



Report of the Public Services Commission

for the period

1st April 2024 to 31st March 2025

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FOREWORD BY THE CHAIR OF THE PUBLIC SERVICES COMMISSION

It gives me great pleasure to be able to present the latest Public Services Commission's (PSC) Annual Report for the period April 2024 to March 2025. This year's report reflects a strategic reassessment of our governance, accountability, and operational effectiveness, with a renewed focus on reforming the public service here on the Isle of Man to be more responsive, transparent, and performance driven.

Our commitment to excellence, transparency, and innovation in Public Service delivery remains unwavering. The PSC continues to evolve to meet public expectations by fostering new skills and attracting fresh talent, while also enhancing the capabilities of our existing workforce. This dynamic interchange enriches policymaking and service delivery, encouraging the cross-fertilisation of ideas, skills, and best practices.

Our role and responsibilities are wide reaching, the PSC provides assurance across all levels, with the PSC delegations in place to empower Senior Leadership, drive continuous improvement, and encourage innovation with the relevant controls to ensure accountability.

Throughout the year, the Commission has navigated the complexities of a rapidly evolving public sector landscape here on the Isle of Man. Preparations have been underway for the legislative changes detailed in the Employment Amendment Act 2024, and strategies have remained data informed to have meaningful operational effect for our Departments, Boards and Offices. Our dedicated team has worked diligently to uphold the highest standards of compliance, efficiency and effectiveness.

As we move forward, our focus remains on delivering value to the public, preparing for technological change, embracing innovation and ensuring our workforce is equipped to thrive in a dynamic environment.

Recognising our people are at the heart of how we deliver our Services, the PSC is committed to reinforcing its strategic role in pay negotiations, policy development, and performance management. Emphasis is placed on enabling proactive management and encouraging early intervention to address issues and disputes, while ensuring staff are supported effectively and that there is consistent adherence to Government Codes, regulations, and policies.

I extend our sincere gratitude to all PSC employees, partners, and stakeholders for their continued support and dedication. Together, we will continue to strive for excellence in public service here on the Isle of Man.

Rob Callister, MHK

Chair

Public Services Commission

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 2025.

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 4276 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 going through a period of transformation following an external review that concluded in December 2023. We are now working to implement a new operating model that should be fully in place by autumn 2026, which will improve the wide range of services we provide to staff across the whole of the Government, including all of the Commission's employees.

In addition to the normal "business as usual" work, many of the staff in OHR are involved in the transformation project, known as Project tHRive. The two key areas that are currently underway and are likely to be finalised in 2025 are the OHR Solutions Hub and the Isle of Man Government's People Strategy 2025-2030.

The Solutions Hub will be the first ever single point of contact for all our customers, thus making an easy access point whilst ensuring enquiries are dealt with by the right team. It will also provide rich data as to the number and type of queries that we can analyse to tailor and improve our service.

The Commission has responsibility for the overall Government Workforce to provide oversight of the continued development and implementation of the Public Services People Strategy. The People Strategy will be a comprehensive plan to align our human resources with our overall Island and Government goals, and will include all public sector employees, from frontline workers to senior leadership. It will address recruitment, retention, learning and development, workplace culture, succession planning, and employee well-being.

Work continues with the corporate and PSC policies review and will be concluded in line with the Project tHRive schedule. These should be concluded in summer 2025. Our policies must be easy for our staff and managers to use but also must continue to be legally compliant and ensure that everyone is treated fairly.

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

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, 7 Offices, and 1 Statutory Board. Figures are based on actual staff in post as of 31st 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.

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. This is aligned with the Operational Performance Board, of which both the Chair of the PSC and Executive Director of OHR are members.

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. Authorising the downgrading of an employee
4. Creating or amend the grade and salary of posts within the JESP grades
5. Filling posts on a promotional basis without advertisement (Regulation A12)
6. Terminating employment in accordance with any agreed Mutually Agreed Resignation Scheme
7. Terminating employment via Disciplinary or Capability procedures, or for Some Other Substantial Reason

The Commission invites Chief Officers to PSC meetings on a regular 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.

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 4,276.61 Full Time Equivalent (FTE) as of 31st March 2025.

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.*
- 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 2024/25 were:



Mr. Rob Callister
MHK
Chair



Mr. Robert Mercer
MLC
Vice-Chair



Mr. Bill Mummery
Lay Member



Ms. Krystina
Thompson
Lay Member



Prof Augustine
Okanlawon
Lay Member

Ms. Kate Lord-Brennan, MHK, was Chair until November 2024.

