

OFFICE OF THE MINISTER FOR THE CABINET OFFICE

The Hon. Member for Douglas Central, Mr Thomas, to ask The Minister for the Cabinet Office:

What the terms of reference and budget are for Project tHRive; and when and how this project was approved by a) the Public Services Commission b) the Council of Ministers and its sub-committees c) the Treasury and d) Tynwald.

Question W-202501-1593 published on 08/05/2025; Answer published on 27 05 2025.

The Minister for the Cabinet Office (Mr Ashford):

Project tHRive is an operational improvement project, both right sizing the Office of Human Resources (OHR) and seeking to improve the quality of services over a 3-year period. The terms of reference are set out in the Project Initiation Document, a copy of which is below.

The aim of Project tHRive is to transform the OHR structure, skills, and resources:

“We aim to create an OHR that truly supports our customers and our staff by redefining our structure, strengthening our resources and modernising our systems and processes. We want to become the best HR team on the Isle of Man where everyone is given opportunities to develop, there is a positive atmosphere that values each person’s contributions and successes and we deliver a service we can be proud of.”

In July 2023, Council of Ministers agreed to the recommendations set out in Option 1 and Option 2 of the Grant Thornton [Review of the Office of Human Resources](#). In August 2023 Treasury Board approved funding for the delivery of these recommendations, to the value of £2.175m per annum, in three phases:

Phase 1, August 2023 £731,987

Phase 2, April 2024 £982,464

Phase 3, April 2025 £460,706

In May 2024, as a result of the rephrasing of some of the recommendations in the Grant Thornton Report, OHR reassessed the deliverables and proposed timetable. This was approved via a Treasury paper submitted in May 2024 and the Project Initiation Document was updated accordingly.

As an operational improvement project, formal Public Services Commission (PSC) or Tynwald approval was not required. However, the PSC has been kept informed of progress, and full information has been provided via Tynwald scrutiny processes whenever requested, including:

There was a motion moved in December 2023, passed by Tynwald and resolved as follows:

That the Isle of Man Government should publish immediately its review into the Office of Human Resources and its effectiveness which the Chief Minister announced in May 2022.

In January 2024, updates as to the progress of Project tHRive came forward to Tynwald. A response to the external review, undertaken by Grant Thornton was published on the [OHR website](#), dated 30 April 2024. Since then, further updates on the progress of project tHRive have also come forward in response to questions in the House of Keys on 12 November 2024, 11 March 2025 and 8 April 2025.



OHR REVIEW IMPLEMENTATION

PROJECT THRIVE

Programme Initiation Document (PID)

Version 0.6

28/01/2025



Reiltys Ellan Vannin

PROGRAMME INITIATION DOCUMENT

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0.5	18/01/2024	Updated programme structure and added initial risk log
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PROGRAMME INITIATION DOCUMENT

PURPOSE OF THIS DOCUMENT

A Programme Initiation Document (PID) is the top level programme planning document which defines the programme, its scope and defines the roles, responsibilities and deliverables of the programme team. The PID answers the What? Why? Who? How? When?

As well as being a good source of information, the PID provides clarity to the programme team to ensure the team are all pulling in the same direction and that everyone is on the same page.

As the programme evolves, this document will be updated to show the latest position.

PROGRAMME SUMMARY

BACKGROUND

OFFICE OF HUMAN RESOURCES

The Office of Human Resources (OHR) is a function that serves both internal customers in relation to all of the employees of Isle of Man Government and a high volume of external customers in terms of recruitment.

It is often the first impression of Isle of Man Government as an organisation and is part of what creates a continuous impression of the organisation throughout the employee life cycle. It is also a significant contributor to employee engagement, how people feel about working for the Isle of Man Government and what additional effort and commitment they may or may not give based on how they feel.

The Office of Human Resources was created in 2011 through the amalgamation of a number of departmental personnel offices situated across the Isle of Man Government.

When considering the creation of a shared HR function, three key areas were identified that would be essential to supporting Isle of Man Government:

1. The need to provide a strong strategic HR function, operating at a transformational level, ensuring the organisation is sustainably delivering the strategic plan for Government.
2. Consistent and effective delivery of routine or transactional services such as recruitment, performance cases and attendance administration.
3. Simplification of employment structures.

The HR shared service team was created utilising a Human Resources Business Partner (HRBP) model. However, it has been highlighted that the three key areas have not necessarily been addressed.

Since its creation, the HR Shared Service function has faced a number of challenges which has changed the landscape of priorities. These include, but are not limited to:

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- the changed financial circumstances the Island faced, as a result of the changes to the VAT sharing agreement with the UK. This meant the initial primary focus of OHR was to support staff cost reductions across Government (including within OHR), and this focus remains important today;
- the significant transformation that has undergone across the Isle of Man Government since the shared services teams were created. Changes in political administration, departmental structures, executive leadership and strategic direction have meant that the subsequent service need and expectations of OHR have also changed;
- introduction of new technology solutions in OHR such as Job Train, Omnidox, eLearn Vannin and PiP. Whilst intended to create more efficiency, particularly at administrative levels, the disconnected systems and limitations of finding a programme that was not only 'cost efficient' but that could also accommodate the complexities of IOMG has meant that the true benefits of technology have not been realised. Therefore, a significant burden still remains for administrators to intervene and for 'out of system' alternatives to be identified; and
- more recently the impact of the Covid 19 pandemic, and the subsequent cost of living crisis. which has created substantial additional pressures on all teams across OHR, whilst also changing how staff and managers are approaching their work-life balance among other things.

