

Labour Market Strategy

2020 - 2035

St Helena Government

Six month Progress Report: January – June 2021



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 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.





Progress against Programmatic Targets

Action	Target Year Start	Progress Comments	Progress status
2020-2025: Current Labour Market Challenges			
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 as described.	 done
Design a communication campaign to help raise awareness of employee rights under the law.	2019-20	Complete. In addition, the Labour Regulating Authority developed guidance for employees and employers regarding rights and responsibilities under the Employment Rights Ordinance.	 done
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 formal qualifications to outline their experience and be shortlisted against that instead.	 done
Develop a vetting policy and issue guidance on the vetting process for all roles.	2019-20	Use of risk assessment in place to allow hiring of candidates with previous criminal convictions or dismissals.	 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 on Intranet. Health & Social Care Awards scheduled for September 2021.	 in progress

Hire CASH Coordinator and Officers.	2020-21	CASH Manager hired and took up post in mid-June 2020. Workforce Development Officer in place and Placement Officer to be recruited in August 2021.	 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	Target start date is 1 Sep 21; Benefits Office will be informed once service is online.	
Implement casual work registry to facilitate placements.	2020-21	People can register via the website. Further promotion will be included in build-up of launch for non-web users to register.	 in progress
Develop and maintain centralised calendar of career-related training on-Island.	2020-21	Program to begin from Oct 21.	
Identify gaps in career-related training.	2020-21	Currently ongoing using Shortage Occupation List and SEDP. CASH to seek information from Statistics Office on skills data from 2021 census.	 in progress
Coordinate with occupational therapy programme to identify appropriate placements.	2020-21	Will be explored in Sep 21.	
Coordinate with apprenticeship and work placement programmes to identify appropriate placements.	2020-21	Placement Officer role still to be filled in order for optimal service to be realised. Recruitment to begin early August 2021.	
Develop terms of reference and launch HR Community of Practice	2020-21	The HR Network meets regularly.	 done & Ongoing
Develop formal qualification frameworks.	2020-21	Recruitment and Selection Code of Practice complete - this is an appendix in it. Job Evaluation Project ongoing.	 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	A meeting with the Chief of Police still required but Functional skills Maths and English continues at HM Prison weekly by the SHCC tutor. With CASH now being implemented it is hoped that we can investigate options for individuals with criminal records. Training is offered at SHCC but access to PAS workshops is only possible outside of school hours.	 in progress
Undertake pay and allowances review.	2020-21	Has commenced and expecting a report in October 2021.	 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	Has commenced but delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q3 2021/22.	 in progress
Explore options for enhancing the performance management system based on best practices applied by other organisations globally.	2020-21	Has commenced but delayed due to the impact on the HR function responding to Covid-19 - particularly the medical resourcing impacts - projected Q3 2021/22.	 in progress
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	Core Leadership Programme roll-out has commenced, including training regarding performance management.	 in progress
Explore options for privatising CASH functions or divesting CASH.	2020-21	Possible privatisation/divestment opportunities to be considered as service is developed: The casual work register could be operated as an agency where employers pay a fee for being able to fill vacancies in quick time or provide numerical flexibility whenever needed. Service needs to be established and measured for business case to be developed.	 in progress
Organise/support specific career-related courses not already on offer.	2020-21	The scheduled TNAs for the private sector continues every 6 months. This data has been collated and a training plan has been set to deliver the training requests that is possible through SHCC.	 in progress






2020-2030: Growing St Helena's Workforce			
Propose relocation assistance loans through Tax and Revenue Working Group.	2019-20	Preparing options paper for consideration by new council later this year.	 in progress
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 1 April 2020.	 done
Design and implement Graduate Scheme	2019-20	Work has commenced and 3 graduate pathways have been identified. Work will complete by October 2021.	 in progress
Include a proposal for a permanent resident category in the revised Immigration Policy and Ordinance.	2019-20	Included in draft Immigration Policy to be considered by new council.	 in progress
Develop online registry for St Helenians overseas to register interest in receiving job lists.	2020-21	Function available on website via downloadable form.	 done
Develop email digest of jobs available on-Island.	2020-21	To begin from 1 Sep 21 and/or when Placement Officer in post (whichever is the earlier).	
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	Temporary work schemes included in draft Immigration Policy to be considered by new council.	 in progress
Market volunteer and/or working holiday scheme through appropriate channels.	2020-21	On hold due to COVID-19 travel restrictions.	


Market St Helena as a destination for digital nomads.	2022-23	We have drafted a project plan for developing the market for Digital Nomads and shared with our UK PR Partners, FINN. We have interviewed local digital nomads to gather information on current opportunities and challenges. Marketing is still likely to be limited until more information on the local telecoms provider post-cable is made available.	 in progress
2020-2035: Building the Economy of Tomorrow			
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 Q3 2021/22.	
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	The Agriculture programme is continuing with the support of teaching staff in PAS as we have not been successful in recruiting a dedicated tutor. We will continue to explore this with the support of CASH.	 done & ongoing
Identify assessors locally or through remote engagement to support vocational qualifications.	2019-20	Opportunities are available for Business & Administration and Customer Services through Open University at a cost. Investigating utilising assessors on Island through OU at a reduced rate.	 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	Continuing to explore additional on-line options/opportunities for both PAS and SHCC.	 done & ongoing

Update shortage occupation list based on business survey.	2020-21	Shortage Occupation List updated and published in April 2021. Next update expected April 2022.	 done & ongoing
Include question about skills/qualifications in census.	2020-21	Complete and data included in final Census report.	 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	Job profiles received from majority of organisations who fed into the SOL (Shortage Occupation List). Work is being done to link these to the SEDP and to inform educational activities. Public Service is working with CASH to develop an Apprenticeship Placement Programme. HR Business Partner working closely with Education to provide careers information for students on areas in Public Service.	 in progress
Incorporate digital careers and remote-work jobs in career-related activities.	2020-21	Currently reviewing the Careers 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
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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	 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	Training provided in basic IT skills. Further work needs to be undertaken in relation to identification of IT needs of existing businesses so that these can be supported by SHCC.	 done & ongoing
International workers from all employers have access to same healthcare rates.	2019-20	Agreed by Public Health Committee in FY 2020/21.	 done
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 will be reviewed by the new council.	 in progress
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.	2020-21	Inclusion needs to be normalised. Requires medium to long-term strategies. Will focus on this from Oct 21.	
Assess tax policies to ensure they do not create incentives for individuals to leave St Helena or keep funds off-shore.	2020-21	Completed.	 done & ongoing

Following landing of the cable, targeted support will be critical in creating a new generation of digital entrepreneurs.	2020-21	TORs for a new position of Chief Digital Officer drafted, and recruitment will begin later this year to lead on this work	 in progress
Work with private sector to provide adequate housing for temporary workers who support key sectors.	2022-23	Not yet started.	

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

Report dated 17 August 2021