



Report of the Public Services Commission

for the period

1 April 2023 to 31 March 2024

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FOREWORD BY THE EXECUTIVE DIRECTOR, OFFICE OF HUMAN RESOURCES

As Executive Director of the Office of Human Resources, (OHR), I am pleased to be able to present the Annual Report for the Public Services Commission for the year ending 31st March 2024.

Public Services Commission

The Public Services Commission has wide ranging functions that are set out in the Public Services Commission Act 2015; it is responsible for employing and setting terms and conditions for just over 4,000 Full Time Equivalent (FTE), employees who work to provide a wide range of services to the people of the Isle of Man.

Beyond the traditional administrative and executive work, civil servants occupy various professional and technical roles, including prison officers, social workers, environmental health, educational support staff and the legal profession within Isle of Man Government. Manual and craft workers work across all areas of Government to look after the Island's infrastructure, care services and to provide other essential services to the public, often in difficult conditions.

Role of the Office of Human Resources

OHR provides a human resources service to all the people who work across Government and whilst some of these are PSC employees a significant proportion are employed on a number of other terms and conditions.

At Government level OHR provides key services to:

- Council of Ministers – OHR advises the Council of Ministers on people strategy, the application of corporate employment policies and supporting management frameworks, and the monitoring of effectiveness on their behalf.
- Public Services Commission – OHR acts as the agent of the Public Services Commission in the exercise of its statutory functions including the delivery of policies, interpretation of terms and conditions of service, effective people management and the management of staffing levels.
- Negotiating Forums – OHR provides research and support and undertakes key advisory responsibilities on a wide range of issues to established public service negotiating bodies including the Joint Negotiating Committee (JNC) for the Public Services Commission and joint negotiating bodies in various Departments with their own employment groups including the Departments' of Education, Sport and Culture, Manx Care, Home Affairs and Infrastructure.

OHR also works closely with registered staff associations and trades unions.

Way Forward

OHR is currently going through a period of transformation following an external review that concluded in December 2023. OHR is now working to implement a new operating model that will improve the wide range of services it provides to staff across the whole of the Government including Commission employees.

As OHR works towards this new model, it has prioritised key areas one of which is to develop and implement a new Government wide People Strategy. The strategy will align with the strategic priorities of Government whilst ensuring that the public service of the future is agile, capable and one where its employees are skilled, valued and engaged.

The strategy will take account of the challenges and opportunities facing the workforce and will look to address the changing demographics, digital enablement, skills and capabilities and evolving ways of working, and setting out our collective approach.

Work has also started on reviewing both corporate and PSC policies and procedures such as the Fairness at Work Policy and PSC Grievance, Capability and Disciplinary procedures with a view to making these easier for staff and managers to use whilst remaining legally compliant and ensuring fairness for all.

Finally, I would like to thank all staff, Commission colleagues and my officers who work across all Divisions of OHR for their hard work, commitment and support in serving the Public Service on the Isle of Man.

A handwritten signature in black ink, appearing to read 'J Bradley', enclosed within a thin black rectangular border.

Julie Bradley
Executive Director
Office of Human Resources

1 INTRODUCTION

1.1 PURPOSE OF THE REPORT

This report to the Chief Minister is provided in accordance with the Public Services Commission Act 2015 and contains information about the work undertaken by the Public Services Commission (PSC) and its officers in carrying out its statutory functions under the Act. This document provides an overview of the human resource profile of 8 Departments, 8 Boards and 7 Offices. Figures are based on actual staff in post as of 31 March each year and analyses are on a financial year basis.

1.2 ACCOUNTABILITY AND DELEGATION

Following the change in membership within the Commission, the Chair, Vice-chair and Lay Members have placed a much greater emphasis on the need for accountability within the PSC. The Commission has taken steps to ensure that there is a clear delineation between the Office of Human Resources and its functions, and the PSC.

Statutory Functions

Functions of the Commission are delegated as appropriate to Accountable Officers and officers of the Office of Human Resources.

Oversight & Accountability

The role of the PSC is to oversee and require that Accountable Officers and the Office of Human Resources are subject to appropriate levels of review and scrutiny in respect of the carrying out of functions delegated to them by the PSC.

To discharge its functions, the PSC operates by delegating responsibilities to the Chair, Vice-chair, Chief Officers, Chief Executive Officer, Executive Director, OHR, the Head of Industrial Relations and Policy and the HR Business Partners.

The Executive Director, OHR and the Head of Industrial Relations and Policy attend PSC meetings. Certain tasks are delegated to the Executive Director, some of which can be further delegated to Accountable Officers and OHR Business Partners, including the following:

1. Disciplining employees and providing for the termination of their employment
2. Creation or amendment of posts (changes to the establishment)
3. Authorise the downgrading of an employee
4. Create or amend the grade and salary of posts within the JESP grades
5. Fill posts on a promotional basis without advertisement (Regulation A12)
6. Terminate employment in accordance with any agreed Mutually Agreed Resignation Scheme
7. Terminate employment via Disciplinary or Capability procedures or for Some Other Substantial Reason

The Commission invites Chief Officers to PSC meetings on a scheduled basis to ensure, not only that there is scrutiny and oversight regarding the functions delegated to them, but also to get practical feedback on policy and employee related issues.

As set out in the Council of Ministers' response to the review by management consultants Beamans in 2022, the changes have brought with them the opportunity to refresh and deliver a further improved service and the appointments of the Chief Executive Officer and Chief Operating Officer in Cabinet Office will provide much clearer accountability, governance and line management throughout the PSC by providing additional Senior Leadership, on the one hand, to OHR and on the other hand, to the wider civil service.

1.3 THE ROLE OF THE PUBLIC SERVICES COMMISSION

The PSC is a body corporate established under the Public Services Commission Act 2015.

It is the largest single employer within the public service, with 4,140.61 Full Time Equivalent (FTE) as of the end of March 2024.

The PSC is constituted under the Public Services Commission Act 2015. The Act sets the following functions of the Commission:

- a. To determine policies relating to the employment, and the terms and conditions of employment, of its employees that are consistent with the Government's human resources strategy and policies.*
- b. To employ such persons on such terms as it considers appropriate.*
- c. By agreement with such bodies as it considers to represent the interests of its employees, to establish as necessary negotiating and consultation committees that include members of such bodies.*
- d. Where appropriate, to negotiate or consult with its employees or their representatives, whether via those committees or otherwise, about the employees' pay and other terms and conditions of employment.*
- e. To arrange for the recruitment of its future employees.*
- f. To organise the training of its employees.*
- g. To make arrangements for the assessment of performance and appraisal of individual employees of the Commission.*
- h. To make promotions and arrange for the transfer of its employees between the various stationed employers.*
- i. Where appropriate to discipline its employees and provide for the suspension or termination of their employment.*
- j. Without limiting any duties, it has under health and safety legislation, to make arrangements for securing the welfare of its employees.*
- k. To make arrangements for loss of office in relation to any public sector employee.*
- l. To make arrangements, with the consent of the employee concerned, for its employees to be seconded to another employer; Section 6 Public Services Commission Act 2015 Page 8 AT 1 of 2015 c*
- m. To determine such other matters that may be considered reasonably necessary for the proper administration and management of its employees.*
- n. To perform such other functions as directed by the Council of Ministers.*

1.4 MEMBERS OF THE PUBLIC SERVICES COMMISSION

Members of the PSC are appointed by the Chief Minister in accordance with Section 4 of the Public Services Commission Act 2015. This Act requires the appointment of:

- A chairperson and a vice-chairperson who must be members of Tynwald.
- No more than 3 individuals who must not be members of Tynwald.

The members of the PSC for the reporting period of 2023/24 were:



Ms. Kate Lord-Brennan MHK
Chair



Mr. Robert Mercer MLC
Vice-Chair



Mr. Bill Mummery
Lay Member



Ms. Krystina Thompson
Lay Member



Mr. Augustine Okanlawon
Lay Member

Together the members bring diverse and in-depth experience from both public and private sectors which enable the Commission to fulfil its statutory functions as set out in the Public Services Commission Act 2015.