Challenges that still present themselves from this background include;

- Having a variety of different processes and terms and conditions for HR procedures.
- Having a number of local, and largely unknown, practices and local agreements in place in small pockets, making systems and processes very complex and open to error.
- A variety of different IT systems being used to support differing HR Processes, some adopted by other departments, some corporate and some specific.
- There is a current context in Isle of Man Government of increasing sickness absence and an ongoing context of some managers not being confident or comfortable in proactively managing the full range of performance in their team, good or bad.
- Increased pressure on resources across OHR has meant that staff are working reactively instead of proactively and therefore unable to accommodate non-BAU work.

OHR REVIEW

In his statement on 17 May 2022 following the judgment of an Employment Tribunal case, the Chief Minister stated that there were a number of substantive questions regarding government performance and culture.

The Chief Minister stated that our culture should be one of 'People First' and confirmed that an external review would be commissioned into the Office of Human Resources (OHR) and its effectiveness.

Acknowledging that it is vital that Departments are being given full and proper advice in respect of the fair treatment of staff, the aim of the review would be to consider the delivery and quality of the HR services and associated HR policies and strategies for the IOM Government.

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Grant Thornton (GT) were commissioned to carry out an external review of the Office of Human Resources (OHR). The aim of the review was to consider the delivery and quality of the HR services and associated HR policies and strategies for the IOM Government.

GT commenced the Review in October 2022 and initially commenced by interviewing key stakeholders including Chief Officers, Trade Unions and a number of managers and staff across the Public Service. In addition, senior staff within OHR were invited to one to one interviews and all OHR staff were given the opportunity to complete a questionnaire to obtain a detailed understanding of the current state of OHR in regards to service delivery and the working environment.

A benchmarking exercise was also undertaken across a number of Isle of Man (IoM) and United Kingdom (UK) organisations to understand and compare how other similar HR functions deliver their services and ultimately, to identify best practice.

Grant Thornton presented four options within its final report and these are summarised at Page 65, Isle of Man Government, Review of OHR Services, 2023. The report is attached at **Appendix 1**.

Following consideration by COMIN on 27th July 2023 and a subsequent bid to Treasury, it was agreed on 11th August 2023 that resource increases as per Options 1, 'Must Do' and 2, 'Should Do' would be funded and that OHR would undertake to implement the appropriate recommendations made by GT.

Option 1 - 'Must Do' option

That OHR restructures the current Shared Services function and updates the operating model to include:

The introduction of a 'Tier 1' helpdesk team to OHR's Shared Service Model;

- Restructuring senior level roles within OHR;
- Introduction of a new centralised HR Advisory Service team;
- Introduction of a dedicated Project Practice team; and
- Restructuring HRBP roles and responsibilities.

Also, that OHR engages in a full and formal review of its HR systems environment to comprehensively assess the technology and IT systems in place. This systems review has not been costed but should be considered during the implementation stages.

This option requires an additional **16 FTE** headcount for OHR. Additional funding would be needed to fund the IT systems review in future.

Option 2 - 'Should Do'

In addition to the resource requirements outlined in Option 1, GT further recommended that OHR should also create **an additional 23 FTE roles** as "Should Do". This will include new roles within the following areas:

- Recruitment;
- Health, Safety and Welfare;
- People Analytics;
- Job Evaluation;

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- Information Governance; and
- Executive Team Support

PROGRAMME PURPOSE

The review implementation programme, tHRive is a programme of work taken from the recommendations made by Grant Thornton in the Review of OHR Services, 2023, which can be found at **Appendix 1**.

The support and funding approval from COMIN and Treasury on 11th August 2023 will see the implementation project undertake all the recommendations made by Grant Thornton under the headings of:

- Strategy
- Structure and Capabilities
- Policies
- Technology
- KPIs and SLA's
- Processes

With additional work streams for recruitment and project governance.

Strategy, Structure and Capabilities

In order to meet the strategic HR needs of Isle of Man Government and to deliver, the shared service model must be structured differently. To enable this, OHR will redefine its HR Strategy and Operating Plan to provide clear direction for OHR as a shared service and to enable the relocation of its HR Business Partners (HRBPs) into the nine Departments.

Whilst HRBPs will still be part of the OHR function, they will be relocated to work within the Departments that they support. The role of HRBPs will be redefined and will no longer manage a team of HR Advisors and so their focus will almost entirely be strategic, something that the GT Report highlights that is lacking at this level and which Departments need. This will strengthen relationships with Departments and will allow greater strategic approach and thus a more effective service.

The HR Advisors will then become part of a centralised HR Adviser Service Team which will form part of a new and properly structured, tiered HR Helpdesk. The Helpdesk will provide one point of contact to improve accessibility for all and in doing so will reduce demand on other overstretched resources. The HR Advisors will work together, ensure greater collaboration, remove the silo working that currently exists but most importantly this will allow sharing of knowledge. Ultimately this will improve the quality, consistency and resilience of HR advice being provided at this level.

The HRBPs and Advisers are an important part of the OHR function and properly resourced and supported, should minimise the number of Employment and Equality Tribunal complaints, the associated internal disruption and financial costs associated with every dispute.

During the period 2019 to date, the cost to Government of Employment and Equity Tribunal complaints, both in terms of Awards made by the Tribunal and settled complaints is £4,073,662.83.

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Year complaint submitted	EET Judgements cost	104(3) Settlement cost
2019	NIL	£314,479.83
2020	NIL	£121,731.40
2021	£3,266,311.00*	£229,532.40
2022	NIL	£141,608.20
2023	NIL	NIL

The combined effect of dedicated strategic resource and triaging of enquiries will enable OHR to focus more proactively rather than reactive intervention in cases and development of initiatives to prevent or enable managers to address problems at an early stage.

