by other factors, such as special occasions. In 2015, the highest monthly population was reported in March, coinciding with the launch of events commemorating the bicentenary of Napoleon's arrival on St Helena.

Policies that increase the population, particularly those of a working age² with disposable incomes, would create more customers who would inject additional money into St Helena's economy. This has a multiplier effect as workers purchase new goods and services on the Island, benefitting business owners who in turn have additional income to spend. A larger population also creates more opportunities for new businesses to expand the economy rather than simply dividing existing consumer spending into smaller allotments.

While it may seem like a larger population would lead to shortages and higher prices, this would be true only if retailers did not make any changes to their ordering patterns. One retailer explained that the demand created by a bigger customer base would mean shopkeepers could place larger orders because they would have more confidence that the stocks would be sold. Ordering larger quantities – for example buying an entire container of a product rather than several pallets – would also mean that retailers could purchase goods at a lower price per unit.

Age

The age dependency ratio is the number of people who are above and below working age compared to the number of people of working age in a particular country. St Helena's age dependency ratio was 56 in 2016, similar to the value in 1987 (Table 1). However, the composition of the age dependency ratio has changed dramatically over that period.

Table 1. Age Dependency Ratios by Census Year, St Helena Statistics Office

Census Year	Overall Age Dependency Ratio	Child Dependency	Aged Dependency
1987	57	44	14
1998	49	32	17
2008	48	22	26
2016	56	21	35

Previously, many of those outside working age were children. While children are dependent on the government or their families to provide what they need, they also have their entire working lives ahead of them. One day, those children will grow up to be adults who work, pay taxes and support families of their own. Today, the ratio is driven largely by individuals over age 65. Even if they are currently employed, these individuals are coming to the end of their working lives and may become increasingly dependent on the government or their families for assistance.

Birth Rates

[Globally](#), birth rates have fallen from about 32 births per 1,000 people in 1960 to 19 births per 1,000 people in 2017. This is due to a number of factors including improved health outcomes for children³, reduced need for children to work in the home, increased access to contraception and increased access to educational and

² 'Working age' is defined as 16 – 64 for the purposes of this LMS.

³ Families tend to have fewer children as the probability of each child surviving to adulthood increases.

professional opportunities for women. While decreasing birth rates are typically considered a positive sign of development, this can present policy challenges when the number of children born is not sufficient to maintain the population. A [2018 study](#) found that roughly half of the countries in the world are in this situation.

St. Helena's [birth rate](#) (births per 1,000 people) is lower than the UK but similar to the Euro area average. (See Table 2.) However, St Helena has a higher death rate (deaths per 1,000 people) than either the UK or Euro area and, like the Euro area, the death rate exceeds the birth rate.

Table 2. Comparison of Birth and Death Rates in 2017, St Helena Statistics Office and World Bank

	Birth Rate	Death Rate
St Helena	8.7	12.3
United Kingdom	11.4	9.2
Euro Area	9.5	10.1

Source: World Bank [Crude Birth Rate](#) and [Crude Death Rate](#) data

Annual deaths have regularly exceeded births on St Helena for nearly two decades. Figure 2 shows the difference in births and deaths each year since 1970. The shaded area represents years when there were more deaths than births. An aging population will perpetuate this trend because the number of women of child-bearing age will decrease. As long as this trend continues, inward migration is the only way the population will grow.

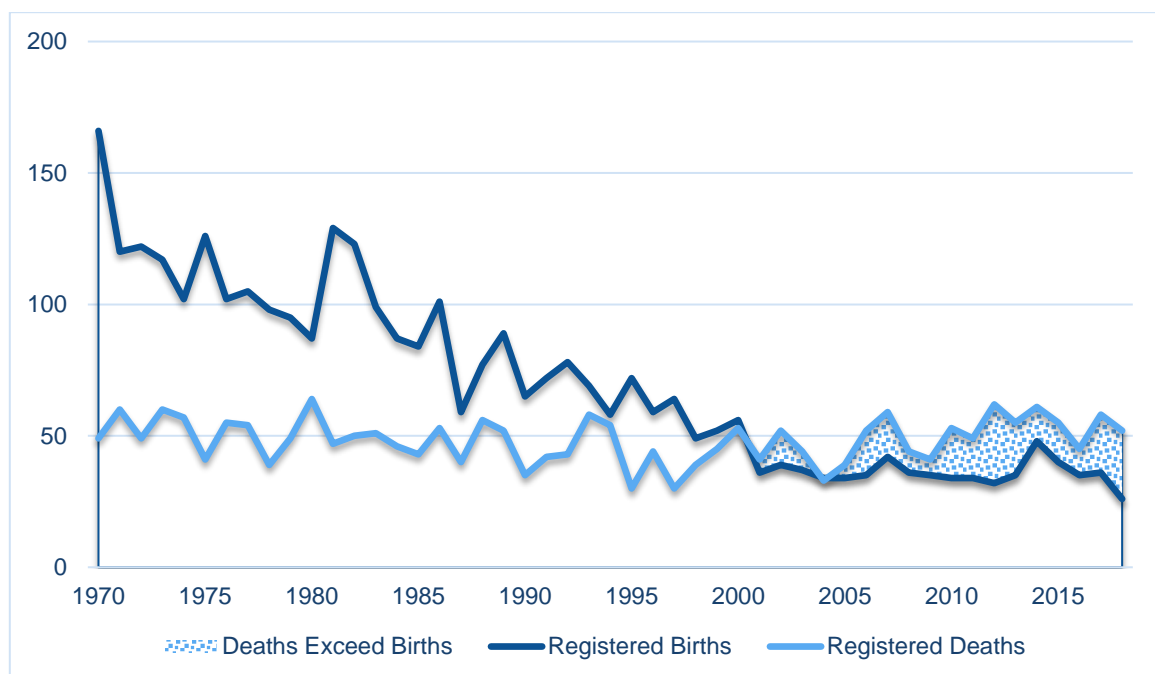


Figure 2. Difference between Births and Deaths by Year (1970 – 2018), St Helena Statistics Office

Educational Attainment

St Helena's education system has expanded over time, offering students the ability to work toward internationally recognised academic and vocational qualifications. However, there is a disparity in the number of formal qualifications held by younger St Helenians as compared to older generations who did not have access to the same level of schooling and academic opportunity. This means that younger people with formal qualifications but little experience and older people who lack formal qualifications but have many years of experience are competing in the same labour market. This creates challenges for each group. Table 3 shows the percentage of each age group holding formal academic or vocational qualifications as reported in the 2016 Census.

Table 3. Percentage of St Helenian Household Population Holding Formal Qualifications by Age Group, St Helena Statistics Office

16-29	30-49	50-64	65 and over	Total
84%	72%	45%	25%	54%

On average, younger St Helenians undertake more years of full-time education than older generations did, reflecting the increased access to secondary education. However, the average still remains below other countries partly due to the large number of students who leave school at 16. [In the UK](#), where education is compulsory until 18, the average years of schooling for all individuals over 25 is approximately 13 years. [For St Helena](#), the average years of schooling for all individuals over 25 is approximately 11 years.

Table 4. Total Years of Full-Time Education, St Helenian Household Resident Population 16 years and Older, St Helena Statistics Office

16-29	30-39	40-49	50-59	60-69	70-79	80+
12.7	12.1	10.6	10.3	10.0	10.0	9.6

While educational attainment has increased over time, there are currently limited opportunities for post-secondary academic qualifications on-Island and most students wishing to pursue university degrees or higher choose to do so overseas. Scholarship opportunities have historically been limited to individuals earning academic qualifications.