1.5 PSC EMPLOYEES

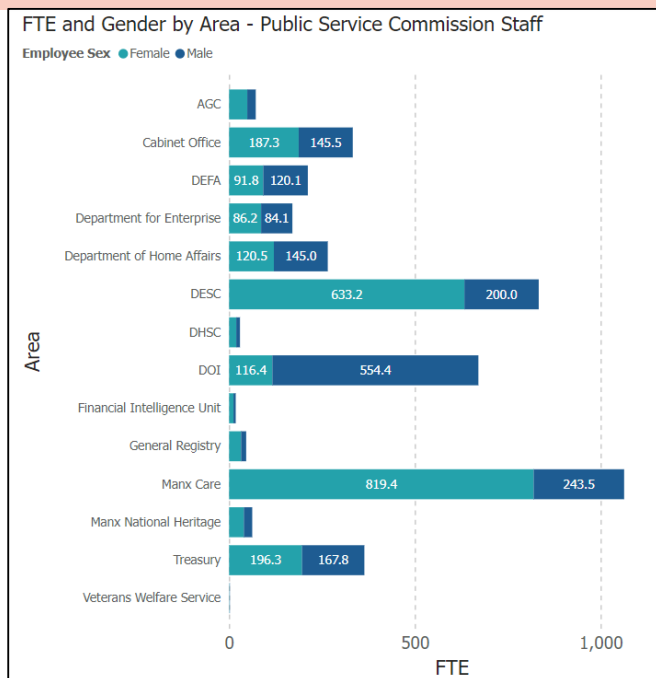
[Employees of the Public Services Commission](#) cover a number of employment groups including Civil Servants, Manual and Craft Workers, Education Support Staff and staff of the Department of Education, Sport and Culture except teaching and lecturing staff.

1.6 COVERAGE OF THE REPORT

The statistical information in this report pertains solely to PSC employees employed in the Departments, Boards, and Offices listed in the appendix. The figures are based on data collected by the People Analytics team, OHR, on behalf of the Commission.

2 PUBLIC SERVICES COMMISSION ANALYSIS OF EMPLOYEES

2.1 STAFF NUMBERS

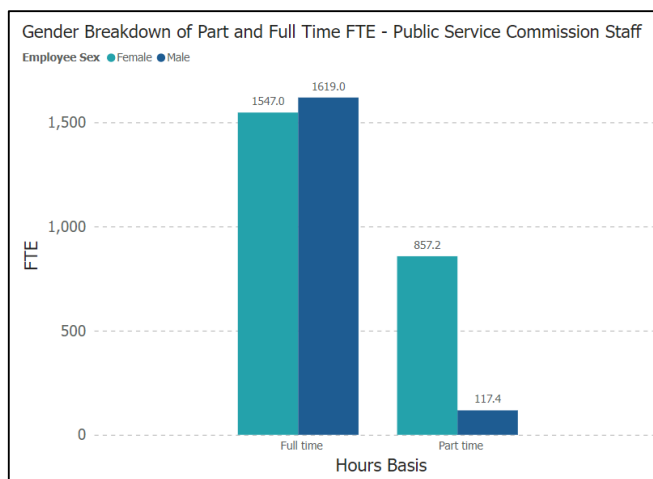


As of 31 March 2024, there were 4,140.61 Full Time Equivalent (FTE) PSC staff in the Departments, Boards and Offices of the Isle of Man Government. This is a growth of 140.81, equating to 3.52%, from 2023.

Of these staff, 1,062.97 FTE PSC employees are stationed within Manx Care.

Figure 1: Distribution of Full-Time Employees by Department, Board and Office and by Terms and Conditions

2.2 PART TIME WORKING



Within the figures quoted, there are a number of staff who work part-time and/or flexibly. This reflects the Commission's flexible working policies and practices which support and encourage staff to have a positive work-life balance while ensuring that the demand for services is maintained.

As of March 2024, the total number of part-time employees within the PSC was 974.6.

Figure 2: Number of Full-time and Part-time PSC employees, sorted by gender. Term time only staff and job shares excluded.

2.3 GRADE PROFILE

As of 31 March 2024, the majority of PSC employees were at an AO, EO or HEO (or equivalent) level.

The demographic of employee grades shows that the increasing need for complex skills and abilities is likely driven by technological and legal changes. Many of the tasks and roles at the AA grade no longer exist.

Civil Service	Female	Male	Total
AA & Equivalent	84.18	59.31	143.49
Airport Grades	3.00	22.00	25.00
AO & Equivalent	390.55	221.48	612.03
EO & Equivalent	391.87	356.60	748.47
HEO & Equivalent	278.96	222.14	501.10
JESP	26.80	27.00	53.80
OS7, Equivalents & above (not CLG)	46.91	66.81	113.72
Secretarial Grades	129.43	2.00	131.43
SEO & Equivalent	101.14	92.90	194.04
Support Grades	55.11	23.08	78.19
Trainee	1.39	1.00	2.39
Total	1,509.34	1,094.32	2,603.66

Figure 3 (a-d): Total number of FTE staff at each grade in the PSC

With roles becoming more complex, it is crucial to develop strong leadership programmes, especially for specialist practitioners who may have limited management or leadership experience. This is referred to in section 5.

M&C	Female	Male	Total
Apprentice	1.00	14.00	15.00
Craftsman		1.00	1.00
Skill Zone 1	220.95	94.01	314.96
Skill Zone 2	66.68	160.00	226.68
Skill Zone 3	210.80	198.11	408.91
Skill Zone 4	50.98	75.48	126.46
Skill Zone 5	4.81	32.00	36.81
UNKNOWN	2.00		2.00
Total	557.22	574.60	1,131.82

ESS	Female	Male	Total
ESA	5.89	1.00	6.89
ESO	80.81	10.89	91.70
PESO	15.83	6.92	22.75
SESO	226.58	43.98	270.56
Total	329.11	62.79	391.90

Youth	Female	Male	Total
Assistant Youth Worker	0.99	0.19	1.18
Youth & Community Worker	6.00	4.00	10.00
Youth Worker	1.55	0.50	2.05
Total	8.54	4.69	13.23

2.4 AGE PROFILE

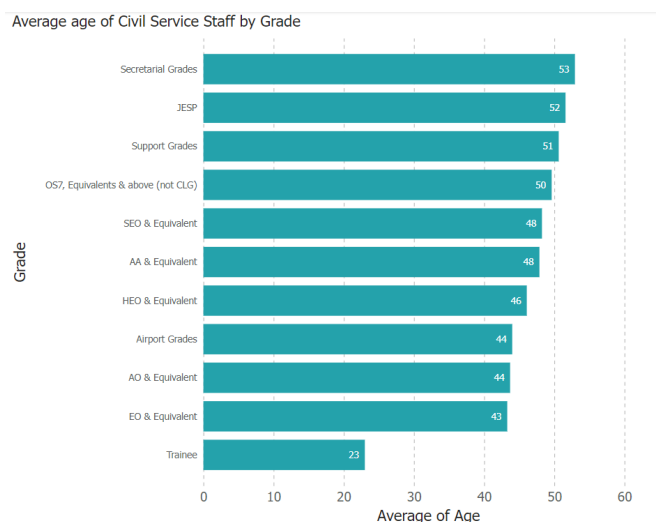
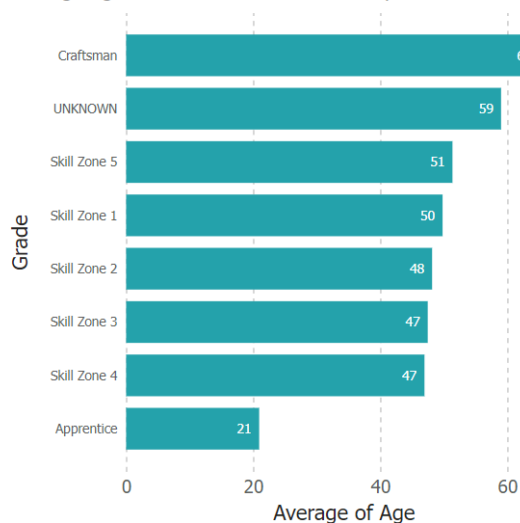


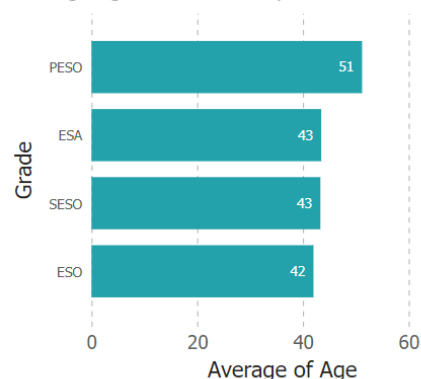
Figure 4a shows the age distribution of people occupying Civil Service posts on 31 March 2024. The PSC generally has an older age profile than the economically active population, reflecting high retention levels and a greater proportion of professional staff. With an average age of 47, it is 3 years higher than the UK Civil Service median age of 44¹.