The move to providing greater strategic support and establishing clarity of the HRBPs roles may identify additional training needs to upskill and improve the capabilities at this senior level. A skills gap analysis will be undertaken across OHR and appropriate training and development opportunities will be identified.

Professional development within OHR has been underfunded and if we are to create a HR team that is up to date with employment law and best practice then this development and training is essential. It will also enhance employee engagement.

Areas where training is likely to be required will be Leadership, performance management, coaching, data analytics and influencing and negotiation.

The proposed new structure will have five senior posts; including the existing Executive Director and a Head of HR which in future will focus solely on Manx Care. The three new posts of Head of Shared Services, Head of Business Partnering and Project Practice, plus an interim role of Director Workforce Development and Culture, will create the strategic capacity that is currently lacking and will also ensure the operational aspects are more efficient.

Service Level Agreements will be re-negotiated and in some areas will need to be implemented to set out a clear remit to each department. This will provide much needed clarity and set out realistic expectations and responsibilities for both OHR and Departments.

Within the new structure a dedicated Project Practice Team will be developed to provide a consulting and advisory service. HRBPs will be able to access this team who will then provide capacity to plan, deliver and manage strategic projects for Government. This will include workforce planning, recruitment or indeed any important, strategic HR project. This will require the development of project management systems and processes which are currently lacking, to give departments greater transparency of resources available to them with agreed deliverables and timescales.

Policies

Policy reviews and development will be undertaken more comprehensively; these are currently undertaken on an ad hoc basis as capacity allows. Areas where development of policy and procedures is overdue includes the equality, diversity and inclusion agenda, recruitment, employee performance and development, grievance handling, pay and reward, staff retention including flexible and hybrid retirement and working and retirement and succession planning. These policies and many others have been amended over many years and are considered to be complex and outdated. Looking to modernise and simplify our policies will ensure greater efficiency and the effectiveness of core HR processes. With simplified processes, managers will be more confident and

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thus this leads to improved performance and a reduction in appeals against formal processes. This must be done in conjunction with the recognised trade unions. It should be noted that many of the aims of Our Public Service – a Great Place to Work will require development in these areas and OHR is not currently equipped to deliver the input required from it. In addition, a lack of up-to-date policy in these areas leaves IOMG vulnerable to disputes and potentially litigation if for example, out of date practices are found to be discriminatory.

The Report also recommended a full review of all the current sets of Terms and Conditions, but this was within Option 3. Whilst funding is not being sought to cover Option 3, OHR will commit resource from the HR Project Practice Team to have this as a long term aim to identify opportunities where harmonisation could be achieved. However, this will be a very complex and potentially expensive exercise that could take a number of years and potentially more than a decade to complete. For this reason, the following specific policies have been prioritised for review and delivery within the scope of this programme:

- 1) Fairness at work
- 2) Equality, Diversity & Inclusion
- 3) Whistleblowing
- 4) Sickness Absence Management
- 5) Capability, Disciplinary and Grievance

Management Information and KPIs

There is an increasing requirement to provide accurate and timely Management Information to Departments and also for oversight bodies such as the Public Services Commission and the Operational Performance Board.

One of the work streams on the culture change initiative, Our Public Service - A Great Place to Work is focusing on Performance Management which is seemingly haphazard and inconsistent across Government and this will be addressed.

To ensure that we manage and monitor individual and organisational performance effectively we must produce reliable and appropriate MI that is supported by reliable data. This requires greater ownership by Departments which can be facilitated by OHR developing better reporting functionality and analysis of data so that initiatives can be data-driven and the effectiveness of them measured, reported on and reviewed.

The supply of reliable data is key to ensuring proper and regular analysis of trends and themes across the Public Service. This will ensure strategic decision making is well informed.

Technology

Whilst the recommended review of Technology has not been funded, it is vital that as part of this programme we consider how technology is used in OHR and what improvements can be made by utilising available systems.

The review findings noted that the current ICT environment in OHR is a missed opportunity to realise the benefits that technology can bring to an HR function. Currently there are diverse and unintegrated systems in place which still require manual interventions and workarounds.

By identifying solutions for integration and implementation of technological advancements, OHR would be able to provide an enhanced self-service function for managers and service users. The systems should be able to provide real time, timely and reliable data analytics and metrics to enable

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better decision making at a strategic level. A digitally matured operating environment should identify common themes arising from queries received, and prompt OHR to respond with line manager guides or real-life scenarios to improve understanding in an easily accessible way.

Solutions that require additional funding would be subject to Departmental and/or Treasury support and therefore would need to be carefully considered before their delivery can be incorporated into the scope of tHrive. The project therefore aims to review all options available through the existing IOMG ICT environment, utilising cost-effective solutions that also align with the objective of the project.

Workstream Leads defined the following technology priorities for the tHrive programme in August 2024:

1. Helpdesk (Solutions Hub) - technology platform delivery via GTS
2. PiP Performance and Development*
 - a. Network performance
 - b. Interfaces with other systems
 - c. Additional modules
3. Learning Management Solution (LMS) - to replace eLearnVannin*
 - a. Business case
 - b. Procurement
4. DMS – Omnidox to Laserfiche*
 - a. Omnidox extension
 - b. Funding and procurement of supplier services
5. Payroll
 - a. Dynamic payslips
 - b. Automated timesheets
 - c. PSPA integration
 - d. LEAN reviews
6. Occupational Health Platform Upgrade (EOPAS 2)*

* Each of these deliveries remain subject to options analysis, business case approval and funding.

Processes

The programme will undertake to review all existing Payroll and PiP processes, identifying opportunities to streamline and reduce waste or duplication. It is essential that associated OHR processes are proactive, fit for purpose and aligned to best practice HR.

