

# Labour Market Strategy

2020 - 2035

*St Helena Government*

2020 Year End Progress Report



## Background

In December 2019, Executive Council endorsed St Helena's Labour Market Strategy: 2020 – 2035 to take effect 1 January 2020. The LMS identifies programmatic targets that will be reviewed every six months as well as indicator data that will be reviewed annually. These reviews will ensure the goals of the LMS are achieved and that the Strategy continues to meet the needs of St Helena.

The success of the policies and programmes proposed in the LMS is 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. SHG will also partner with stakeholders outside of government to ensure that other employers' interests are represented.

SHG's Corporate Policy and Planning Unit (CPPU) developed an internal implementation plan which assigns responsibility and timescales to the programmatic targets identified in the LMS. In early 2020, the Senior Economist met with stakeholders responsible for implementation of specific targets to ensure the required actions were well understood and that all stakeholders were working toward a common set of goals. Going forward, CPPU's performance manager has been monitoring progress against these targets.

The LMS presents many programmatic targets required to achieve the LMS goals. In order to avoid overloading the reader with information, this update only reports progress against targets planned to be started or achieved within the 2019/20 and 2020/21 financial years.

The actions outlined in this report support the goals of the LMS to improve labour market outcomes, increase St Helena's population and prepare the workforce to achieve the vision of the Sustainable Economic Development Plan. The ultimate vision of the 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.

## LMS Progress Summary

### Progress: July - December 2020

During the second half of 2020, SHG achieved the following programmatic targets:

- SHG Human Resources updated the job application form to include a section called 'qualified by experience'. This allows candidates who don't have formal qualifications to outline their relevant experience and be shortlisted against that.
- SHG Human Resources completed its Recruitment and Selection Code of Practice. This includes:
  - Guidance on the use of risk assessments to allow consideration of applicants who have a previous dismissal or conviction.
  - An appendix with formal qualification frameworks to assist with evaluating experience and qualifications.
- St Helena Community College has set a schedule to conduct 6 monthly training needs assessments for the private sector and to receive annual submissions by SHG. A training plan will be devised in accordance with what training is required and is possible for SHCC to deliver. The training needs assessment for 2020 was completed in this period.

In addition, significant progress was made against the following programmatic targets:

- SHG HR has established a Flexible Resourcing Model to include part-time staff, flexible working, short-term assignments and casual labour. The establishment section of the Code of Management is in final draft and documents parameters for implementation.
- SHG HR launched an Employee Achievement page on the intranet as one of the first outcomes of a process to Identify best practices in non-financial rewards and recognition and more consistently implement those across the public service.
- The Career Access and Economic Policy Assistant has been setting up infrastructure for Career Access St Helena (CASH), including planning the website which will launch in 2021.

- SHG will commence recruitment for a CASH Manager in March 2021. One outcome of the Fit for the Future review of skills and employment services was the recommendation of hiring a manager and 2 officers -- one to focus on placements, one on professional development/careers education.
- SHG launched appraisal training for all managers during July/August 2020. The Core Leadership Programme for all managers is in development and will include additional training on appraisals.
- The Immigration Policy subject to public consultation in late 2020 included proposals for permanent resident status and short-term employment schemes to support working holidays. The policy is scheduled to be finalised in 2021.
- The Agriculture programme for Year 9 is continuing due to the support of teaching staff in PAS. However, work in primary has been halted due to not having a staff member to take on this additional teaching. To date a tutor for Harpers has not been recruited.
- With the support of SURE and SHG IT the Education & Employment Directorate has been able to improve internet provision in schools and SHCC.
- The Education & Employment Directorate is reviewing the careers education programme to ensure alignment with strategic priorities.

### **Summary of Mid-Year Report: January – June 2020**

During the first six months of 2020, SHG achieved the following programmatic targets:

- Launched an Island-wide Human Resources (HR) community of practice. The HR Forum held its inaugural meeting in June 2020 and met throughout the remainder of the year.
- Implemented changes to customs duty to ensure all individuals coming to St Helena for work are eligible for the same exemptions regardless of whether they are employed by government, private sector or as a business owner/investor. This change is intended to help level the playing field between public and private sector employers.