Figure 4(a-d): Average age of PSC Employees by Grade for 2024

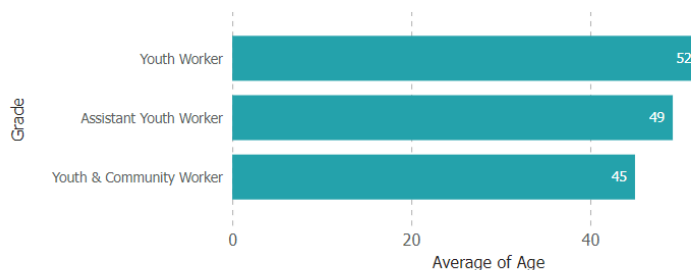
Average age of Manual and Craft Staff by Grade



Average age of ESS Staff by Grade

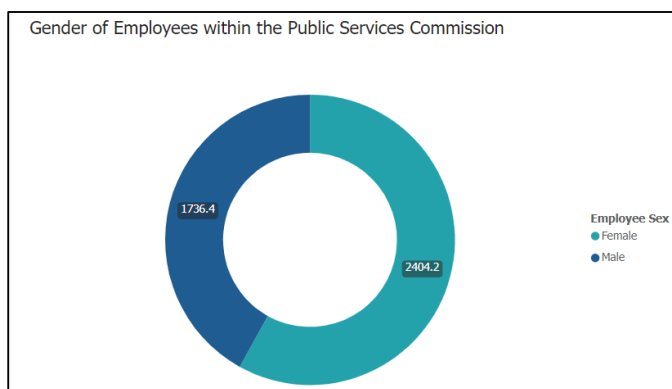


Average age of Youth Staff by Grade



¹ <https://www.gov.uk/government/statistics/civil-service-statistics-2024/statistical-bulletin-civil-service-statistics-2024>

2.5 GENDER PROFILE



As of 31 March 2024, 58.1% of all PSC employees were female and 41.9% were male. This is an increase of 0.7% in the proportion of female workers from 2023. The PSC strives to be an inclusive employer and has implemented Policies specifically designed to combat inequality.

Figure 5: Gender of Employees within the Public Services Commission

3 STARTERS, LEAVERS, PROMOTIONS AND TRANSFERS

3.1 TURNOVER

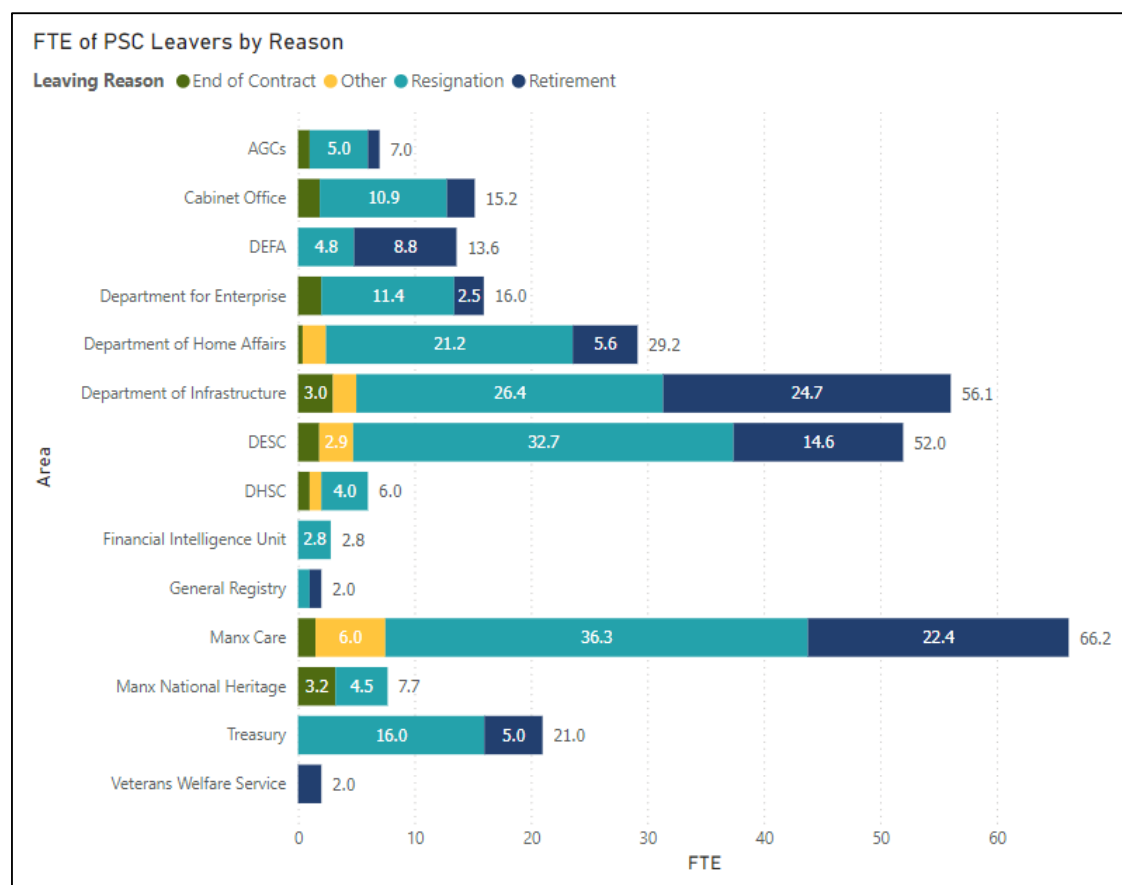


Figure 6: Total number of PSC FTE leavers during the reporting period 2023/24, sorted by reason

In 2023/24, there were a total of 296.6 FTE leavers across the PSC, equating to 7.15% of the workforce.

3.2 REASONS FOR LEAVING

During the 2023-2024 period, the predominant reason for employee departures was voluntary resignation, accounting for the highest number of exits, with retirement being the second most prevalent reason. This pattern aligns with trends from previous years.

Data about employee departures is constrained due to the voluntary nature of exit interviews. Consequently, there exists uncertainty regarding the extent of employees transitioning to the UK and those moving to the private sector. Furthermore, the data does not encompass individuals who have transitioned from full-time employment to engaging in part-time or casual work.