Together, the members bring diverse and in-depth experience from both public and private sectors, and academia, 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 several 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 appendices. 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

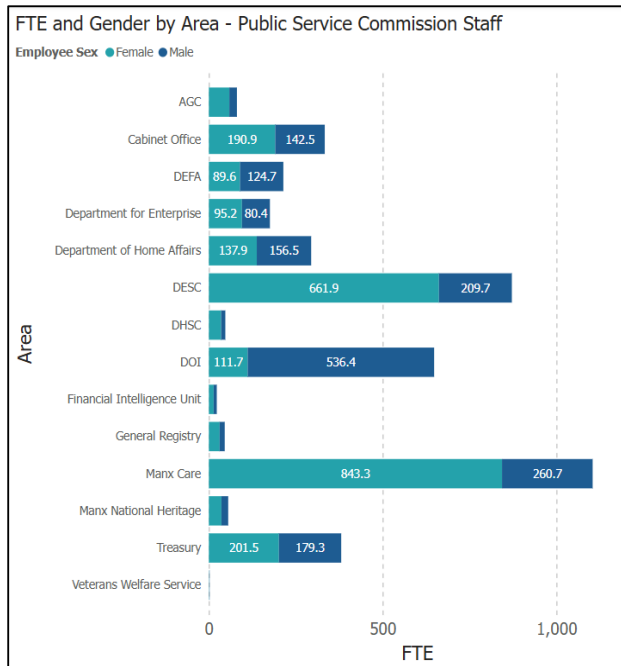


Figure 1: Distribution of Full-Time Employees by Department, Board, and Office and by Terms and Conditions

As of 31st March 2025, there were 4,276.61 Full Time Equivalent (FTE) PSC staff in the Departments, Boards, and Offices of the Isle of Man Government. This is a growth of 136 FTE, equating to 3.28%, from 2024.

Of these staff, 1,104.0 FTE PSC employees are stationed within Manx Care.

There is a break down of PSC staffing by area and employment group in **Appendix 1**.

2.2 PART TIME WORKING

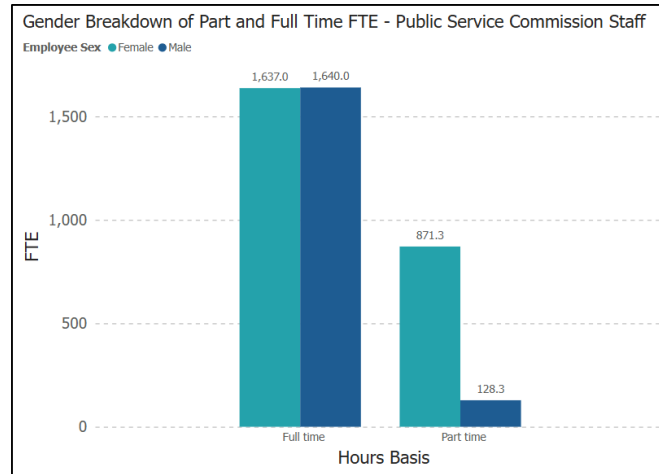


Figure 2: Number of Full-time and Part-time PSC employees, sorted by gender. Term time only staff and job shares excluded.

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 31st March 2025, the total number of part-time employees within the PSC was 999.6 FTE.

2.3 GRADE PROFILE

As of 31st March 2025, 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	90.22	50.24	140.46
Airport Grades	3.00	23.00	26.00
AO & Equivalent	409.12	227.37	636.49
EO & Equivalent	423.78	401.01	824.79
HEO & Equivalent	299.68	233.81	533.49
JESP	27.80	28.80	56.60
OS7, Equivalents & above (not CLG)	20.48	28.81	49.29
Secretarial Grades	127.57	2.00	129.57
SEO & Equivalent	38.38	38.34	76.72
Support Grades	52.52	26.30	78.82
Trainee	1.00	2.00	3.00
Total	1,493.55	1,061.68	2,555.23

M&C	Female	Male	Total
Apprentice		10.00	10.00
Craftsman		1.00	1.00
Other	1.00		1.00
Skill Zone 1	214.02	101.52	315.54
Skill Zone 2	72.39	159.33	231.72
Skill Zone 3	212.15	167.57	379.72
Skill Zone 4	44.79	74.48	119.27
Skill Zone 5	4.81	26.00	30.81
Total	549.16	539.90	1,089.06

ESS	Female	Male	Total
ESA	7.93	1.96	9.89
ESO	99.75	12.85	112.60
PESO	18.89	5.92	24.81
SESO	224.69	45.54	270.23
Total	351.26	66.27	417.53

Youth	Female	Male	Total
Assistant Youth Worker	1.04	0.20	1.24
Youth & Community Worker	6.41	2.81	9.22
Youth Worker	0.88	0.26	1.14
Total	8.33	3.27	11.60

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.