PROGRAMME OBJECTIVES AND CRITICAL SUCCESS FACTORS

HIGH LEVEL OBJECTIVE

Project thrive

Transforming HR to Revitalize, Inspire, Value, and Empower

The objective of **Project thrive** is to implement Options 1 and 2 of the recommendations made in the Grant Thornton review of OHR 2023. The project aim is to transform our structure, skills, and resources to bring the Chief Minister's vision and the 2023 Cabinet Office Plan to life as it relates to OHR.

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We aim to create an OHR that truly supports our customers and our staff by redefining our structure, strengthening our resources and modernising our systems and processes. We want to become the best HR team on the Isle of Man where everyone is given opportunities to develop, there is a positive atmosphere that values each person's contributions and successes, and we deliver a service we can be proud of.

The Cabinet Office plan states that OHR will:

- Cultivate a performance-driven culture across the public service;
- Remodel career development, talent management and succession strategies and
- Work towards becoming the Islands employer of choice.

By being funded and supported to implement these recommendations, it emphasises OHR's central and crucial role in making the public service even better.

Together, we'll shape an OHR that puts people at the heart of everything we do.

CRITICAL SUCCESS FACTORS

Theme	Objective	Critical Success Factor
Strategy	OHR redefines its HR Strategy and operating plan	Clear direction for OHR as a shared service and will define the nature and specific detail regarding its service provision throughout Isle of Man Government
	OHR formalizes all communication channels between service users and HR Business Partners	Greater consistency in communication across all service user groups
	OHR sets out a clear remit for the HR function to each service user organisation and department, supported by agreed Service Level Agreements with all service users	Clarity on both customer and OHR its expectations, timeframes and responsibilities
Structure and Capabilities	OHR implements a properly structured and resourced centralised HR operating model	Greater effectiveness and efficiency of HR service delivery across the HR function
	The implementation of a properly tiered HR shared service and helpdesk model	Greater consistency in advice Less transactional demand placed on HR Business Partners
	Implementation of a new HR Advisor Service Team	Removal of line manager responsibilities for HR Business Partners

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		Greater opportunities for cross-pollination and collaboration between HR advisers within the new centralised team Consistency in HR advice Removal of silos
	OHR creates a new dedicated Project Practice team to engage in emerging consulting and advisory needs from service users	OHR will become more strategic in its service delivery More resources and capability to manage and deliver special projects
	OHR redefines the role of its HR Business Partner	Clarity on the future role of HR BP as a strategic partner in OHR Builds awareness for staff and service users on responsibilities of the HRBP
	Relevant OHR staff are offered further training opportunities on topics that include leadership, performance management, coaching and data analytics	Improved capabilities and upskilling of OHR staff
	OHR invests in supporting HR staff to undertake professional accredited training such as CIPD, in order to further professionalise the OHR function	Greater employee engagement Up to date HR and best practice knowledge within OHR
	Creation of a specific HR Director role for Manx Care	Greater focus placed on meeting the complex needs of Manx Care
	Creation of a Head of HR Shared Services role and Director of HR Business Partnering and Project Practice	Separation between transactional and operational responsibilities within OHR
	Complete a skills gap analysis for OHR	Greater awareness of OHR staff development needs Greater ability to prioritise L&D investment
Policies	OHR creates additional support to complement their HR policy suite, including specific line manager support and scenario based	Greater line manager awareness on HR policy matters Lessens Tier 1 query demand

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	applications of policy to support customer understanding OHR conducts a full review of the following set of high priority policies and identifies opportunities where possible to harmonise: 1) Fairness at work 2) Equality, Diversity & Inclusion 3) Whistleblowing 4) Sickness Absence Management 5) Capability, Disciplinary and Grievance	The clarity (and where possible harmonisation) of such key HR policies throughout the Isle of Man government employee group will bring benefits that include: • More consistent advice from OHR; • A deeper staff knowledge of OHR policy, • Less time consuming demands in updating or creating new policy to satisfy the different T&Cs across the employee group.
Technology	IOM Government engages in a formal review of the enabling technology and HR IT systems (recognising that a single integrated HCM solution is out of scope for this programme) The following prioritised areas are deemed in scope: 1. Helpdesk (Solutions Hub) - technology platform 2. PiP Performance and Development* a. Network performance b. Interfaces with other systems c. Enhancements/new modules (HR, Payroll (inc. Flexitime), MI, Talent Management, L&D, Recruitment, Analysis, Employee Engagement 3. Learning Management Solution (LMS) - eLearnVannin replacement* 4. DMS – Omnidox to Laserfiche* a. Omnidox extension b. Funding /procurement of supplier services 5. Payroll a. Dynamic payslips b. Automated timesheets c. PSPA integration d. LEAN reviews	Identification of opportunities for integration of disparate HR related systems with the existing Midland HR Resource Management Solution, leveraging the existing long term investment. Improving the digital maturity of OHR and IOM Government. Further CSFs, benefits and outcomes will be defined as part of each business case.