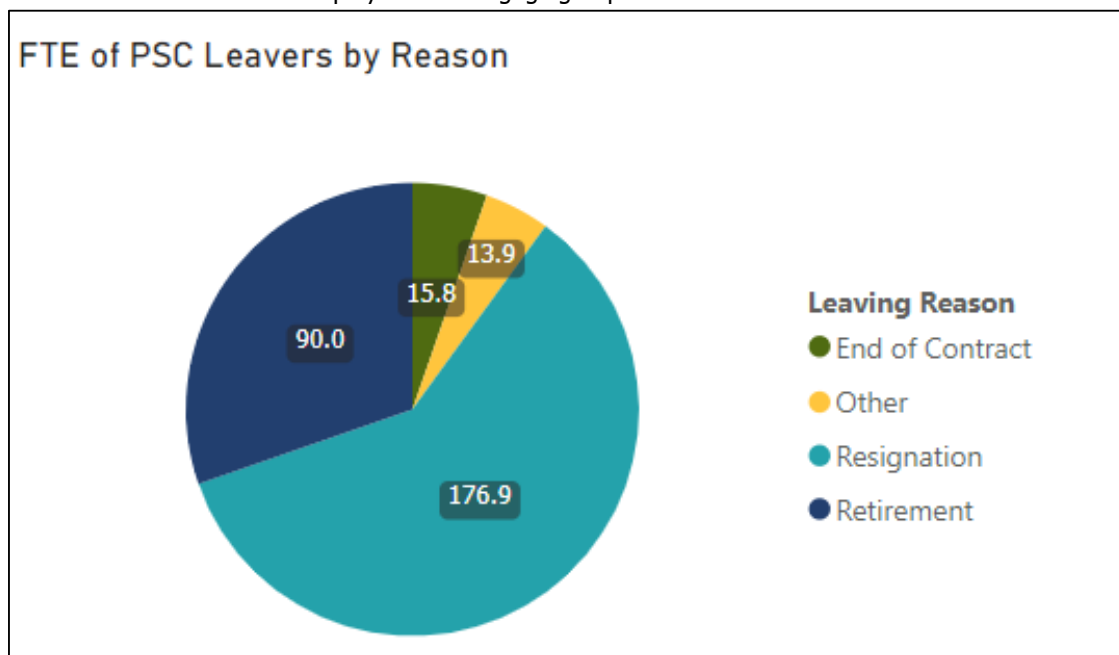


Figure 7: Comparison of the number of FTE PSC Leavers by reason

3.3 STARTERS

In 2023/24, Manx Care, as the largest area in terms of staffing numbers, saw the highest number of new PSC hires, 121.5 FTE in total.

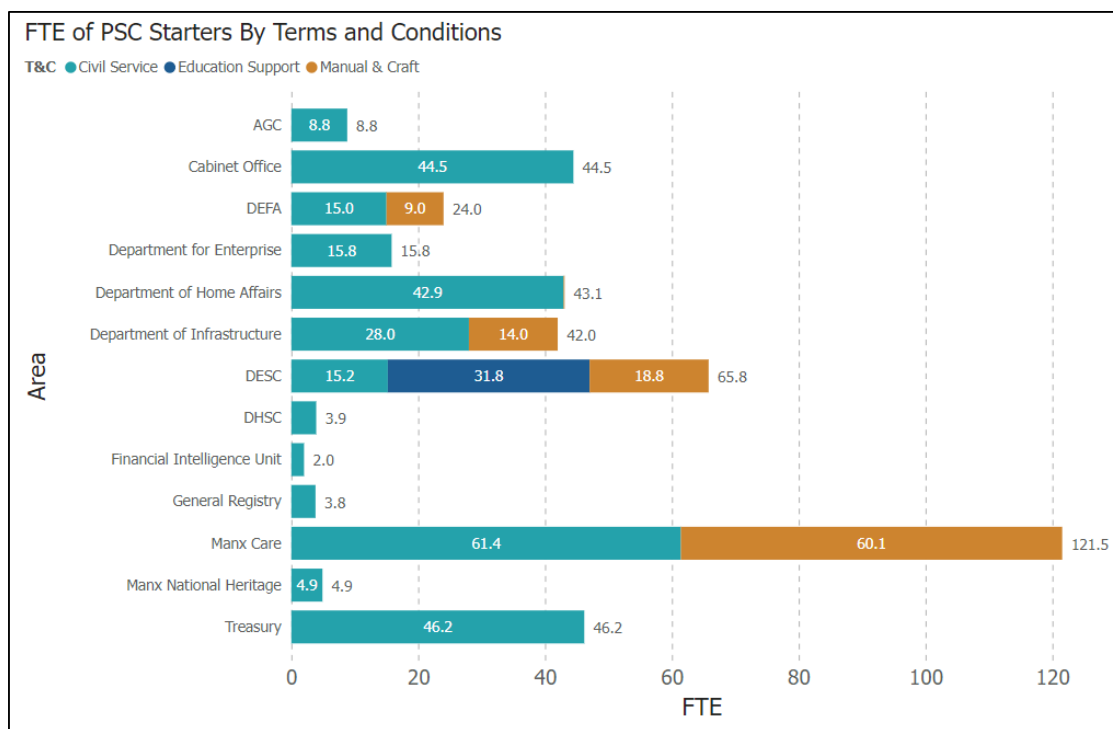


Figure 8: FTE of PSC New Starters by Area for 2023/24

3.4 HR CASEWORK

There are a number of areas where OHR provides advice and support for Managers across the PSC regarding certain functions. These include disciplinary matters, whistleblowing, fairness at work and independent appeal panel hearings against dismissal.

During 2023/24, the total number of cases has remained broadly static with Capability/Attendance being the most common type of casework.

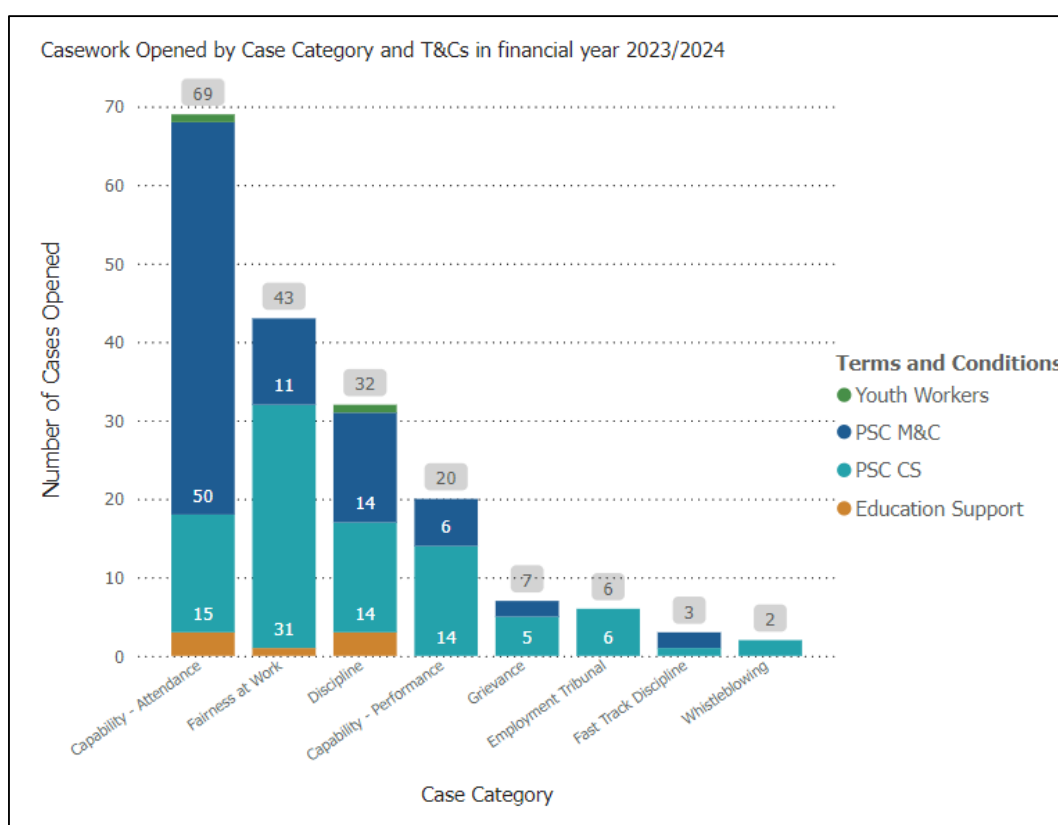


Figure 9: Number of personal HR cases per year, sorted by year and case category.

Conciliated Settlement Agreements			
	2021/22	2022/23	2023/24
No. of Agreements	7	28	6
Total Value	£285,088.70	£1,965,582.95	£269,365.51

Figure 10: Number and value of Financial Settlements paid out April 2021- March 2024

In accordance with the Employment Act 2006, Section 164 and the Equality Act 2017, Section 104, a settlement agreement is only valid when brokered under the auspices of the Manx Industrial Relations Service, (MIRS) and any such financial settlements paid on termination must be properly concluded by the MIRS.