2.4 AGE PROFILE

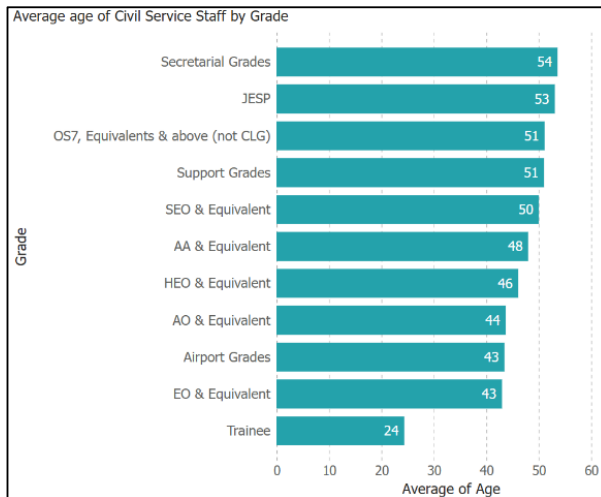
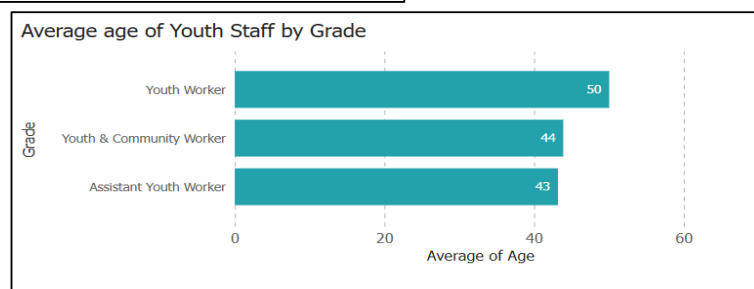
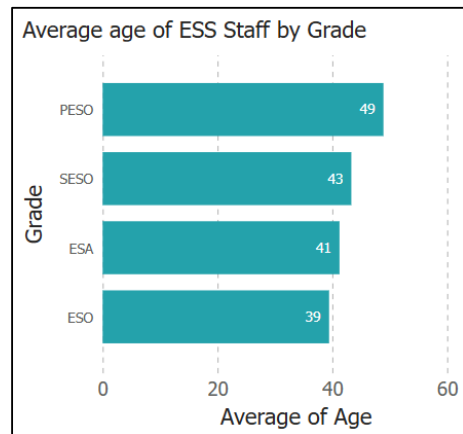
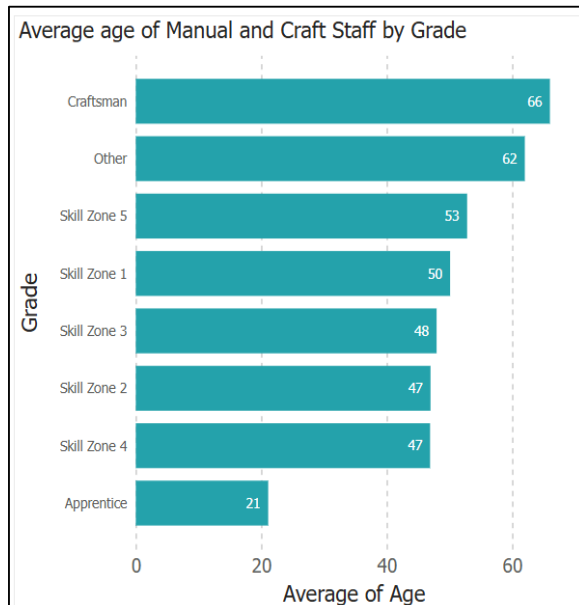


Figure 4a shows the age distribution of people occupying Civil Service posts as of 31st March 2025. The PSC generally has an older age profile than the economically active population. With an average age of 46, it is 3 years higher than the UK Civil Service median age of 44¹. However, the PSC has a much broader workforce which includes manual and craft workers and Education Support Staff. Whilst experience is extremely valuable, the PSC requires strategic input to attract and engage all age demographics with careful succession planning to retain a skilled and motivated workforce.