Unemployment

Figure 3 shows the number of individuals claiming [unemployment benefit](#) from January 2014 through October 2019. While unemployment claims historically numbered from 5 – 15 per month, recent spikes reflect cutbacks in the construction industry.

Due to the limitations on eligibility for claiming unemployment benefit, these statistics do not accurately reflect the number of individuals who are unemployed at any given time. As an example, at the time of the 2016 Census, 10 people were registered as unemployed but 78 people described themselves as unemployed in their census response. (This may have included individuals who were not actively looking for work.)

Individuals whose spouse or partner earns more than £27.50 week or who live in a household that is not otherwise eligible for income related benefits have no incentive to register as unemployed because they will not receive any benefit payment. In addition, statistics do not capture the ‘hidden unemployed’ – those who might want to work but have stopped searching for a job, those who are under-employed and those who would work if part-time or casual opportunities were more accessible.

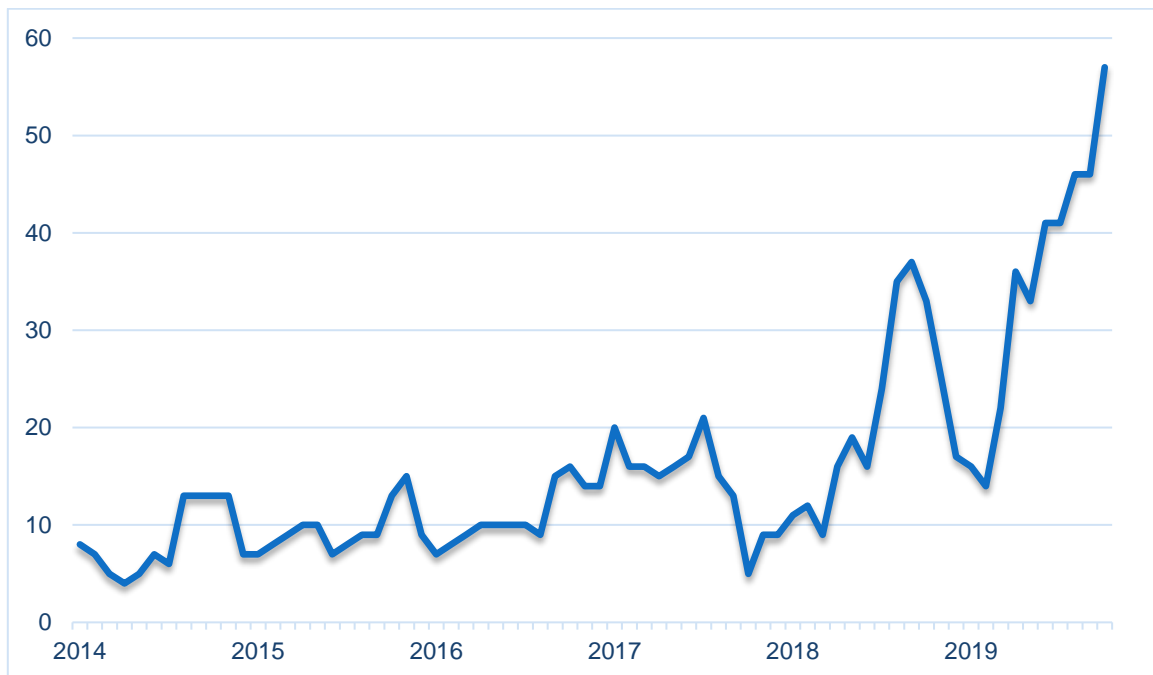


Figure 3. Persons Claiming Unemployment Benefit, St Helena Statistics Office

Historically, unemployment on St Helena has been low relative to other countries. In June 2019, approximately 1.7% of the [total UK population claimed unemployment benefit](#), compared to 0.9% on St Helena in the same month. While this may appear to be a positive message, there are hidden challenges. It may seem counterintuitive, but low unemployment can hinder economic growth by making it difficult for businesses to expand or even meet current demand.

Further, low unemployment can make retaining and recruiting qualified staff difficult, as it is easier for employees to move between jobs in sectors with high demand. This has the potential to drive wages and prices up in instances when multiple employers are competing for the same small pool of employees. At the same time, unemployment on St Helena is concentrated in specific sectors and the skills of workers who find themselves without a job do not always align perfectly with the needs of employers who are struggling to find staff.⁴ This mismatch between supply and demand is called a market failure and is a situation that requires appropriate policies to address.

⁴ In the 2018 Business Survey, 9% of respondents reported staffing issues as a barrier to growth.

High Rates of Emigration

Over 50% of St Helenians – and nearly 60% of men on St Helena – have worked overseas at some point in their lives. These patterns reflect a fact of life for small, isolated communities around the globe. [Small island states](#) in particular experience high levels of outward migration of skilled labour, but small communities in large countries are not immune. In [Australia](#), cities are growing at the expense of small towns that now struggle to find skilled labour. The [United States](#) has experienced similar patterns as small rural communities make up an ever-decreasing portion of the total national population.

While there are challenges associated with high rates of emigration, the diaspora makes positive contributions to St Helena's economy through remittances sent from overseas, investments in homes on the Island and purchases made during holiday visits. In addition, the skills St Helenians gain while working overseas are an asset to the Island when they return. And while there are no statistics on the rate of return for those who emigrate, anecdotal evidence suggests many St Helenians who leave for work do eventually return.

Ultimately, the decision to emigrate is a deeply personal one and the reasons an individual might choose to leave vary widely. This section highlights the factors that were cited most frequently during consultations as reasons St Helenians choose to emigrate.

Wages

Relatively low wages limit the disposable income available to local workers and make overseas employment more attractive. In 2017-18, the [median annual income](#) of full-time employees on St Helena is £8,500 compared to median incomes of £22,500 in the [Falkland Islands](#) and £29,400 in the [United Kingdom](#). Limited data are publicly available on Ascension Island salaries, but [government salaries](#) there start from £7,321. Salaries do not take into account differences in cost of living in each location, which can be difficult to compare due to unique local circumstances. For instance, many jobs on the Falklands or Ascension include accommodation and other living expenses in addition to salary.

These locations are popular destinations for St Helenians seeking employment overseas, but none present a viable employment model for St Helena to replicate. For the Falklands and Ascension in particular, a significant military presence supports economic activity. Ascension has no permanent residents – individuals over the age of 18 can remain only if they have a job – and therefore provides very limited social services.

Home Ownership

St Helena has high rates of home ownership⁵ compared to other countries and many individuals work overseas because they want to earn enough money to build a house.

⁵ In the 2016 Census, 72% of dwellings were owner-occupied.

Because St Helenians have access to higher salaries overseas, demand from individuals who have accumulated savings or property away from the Island helps drive up the prices for homes on St Helena. In addition, the relative scarcity of suitable land increases prices and smaller average households compared to historical size increases demand for that limited property. This contributes to the difficulty of buying or building a home on a local wage, perpetuating the cycle of emigration. While this is not inherently negative, it does create circumstances where individuals who would prefer to remain on St Helena may feel they must go abroad in order to have the lifestyle they desire.

Nonfinancial Factors

For many, financial considerations are not the only, or even the primary, factor that leads to the decision to emigrate.