There are a number of reasons why a conciliated settlement agreement may be considered appropriate and these include the PSC Mutually Agreed Resignation Scheme (MARS), buying out of terms and conditions, voluntary and compulsory redundancies as well as the settlement of employment disputes. In certain cases, using a conciliated settlement agreement may be a more cost-effective option and can avoid lengthy and costly tribunal claims.

In cases involving individuals who are employed by the Public Services Commission, a business case must be submitted by the HR Business Partner of the relevant Department, Board or Office to seek a Commission Approval. This business case will then be considered by OHR officers with the appropriate delegated authority from the PSC.

4 PERFORMANCE MANAGEMENT

The Performance and Development Review (PDR) Scheme is one of the processes for evaluating performance and was designed to help Managers manage performance fairly and effectively. The Scheme promotes regular discussions between individuals and their line manager about their performance and development whilst providing staff with ongoing support and motivation to achieve high performance.

The Learning, Education and Development (LEaD) division of the Office of Human Resources offers various leadership programmes to develop effective leadership at all levels. LEaD also provides specific training and support for individuals and teams. This includes e-learning packages through E-learn Vannin to help them understand and effectively use the PDR scheme.

The 3C's system is another performance management process which aims to enhance individual performance. Managers can use the 3C's as part of performance appraisal against past performance as well as being used in comparison to the expected standards.

LEaD has also conducted a coaching and mentoring programme for staff to support new or recently transferred staff in learning and growing to reach high performance sooner. A review of the Coaching and Mentoring function has been conducted, with plans to update the service in the coming year.

5 LEARNING AND ORGANISATIONAL DEVELOPMENT

5.1 LEARNING AND DEVELOPMENT EVENTS

Learning, Education and Development (LEaD) continues to develop and deliver training interventions, both online and in-person to meet the needs of its customers. The four learning pathways of Working, Skills, Managing and Leading in the Public Service remain in place, however the prospectus is updated and changes according to business needs, with courses being created, updated, refined and retired as necessary.

In 2023/2024 there was a slight increase in the number of courses being delivered, however there was a small decrease in the number of attendees over the year. While course enrolments remain high, cancellations and no-shows are increasing and are most often attributed to delegates being unable to attend planned training due to work pressures or scheduling conflicts.

The 2022 launch of the new Leadership and Management Programmes demonstrated a shift in developing our Leadership Capability, by focusing our attention on increasing the quality, competence and consistency of managers. Further improvements were made by shifting the accrediting body to one that places emphasis on experiential and practical learning, rather than academic submissions. This has resulted in an improved delegate experience and significant increases in module attendance rates, online learning completion and subsequent professional accreditations achieved.

eLearning continues to be an important part of our blended learning approach. New designs are created and content tailored to Isle of Man specifics, including health care, legislature, regulations, strategic imperatives and local issues. Changes and updates are made to ensure eLearning is accessible, modern and up to date.

Psychometric tools are used to increase personal awareness, focus development activity and improve the outcomes of a range of activities. These include recruitment processes, team building activities, and within the Personal, Leadership and Management development programmes.

6 SICKNESS ABSENCE: DATA & MANAGEMENT

The Public Service Commission recognises the importance and value for managers of having access to reliable information relating to staff absence. It is a key aspect of corporate governance relating to the effective management of performance.

6.1 EFFECT OF SICKNESS ABSENCE

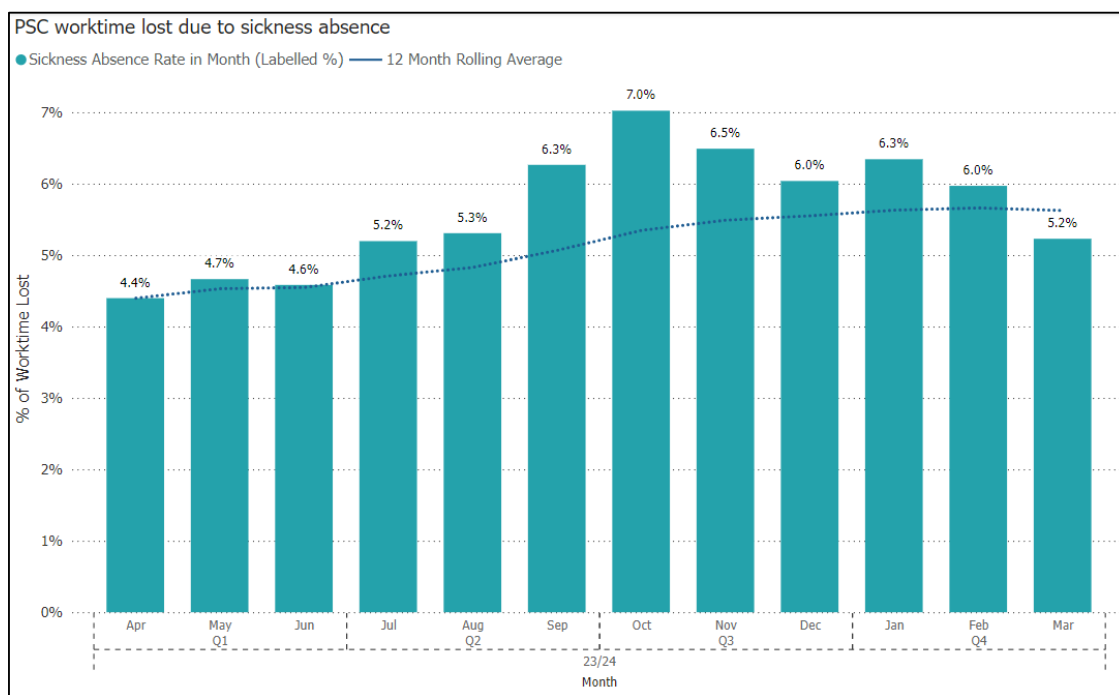


Figure 11: Percentage of work time lost by month

The 12-month average percentage of worktime lost for all PSC staff for 2023/24 was 5.62% which is an increase from 2022/23 when it was 4.63%.

The UK Office of National Statistics reported that in 2022 the sickness absence rate for the public sector was 3.6%².

²<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabourmarket/2022>

6.2 DAYS LOST DUE TO ABSENCE

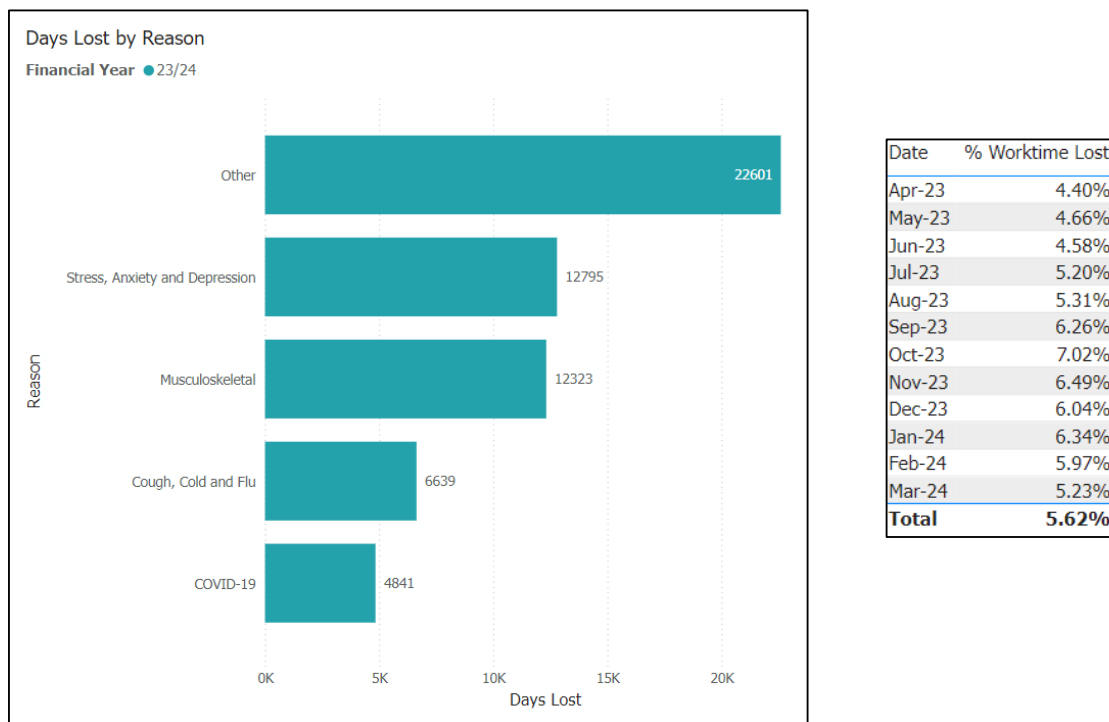


Figure 12: Number of days lost by reason

Absences within the "Other" category could include a variety of reasons such as Chronic fatigue, diabetes, or terminal and other serious illnesses including cancer. A full list of reasons can be found at **Appendix 4**.

