

**Response to a Question Pursuant to Rule 14  
of the Rules of Procedure of the States of Deliberation and their  
Committees**

**Subject:** USE OF RECRUITMENT AGENCIES

**States' Member:** Deputy R Humphreys

**Date received:** 24<sup>th</sup> September 2025

**Date of reply:** 17<sup>th</sup> October 2025

I am aware that the States of Guernsey is using Agencies to attract key workers to the Island, and from experience know that whilst this can be an incredibly useful and attract good people it also carries the risk of doing exactly the opposite. Done badly the practice can be very costly and it can result in dissatisfied recruits, and dissatisfied and demotivated colleagues of those new recruits.

I would therefore like to understand:

- 1. Under what circumstances the States of Guernsey use recruitment agencies when recruiting workers from outside of the Island?**

This can be considered in terms of the use of agencies to provide temporary resources ('agency workers') or the use of recruitment agencies to provide candidates for permanent positions.

In terms of the use of agencies supplying temporary resources, the States of Guernsey use agency workers in line with workforce requirements. In the main, this relates to essential health or social care roles (such as nurses or social workers) and education roles (such as teachers). Agency workers cover vacant positions or long-term absences in those operational areas to ensure that essential public services can be maintained.

The use of recruitment agencies to source candidates to fill permanent positions is limited. This is because most recruitment is carried out through direct advertisement. On occasions (e.g. if the standard approach to market has not been successful, or if there is a known shortage of a particular technical skill or specialism) a recruitment agency may be asked to assist with the provision of suitable candidates.

- 2. In the past 5 years how many staff members have been employed and subsequently downgraded as their skills have been deemed unsuitable for the original role for which they were employed?**

Permanent staff are selected based on essential criteria (knowledge, skills, and competencies) set out in the job description. These are considered during recruitment and

selection and further assessed during the probationary period. This allows the manager to confirm suitability, and, if standards are not met employment will be terminated. Line managers will address any ongoing capability concerns beyond probation through the appropriate HR procedures.

Temporary agency workers are subject to immediate termination if their performance does not meet expectations aligned to the role.

The scenario described in the question is therefore highly unlikely to arise within the public sector workforce, and there are no examples on record.

### **3. What are the commission rates for recruitment agencies used by the States of Guernsey?**

The agreed commission rates for agency workers (temporary resources) are typically between 10% and 12%. This rate might be higher on occasion depending on the specialist nature of the role being sourced and associated market forces.

Where a temporary agency worker converts to a permanent employee then the standard terms set out a fixed 'recruitment' fee of £250 unless the individual has worked in a temporary capacity for more than six months, in which case no fee is paid.

The rates agreed with recruitment agencies relating to the appointment of permanent employees are typically set at 13%. In certain cases, candidates for some functional roles may need to be sourced through specialist agencies and these can sometimes attract a higher fee.

In both instances, such arrangements must comply with the related procurement processes, wider compliance and associated quality assurance as described below.

### **4. How does the States of Guernsey monitor success rate of recruitment agencies?**

Criteria for success include compliance with all requirements (as per the procurement process); the provision of suitable agency workers (temporary workers) or candidates (permanent positions); the conduct and performance of agency workers when on placement or the success of the recruitment of a candidate presented by an agency for a permanent position. The procurement process includes monitoring relating to compliance and overall performance of agencies, and this in turn determines whether such agencies can continue to work with the States of Guernsey.

### **5. What agreements are in place for the States of Guernsey to recover fees/commissions paid to recruitment agencies when staff have left employment with a claw back period?**

Such agreements apply to those recruitment agencies successfully sourcing candidates for permanent positions. There are standard recovery clauses built into each agreement, whereby the States of Guernsey recover the placement fee, or part therein, if the employee leaves early in their tenure.

**6. How does the States of Guernsey ensure that nonlocal workers employed through a recruitment agency have an accurate understanding of the Guernsey housing market?**

Recruitment agencies are responsible for providing information on living and working in Guernsey to their candidates. This is likely to include information available from various local sources. Managers and/or HR colleagues within the States of Guernsey also provide information relating to the relocation support available to successful candidates securing permanent positions. This will include signposting to relevant authorities such as the Revenue Service, Immigration, and Population Management.

**7. Does the States of Guernsey rely on recruitment agencies to interview overseas workers, or does it interview all overseas candidates directly?**

Agency workers for temporary assignments are employees of the recruitment agency. As such, the agency will have interviewed the worker as part of its own onboarding process.

The profile of an agency worker will then be presented to the hiring manager at the States of Guernsey who will decide whether the person is suitable for the agency assignment. This will include screening of the agency worker's CV and an interview for those preferred agency workers.

Similar principles apply for those agencies promoting candidates for permanent positions in terms of the agency's onboarding. This would then be followed by an interview with a States of Guernsey manager should the candidate be shortlisted.

**8. How does the States of Guernsey ensure that recruitment agencies are working in the best interest of the States of Guernsey and the employees?**

This is achieved in several ways and the States of Guernsey will aim to ensure that terms are standardised as far as possible. All agencies that wish to work with the States of Guernsey must meet specific requirements that are set out within the procurement process. This includes agreeing to flat fee arrangements and meeting best practice standards relating to safer recruitment. If any agency is unable to meet these requirements, it will not be entered onto the preferred supplier list.

**9. Since January 2020 how many (as raw numbers and percentages) of staff recruited from outside the island using agencies have left employment either of their own volition or having failed to pass probation?**

This data set is not available as leaver data is not recorded in this way.

As explained in question 2, temporary agency workers are subject to immediate termination if their performance does not meet expectations aligned to the role. They do not have a probation period as they are not employees.

Staff recruited into permanent roles, either directly or via a recruitment agency, do have a probationary period. From January 2025 to date, 14 employees failed their probation and were therefore dismissed from employment. This accounts for approximately 2.5% of all new joiners for the same period.