- Completed the workforce planning process for SHG. There is a five year Workforce Plan for the Public Service and each Directorate has its own workforce plan. The workforce planning process led to the Fit for the Future Programme.
- Incorporated local workforce development requirements into Technical Cooperation Officer advertisements, Terms of Reference and standard interview questions. Capacity Development Records are now a required part of appraisal, contract extension and end of contract requirements.
- Published an updated Shortage Occupation List and associated guidance. SHG developed this list based on the results of the annual business survey conducted in October 2019 and the current list of positions requiring recruitment through the Technical Cooperation (TC) programme. The Shortage Occupation List will be updated annually and includes guidance to assist Immigration Officers in determining whether a position should be considered as a shortage occupation.
- Incorporated questions about skills and occupations into the 2021 Census questionnaire.
- Ensured IT skills courses were ongoing and advertised for intake twice a year. The IT suite is also open for use by the public during week days and one evening a week.
- Reviewed tax policies to identify whether there are any that create incentives for individuals to leave St Helena or keep funds off-shore. This will be completed on an annual basis.
- Continued upgrades to the Harpers Agriculture Centre to support the delivery of agricultural education. There are currently nine students who have opted for Agriculture Studies in Year 10.

## Key Metrics

Metric	Baseline	2020 Year End	Source	Last Updated	Notes
<b>Population</b>					
Total resident population	4,534	4,483	Statistics Office	2020	Baseline from 2016 Census, 2020 year end update from monthly statistics
St Helenian resident population	4,122	4,106	Statistics Office	2020	Baseline from 2016 Census, 2020 year end update from monthly statistics
Resident working age population (16 – 64)	2,932	-	Census	2016	No update until 2021 Census available
Net migration	N/A	51	Calculated	Calculated based on change in indicator	Net Migration = Baseline Total Resident Population - 2020 Year End Total Resident Populations
Aged dependency ratio	35	-	Census	2016	No update until 2021 Census available
<b>Schooling</b>					
Percentage of population holding formal qualifications	54%	-	Census	2016	No update until 2021 Census available
Average years of full-time education	10.9	-	Census	2016	No update until 2021 Census available
Number of scholarships awarded annually	3	3	Education	Annual average	In 2020 one recipient has started via distance learning but two have been delayed due to COVID-19
Number of academic courses supported	3	3	Education	Annual average	
Number of vocational courses supported	N/A	N/A	Education	Vocational courses not currently eligible	
Number of scholarship students retained on Island 5 years after returning	N/A	N/A	Education	Not currently measured	

Metric	Baseline	2020 Year End	Source	Last Updated	Notes
<b>Social Security</b>					
Upper quartile wage	£11,680	£11,450	Statistics Office	December 2020	
Median wage	£8,500	£8,410	Statistics Office	December 2020	
Lower quartile wage	£6,700	£6,760	Statistics Office	December 2020	
Persons claiming unemployment benefit or comparable	57	55	Statistics Office	November 2020	
Unemployment rate (individuals looking for work versus economically active population)	2.80%	-	Census	2016	No update until 2021 Census available
<b>Programme-specific outcomes</b>					
<i>CASH</i>					
Total placements facilitated by CASH	N/A	N/A	CASH	Not currently measured	
Number of temporary jobs filled through casual work placements	N/A	N/A	CASH	Not currently measured	
Number of jobs filled through St Helenians overseas registry	N/A	N/A	CASH	Not currently measured	
<i>Relocation Assistance</i>					
Number of individuals assisted directly	N/A	N/A	SHG Finance	Not currently measured	
Number of family members assisted indirectly	N/A	N/A	SHG Finance	Not currently measured	
Type and number of positions filled as a result of relocation assistance	N/A	N/A	SHG Finance	Not currently measured	

Metric	Baseline	2020 Year End	Source	Last Updated	Notes
<i>Graduate Scheme</i>					
Number of university graduates participating	N/A	N/A	SHG HR	Not currently measured	
Number of scheme alumni undertaking full-time employment following completion of scheme	N/A	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	N/A	TBD	Not currently measured	
Type of positions filled through volunteer or working holiday	N/A	N/A	TBD	Not currently measured	
<i>Attracting Highly Beneficial Migrants</i>					
Number of individuals undertaking remote work jobs on St Helena	N/A	N/A	TBD	Not currently measured	