Figure 4(a-d): Average age of PSC Employees by Grade for 2025



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

2.5 GENDER PROFILE

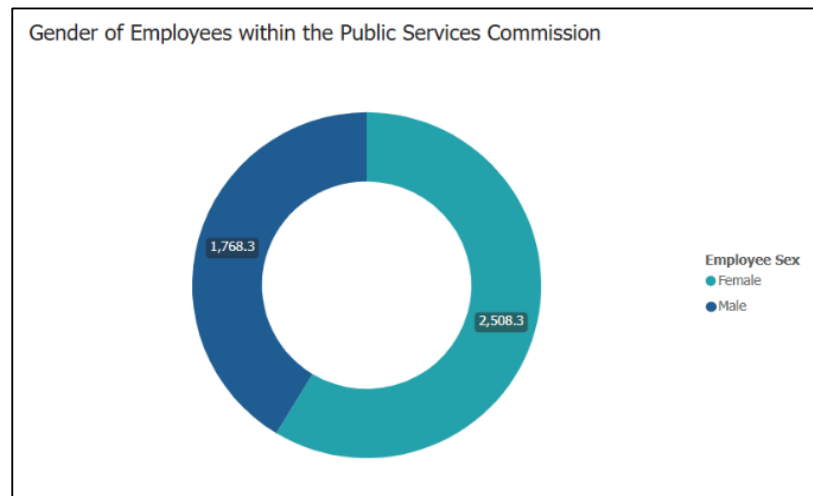


Figure 5: Gender of Employees within the Public Services Commission

As of 31st March 2025, 58.7% of all PSC employees were female and 41.3% were male. This is an increase of 0.6% in the proportion of female workers from 2024. In comparison the UK Civil Service, 54.5% of staff are women². The PSC strives to be an inclusive employer and has implemented policies specifically designed to combat inequality, such as the Promoting Equal Opportunities Policy Handbook.

² <https://www.gov.uk/government/statistics/civil-service-statistics-2024/statistical-bulletin-civil-service-statistics-2024>

3 STARTERS, LEAVERS, PROMOTIONS, AND TRANSFERS

3.1 TURNOVER

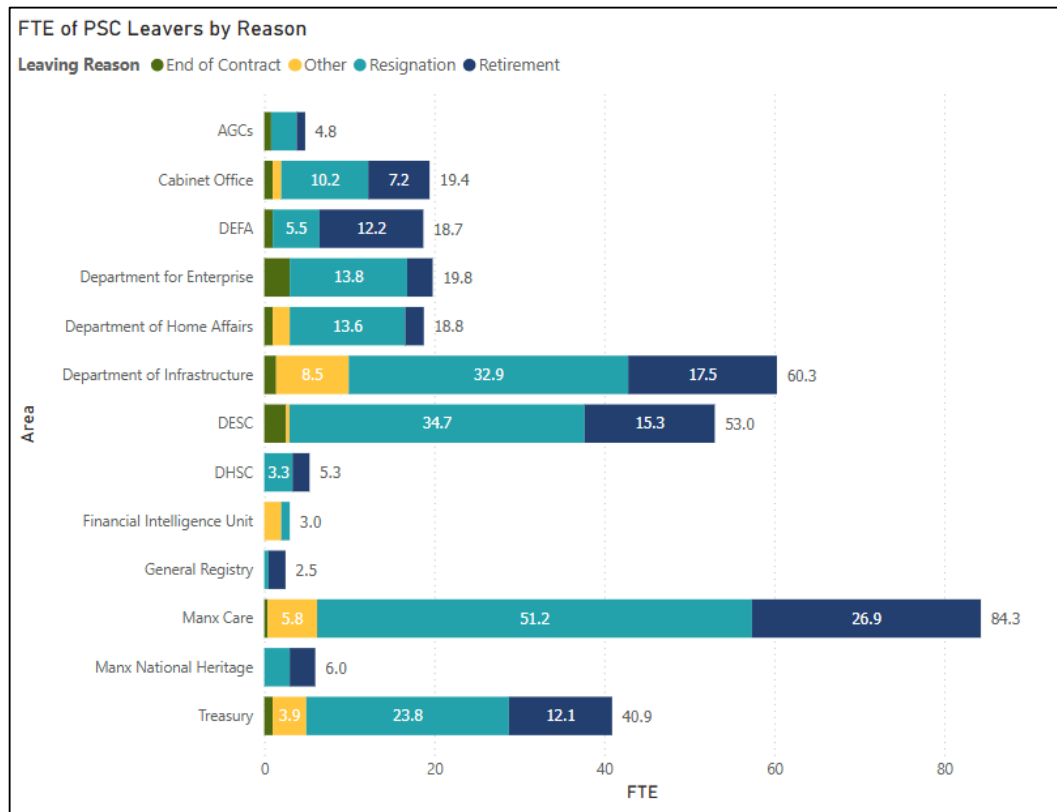


Figure 6: Total number of PSC FTE leavers during the reporting period 2024/25, sorted by reason

In 2024/25, there were a total of 336.8 FTE leavers across the PSC, equating to 7.88% of the workforce.

Appendix 2 shows the above chart as a table.

3.2 REASONS FOR LEAVING

During the 2024-2025 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 on the island, and those becoming self-employed. Furthermore, the data does not encompass individuals who have transitioned from employment to engaging in part-time or casual work.