OHR, (Business Partners and the Occupational Health Team) on behalf of the Commission, has worked across Departments, Boards and Offices to help support managers to address attendance issues including training sessions, workplace assessments and conducting reviews and assessments of absence levels.

6.3 MANAGEMENT OF ABSENCE

There are several measures in place to avoid absences from occurring and for dealing with individual cases where employees are absent from work. The PSC has its own Capability Procedure and in addition there is a corporate Management of Sickness Absence Policy and Guidance which managers can refer to.

The Staff Welfare Service provides a confidential counselling service to all employees across Departments, Board and Offices.

The largest single reason for absences for PSC employees is Stress, Anxiety and Depression. Work is being done on supporting good mental health at the workplace, and measures continue to be implemented to improve and help with mental health issues. Some of which include dedicated Managing Stress for Managers courses and Stress Awareness courses.

Within Manx Care, OHR conducted a full review of the existing wellbeing initiatives available to Manx Care staff. Whilst this covered all staff working in Manx Care, this did include PSC employees stationed at Manx Care. The outcome included mandatory training for manual handling, identifying high-priority cases with targeted action plans/capability support, regular meetings to review progress and capability training for managers including monitoring and early intervention.

7 CORPORATE LEADERSHIP GROUP

7.1 POST AND RECRUITMENT

At the 31 March 2024, there were 53.8 FTE employees within the Corporate Leadership Group (CLG). This is an increase from 48.8 FTE in 2023.

7.3 JOB EVALUATION FOR SENIOR POSTS (JESP)

JESP is used as the mechanism for the evaluation of senior PSC roles. Only roles subject to JESP evaluation and that meet requirements are included in the CLG. All CLG roles appointed during the year through recruitment exercises were subject to such an initial review. Typically, JESP roles are the Chief Officers, Deputy Chief Officers and Executive Directors.

7.4 PAY

Full information on the PSC Pay Scales is available here: <https://hr.gov.im/salary-leave-and-pay/pay-scales/> and for the CLG outlined below.

CORPORATE LEADERSHIP GROUP																
BAND	01-Apr-16		01-Apr-17		01-Apr-18		01-Apr-19		01-Apr-20		01-Apr-21		01-Apr-22		01-Apr-23	
	Point	Salary	Point	Salary	Point	Salary	Point	Salary	Point	Salary	Point	Salary	Point	Salary	Point	Salary
Jesp 20	1	121575	1	124371	1	125433	1	128569	1	132105	1	133426	1	141431	1	149917
	2	127635	2	130571	2	131633	2	134923	2	138634	2	140020	2	148421	2	157326
	3	133690	3	136765	3	137827	3	141273	3	145158	3	146609	3	155406	3	164730
	4	139748	4	142962	4	144024	4	147625	4	151684	4	153201	4	162393	4	172137
	5	145805	5	149159	5	150221	5	153976	5	158210	5	159792	5	169380	5	179543
	6	151865	6	155358	6	156420	6	160330	6	164739	6	166387	6	176370	6	186952
Jesp 14 - 18	1	101381	1	103713	1	104775	1	107394	1	110347	1	111451	1	118138	1	125226
	2	106430	2	108878	2	109940	2	112688	2	115787	2	116945	2	123962	2	131400
	3	111479	3	114043	3	115105	3	117983	3	121227	3	122439	3	129786	3	137573
	4	116525	4	119205	4	120267	4	123274	4	126664	4	127930	4	135606	4	143742
	5	121573	5	124369	5	125431	5	128567	5	132103	5	133424	5	141429	5	149915
	6	126622	6	129534	6	130596	6	133861	6	137542	6	138918	6	147253	6	156088
Jesp 9 - 13	1	81287	1	83157	1	84219	1	86324	1	88698	1	89585	1	94960	1	100658
	2	85330	2	87293	2	88355	2	90563	2	93054	2	93984	2	99624	2	105601
	3	89374	3	91430	3	92492	3	94804	3	97411	3	98385	3	104288	3	110545
	4	93416	4	95565	4	96627	4	99042	4	101766	4	102784	4	108951	4	115488
	5	97460	5	99702	5	100764	5	103283	5	106123	5	107184	5	113615	5	120432
	6	101502	6	103837	6	104899	6	107521	6	110478	6	111583	6	118278	6	125375
Jesp 5 - 8	1	62663	1	64104	1	65166	1	66795	1	68632	1	69319	1	73478	1	77887
	2	65773	2	67286	2	68348	2	70056	2	71983	2	72703	2	77065	2	81689
	3	68887	3	70471	3	71533	3	73322	3	75338	3	76091	3	80657	3	85496
	4	71997	4	73653	4	74715	4	76583	4	78689	4	79476	4	84244	4	89299
	5	75109	5	76837	5	77899	5	79846	5	82042	5	82862	5	87834	5	93104
	6	78221	6	80020	6	81082	6	83109	6	85395	6	86249	6	91423	6	96908

Figure 13: CLG pay bands up until 01 April 2022

The UK Senior Civil Service (SCS) Pay Bands as of 1 April 2024 are³:

- SCS pay band 1: £76,000 to £117,800.
- SCS pay band 2: £98,000 to £162,500.

³ <https://www.gov.uk/government/publications/guidance-on-the-senior-civil-service-pay-award-202425/practitioner-guidance-on-the-2024-25-senior-civil-service-pay-framework-html>

- SCS pay band 3: £128,000 to £208,100.

8 TERMS AND CONDITIONS OF SERVICE

8.1 TERMS AND CONDITIONS CHANGES AND NEGOTIATIONS

The PSC through its Joint Negotiating Committee, negotiates and determines changes to PSC Civil Service and Manual and Craft terms and conditions including amendments to existing policies and procedures. The terms and conditions for PSC employees are available on the OHR website: <https://hr.gov.im/terms-conditions-for-employees/>

During the 2023/24 there were a number of updates to terms and conditions in line with the PSC collective bargaining mechanism. These include amendments to the PSC Disciplinary Procedure, Mutually Agreed Resignation Scheme, sickness absence and maternity provisions.

9 POLICY DEVELOPMENT AND REVIEW

The PSC recognises the need to ensure that its current and future policies, practices and procedures are compliant with the law. Within any organisation, especially a large one, it is important to provide safeguards for staff through the development of regular reviews of policies. There is a rolling programme of review of corporate and PSC policies in place and some of the policies updated in this reporting years are detailed below.

9.1 UPDATED POLICIES AND GUIDANCE

During the 2023/24 period, Guidance on the Management of Time off in Lieu (TOIL) was developed collectively with the unions and published in September 2023. The purpose of the guidance was to provide an overarching framework for managers and employees and to provide clarification and advice on the use of TOIL.

The Manager's Handbook, which is available for all public service managers, including those in the PSC provides information on various people-related matters such as the recruitment process, types of leave and HR procedures and was updated with the most current policies and procedures.