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	6. Occupational Health Platform Upgrade (EOPAS 2)* * Each of these deliveries remain subject to options analysis, business case approval and funding. •	
KPIs and SLAs	OHR creates consistent structures in regard to KPIs and SLAs across all process areas	Clarity between both OHR and service users on what support to expect Greater ability to measure performance
Processes	OHR conducts a full review of the efficiency of its internal processes, including: • Succession planning; • Performance, disciplinary and grievance; • Recruitment	Greater efficiency and effectiveness of core HR processes, supporting continuity of OHR service delivery, staff development and morale
	OHR conducts a full review of the efficiency of its processes, including: • Payroll • PiP *Whilst this deliverable did not form part of the Grant Thornton Review, a review of these key processes has since been prioritised as within the scope of tHRive by the Programme Board.	Greater efficiency, effectiveness, resilience and continuity of associated core key HR customer facing processes
	Increased focus placed on communication with service users	Service user engagement and relationship management
	OHR develops clear separation and agreement between the role and responsibilities of different parts of HR and that of line manager/employee	Clarity on expectations of service from OHR

**Extracted from Grant Thornton To-Be Report and Recommendations, Review of OHR Services, 2023 at Appendix 1*

SCOPE

In order to be successful in delivering this large scale change across OHR, and ultimately across all Departments, the following will need to be in place:

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- Resources to support the delivery of the change, not only through the Project Management team but also from the wider OHR and from within the Departments, before, during and after the changes have been implemented
- Strong visible leadership in Departments supporting the changes
- Engagement and involvement of people at all levels in OHR

The scope of the programme is described further in the 'Programme Deliverables' section of this document.

EXCLUSIONS

From the recommendations made in the Grant Thornton review, OHR have been funded to deliver against Options 1 and 2, this therefore means that a number of recommendations which align with Option 3 and subsequent scope decisions made by the Programme Board are out of scope of the project:

Theme	Objective	Benefits to OHR
Policies	OHR mobilises a specific project team to assess options for T&C harmonisation in the Isle of Man Government staff group	The harmonisation of T&Cs throughout the Isle of Man government employee group will bring benefits that include: • More consistent advice from OHR; • A deeper staff knowledge of OHR policy, • Less time consuming demands in updating or creating new policy to satisfy the different T&Cs across the employee group.

Notes: The project will include a review of options, focusing on priority policies, as per the above critical success factors. Once the project has been closed, OHR will commit resource from the HR Project Practice team to continue the full review and potential harmonisation work.

Theme	Objective	Benefits to OHR
Technology	IOM Government engages in a formal full review of the enabling technology and HR IT systems	Identification of opportunities for consolidation of all disparate HR related systems into a single integrated HCM solution

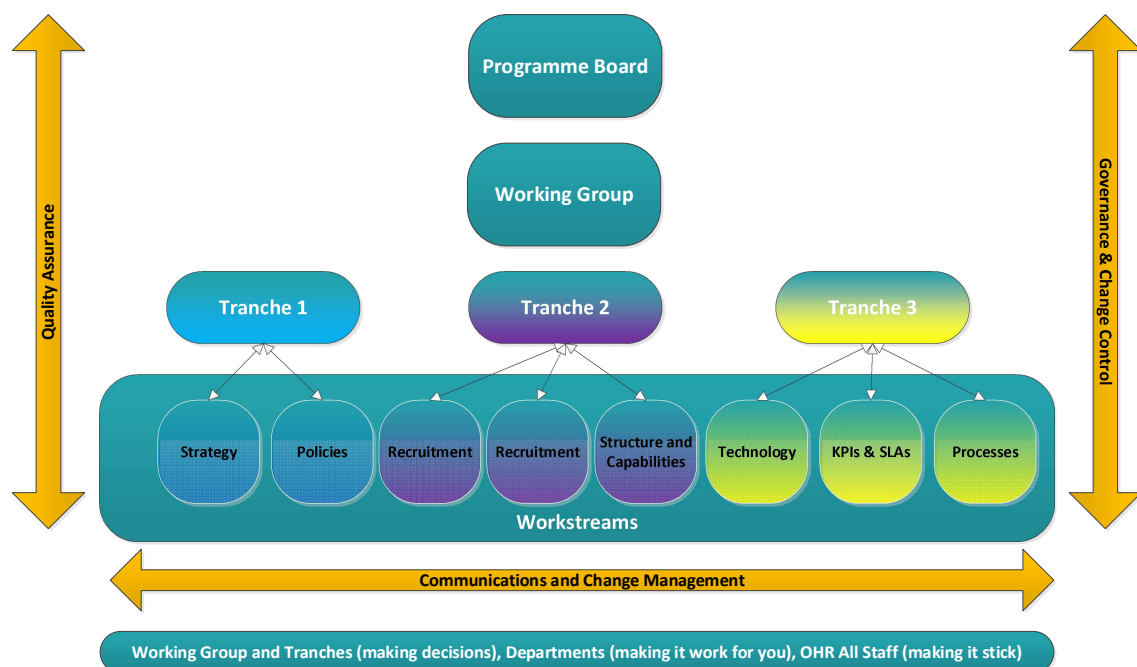
Notes: OHR have a long term contract (which currently runs to 2033) with its existing Resource Management System provider, Midland HR (MHR). To maximise the investment already made into this solution, recognising funding limitations, the project will instead focus on identifying opportunities to integrate with and expand use of the MHR platform to deliver associated positive

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outcomes and benefits to Departments across IOMG. The deliverable objective has been updated to reflect this approach.

PROGRAMME ORGANISATION AND WORK BREAKDOWN STRUCTURE

The programme of work to be undertaken has been split across eight work streams with a three level control structure and a clear stakeholder engagement approach. The following diagram shows the control structure at initiation (and subsequent review) of the programme which covers the complete work breakdown structure.



A full work breakdown structure can be found at Appendix 2.

PROGRAMME DELIVERABLES

Programme level target outcomes and benefits:

At a Programme Working Group workshop in January 2025, the following high level target outcomes and benefits were stated which will form part of programme communication and change management activity going forward. At a broad level:

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- The key target outcome is to “right size” OHR for the size of the organisation so that it is better placed to provide the level of service and support Departments, Boards and Offices across Isle of Man Government require. This will enable:
 - OHR as a Division to raise the game to be more value adding, increase professionalism, reduce complex cases, and create more time for strategic work.
 - 'Making life easier' for the resources we've got. Efficiencies will mean using automation, reducing administration, spending time on the more important areas of work.
- The programme would benefit from a supporting vision statement that can be used as part of its ongoing communication to support change management across both OHR and the wider organisation. This will be progressed as part of the communication strategy and plans.