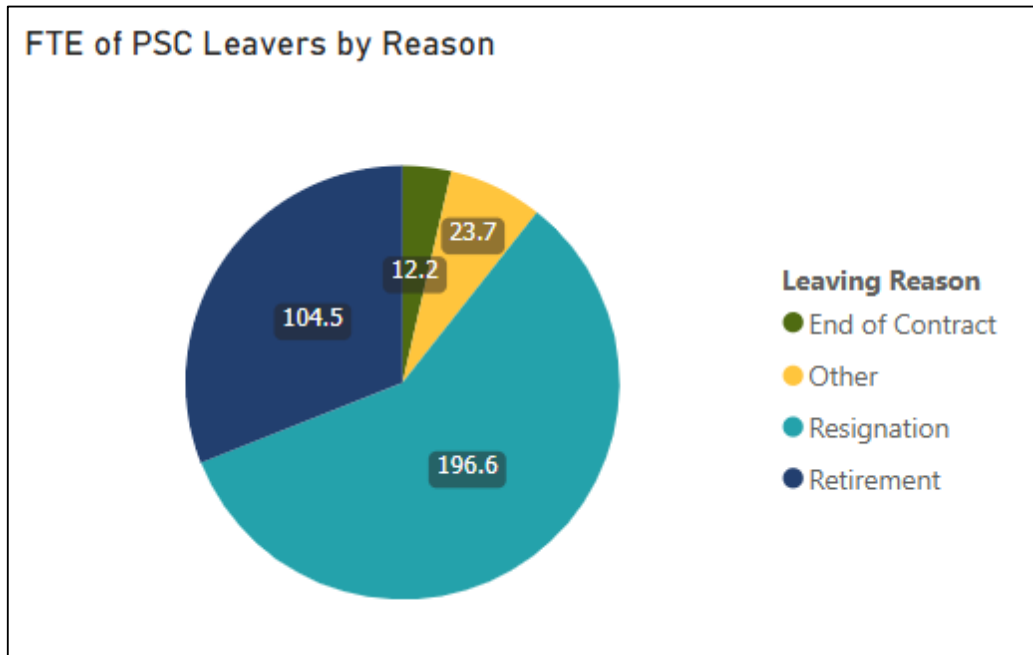


Figure 7: Comparison of the number of FTE PSC Leavers by reason

3.3 STARTERS

In 2024/25 financial year, there was 439.9 FTE new starters compared with 426.3 FTE new starters in 2023/24. Manx Care, as the largest area in terms of staffing numbers, saw the highest number of new PSC hires, 123.8 FTE in total for 2024/25. This is comparable to the previous year where Manx Care had 121.5 FTE new hires. **Appendix 3** shows the above chart as a table.