## Progress against Programmatic Targets

Action	Target Year Start	Progress Comments	Progress status
<b>2020-2025: Current Labour Market Challenges</b>			
Develop flexible resourcing model for SHG to include part-time staff, flexible working, short-term assignments and casual labour.	2019-20	Flexible Resourcing Model is in place - the establishment section of the Code of Management is in final draft and documents parameters for implementation.	 in progress
Design a communication campaign to help raise awareness of employee rights under the law.	2019-20	Completed - need to finalise and determine how to distribute.	 in progress
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	2019-20	New section on Application Form called 'qualified by experience' that allows candidates who don't have the qualifications to outline their experience and be shortlisted against that instead.	 done & Ongoing
Develop a vetting policy and issue guidance on the vetting process for all roles.	2019-20	Recruitment and Selection Code of Practice complete. Use of Risk Assessments in place to allow directorates to consider candidates who have a previous dismissal or conviction.	 done
Identify best practices in non-financial rewards and recognition (e.g., press releases about length of service) and more consistently implement those across SHG.	2019-20	Commenced - Employee Achievement page launched on Intranet.	 in progress

Hire CASH Coordinator and Officer.	2020-21	Recruitment to commence in early 2021. Fit for the Future review recommended hiring a coordinator and 2 officers -- one to focus on placements, one on professional development/careers education. In the interim, the Career Access and Economic Policy Assistant has been setting up infrastructure for CASH, including planning website.	 in progress
Initiate placement service. Work with the benefits office to facilitate those under or unemployed claiming benefits into a work placement, volunteering or skills training.	2020-21	Pending CASH implementation.	
Implement casual work registry to facilitate placements.	2020-21	Pending CASH implementation.	
Develop and maintain centralised calendar of career-related training on-Island.	2020-21	Pending CASH implementation.	
Identify gaps in career-related training.	2020-21	Pending CASH implementation.	
Coordinate with occupational therapy programme to identify appropriate placements.	2020-21	Pending CASH implementation.	
Coordinate with apprenticeship and work placement programmes to identify appropriate placements.	2020-21	Pending CASH implementation.	
Develop terms of reference and launch HR Community of Practice	2020-21	This is complete and the HR Network meets regularly.	 done & Ongoing
Develop formal qualification frameworks.	2020-21	Recruitment and Selection Code of Practice complete including an appendix with formal qualification frameworks to assist with evaluating experience and qualifications. Job Evaluation Project ongoing.	 done
Organise/support specific career-related courses not already on offer.	2020-21	A schedule has been set to conduct 6 monthly training needs assessments for the private sector. Public sector is an annual submission. A training plan will be devised in accordance with what is possible for SHCC to deliver. Training needs assessment completed for 2020.	 done & Ongoing

Seek guidance from the Police Directorate regarding how to best assist individuals who have prior criminal convictions seeking training through St Helena Community College or using the workshops at Prince Andrew School	2020-21	Planning to meet with Chief of Police in early 2021. Training is being offered at the College but this will not be possible for PAS workshops during school hours due to proximity to young people.	 in progress
Undertake pay and allowances review.	2020-21	Has been delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q2 2021/22	 in progress
Engage the UK Department for International Development to explore options for using the TC programme to retain talent in St Helena.	2020-21	This action has not started, however it links to the action above. No change.	
Explore options for enhancing the performance management system based on best practices applied by other organisations globally.	2020-21	Has been delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q2 2021/22	
Work with supervisors to ensure they understand existing processes for addressing performance issues and have the support needed to take action when necessary.	2020-21	Appraisal training for all managers was rolled out during July/August 2020. The Core Leadership Programme is in development and will pilot in late 2020. All managers will attend and this is a topic that will be covered.	 in progress
<b>2020-2030: Growing St Helena's Workforce</b>			
Propose relocation assistance loans through Tax and Revenue Working Group.	2019-20	Discussed with tax and revenue working group -- loans not viable, but will explore other options.	
Propose customs duty changes related to relocation assistance through Tax and Revenue Working Group - on vehicle import and goods necessary to set up households - for a level playing field.	2019-20	Completed.	 done
Design and implement Graduate Scheme	2019-20	Has been delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q2 2021/22	 in progress