In terms of measurement:

- The Recruitment team hold a lot of data which can be used to measure outcomes and benefits to demonstrate that the OHR Team will be correctly sized for the size of our organisation.
- We would like to be able to match the resources to the output, to ensure we don't remain under resourced. This will be captured within the KPIs.

At a workstream level, the following deliverables, objectives and benefits fall within the programme scope:

- In addition, each workstream will develop its own set of target outcomes and benefits, along with a supporting realisation plan.

Deliverable	Deliverable Objective	Deliverable Benefits
OHR formalises all communication approaches between service users and HR BPs	• Make BP's 'untouchable' – our customers know who to contact other than BPs • A system is in place to capture the full story and can be accessed easily by all parties involved • Internal procedure is put in place to keep BP's informed through appropriate updates and MI	• BPs can focus on strategic role • Consistent approach to communications between customers and OHR • Blame culture is reduced • Records held on queries, support and advice given reducing duplication of effort and providing a full picture of an individual's history

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OHR sets out a clear remit for the HR function to each service user, organisation and department, supported by agreed Service Level Agreements with all service users	• Provide all our customers with a clear picture of what HR does and doesn't • Customers are clear which HR team does each task • Agreed SLAs in place for all functions	• Consistency in the services OHR provides • Our customers gain clarity about how and who to contact • OHR can measure their performance in a more tangible way
OHR implements a properly structured and resourced centralised operating model	• OHR increases its headcount • Organisational structure is remodelled • Helpdesk structure is fully implemented	• OHR delivers the service it's meant to • Reduction in pressure and burnout across OHR staff • Ability to work more proactively and do the 'nice to do's'
Creation of a Head of HR Shared Services role and Director of HR Business Partnering and Project Practice	• To strengthen leadership in OHR • To increase strategic direction	• Provides leaderships that has been lacking • Reduces span of control for Executive Director • More time to focus on development and succession planning
Complete a skills gap analysis for OHR	• Able to identify what skills and roles we need • Identify talent and skills gaps to have a fully skilled workforce	• Supports succession plan • People will know development needs for their own career path • Multi-skilled staff • Improve staff morale • Providing better customer service
The implementation of a properly tiered shared service and helpdesk model	• To ensure all enquiries are going to the correct place and responded to in a consistent way	• We can understand common themes and reduce queries coming in • Efficiency • Improve performance management as team isn't just busy with queries – more measurable • Less complaints escalated to casework • Quicker solutions • Frees up the teams to do their job

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		• Proper audit trail of queries and reporting • Consistency
Implementation of a new HR Advisor Service Team	• Separate operational and strategic roles • Ensure a consistent application of T&C's, policy and services • Free up time for the BPs	• Expectations are managed better • Staff development opportunities • Centralised records • Cross-pollination and knowledge sharing is increased
Creation of a specific HR Head of role for Manx Care	• To provide Manx Care with the HR support they need	• Free up other areas of HR • Manx Care will have a more strategic HR support • Director of HR Business can focus on their role
OHR develops clear separation and agreement between the role and responsibilities of different parts of HR and that of line manager/employee	• Create clearly defined SLA's • Chief Officers and all levels of leadership are clear about their responsibilities	• Clarity of roles and responsibilities supports KPIs and what OHR should be measured on • Responsibility and expectations for line managers is clear • All customers are clear about the role and services that OHR provide
OHR creates additional support to complement their HR policy suite, including specific line manager support and scenario based applications of policy to support customer understanding	• To make policies easier to follow • More accessible guidance available for all customers • Easy to find and understand	• Enhance line manager knowledge • Reduces queries • Reduces cases • Early intervention • Reduces time taken in OHR to support • Increased reputation as issues dealt with quicker and more consistently
Increased focus placed on communication with service users	• To ensure all Government departments receive the same message • Ensure managers understand what OHR can offer which will create better relationships and expectations	• Early intervention • Problems solved quicker • Better reputation • Increase in trust and rapport • Consistency

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	• Identify the right way to communicate	• Better relationships between OHR and its customer • Clarity across all customers about what OHR do
OHR conducts a full review of the following high priority policies and establishes a continuous improvement initiative to review the current sets of Terms and Conditions to identify opportunities where possible to harmonise: 1) Fairness at work 2) Equality, Diversity & Inclusion 3) Whistleblowing 4) Sickness Absence Management 5) Capability, Disciplinary and Grievance	• Assessment of options completed • Simplify the policies prioritised • Long term commitment to the review and harmonisation (where possible/practical) of terms and conditions	• Simplicity • Time saving • Reduce errors • Increased morale across organisation • Reduce queries and confusion • Level playing field
OHR creates consistent structures in regard to KPIs and SLAs across all process areas	• Clear expectations for all (people, teams, departments) • Measurable performance • Become a data led organisation	• Understand if teams and people are performing well or not • Celebrate success • Visibility of results of review • Put effort into the right things, at the right time, in the right place
A formal review of the enabling technology and HR IT systems (recognising that a single integrated HCM solution is out of scope for this programme) – therefore focussing on option 2 of the Grant Thornton Review i.e. integration opportunities.	Identification of opportunities and supporting business case(s) for integration of disparate HR related systems with the existing Midland HR Resource Management Solution to support: • More accessible data • GDPR compliance	Clear business case(s) leveraging the existing long term investment and improve the digital maturity of OHR and IOM Government to: • Reduce breaches • Improve data and MI • Avoid duplication • Reduce manual intervention