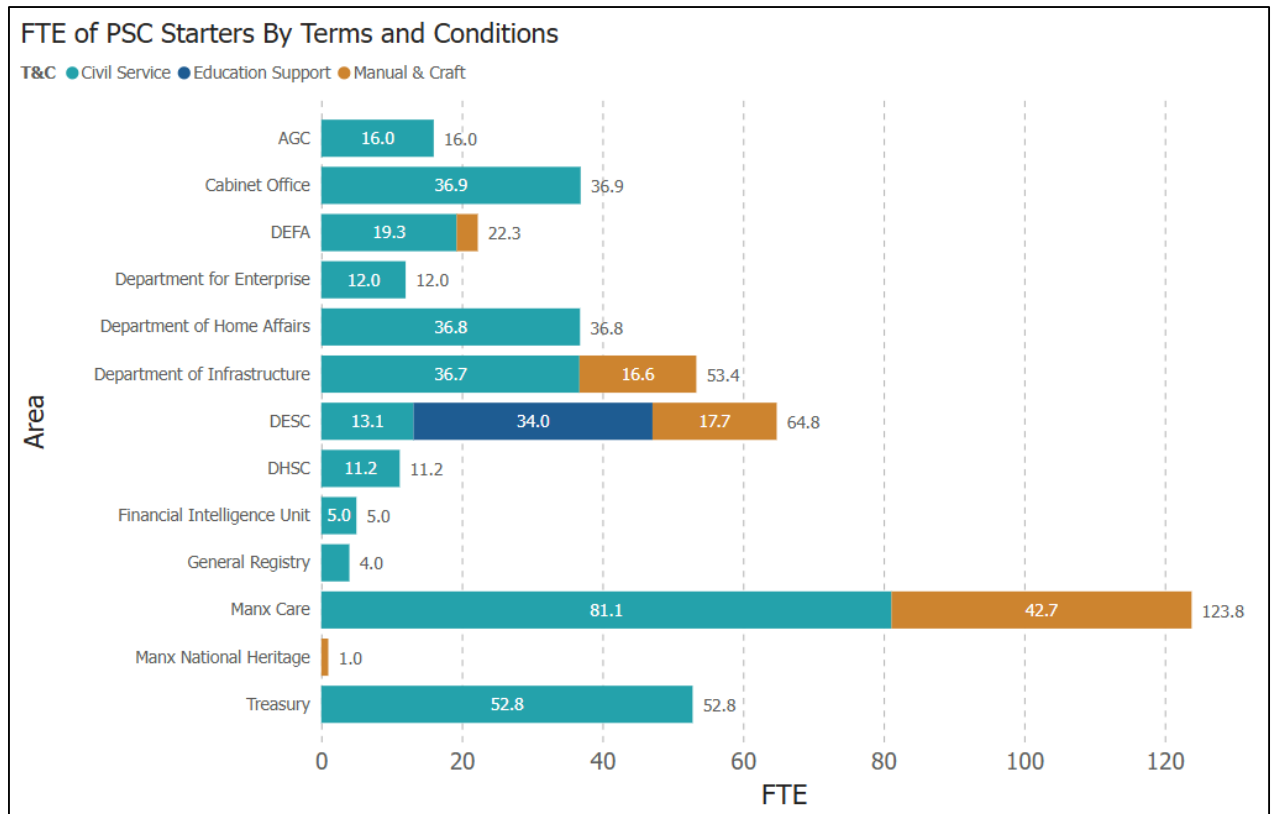


Figure 8: FTE of PSC New Starters by Area for 2024/25

4 HR CASEWORK

The Office of Human Resources (OHR) provides guidance and support to managers across the PSC in a range of areas, including disciplinary matters, whistleblowing, fairness at work, and independent appeal panel hearings related to dismissal. The OHR is involved in cases where it has been directly engaged to provide input or support.

During 2024/25, the total number of cases has remained broadly static with attendance related capability being the most common type of casework, followed by fairness at work, performance related capability, and discipline.

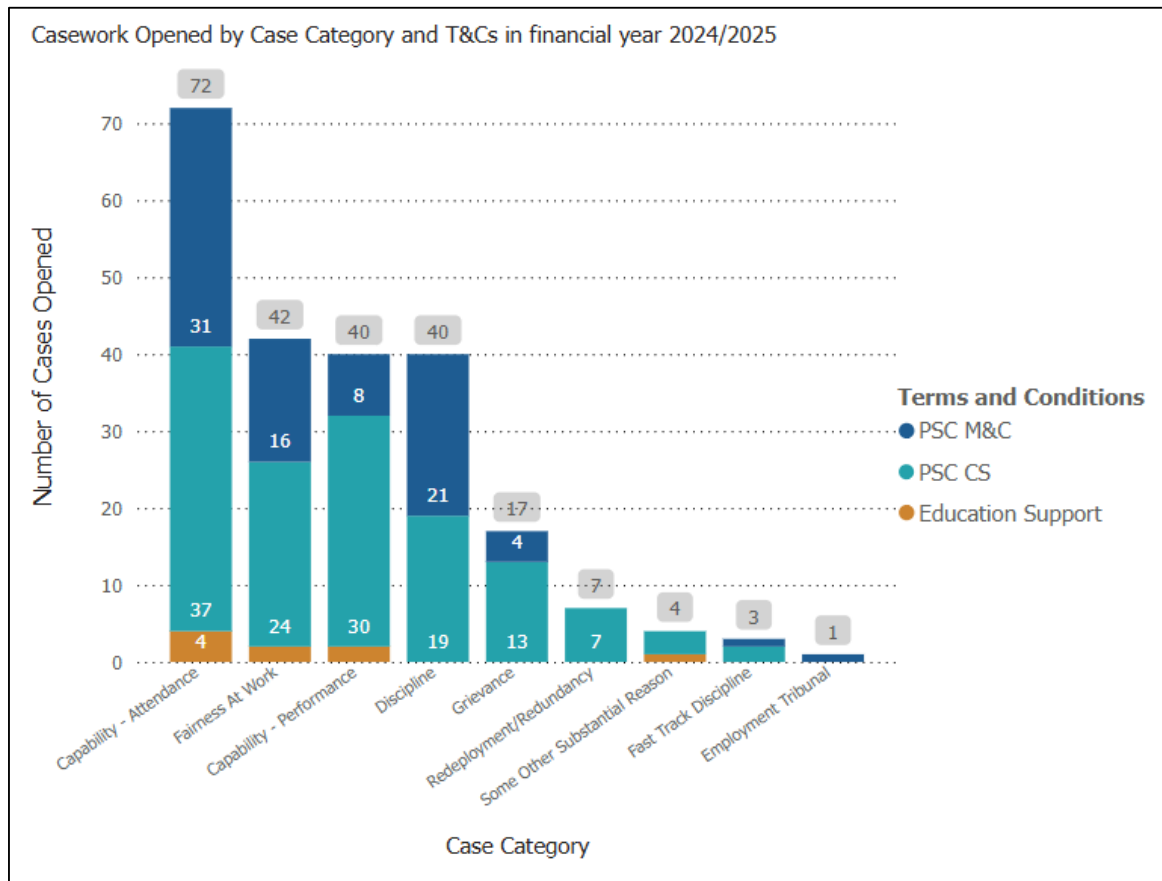


Figure 9: Number of personal HR cases per year, sorted by year and case category.