The policies and Managers Handbook are available on the OHR's website here: <https://hr.gov.im/policies-procedures-codes-guidance-and-forms/>

9.2 POLICIES UNDER CONSIDERATION

The following policies and guidance have been identified to be reviewed in the next 12 months:

- Development of corporate **guidelines on the use of limited term appointments;**
- Review of the **Isle of Man Government Fairness at Work Policy;**
- Review of **Public Services Commission Capability, Discipline and Grievance Procedures;**
- Development of a **PSC policy on the use of Conciliated Settlement Agreements;**
- Review of **Isle of Man Government Whistleblowing Policy** in line with the legislative changes as a result of the Employment (Amendment) Bill;
- Development of a **corporate Equality, Diversity and Inclusion (EDI) Policy** in line with OHR's objectives within the Cabinet Office Departmental Plan;
- Review of **Isle of Man Government Management of Sickness Absence Policy.**

10 PUBLIC SERVICE INTEGRITY LINE

The Council of Ministers agreed to establish a robust Concerns at Work Service and from this the Integrity Line went live on the 5 September 2022. The Integrity Line provides all public servants, including all PSC employees, and Ministers a confidential process to report any major wrongdoings they have witnessed at work and for these issues to be investigated in line with existing procedures for e.g. the Whistleblowing Policy, Fairness at Work Policy.

The Integrity Line is a confidential, dedicated 24 hour, 7 days a week service operated by Crimestoppers (an independent third party outside of Isle of Man Government) who obtain as much information as possible on the wrongdoing being reported. It has strict protocols in place to protect the data and anonymity of public servants.

Complaints are received confidentially by the Crimestoppers service and the option to provide contact details or remain anonymous are identified at this stage. Once received, the complaints are reviewed by the Audit Advisory Division (AAD), The Treasury who investigate any financial irregularity or whistleblowing issues.

If complaints received relate to Human Resource issues and the details of the complainant has been provided, they are sent by the Audit Advisory Division to the Manx Industrial Relations Team (MIRS) who get in touch with the complainant in order to offer their services in dealing with the complaint.

If complaints received are anonymous, they are forwarded to the Office of Human Resources so that designated staff can identify the Department, Board or Office that relates to the complaint to be investigated.

No of Complaints Received	Type of Complaint	Area Relating to Complaint	Action Taken
0 in April 2023			
6 in May 2023	6 x HR complaints	2 x Manx Care 1 x DOI 1 x CabO 1 x Treasury 1 x DESC	5/6 complaints were anonymous and were passed to OHR for review. 1/6 HR complaint was passed to MIRS for review.
4 in June 2023	4 x HR complaints	2 x DOI 1 x Treasury 1 x DESC	3/4 complaints were anonymous and were passed to OHR for review. 1/4 HR complaint was passed to MIRS for review.
7 in July 2023	7 x HR complaints	4 x DOI 1 x CABO 1 x DEFA 1 x DESC	6/7 HR complaints, made anonymously, were passed to OHR for review 1/7 HR complaint was passed to MIRS for review

4 in August 2023	3 x HR complaints 1 x Financial Irregularity	1 x DEFA *1 x Manx Care 1 x DOI 1 x MNH	2/4 HR complaints were passed to MIRS for review *1/4 HR complaint in Manx Care was closed as the complainant did not want to take their issue further 1/4 Financial Irregularity was passed to AAD for review
2 in September 2023	2 x HR complaints	2 x DHA	2 HR complaints, made anonymously, were passed to OHR for review
1 in October 2023	1 x Financial Irregularity	DOI	Disciplinary process underway
1 in November 2023	1 x HR complaint	DHSC	Complaint made anonymously and passed to OHR for review
4 in December 2023	4 x HR complaints	2 x DESC 2 x DHA	All 4 HR complaints made anonymously, were passed to OHR for review
2 in January 2024	2 x HR complaints	1 x DOI 1 x Manx Care	The DOI complaint is already being dealt with by OHR and is closed under the Integrity Line process The Manx Care complaint was made anonymously and was passed to OHR for review
6 in February 2024	5 x HR complaints 1 x Financial Irregularity	3 x DHA 2 x DHSC 1 x Manx Care	5 HR complaints made anonymously and passed to OHR for review 1 Financial Irregularity made anonymously and passed to AAD for review
4 in March 2024	4 x HR complaints	2 x Manx Care 1 x DHSC 1 x DOI	4 HR complaints made anonymously were passed to OHR for review
Total no. of complaints			40

11 HEALTH, SAFETY AND WELFARE

All Departments, Boards and Offices of Government have a legal duty to comply with the requirements of health and safety legislation, so far as reasonably practicable. To meet the legislative requirements, organisations are required to manage the risks arising from their activities and to protect the health,

safety and welfare of their staff. The responsibilities of the PSC also extend to protecting the health and safety of non-employees, including contractors and the public.

Under the Public Services Commission Act 2015, the PSC is required to make arrangements for securing the welfare of its employees in addition to any duties it has under health and safety legislation. The Commission has supported Departments, Boards and Offices in discharging their duty through the Health and Safety section and the Welfare Team. The Health and Safety section provides specialist health and safety advisory services to Government departments, boards and offices. This includes providing information, advice and support for managers to assist them in complying with legislative requirements and best practice derived from specialist organisations and comparable industries.

The Welfare Team in the Office of Human Resources supports all Government staff by providing a free and confidential service to all staff across Government. The small team is made up of professionally trained staff who can provide emotional support, counselling and signposting on a wide range of issues.

Welfare also provides for certain groups, 'mandated welfare checks' arranged by the employer. These are identified for particularly intense roles. The service has also developed partnership working, in addition to running welfare workshops on emerging subjects such as burnout, self-care, vicarious trauma, anxiety and low mood, and mindfulness.

Additional roles will be created in both these teams to provide additional support in 2023/24.

APPENDICES

APPENDIX 1: 2024 FTE

Area	Civil Service	ESS	M&C	Youth	Total
AGC	71.73				71.73
Cabinet Office	327.78	2.00	3.00		332.78
DEFA	173.04		38.88		211.92
Department for Enterprise	170.31				170.31
Department of Home Affairs	262.35		3.16		265.51
DESC	183.59	389.90	246.49	13.23	833.21
DHSC	29.30				29.30
DOI	342.01		328.78		670.79
Financial Intelligence Unit	17.81				17.81
General Registry	45.98				45.98
Manx Care	555.96		507.01		1,062.97
Manx National Heritage	57.77		4.50		62.27
Treasury	364.03				364.03
Veterans Welfare Service	2.00				2.00
Total	2,603.66	391.90	1,131.82	13.23	4,140.61

**As of 31 March 2024, the FTE figures, rounded to one decimal place, do not include staff from the Clerk of Tynwald Office, the Communications and Utilities Regulatory Authority, the Gambling Supervision Commission, the Financial Services Authority, the Manx Heritage Foundation, the Manx Industrial Relations Service, the High Court of Tynwald, the Public Services Pensions Authority, the Information Commissioner's Office, Coroners, or the Judiciary.*

APPENDIX 2: 2023/24 NEW STARTERS IN THE PSC BY DEPARTMENT, BOARD OR OFFICE

Area	FTE
AGC	8.8
Cabinet Office	44.5
DEFA	24.0
Department for Enterprise	15.8
Department of Home Affairs	43.1
Department of Infrastructure	42.0
DESC	65.8
DHSC	3.9
Financial Intelligence Unit	2.0
General Registry	3.8
Manx Care	121.5
Manx National Heritage	4.9
Treasury	46.2
Total	426.3

**Does not include staff in Clerk of Tynwald Office, Communications and Utilities Regulatory Authority, Gambling Supervision Commission, Financial Services Authority, Manx Heritage Foundation, Manx Industrial Relations Service, High Court of Tynwald, Public Services Pensions Authority, Information Commissioners Office, Coroners, Judiciary. Terms and Conditions included – Civil Service, Manual and Craft, Education Support, Youth and Port Services. Casual staff excluded. Joining date between 1/04/2021 & 31/03/2022 and 1/04/2022 & 31/03/2023. Does not include people who transfer within the Isle of Man Government or people who join/take up an additional position, including if that position was casual only or outside of the PSC. New Starters include people replacing vacant posts and taking up LTA for long term absence/maternity cover.*

APPENDIX 3: 2023/24 LEAVERS

Area	End of Contract	Other	Resignation	Retirement	Total
AGCs	1.00		5.00	1.00	7.00
Cabinet Office	1.86		10.92	2.39	15.17
DEFA			4.81	8.80	13.61
Department for Enterprise	2.00		11.41	2.54	15.95
Department of Home Affairs	0.40	2.00	21.19	5.57	29.16
Department of Infrastructure	3.00	2.00	26.35	24.70	56.05
DESC	1.82	2.91	32.67	14.57	51.97
DHSC	1.00	1.00	4.00		6.00
Financial Intelligence Unit			2.81		2.81
General Registry			1.00	1.00	2.00
Manx Care	1.50	6.00	36.28	22.40	66.18
Manx National Heritage	3.21		4.48		7.69
Treasury			16.00	5.00	21.00
Veterans Welfare Service				2.00	2.00
Total	15.80	13.91	176.93	89.97	296.60

** Does not include staff in Clerk of Tynwald Office, Communications and Utilities Regulatory Authority, Gambling Supervision Commission, Financial Services Authority, Manx Heritage Foundation, Manx Industrial Relations Service, High Court of Tynwald, Public Services Pensions Authority, Information Commissioners Office, Coroners, Judiciary*

Terms and Conditions included – Civil Service, Manual and Craft, Education Support, Youth and Port Services.