For young people, going abroad is sometimes seen as a rite of passage. The opportunity to live independently, gain professional skills and experience new cultures is an invaluable part of their ongoing education. Many young people leave St Helena fully intending to return one day. When they do, the experiences they have had while away will be of great benefit to the Island. Efforts to maintain connections with them while they are abroad are critical to facilitating their eventual return.

Others may emigrate with a more pessimistic view, whether out of frustration with the opportunities available or a belief that the system is stacked against them. Ultimately, it will never be possible to anticipate and resolve every difficulty that might prompt an individual to emigrate. However, acknowledging and addressing widely held concerns is an important step to retaining skilled St Helenians on-Island.

Technology

According to St Helena's [Digital Strategy](#): 'St Helena has some of the slowest and most expensive broadband in the world. Despite increased speed and reduced costs St Helena does not enjoy similar connectivity to other parts of the world.'

Around the world, the Internet has become a vital resource for supporting labour market participation, whether through access to online job postings and professional development resources or as a platform for starting new businesses. The anticipated fibre optic cable is expected to increase connectivity across St Helena, opening up a new world of opportunities for students, employees and employers.

Increased connectivity has the potential to not just grow, but to transform St Helena's economy. Currently, private sector employment is largely dominated by retail, construction and services. A new digital era, envisaged in the early years of the LMS time frame, will increase the viability of technical and professional occupations that serve the Island as well as a broader global marketplace.

Population Projections

As noted above, demographic trends mean that the population on St Helena will continue to decrease without inward migration. The dark blue solid line in Figure 4 shows the projected resident population if there were no net migration between 2019 and 2050 and all other demographic trends remained unchanged (e.g., deaths continued to exceed births). In other words, this illustrates the population on-Island if no one were to leave or if each person who left was replaced by someone arriving. This is an optimistic scenario given recent trends.

While it is difficult to determine the resident population on-Island in the absence of a full census, a provisional estimate suggests the resident population may have decreased by approximately 130 people per year since the 2016 Census. This figure includes both St Helenians and foreign workers departing the Island. If a net outward migration of this scale were to occur indefinitely into the future, there could be fewer than 1,500 residents on St Helena by 2050, as reflected in the light blue solid line in Figure 4.

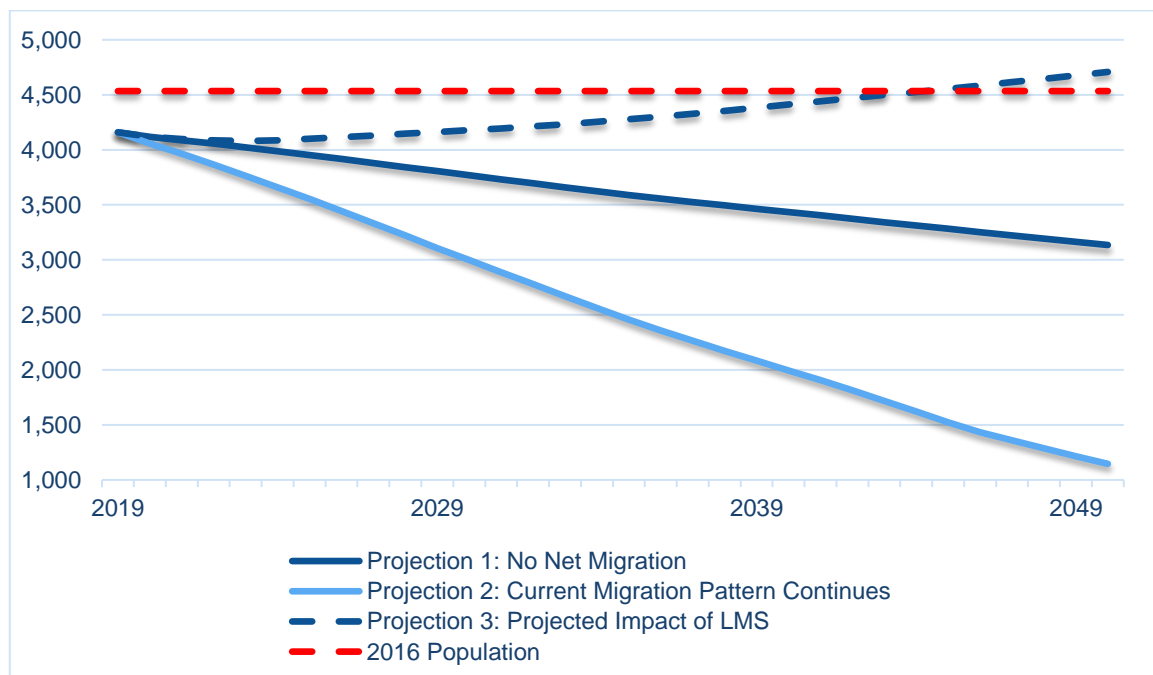


Figure 4. Population Projections 2019 – 2050, St Helena Statistics Office

It is noted that implementation of a capital programme and other economic development projects should organically slow the pace of net outward migration. However, as noted above, the population is expected to decline even if outward migration is completely offset by inward migration. Policies and programmes to retain St Helenians on-Island, attract inward migration and stimulate economic growth will be critical to correct this pattern. The upward sloping dashed blue line illustrates one potential projection of the population increase associated with policies and programmes proposed in this LMS.

Just as a shrinking population presents a risk, one that grows too rapidly could also have negative impacts on demand for housing, government services and other scarce resources. Through consultations, it became apparent that individuals felt that the economy was more buoyant in 2016 when the population was at its peak in the modern era. This population was also considered sustainable, given current infrastructure. This population is reflected by the flat dashed red line. As can be seen in Figure 4, the policies and programmes proposed in this LMS are not expected to lead to a population greater than this in the initial years.

Vision

The vision of this LMS is to create a labour market that:

1. Meets the needs of St Helena;
2. Is competitive but fair;
3. Rewards hard work and incentivises aspiration;
4. Develops a workforce that is capable, flexible and resilient; and
5. Provides a strong foundation on which to build the economy of tomorrow.

The next three sections detail actions for achieving this vision by addressing current labour market challenges, attracting a larger population to live and work on St Helena and creating processes and educational resources that prepare St Helenians for the economy of tomorrow. The remainder of the document identifies complementary policy areas where changes will be required to facilitate labour market development as well as metrics that will be used to gauge the success of this Strategy.

2020 – 2025: Addressing Current Labour Market Challenges

The first step to achieving the goals of this LMS will be striving to ensure everyone on St Helena who wants to work has the opportunity to work. This aligns with the SDG target to ‘achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value’ by 2030.

Maximising deployment of the existing workforce in the near-term will improve welfare for individuals and families while also increasing productivity for the economy as a whole. In addition, efforts to increase collaboration between Human Resources (HR) practitioners from all employers, promote awareness of employment law and standardise implementation of SHG HR policies and practices will be an important start to improving labour market conditions for employees and employers alike.

Career Access St Helena

To improve employment outcomes on the Island, SHG will establish Career Access St Helena (CASH). CASH is envisioned as a one-stop shop for career services on St Helena, operated as a partnership between SHG, St Helena Community College and relevant private sector and non-governmental entities in order to meet the needs of the widest range of stakeholders. CASH will centralise all employment-related resources on St Helena and serve not only those who are unemployed, but St Helenians at every stage of their career and every level of ability.