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	• Process simplification (including increased customer self-service) and data retention • Ability to have one source of truth • One format for data	• Complete picture, full summary and history • Single record • Automated processes (including increased customer self-service)
OHR redefines its HR Strategy and operating plan	• To be clear about what we are here to do and why • Collective agreement on what we do • Agreed place on where our objectives come from ie. Department, CABO, PSC, Island Plan, Great Place to Work • Joined up approach • Clarity about our goals	• Avoid duplication • Clarity around who is responsible for what • Things get done • Able to set measures • Accountability • Don't set objectives that we don't deliver because we are too busy – all agree to objectives
OHR creates a new dedicated Project Practice team to engage in emerging consulting and advisory needs from the users	• Manage capacity of the teams and allow flexibility • To support the BPs to deliver strategic changes	• Allow case teams to focus on BAU • Create development opportunities to see wide range of HR services • Larger pieces of work dealt with quicker • Manages expectations of Departments • Gives a place for big new stuff to go • Cost effective for Government to deliver cost saving programmes with project trained staff
OHR redefines the roles of its HR Business Partners	• To give a clear consistent direction which is understood and agreed by Departments and across OHR • Provide strategic HR support	• Better succession planning • Remove things from the role that shouldn't be there • Less difference/divide between teams • Closer integration with the area/strategic partner • Able to challenge Departments based on SLAs and agreed role to remove stuff from the role

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		that can be dealt with at lower level
OHR invests in supporting HR staff to undertake professional accredited training such as CIPD, in order to further professionalise the OHR function	- Fully trained staff - Professional service - Credible - Up to date with professional trends and new learning - Improved staff morale - Staff feel valued – great place to work	- Accurate information - Best practice support for customers - Increased engagement and retention within team - Take advantage of new learning - Build career paths - Deliver strategic HR - Increased staff confidence
Relevant OHR staff are offered further training opportunities on topics that include leadership, performance management, coaching and data analytics	- Improve the knowledge and skills in our teams - To maintain CPD	- Data upskilling - Succession planning - Better service to Departments - Better retention - Staff engagement - Staff feel valued - Recruitment incentive - People feel invested in
OHR conducts a full review of the efficiency of its processes, including: - Succession planning, - Performance, disciplinary and grievance, - Recruitment	- Performance is properly managed in OHR - OHR has a succession plan - Processes are lean - We have KPIs - Simple processes that are documented - Trusted and used by line managers	- Clarity and consistency - High performers recognised developed, promoted and retained - Stable organisation when leavers go – not a huge loss of knowledge - Low performance identified early and can be supported - Bringing people in quickly and getting them up to speed quickly
Recruitment to all additional posts and any positions created through internal movement of staff	- To create consistency in OHR job descriptions and advertising - To fill positions in a timely way, retaining the top candidates - To attract the best candidates for the roles	- OHR is fully resourced - Alignment of job roles to the future of OHR
Create an OHR Induction Programme	To create a consistent, modern and engaging induction programme for	Engaging new hires from the start can positively

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	all new staff in OHR that covers all areas and all essential information • Ensure that all line managers use the programme in the intended manner • To create a sense of unity for all OHR staff, breaking down silo working	impact their commitment to OHR • equips new employees with the necessary knowledge, tools, and resources to understand their roles faster • Staff feel welcomed and valued from the beginning, enhances morale and motivation • Help new hires understand how their roles contribute to the bigger picture • Contributes to positive employer branding • Educates new employees about company policies, procedures, and compliance regulations from the start, helps reduce the risk of non-compliance
Recruitment in OHR is enhanced with modern approaches, assessment techniques and suitable for a diverse range of candidates	• OHR attracts the best HR professionals to compliment their existing staff • Assessment is effective and relevant to each role • Candidates are supported in a diverse range of approaches • All candidates are given fair opportunity to demonstrate their skills and suitability for the role outside of standard interview questions	• Better external reputation • Talent is recognised • Improved retention • Contributes to succession planning

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PROGRAMME DELIVERY

The programme of work to be undertaken has been split across seven work streams with a three level control structure and a clear stakeholder engagement approach.

There are seven operational work streams, all of which will receive Project and Programme Management support from Business Change Services (including planning, delivery oversight and governance across the whole programme).

Each workstream will form part of one of three programme tranches, each led by an OHR Business Lead (Director) to help support timely decision making and delivery momentum.

Each work stream will be led by a Subject Matter Expert and supported by a working group which is made up of volunteers from across OHR.

A clear set of deliverables has been set out by the Project Board for each work stream, and dependencies have been documented.

All parties involved with the programme have been provided with a terms of reference and accountability will be monitored throughout.

PROGRAMME ORGANISATION STRUCTURE

A supporting Terms of Reference document has been developed and will be maintained to describe the remit, membership, accountabilities and responsibilities of:

- **The Programme Board**
- **Programme Working Group**
- **Projects and workstreams**

See Appendix 3 for further information.

PROGRAMME BOARD

To oversee and provide strategic direction to this transformation programme, the Programme Board is the highest level of authority within the project structure. Its primary purpose is to:

- Provide strategic oversight and direction for the entire change programme.
- Ensure alignment of the programme with the organisations strategic goals and objectives.
- Monitor and evaluate the programme's progress and outcomes.
- Make critical decisions and resolve issues that may arise during the programme's implementation.
- Resolving resource contention and overseeing project spend within its delegated authority.
- Champion and communicate the programme's importance and benefits to stakeholders.

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Exceptional issues or decisions will be referred to the Programme Board, this will include any budget updates, change requests (time) that will approval by the Programme Board within their authority.