APPENDIX 4: PERCENTAGE OF WORKTIME LOST BY MONTH

Date	% Worktime Lost
Apr-23	4.40%
May-23	4.66%
Jun-23	4.58%
Jul-23	5.20%
Aug-23	5.31%
Sep-23	6.26%
Oct-23	7.02%
Nov-23	6.49%
Dec-23	6.04%
Jan-24	6.34%
Feb-24	5.97%
Mar-24	5.23%
Total	5.62%

Worktime lost is an indicative figure as working patterns of staff and rotas may impact the calculation of workdays available and absent.

Reason categories:

- *Other includes: Accident at Work, Alcohol or Drug Related, Allergic Reaction, Bereavement (Paid), Blood Disorders (e.g. Anaemia / Lymphoma / Leukaemia), Chest, Respiratory (excluding nose & throat), Chronic Fatigue, Fibromyalgia, Dental, Oral, Ear, Nose, Throat, Endocrine, Glandular (e.g. Diabetes, Thyroid, Metabolic), Eye, Vision, Family Emergency (Paid), Gastrointestinal (excluding vomiting and diarrhoea), Genitourinary, Andrological - male, Gynaecological - female (excl. pregnancy), Headache, Migraine, Heart, Cardiac, Blood Pressure, Circulatory, Hospital Appointment (Paid), Infectious Disease (e.g. Malaria), Mental Health - other (psychosis, bipolar), Neurological, Nervous System, Oracle - Chest, respiratory, Oracle - Diagnosis unclear, Oracle - Glandular, Oracle - Operations, hospitalisation, Oracle - Other Reason, Pregnancy Related, Skin, Third Party Injury, Tumours, Cancer, Unknown, Vomiting, Diarrhoea, Chest, respiratory, Other, Dental, Gynaecological (female) / Andrological (male), Mental Health - Other, Cancer, Operations, hospitalisation.*
- *CCF = Cough, Cold, Flu - Influenza, Virus, Infection, Cough, Cold, Flu symptoms*
- *MSK = Musculoskeletal - Back, Musculoskeletal - Back (Work Related), Musculoskeletal - Injury, Fracture, Musculoskeletal - Injury Fracture (Work Related), Musculoskeletal - Other (excluding back, including neck), Musculoskeletal - Other (excluding back, including neck) (Work Related), Musculoskeletal - Personal, Oracle - Musculoskeletal, Musculoskeletal*
- *SAD = Mental Health - anxiety/depression, Oracle - Stress, Anxiety, Depression: Personal, Oracle - Stress, Anxiety, Depression: Work-related, Stress - Personal, Stress - Work-Related, Mental Health - Anxiety/Depression, Stress, Anxiety, Depression - Work-Related, Stress, Anxiety, Depression - Personal*

APPENDIX 5: LEARNING, EDUCATION AND DEVELOPMENT

The data used in this report is extracted from eLearn Vannin and external service providers.

LEaD Classroom Learning Events 2023/2024		
Learning Event	Number of events delivered	Number of participants attended
Adjustment to Retirement	6	103
Adult Mental Health First Aid	1	10
Agendas and Minutes	3	32
Ambassadors for Change	1	6
CARE for Leaders	17	94
Career Development Centre	3	28
Casualty Bureau HOLMES & Manager Training	4	26
Chairing Meetings	2	8
Control of Substances Hazardous to Health (COSHH)	16	192
CPI Safety Interventions	16	186
Customer Service	2	15
De-escalation Training	19	240
Difficult Conversations	6	46
Emergency First Aid	8	47
Equality and Diversity	2	26
Excel Training	26	92
First Aid at Work	6	48
Fire Awareness	14	192
Fire Wardens Training	12	102
First Line Management Development Programme	9	63
Food Safety & Safer Food Handling	7	108
Freedom to Speak Up	1	7
Health and Safety	9	112
HR Essentials for Managers: All Modules	14	131
Investigation Officer Training	1	13
IOSH Managing Safely	1	8
Leadership Academy Programme	14	60
Leadership Development Programme	42	287
Management Development Programme	3	25
MAJIC Course	1	5
Managers Practical Toolkit	10	110
Managing Stress for Managers	4	27

Menopause Awareness & Training for Managers	2	10
My Computer	2	8
Outlook for Work	2	4
Personal Effectiveness Pathways	17	104
Preparing Council of Ministers Papers	1	5
Preparing to Recruit	5	36
Safer Object Handling	5	58
Speech Writing	2	19
Stress Awareness	5	36
Understanding Insights Discovery	4	38
Whistleblowing for Designated Managers	3	7
	322	2774

**Elearning Design Completed
and Updated Between
2023/2024**

Total	25
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Psychometric assessments completed 2023/2024		
Department	Number of Participants	Number of Sessions
Cabinet Office	19	5
Manx Care	38	7
Department of Home Affairs	32	3
Education, Sports & Culture	2	1
Financial Supervision Authority	2	1
Department of Infrastructure	4	2
Department of Environment, Food and Agriculture	13	3
The Treasury Department	29	2
Department of Enterprise	54	4
Manx National Heritage	4	1
LEaD Leadership Programmes	33	2
Hospice	4	1
Total	234	32

The psychometric tools utilised by LEaD in 2023/2024 were Personal Profile Analysis, Thomas International Lifestyle Inventory, Belbin Team Roles Model and Insights Discovery.

APPENDIX 6: DEPARTMENTS, BOARDS AND OFFICES

Department, Board or Office	Abbreviation
Cabinet Office	Cabo
Department of Education, Sport and Culture	DESC
Department for Enterprise	DfE
Department of Environment, Food and Agriculture	DEFA
Department of Health and Social Care	DHSC
Department of Home Affairs	DHA
Department of Infrastructure	DOI
Treasury	Treasury
Clerk of Tynwald Office	CoTO
Communications and Utilities Regulatory Authority	CURA
Gambling Supervision Commission	GSC
Isle of Man Financial Services Authority	FSA
Isle of Man Office of Fair Trading	OFT
Manx Care	Manx Care
Public Sector Pensions Authority	PSPA
Attorney General's Chambers	AGC
Isle of Man Information Commissioner	ICO

APPENDIX 7: FURTHER ONLINE RESOURCES

- [Office of Human Resources | Public Services Commission](#)
- [Public Services Commission Governance Framework](#)
- [Public Services Commission Arbitration Agreement](#)
- [Public Services Commission Joint Negotiating Committee Constitution](#)

APPENDIX 8: ABBREVIATIONS

AA	Administrative Assistant
AO	Administrative Officer
EO	Executive Officer
HEO	Higher Executive Officer
SEO	Senior Executive Officer

OS7	Open Structure Grade 7
CLG	Corporate Leadership Group
ESA	Education Support Assistant
ESO	Education Support Officer
SESO	Senior Education Support Officer
PESO	Principal Education Support Officer
JEGS	Job Evaluation and Grading Support
JESP	Job Evaluation for Senior Posts
MARS	Mutually Agreed Resignation Scheme
FTE	Full Time Equivalent
CS	Civil Service
ESS	Education Support Staff
M&C	Manual & Craft Workers
Youth	Youth Workers
LEaD	Learning, Education and Development
OHR	Office of Human Resources
PSC	Public Services Commission