Placement Services

As a first priority, CASH will actively work to connect individuals who are not employed with open positions for which they are suited. CASH will be equipped to administer skills assessments and, where there are gaps, recommend relevant training or other development opportunities. CASH staff may also be available to advise individuals who are currently employed but seeking to change jobs.

To assist those who are in between jobs, whose personal circumstances might make permanent work unattractive or those who simply prefer to work on an ‘as and when’ basis, CASH will maintain a roster of individuals interested in ‘casual’ or short-term work assignments with employers from a range of sectors. Casual contracts or short fixed-term contracts can be used to address short-term or seasonal labour gaps allowing the workforce to flex in times of high demand.

In parallel, as an outcome of its workforce planning efforts, SHG is developing a flexible resourcing model to ensure it can utilise part-time staff, flexible working, short-term assignments and casual labour. This includes an approach and the necessary governance in relation to the employment of casual or short-term labour. CASH staff will monitor employer requests to ensure the roster is not used to circumvent employee protections or as a substitute for filling a permanent position.

In many places around the world, employment agencies are run by a private sector entity that contracts with employees who are then sent on work assignments with employers who are clients of the agency. In setting up CASH, SHG will explore whether specific functions would be profitable as a privately run enterprise and be open to divestment.

Workforce Development

No one is born knowing how to write a CV, sit for an interview or manage a team. To facilitate building these critical skills, CASH will maintain a centralised calendar of career development training available in St Helena and support organisation of specific courses that are not already offered.

To maximise the benefit of centralised employment resources, CASH staff will work closely with coordinators of St Helena's existing work experience, apprenticeship and occupational therapy programmes. The CASH coordinator will have responsibility for liaising with employers across all sectors to identify positions specifically suitable for students, school leavers and individuals with disabilities. The ultimate goal will be to develop a pipeline of regularly available opportunities that align with employer needs and create a path to permanent employment.

Building an Island-wide HR Community of Practice

A [Community of Practice](#) is an organised group of professionals who share the same interests in resolving an issue, improving skills and learning from each other's experiences. SHG and other employers will partner to form an HR Community of Practice in order to exchange information on best practices and challenges in recruitment, hiring and compliance with labour laws. During consultations, employers identified a number of topics for the Community of Practice to address, including succession planning, leadership development and compensation.

Having a forum where employers can discuss common challenges and learn from each other's approaches will be a benefit to businesses, government and employees in St Helena. Through this forum, employers will seek to identify and, where possible, remedy policies or practices that create distortions in the labour market.

Ensuring Employment Rights

The SDGs set a target to 'protect labour rights and promote safe and secure working environments for all workers.' Active and consistent enforcement of labour regulations will be necessary to support a labour market that is competitive but fair. By ensuring legal requirements are met by all employers, ongoing enforcement of labour laws by the Labour Regulating Authority (LRA) will create a better working environment for employees while levelling the playing field for employers.

To support the work of the LRA, the Employment Rights Committee will design a communication campaign to help raise awareness of employee rights under the law. The campaign will seek to educate both employers and employees about their rights

and responsibilities and to encourage workers to come forward with claims when appropriate.

SHG will continue to evaluate labour market conditions and propose changes to employment-related regulations where necessary. For example, in 2020 the Employment Rights Ordinance will be amended to include provisions for maternity, paternity and adoption pay.

Aligning SHG HR Policies and Practices with the LMS Vision

Through consultations regarding this LMS, it became absolutely clear that some current SHG HR policies and practices do not adequately serve the needs of the community. In many cases, problems stem not from policies as they are written but from inconsistent application of those policies. At other times, inadequate communication leads to confusion and disappointment.

Recognising this, SHG commits to building a shared understanding of its hiring and pay practices in the community. This section outlines steps SHG will take to respond to some of the most common criticisms of the HR process. While these proposals relate specifically to SHG policies and practices, the HR Community of Practice will provide a forum to explore whether similar actions are necessary or desirable for employers in other sectors to take.

Balancing Education and Experience

While specific positions may require certain academic or technical qualifications, there is no SHG policy setting minimum educational requirements for general employment. In many cases, relevant experience can be substituted for education or applicants can take a functional test to demonstrate required competencies. SHG has already begun and will continue to review all job postings to ensure that they do not imply specific academic qualifications are required except in those circumstances where specific qualifications, or the ability to learn and apply skills and knowledge at a specific qualification level, are essential to performance of a job.

Further, SHG is initiating an effort to develop formal qualification frameworks that balance education and work experience so as not to put undue emphasis on either education or experience. These frameworks will create a standardised basis on which directorates across SHG can evaluate applications and make appropriate comparisons between candidates.

Clarifying Vetting Policies

SHG has no policy barring employment of individuals who have previously been dismissed from employment or convicted of a criminal offence (in line with the Rehabilitation of Offenders Act 1974). SHG is developing a vetting policy and will issue guidance on the vetting process for all roles. This will require potential employees who have been dismissed from employment or who have a criminal conviction to be risk assessed based on the position they would be filling. While some types of offences will necessarily preclude employment in specific positions (e.g., working with children,

law enforcement or finance), a previous dismissal or criminal conviction will not be automatically disqualifying from all employment.

In addition, SHG will seek guidance from the Police Directorate regarding how best to assist individuals who have prior criminal convictions seeking training through the St Helena Community College or using the workshops at Prince Andrew School. SHG will aim to avoid excluding these individuals or unnecessarily limiting their access to these facilities whenever possible.

Reviewing Compensation

SHG is undertaking a pay and allowances review to understand, and address as necessary, identified issues or perceptions of fairness in relation to starting salaries, market forces payments, allowances for 'out of hours working' and the processes that enable employees to progress within and between pay bands. In addition, the review will evaluate compensation policies for local and overseas hires and identify mechanisms to better align compensation for similar roles.

Technical Cooperation (TC) positions are posts that are funded through a distinct budget and are intended to supply specialist personnel, technical advice, targeted training and research where these needs cannot be fully met from locally available resources and expertise. The terms and conditions associated with these funds means they cannot be used for local hires. However, St Helenians living abroad are eligible provided they are selected through an open international recruitment process.

TC officer base salaries reflect an amount deemed necessary to attract talent from an international market. SHG recognises that highly talented St Helenians are also able to compete for jobs internationally and their skills are not less valuable just because they happen to already be on the Island. In future reviews of the TC funding provision, SHG will continue to engage the UK Department for International Development to explore options for using this programme to retain talent on St Helena in addition to recruiting expertise from overseas.

The work proposed to address concerns around compensation is complex and will necessarily be a lengthy process. However, recognising that compensation is not the only factor that contributes to job satisfaction, near-term efforts will also be made to identify best practices in non-financial rewards and recognition (e.g., recognition of long service and/or retirement was noted frequently in consultation) and more consistently implement those across SHG.

It is important to note that the pay and allowance review is highly unlikely to result in substantial across-the-board salary increases. Funding constraints are a reality for both SHG and employers in other sectors and, ultimately, economic growth will be necessary for salaries to increase across the economy.

Addressing the Perception of ‘Jobs for Life’

Through consultations, some individuals expressed concern that SHG employees at all levels lacked accountability because they could not be removed for poor performance. While this is inaccurate, as SHG does have performance management policies, that does not mean there is no room for improvement. SHG will explore options for enhancing its performance management system based on best practices applied by other organisations globally. In parallel, SHG HR will work with supervisors to ensure they understand and apply existing processes for addressing performance issues and that those supervisors have the support needed to take action when necessary.