The governance role of the Programme Board is to provide overall direction, guidance and support to the programme and to monitor the programme to ensure successful delivery of expected outcomes within scope. The Programme Board will meet monthly.

The Programme Board will convene monthly and on adhoc basis as and when required. It will receive regular progress reports from the Working Group and review key deliverables, risks and issues.

Decisions within the Programme Board will be made by consensus, and the Programme Sponsor will have the final decision making authority in the case of a split vote.

PROGRAMME WORKING GROUP

The Programme Working Group is made up of:

- HR Business Leads
- Business Change Project Managers
- HR Work Stream Leads
- Business Change Programme Manager
- Project Support; and

The Programme Working Group is responsible for guiding the strategic direction and ensuring the successful execution of the project.

The Programme Working Group will meet regularly, with a minimum frequency of monthly. It will review progress across each work stream, discuss any risks and issues raised, collaborate with each work stream lead to ensure program cohesion and make informed decisions and take actions to ensure the achievement of the programme objectives.

WORK STREAMS

The Project Managers and work stream leads are responsible for delivery against their work stream plans, with escalations to the Programme Board as necessary.

The work stream leads primary responsibilities are to:

- Develop and execute a comprehensive work stream plan that align with the overall programme goals and objectives.
- Controlling the scope, objectives, and key deliverables for the work stream.
- Identify the necessary resources, budget, and personnel to support work stream activities.
- Lead and motivate a cross-functional team of working group members and subject matter experts, arranging regular meetings at a minimum monthly frequency.

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- Monitor and track work stream progress, ensuring alignment with timelines and milestones.
- Identify and mitigate risks and issues specific to the work stream, escalating as necessary through the Programme Working Group and/or Programme Board.
- Collaborate with other work stream leads and the Programme Board to ensure programme cohesion.
- Provide monthly updates and reports on work stream progress to the Programme Board.
- Support the Programme Manager to engage with stakeholders, in a timely way and facilitate communication to ensure alignment with work stream goals.
- Make informed decisions and take actions to ensure the achievement of work stream objectives.
- Foster a culture of innovation and continuous improvement within the work streams.

The Programme Working Group members are responsible for:

- Attending and actively participating in meetings and discussions related to the work stream activities;
- Contributing subject matter expertise and insights to inform work stream decisions;
- Collaborating with other group members on the development and implementation of work stream-specific initiatives and solutions;
- Executing tasks and actions as assigned to you;
- Communicating progress, challenges, and opportunities to the Work Stream Lead;
- Engaging in problem-solving and decision-making to address work stream-specific issues;
- Ensuring alignment with work stream and program objectives;
- Contributing to the achievement of milestones and targets set by the Work Stream Lead;
- Supporting the work stream lead with monthly reporting and escalation to the Project Board.

RISK MANAGEMENT

Programme risks will be managed by the Programme Manager (with input, updates and escalations from the Programme Working Group) and status regularly shared with the Programme Board.

A risk log has been developed and is available in Appendix 4

A snapshot of the risks identified at the beginning of the programme is provided below (mitigation and status having since changed).

Description	Probability	Impact	Severity	Mitigation Plan (where severity is 50 or more)
Supplier contracts run out and exemptions are refused	5	8	40	

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Successfully filling all posts with quality candidates	5	7	35	
Loss of interim Executive Director during permanent recruitment	4	10	40	
PSC Industrial Action	4	8	32	
Business as usual activity taking precedent	7	8	56	All staff encouraged to prioritise project activities, activities broken down into manageable chunks and distributed across working groups, Departments made aware that some impact to service may occur
Lack of buy in from IOMG outside of Cabinet Office	4	4	16	
Staff costs for Phase 2 and 3 not given	5	10	50	Robust reporting in place. Monitoring of existing service levels to assess impact that initial recruitment is having on our service. Report to Treasury board in February 2024
Everyone in OHR teams leave	3	10	30	Maintain two-way communications, engagement and participation levels
Significant disagreement in OHR re how future structure looks	5	7	35	
Insufficient resource to programme and project manage the work	7	7	49	Request additional support via BCS. BCS to complete a project health check and provide feedback or suggestions. Bid to transformation fund for project manager and BA support
Insufficient resource from subject matter experts to help across work streams	5	7	35	
Vision and strategy for OHR not completed	4	8	32	All workstreams dependent on completed strategy. Strategy development days planned for January 2024
Lose key resource before the end of the programme (OHR)	6	8	48	

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Single Points of Failure within the project team/OHR specialist knowledge	4	10	40	Identify all key man dependencies and ensure plan to improve skills/knowledge is agreed
As Operating Model is communicated people in OHR become disengaged and disruptive or choose to leave.	8	8	64	comms plan, actively engaging OHR, linking with OPS, minimising negative messages
Scope creep, activities taking place outside of baselined plan	8	4	32	
Roles & responsibilities not clear	6	6	36	Terms of reference issued to all roles, roles documented in PID

FINANCIAL / BUDGET REQUIREMENTS

No specific delivery budget has been allocated to the programme.

Instead, interim programme roles have been created within OHR using the uplift in revenue funding provided by Treasury and freed up through the deferral of recruitment into a selection of permanent OHR roles (that will eventually form part of the revised target operating model). This approach has received Treasury approval.

In addition, a number of resources have been provided by Business Change Services (part funded from Cabinet Office revenue) to provide Programme Management, Project Management and Business Analysis support to the programme.

PROGRAMME INITIATION DOCUMENT

APPENDIX

Appendix 1 – "IOM Govt OHR Review To-be Report - V.Final"

Appendix 2 – Project tHRive – Work Breakdown Structure

Appendix 3 – Programme Board and Working Group ToR

Appendix 4 – Programme Risk Log