Conciliated Settlement Agreements				
	2021/2022	2022/23	2023/24	2024/25
No. of Agreements	7	28	6	13
Total Value	£285,088.70	£1,965,582.95	£269,365.51	£438,624.53

Figure 10: Number and value of conciliated financial settlements for PSC employees April 2024 - March 2025

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 an Industrial Relations Officer from the MIRS.

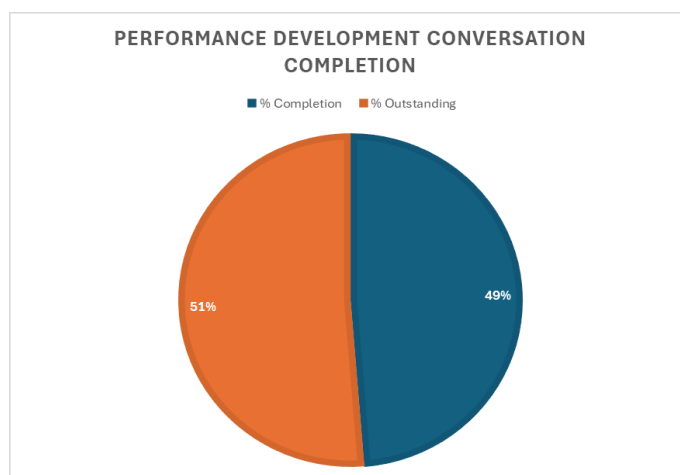
There are a number of reasons why a conciliated settlement agreement may be considered appropriate, and these include the PSC Mutually Agreed Resignation Scheme (MARS), buying out of terms and conditions, voluntary and compulsory redundancies, as well as the settlement of employment disputes. In certain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

It can also support the effectiveness of the Department, Board or Office, when a conciliated agreement may support the wellbeing of all parties involved. 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 an OHR officer with the appropriate delegated authority from the PSC.

5 PERFORMANCE MANAGEMENT

In April 2024, the Performance Development Framework, a simplified system designed to support performance conversations was launched. This framework was backed by a policy outlining minimum expectations and complemented by a suite of learning resources.

These resources equipped managers with the necessary knowledge, tools, and skills to ensure one-to-one performance development meetings were valuable, meaningful, and effective for all. Following the launch, a series of online webinars were conducted, each lasting an hour and attended by 104 managers. Initial quantitative data for this period, collected centrally from across Departments, Boards, and Offices, demonstrated that 49% of staff received performance management conversations.



The goals for the next reporting period are to increase this rate to 75%, with additional data collection to ensure that employees have received clear objectives related to overarching departmental goals, that support needs to be successful in achieving these goals have been established, and that development plans are in place. Departments will take ownership of their own data collection, and the Learning, Education and Development team (LEaD) will collect and report the overview centrally to the Chief Officer Group. This activity will be increased to incorporate a minimum of two annual reviews.