2020 – 2030: Growing St Helena’s Workforce

A larger population with disposable income will benefit the economy by creating a larger market for goods and services. To grow its workforce beyond the existing population, St Helena should look first to its diverse and talented diaspora by undertaking specific recruitment efforts targeting St Helenians living overseas and implementing a well-designed assistance package for those returning with job offers or investment plans. Additional programmes will be needed to retain young talent.

There will remain gaps where migrants are required to address skill shortages or occupations with demands that are difficult to fill locally. Novel recruitment efforts can help address these gaps in a way that benefits St Helena more broadly.

Recruiting St Helenians from Overseas

One of the actions in the 10 Year Plan is to ‘actively encourage St Helenians to return to the Island to take up jobs for the benefit of the economy.’ In the 2011 UK Census, there were [approximately 2,600](#) individuals who indicated they had been born on St Helena, Ascension Island or Tristan da Cunha.⁶ A further 800 St Helenians reside on Ascension Island or on the Falklands and a number are living in South Africa. These individuals have strong ties to the community on St Helena, often already own property and would bring with them a wealth of knowledge and experience they have gained in their time away. Two key steps toward recruiting St Helenians living overseas will be identifying potential candidates and facilitating their return to St Helena.

Online Registry

As an initial step, an online database maintained by CASH will provide St Helenians living overseas and their spouses or life partners the opportunity to register their interest in returning to the Island for employment. Registered individuals would receive a regular digest of jobs available on St Helena. (This digest would also be available to interested parties on-Island.) The online registry would be implemented with appropriate data security measures.

When a role cannot be filled through direct recruitment, SHG intends to use the online registry to identify potential candidates who possess the required qualifications and experience before initiating international recruitment through the TC programme. In addition, SHG will actively consult the registry as part of its ongoing workforce planning efforts described later in this document.

Other employers will be welcome and encouraged to use the online registry to recruit for open positions.

⁶ There is only one country code in the UK Census used for all three territories. This figure does not include children born outside of St Helena, Ascension and Tristan or spouses/partners of individuals born here.

‘Welcome Home’ Relocation Assistance Package

Moving is expensive under any circumstances, even more so when undertaking an overseas move. A family of four relocating from the UK to St Helena might pay £10,000 or more in freight, airfare and other expenses. Recognising this, SHG will propose a relocation assistance package to support St Helenians currently residing overseas with the costs of relocating to St Helena if they are returning for work in any sector or investing on-Island.

Through the standard tax and revenue process, SHG will propose a pilot programme to provide loans to cover the cost of flight and freight for the individual and his or her dependants. The level of assistance offered will be scaled based on age, number of accompanying dependants and whether or not the position filled is on the shortage occupation list. In all cases, beneficiaries would be bonded for a period of time and would be required to pay back the loan in part or full if leaving St Helena before the bond expired. A limited number of loans would be offered on a quarterly basis to ensure assistance was available throughout the year.

Any individual with St Helenian status, or their spouse or life partner, holding an unconditional offer of employment in any sector would be eligible provided they have been living overseas for at least three years prior to commencement of the programme, meet the age requirements defined for the package and do not have access to other forms of relocation assistance (i.e., at the end of an employment contract off-Island). A St Helenian (or spouse/partner) awarded with approved investment scheme status under SHG's [Investment Strategy](#) and who meets the criteria above would also be eligible for a relocation assistance package in addition to the incentives associated with their approved investor status.

‘Career Launch’ Graduate Scheme

Each year, St Helena supports a number of students who wish to pursue tertiary education overseas through the Post-School Scholarship. These scholarships are a critical component of the development of young St Helenians but, too often, students are left with the mistaken impression that SHG's interest in them ends at graduation. In order to cultivate the next generation of leaders, additional investments must be made in St Helena's best and brightest as they begin their careers. SHG has already initiated efforts to ensure scholarship students liaise with a local employer in relation to employment upon return.

Governments and private sector organisations around the world have recognised the importance of graduate schemes in recruiting and retaining the talent they will need to grow and succeed. These schemes pay at entry level, but provide additional incentives that recognise the personal investment and level of achievement required to attain a university or graduate-level qualification. In governments, these schemes frequently promote the value of public service.

With this in mind, SHG is designing and will implement a Graduate Development Programme in 2020. This will be a two year rotational scheme for university graduates modelled on international best practices. SHG will work with other on-Island employers to develop work placements and rotations to ensure that graduate talent is utilised across the labour market. Applications would be open to all individuals who meet the criteria for the programme, not only former scholarship recipients.

The scheme will be open to university graduates with St Helenian status of all academic backgrounds. The specific rotational opportunities available will depend on staffing needs during the programme period but will be designed to make the best use of the participants' skills while also providing an opportunity to learn on the job.

Integrated Tourism and Labour Market Development

The SEDP identifies a number of sectors where labour is a primary or secondary barrier to growth. In many cases, the issue is not a skill shortage but instead difficulty filling positions due to the long hours, low pay or manual labour associated with a specific job. In addition, the seasonal nature of work in hospitality and agriculture means that staffing needs may vary considerably throughout the year. For coffee growing in particular, a short and labour-intensive picking season is critical to the success of a crop but also makes it difficult to recruit workers locally.

For sectors that meet these criteria, international recruitment is an obvious solution. However, care must be taken to not create an underclass of workers who are on St Helena only to fill low paid or labour intensive roles that were unattractive to local residents. By pursuing innovative recruitment schemes, it should be possible to meet the needs of these sectors while building a diverse and vibrant community and promoting St Helena's brand as a unique tourist destination.

Volunteer holidays, working holidays and cultural exchanges have been employed around the world to meet critical labour needs while providing numerous intangible benefits to both the participants and host countries. For volunteer holidays, participants often pay for their own travel and work part-time or for short periods of time in exchange for food and lodging. Under working holiday visas, participants are self-funding but work temporarily for a local wage to offset their expenses. In some cases, participants may receive lodging or other amenities in place of pay as long as their total compensation is equivalent to the wage to which they are entitled. Cultural exchanges typically have an educational component and might include staying with a local family during the period of employment.

In many cases, these programmes target university students and recent graduates who are interested in travelling before undertaking full-time employment or individuals who have retired and are travelling for extended periods. By attracting individuals who are in search of an experience rather than just a pay check, these programmes will have many of the same benefits expected from traditional tourism with the added value of supporting important sectors of the economy.

Recognising this, Enterprise St Helena (ESH) will consult with local employers to identify needs that could be met by a volunteer holiday, working holiday or cultural exchange programme. Based on this information, a working group including representatives from SHG, ESH, St Helena Tourism Association and interested employers will design a scheme that will meet employer needs, taking into account immigration and other requirements. Initially, coffee picking and volunteer support for charities are two potential target areas for the scheme.

Following development of the scheme, St Helena will market opportunities through appropriate channels. Recruitment should initially target universities to promote specific 'gap year' activities supporting SEDP sectors for under-30 year olds. These efforts could be modelled on similar programmes offered to UK graduates by Australia and Canada. Further, relationships built with universities through the St Helena Research Institute will present an opportunity to attract academics or other professionals to the Island on sabbatical.

The success of any recruitment effort will be dependent on a number of complementary policies, such as those around housing and health insurance requirements. As will be discussed later in this document, SHG will review those policies with an eye toward supporting critical labour market activities.