Include a proposal for a permanent resident category in the revised Immigration Policy and Ordinance.	2019-20	The Immigration Policy published for public consultation in late 2020 included a proposal for permanent resident status. The policy is due to be finalised in 2021.	 in progress
Develop online registry for St Helenians overseas to register interest in receiving job lists.	2020-21	Expected with launch of CASH website in 2021.	
Develop email digest of jobs available on-Island.	2020-21	Expected with launch of CASH website in early 2021.	
Identify employer needs that could be met by a volunteer or working holiday scheme.	2020-21	On hold due to COVID-19 travel restrictions.	
Design approved scheme for volunteer and/or working holidays.	2020-21	The Immigration Policy published for public consultation in late 2020 included several short-term work schemes to facilitate working holidays. The policy is due to be finalised in 2021.	 in progress
Market volunteer and/or working holiday scheme through appropriate channels.	2020-21	Pending design of volunteer/working holiday scheme.	
<b>2020-2035: Building the Economy of Tomorrow</b>			
Complete workforce planning process.	2019-20	Completed.	 done
Create succession policy and plans for key positions.	2019-20	Has been delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q2 2021/22	 in progress
Incorporate workforce development requirements into TC contracts to build upon current requirements linked to probation and appraisal.	2019-20	Completed.	 done

Develop a programme to promote agriculture and fishing careers in St Helena, both in schools and in organised activities outside of school.	2019-20	To date a tutor for Harpers has not being recruited due to lack of interested persons applying. The Agriculture programme for Year 9 is continuing due to the support of teaching staff in PAS. However, work in primary has been halted due to not having a staff member to take on this additional teaching.	 in progress
Identify assessors locally or through remote engagement to support vocational qualifications.	2019-20	Fit for the Future review of Skills & Employment recommended exploring alternatives to City & Guilds for vocational/work-based qualifications.	 in progress
Expand curriculum through a portfolio of online resources that will be available to interested students through the St Helena Community College or at Prince Andrew School.	2019-20	With the support of SURE and SHG IT the Directorate has been able to improve internet provision in schools and SHCC. However, with the changes in requirements of on-line service providers some on-line opportunities are still in accessible.	 in progress
Update shortage occupation list based on business survey.	2020-21	Next update due in April 2021.	 done & ongoing
Include question about skills/qualifications in census.	2020-21	Completed.	 done
SEDP sectors, positions identified through workforce planning and a regularly-updated list of shortage occupations are used to planning career-related educational activities.	2020-21	The Education Directorate is in the process of reviewing the Career's Education Programme.	 in progress
Incorporate digital careers and remote-work jobs in career-related activities.	2020-21	The Education Directorate is in the process of reviewing the Career's Education Programme. This choice of career will be included as part of this programme.	 in progress

Complementary Policies			
SHG formalise a policy of actively working with individual students to develop a schedule for their return that is flexible and mutually beneficial.	2019-20	The Graduate Scheme will be referenced in the Scholarship Policy to ensure this procedure is a part of the Scholarship process.	 in progress
Establish a community of scholarship programme 'alumni' to create a support network on-Island and abroad that can help students as they transition from secondary school to university and then into employment.	2019-20	Linked to Graduate Programme	
Address the healthcare costs for St Helenians who return to the Island, temporary workers and immigrants employed by private sector organisations.	2019-20	Public Health Committee agreed local rates for all workers regardless of employer.	 in progress
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.	2019-20	IT beginner and Technical courses are ongoing and advertised for intakes twice per year. The use of the IT Suite is available during week days from 9am -3.30pm and Thursday evenings from 4pm - 8pm.	 done & ongoing
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.).	2020-21	Reference to the workforce plan and LMS will be included in the updated Scholarship Policy which is currently being reviewed by Education and Employment Committee.	 in progress

<p>Services for disabled individuals should seek to increase inclusion and assist individuals in achieving their maximum potential. Support for organisations such as SHAPE will help increase employment opportunities for individuals with disabilities.</p>	2020-21	Pending CASH implementation.	
<p>Assess tax policies to ensure they do not create incentives for individuals to leave St Helena or keep funds off-shore.</p>	2020-21	Completed for 2020/21. To be revisited annually.	 done & ongoing

*This report was developed by St Helena Government's Performance Manager, and Senior Economist*

*Report dated 18 March 2021*