Attracting Highly Beneficial Migrants

It is unlikely that the number of returning St Helenians and temporary workers alone will support the level of economic growth necessary for St Helena to fully achieve its vision for future prosperity. In addition, individuals from outside bring with them a range of experience and cultural diversity that has shaped the richness of life on the Island throughout its history.

Creating a Path to Permanent Residency

Currently, St Helena's Immigration Ordinance allows individuals who have been resident on St Helena for at least five years, and who meet other criteria, to apply for St Helenian Status. This status confers upon an individual all of the rights and responsibilities of citizenship and allows him or her to live and work indefinitely on the Island. This is the only path to long-term residency currently available.

A number of workers come to St Helena each year for jobs, whether through SHG or other employment. Some will come and go quickly, but others may want to invest in and contribute to the Island for longer than five years. More importantly, some of these particular individuals make notable contributions to the local community on St Helena and their presence would be missed.

In some countries, individuals who immigrate for the purposes of employment must first obtain permanent resident status or the equivalent⁷ before they are eligible to apply for citizenship. Permanent resident status allows people to live and work in a

⁷ In the UK, this is called 'Indefinite Leave to Remain'.

country without restriction but does not include the full rights of citizenship, such as a passport or access to government benefits. Typically, permanent residents become eligible for citizenship after an additional period of time has elapsed.

Feedback received during consultations for this LMS suggested that the 2019-20 Immigration Working Group's proposal to (1) extend the time required to attain St Helenian Status and (2) include a permanent resident category in the revised Immigration Policy and Ordinance should be pursued further. Such a category would address employer interest in retaining skilled workers on-Island – without international supplements – while also respecting public concerns about acquiring St Helenian Status.

It is recommended that the specific details of a proposal for permanent resident status be developed by the Immigration Working Group and be incorporated in the draft Immigration Policy and Ordinance. As per SHG's consultation process, the draft would be made available for public consultation before it is adopted.

Marketing to 'Digital Nomads'

An increase in project-based work that can be completed remotely through digital access has created a class of workers whose jobs are wholly or partially portable. These [digital nomads](#) work outside traditional offices in a range of locations, from the coffee shop on the corner to a beach-front villa on the other side of the world. While some digital nomads place highest priority on locations with low cost of living, others are most interested in exploring far-reaching corners of the globe or living as a local in their favourite holiday destination.

Some may be surprised to learn that St Helena is already home to digital entrepreneurs and remote workers. With the landing of the fibre optic cable, the opportunities for St Helena to become an exciting destination for remote work will only increase. In addition to its natural beauty, the stable currency, low rate of crime and location in a time zone convenient to clients in the UK, Europe and Africa are all factors that make St Helena an attractive place for a digital nomad to set up shop.

For St Helena, digital nomads are beneficial because they create their own job on-Island while contributing substantially to the local economy. To take advantage of this opportunity, SHG will market opportunities for digital nomads as part of its investor and tourism strategies. Individuals who came to St Helena as digital nomads would be subject to standard immigration procedures based on their country of origin.

It is important to remember that digital nomads on St Helena do not have to be limited to foreign workers. The next section acknowledges how remote work opportunities can open up new career paths for students who want to return to the Island.

2020 – 2035: Building the Economy of Tomorrow

Careful planning will be required to meet the goals laid out in the 10 Year Plan and SEDP. This includes efforts to ensure continuity of existing operations across the economy as well as identifying the training and educational requirements needed today to meet the workforce needs of the future.

Preparing for the Future through Succession Planning

Building succession planning capabilities was identified by multiple employers as a potential topic for the HR Community of Practice. It is important for all organisations to have succession plans in place for key positions. For small businesses in particular, the success of an entire operation can rest on one or two individuals. Historically businesses have stayed within families, passing from generation to generation, but this is not always possible. On a small island like St Helena, the loss of one business providing a key service can impact across the community. Early action can help identify viable succession plans that will ensure important contributions to the economy carry forward.

SHG has undertaken a workforce planning effort to identify its own workforce needs over the next five years. Based on this information, policies will be developed to address identified workforce issues. This will include building links between future workforce needs and curriculums offered by Prince Andrew School and the St Helena Community College and developing apprenticeship programs.

In addition, SHG will create a succession policy and plans for key positions, TC posts and shortage occupations to ensure continuity of operations and increase opportunities for staff to progress in their careers. Rather than identifying specific individuals to take on a position, taking early steps to identify and cultivate necessary skills for specialised or high-level positions will help ensure a qualified pool of applicants when a vacancy arises. A comprehensive workforce planning report will identify the future challenges and opportunities and will help inform the development of specific policies to address these within the wider context of the aims of the LMS.

Making Workforce Development Everyone's Job

TC officers and other skilled workers from overseas come from a variety of backgrounds and bring diverse expertise and experiences to St Helena. To ensure their time on the Island has the broadest benefit, they should be expected to share their knowledge and skills beyond the workplace.

The 10 Year Plan commits to 'invest in training for St Helenians to take over roles currently undertaken by internationally recruited staff.' To the extent possible, SHG agree that internationally recruited staff should be actively involved in training someone who will one day step into their role. However, there will always be positions that do not immediately lend themselves to having an 'understudy' in the near-term, whether due to timing, the short-term nature of a specific contract or the specialised

qualifications required. Nonetheless, all staff are capable of contributing to workforce development on St Helena as part of their role.

Recognising this, SHG is incorporating workforce development requirements into TC officer contracts, meaning specific activities satisfying these requirements will be agreed during the objective-setting process and evaluated on an annual basis. There are already good examples of this including Believe and Achieve St Helena (BASH), a mentoring programme for year nine students, and TC Officers teaching short courses or undertaking volunteer work. These examples could be developed to include other activities such as being part of the Coaching and Mentoring Scheme that will launch in early 2020 or providing career development advice through CASH. All employers should encourage workers from overseas, especially those being paid an international supplement to work on-Island, develop local counterparts and volunteer in the community.

Workforce development should not be limited only to those with a contractual obligation. St Helenians have a wealth of experience acquired at home and abroad to share with others on-Island. SHG will encourage all of its employees to contribute to workforce development activities and will document these efforts to understand the extent and impact of these contributions. Other employers are encouraged to do the same.

Updating the Shortage Occupation List

SHG will resume updates of the Shortage Occupation List. This list will be informed both by regular input from employers through business surveys and through a survey of the skills and qualifications of individuals living on St Helena through the regular census. In instances where the appropriate qualifications or equivalents exist on-Island but hiring difficulties persist, SHG will evaluate whether and how these difficulties could be resolved without overseas hiring.

Connecting Education with Sustainable Economic Development

The 10 Year Plan states that ‘we are committed to St Helenians being the leaders of the Island and we will equip them with the skills and experience to take up key posts.’ In support of this, SHG commits to align its priorities for education with the goals outlined in the SEDP and with the needs of employers on-Island. In addition to standard curriculum, SHG will identify opportunities to encourage interest and skill development in sectors critical to future economic growth on St Helena. The SEDP sectors, needs identified through workforce planning and a regularly-updated list of shortage occupations will form a starting point for planning career-related educational activities such as the careers fair or invited speakers.

In addition SHG, in partnership with other employers and future investors, will undertake specific activities to facilitate skills development in critical areas outlined in the following sections. Further, general education opportunities in business,

economics, strategic planning and management will be identified to support development across all sectors.

Agriculture and Fishing

In consultations, agriculture and fishing were repeatedly identified as sectors where an aging workforce poses a significant threat to future sustainability. While agriculture courses have recently been offered at the GCSE level, uptake may be limited in part because many young people do not have early exposure to the field. This points to the importance of engaging students and building interest from a very young age, not only in agriculture and fishing but in other land-based trades such as aquaculture, arboriculture, forestry, horticulture and veterinary medicine. In parallel, it will be necessary to undertake research to determine other factors that may be limiting student interest in these fields.

SHG is working with these sectors to develop a programme to promote these careers on St Helena, both in schools and in organised activities outside of school. The reopening of Harper's Agricultural Centre at Prince Andrew School is an important first step. Internationally, efforts to build interest in these sectors has been led in part by non-governmental organisations and SHG welcomes the important contributions that organisations such as the Saint Helena National Trust and local youth organisations will continue to make in promoting careers in these sectors. Participation from individual farmers, fishermen and other experts will be crucial to the success of the programme.

Other SEDP Sectors and Shortage Occupations

In addition to academic qualifications, Prince Andrew School provides opportunities for students to achieve vocational qualifications to prepare them for careers in trades such as construction, carpentry and plumbing, among others. For these students to reach their potential, support is required from employers to serve as assessors for relevant qualifications or to provide apprenticeship opportunities. Well-designed apprenticeships that link directly with full-time employment opportunities will be vital to retaining talented young St Helenians on-Island. Proposed modifications to the Post-School scholarship programme to allow for vocational training will create additional opportunities for students to build qualifications.

Extensive training in hospitality and other targeted sectors has historically been developed and delivered locally by ESH. Where cost-effective, SHG and ESH will continue to seek other opportunities to support training locally, whether through formal certification processes or one-off sessions provided by St Helenian experts or international workers.

It will never be possible for St Helena to support local training for every sector that will be important to economic growth. For those sectors where local training is not available, SHG and partners on-Island will coordinate to develop a portfolio of online

resources that will be available to interested students through the St Helena Community College or at Prince Andrew School.

Digital Opportunities

Students' interests will not always align perfectly with the jobs available on-Island at a particular time. However, increased internet access and opportunities for remote work will open up paths to work from St Helena in jobs that might not have been possible previously. Digital entrepreneurs and remote workers should be invited to participate in career-related educational activities to ensure students have a broad understanding of the full range of opportunities available to them.

Complementary Policies

There are a number of policies that do not directly relate to employment but that substantially impact St Helena's ability to deliver the vision of this LMS. This section describes additional actions that will be required to achieve the goals detailed in this document.

Banking

Continuing efforts to expand and improve banking services will benefit all individuals living and working on St Helena. This is in line with the SDG target to 'strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.'

Non-residents will need access to banking services to facilitate digital nomads and other workers only temporarily on St Helena. All businesses would benefit from a bank account that can send and receive money online. Some will also require means to accept or make credit card payments.

Education

In general, SHG needs to provide adequate funding and continue to improve standards of education. This will help to develop a capable workforce and to attract St Helenians returning from overseas.

If the age of compulsory education were aligned with English standards, it would improve educational attainment and increase opportunities for students completing their secondary education in St Helena. In England, children between 16 and 18 years old are required to be in full-time education, participate in an apprenticeship or traineeship or work part-time while undertaking part-time education. In line with the SDGs, SHG will seek to substantially reduce the proportion of youth not in employment, education or training. At the present time, SHG is investigating the possibility of extending the apprenticeship programme to two years and will begin monitoring the number of students not in employment, education or training to determine the best way to cater to this group.

SHG seeks to maintain a fully inclusive education system that meets the needs of all children, including those with special needs or disabilities. The Education Directorate will continue to improve its inclusion service so all children will have the guidance and support they need to achieve their personal potential.

The Scholarship Committee is in the process of developing a scholarship trust and also investigating how to extend availability of the funding received. The scholarship award process should take into account shortage occupations and projected needs from employers' workforce planning processes. In addition, consideration should be given to students wanting to study fields that have broad applicability even if they do not directly align with a specific position (e.g., business, economics, government, information technology, public policy, etc.). For those students who do not receive a

scholarship or those who choose to return to school after time away, the St Helena Community College offers opportunities to achieve post-secondary qualifications on-Island. These resources should be regularly evaluated and expanded where possible.

SHG or other employer sponsors should actively engage with scholarship students while they are away to maintain ties with the students and advise them of potential employment opportunities. Recognising that there may be reasons a particular student may choose not to return immediately (e.g., opportunities to undertake additional education or work experience), SHG is working to formalise a policy of actively working with individual students to develop a schedule for their return that is flexible and mutually beneficial. In addition, establishing a community of scholarship programme 'alumni' will create a support network on-Island and abroad that can help students as they transition from secondary school to university and then into employment.

Health

As with education, SHG needs to provide adequate funding and continue to improve standards of healthcare. This will improve health outcomes on-Island and help to attract St Helenians returning from overseas.

In order to facilitate employment from a range of sources, work has already begun to address the healthcare costs for St Helenians who return to the Island, temporary workers and foreign workers employed by private sector organisations.

Housing

SHG will need to work with private sector partners to identify an appropriate model to provide adequate housing for temporary workers who support key sectors. It will be important to consider alternative approaches, such as home stays, that can facilitate an increase in the workforce in the near-term. In the longer-term, high quality 'backpacker' or hostel-style accommodation will help make St Helena a more attractive destination for individuals interested in volunteer or working holidays.

Policies that facilitate first-time home buying and reduce the costs of building or buying a home for people who choose to stay in St Helena will help to reduce emigration and keep workers on-Island.

Immigration

The on-going review should ensure that the Immigration Ordinance is aligned with the vision for St Helena's labour market, recognises the value of contributions by St Helenians and migrants alike and facilitates employment in organisations from all sectors. The review should specifically seek to identify and, where possible, eliminate disparities between public and private sector requirements for employing foreign workers. As indicated previously, the review should also propose a new category for permanent resident status.

Investment

The SHG Investment Strategy should continue to preference investors who employ resident staff when appropriately skilled individuals are available.

Research

The November 2019 launch of the St Helena Research Institute realises SHG's commitment to supporting excellence in education and research that contributes to sustainable development and informs local decision making, increases the body of scientific knowledge and protects St Helena's people, environment, heritage and culture. Through the research licensing system, the St Helena Research Institute should ensure that researchers visiting the Island employ local guides and other service providers and that the knowledge generated is captured for the benefit of St Helena.

Social Policy

The on-going review should ensure that social policies provide adequate support for families with children and create an environment where it is financially viable for children to remain in school until age 18. Further, social policies should provide adequate support to those individuals who are unable to work, whether due to disability or care for a child or other vulnerable individual.

Services for disabled individuals should seek to increase inclusion and assist individuals in achieving their maximum potential. In addition to coordination with CASH described previously, support for organisations such as SHAPE will help increase employment opportunities for individuals with disabilities.

Tax

Tax policies should be assessed to ensure they do not create incentives for individuals to leave St Helena, keep funds off-shore or remain abroad themselves. Consideration should be given to quantifying the economic trade-offs between reducing revenue and increasing the working population.

Technology

In advance of the fibre optic cable, IT education and support for existing businesses will be critical in managing the transition to achieve the greatest possible benefits. Following landing of the cable, targeted support will be critical in creating a new generation of digital entrepreneurs.

Measuring Success

SHG has developed an implementation plan and will track initiation and completion of the proposals outlined in this LMS. Evaluation of implementation will include both programmatic targets and quantitative metrics.

Programmatic targets detail the steps necessary to implement the proposals in the LMS and are summarised in Table 5. Progress against these targets will be reported twice a year.

Table 5. Summary of Programmatic Targets for LMS Implementation

	Target
2020 – 2025: Addressing Current Labour Market Challenges	CASH staff are hired and take up posts.
	CASH is providing placement services for unemployed individuals.
	SHG resourcing policy documents parameters for utilising part-time staff, flexible working, short-term assignments and casual labour to meet staffing needs.
	CASH maintains a list of individuals interested in casual work from which employers can hire for temporary assignments.
	Potentially profitable CASH functions are outsourced to the private sector.
	CASH maintains a calendar of career-related trainings hosted across St Helena.
	CASH identifies gaps in career-related training.
	Gaps in career-related training are addressed in coordination with relevant stakeholders.
	CASH places occupational therapy participants in beneficial work environments that also meet employer needs.
	CASH develops a pipeline of opportunities that benefit apprentices/work experience students and meet employer needs.
	A private sector champion is identified for the HR Community of Practice, terms of reference for the group are agreed and group meets regularly as agreed.
	Materials are developed to clearly communicate key aspects of employment law for both employees and employers.
	All advertisements include qualifications that are required for a job and will clearly indicate when experience or a competency-based test can be substituted for a specified qualification.
	Formal qualification frameworks are developed for SHG to enable directorates to make comparisons between education and experience.
	A formal SHG vetting policy and guidance enables directorates to risk assess potential employees with previous dismissals or convictions.
	Guidance from the Police Directorate is used to determine how to best assist individuals with prior convictions who are seeking training (e.g., at the St Helena Community College).
	An SHG pay and allowances review identifies factors that lead to real and perceived inequities in compensation and proposes actions to address those factors.
	SHG initiates further discussions with the Department for International Development on how the TC budget could be used to retain talent on Island.
	SHG identifies successful practices in employee recognition and issues guidance to directorates on how those can be implemented.
	SHG initiates a review of the performance management system, identifies deficiencies and proposes solutions based on global best practices.
SHG provides training and guidance to supervisors on how to address performance issues.	

Target	
2020 – 2030: Growing St Helena's Workforce	Online registry is available for St Helenians overseas to register interest in returning for work.
	Email digest of jobs on-Island is available to interested individuals.
	Relocation loans are available to assist St Helenians returning to St Helena for work.
	Tax and revenue working group reviews customs duties and identifies changes to support St Helenians returning to St Helena for work.
	A Graduate Scheme employs recent university graduates in a rotational programme including placements in SHG and the private sector.
	A list of employer needs informs design of a volunteer and working holiday scheme.
	Guidelines define the requirements for participating in volunteer or working holiday schemes.
	The volunteer and working holiday schemes are advertised with organisations such as universities, groups for retired individuals and relevant interest groups.
	The draft Immigration Policy and Ordinance reflects a category for permanent residency.
Promotional materials are developed to market St Helena's potential as a destination for remote work.	
2020 – 2035: Building the Economy of Tomorrow	The SHG workforce planning process is completed and framework in place.
	A succession policy and plans for key positions are used to inform staff development, training and recruitment.
	All TC contracts reflect a responsibility to perform workforce development activities.
	The shortage occupation list is revised and updated annually.
	The census includes questions about skills and qualifications to inform the shortage occupation list.
	SEDP sectors, needs identified through workforce planning and shortage occupation list are used in planning of career-related educational activities.
	Activities related to agriculture and fishing careers are available for interested students.
	A sufficient number of assessors, whether sourced locally or remotely, are in place to support vocational qualifications.
	Online resources are used to supplement standard curriculum available locally.
Digital professionals and remote workers are included in career-related educational activities.	
Complementary Policies ⁸	The scholarship award process reflects needs informed by shortage occupations and employer workforce planning. Consideration also given to fields with broad applicability.
	A formal process is in place for scholarship students to extend time abroad.
	Returning students are engaged to identify individual(s) interested in leading alumni outreach.
	International workers from all employers have access to the same healthcare rates.
	Adequate housing in place to support digital nomads and individuals participating in volunteer or working holidays.
	Services for disabled individuals increase inclusion and assist individuals in achieving maximum potential.
	Tax policies reviewed to ensure they do not create incentives for individuals to leave St Helena or keep funds off-shore.
	Targeted support is available for digital entrepreneurs.
IT education and support are available for existing businesses in advance of cable landing.	

⁸ Many of the actions related to complementary policies are already incorporated in another policy or strategy. The items in this table reflect those actions that are not already addressed elsewhere.

In addition, the metrics in Table 6 will be collected in order to measure the success of specific programmes proposed in the LMS. A number of the metrics are for programmes that have not yet been formally implemented. For those metrics, there is no baseline. Indicator data will be reported annually.

Table 6. LMS Metrics

Metric	Baseline	Source	Last Updated
Population			
Total resident population	4,534	Census	2016
St Helenian resident population	4,122	Census	2016
Resident working age population (16 – 64)	2,932	Census	2016
Net migration	N/A	Calculated	Calculated based on change in indicator
Aged dependency ratio	35	Census	2016
Schooling			
Percentage of population holding formal qualifications	54%	Census	2016
Average years of full-time education	10.9	Census	2016
Number of scholarships awarded annually	3	Education	Annual average
Number of academic courses supported	3	Education	Annual average
Number of vocational courses supported	N/A	Education	Vocational courses not currently eligible
Number of scholarship students retained on Island 5 years after returning	N/A	Education	Not currently measured
Social Security			
Upper quartile wage	£11,680	Statistics Office	December 2018
Median wage	£8,500	Statistics Office	December 2018
Lower quartile wage	£6,700	Statistics Office	December 2018
Persons claiming unemployment benefit or comparable	57	Statistics Office	November 2019
Unemployment rate (individuals looking for work versus economically active population)	2.8%	Census	2016
Programme-specific outcomes			
<i>CASH</i>			
Total placements facilitated by CASH	N/A	CASH	Not currently measured
Number of temporary jobs filled through casual work placements	N/A	CASH	Not currently measured
Number of jobs filled through St Helenians overseas registry	N/A	CASH	Not currently measured

Metric	Baseline	Source	Last Updated
<i>Relocation Assistance</i>			
Number of individuals assisted directly	N/A	SHG Finance	Not currently measured
Number of family members assisted indirectly	N/A	SHG Finance	Not currently measured
Type and number of positions filled as a result of relocation assistance	N/A	SHG Finance	Not currently measured
<i>Graduate Scheme</i>			
Number of university graduates participating	N/A	SHG HR	Not currently measured
Number of scheme alumni undertaking full-time employment following completion of scheme	N/A	SHG HR	Not currently measured
<i>Integrated Tourism and Labour Market Development</i>			
Number of individuals participating in a volunteer or working holiday	N/A	TBD	Not currently measured
Type of positions filled through volunteer or working holiday	N/A	TBD	Not currently measured
<i>Attracting Highly Beneficial Migrants</i>			
Number of individuals undertaking remote work jobs on St Helena	N/A	TBD	Not currently measured

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