Management Development

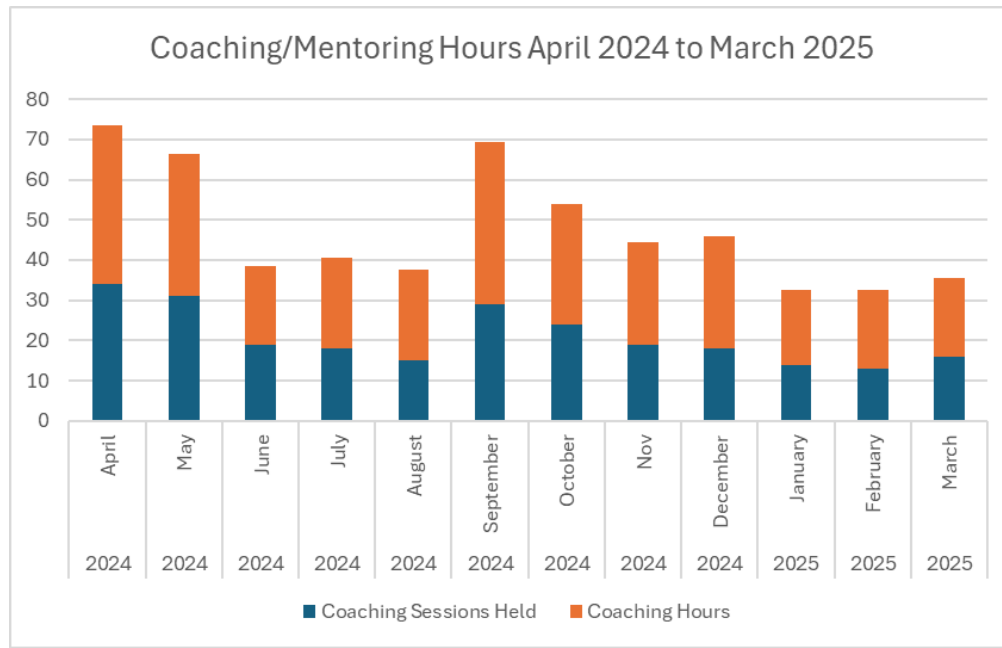
Following the review of the leadership programmes and consultation with stakeholders, it has been identified that a more practical approach is required to support and develop managers in this element of their role, ensuring that they effectively engage with their staff regarding performance at the earliest stages.

3C's System

A simplified version of the 3C's framework was developed for those utilising this system, ensuring a more flexible and simpler application of performance measures within the values-based system. Both systems were made available online, along with user guidance and other supporting documents to assist in these processes. The 3 C's framework outlines expected behaviours and attributes, emphasising personal accountability, teamwork and emotional intelligence under the headings of Credibility, Capability, and Character.

Coaching and Mentoring Programme

During this reporting period, LEaD engaged with 108 separate coaches from various Departments, Boards, and Offices, including; Attorney General's Office, Cabinet Office, Clerk of Tynwald, Department Environment, Food, and Agriculture, Department of Education, Sports, and Culture, Department for Enterprise, Department of Home Affairs, Department of Health and Social Care, Department of Infrastructure, Financial Intelligence Unit, Financial Services Authority, Manx Care and Treasury.



Future Plans

It is intended that coaching and mentoring services will continue to be enhanced, incorporating feedback from the recent review to better support new or recently transferred staff in achieving high performance sooner. Additionally, it is aimed to expand training programmes and further develop performance management systems to ensure continuous improvement and alignment.

6 LEARNING AND ORGANISATIONAL DEVELOPMENT

6.1 LEARNING AND DEVELOPMENT EVENTS

The Learning, Education and Development team (LEaD) continue to develop and deliver training interventions and support training delivery to meet the needs of the Public Service, including Public Services Commission employees. There are four learning pathways within the current prospectus, namely: Working, Skills, Managing, and Leading in the Public Service.

Due to the changing nature of organisational requirements, as well as regulatory and legislative updates, the training prospectus is constantly being updated, with both online and classroom-based training content regularly being created, updated, refined and retired as necessary.

In 2024/2025 there was a 30% increase in the number of courses being delivered and a 28% increase in the number of attendees over the year (excluding Learning Week). Training course efficiency (measured by dividing the number of attendees by the total number of training spaces available) averaged 55% over the year.

Cancellations averaged at 28% while no-shows averaged at 11% over the same period. Nonattendance is typically attributed to work pressures or scheduling conflicts.

Delivery of newly accredited Leadership and Management Programmes has increased; with four cohorts having completed the Management Development Programme; one cohort having completed the Leadership Development Programme, and three cohorts having completed the Leadership Academy Programme. This amounts to 145 managers from across the Public Service having attended training. 58% of these attendees have already completed the associated online learning and have been awarded the relevant professional accreditation from The Institute.

As an evolution from Leadership Week, the first Learning Week was held in March 2025. During this week, 37 Sessions were run either online or at The Lodge; with 475 delegates attending from across the Public Service. The most joined sessions were 'Artificial Intelligence and Microsoft Co-pilot', delivered by the Government Technology Services, with 127 attendees.

eLearning continues to be an important part of the blended learning approach. 15 courses were either created or updated during 2024/2025. Changes and updates are typically made to ensure eLearning is accessible, up to date, and includes Isle of Man specifics.

There was a 19% reduction in the number of Psychometric profiles completed in 2024/2025, but a 58% increase in the number of Psychometrics sessions delivered to Departments, Boards, and Offices. Psychometric tools are used in a range of interventions to increase personal awareness, improve team dynamics, focus development activity, and improve the outcomes of a range of activities.

Psychometrics are an important self-awareness tool utilised in our Leadership and Management Development Programmes.

7 SICKNESS ABSENCE: DATA & MANAGEMENT

The Public Services 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.

7.1 EFFECT OF SICKNESS ABSENCE

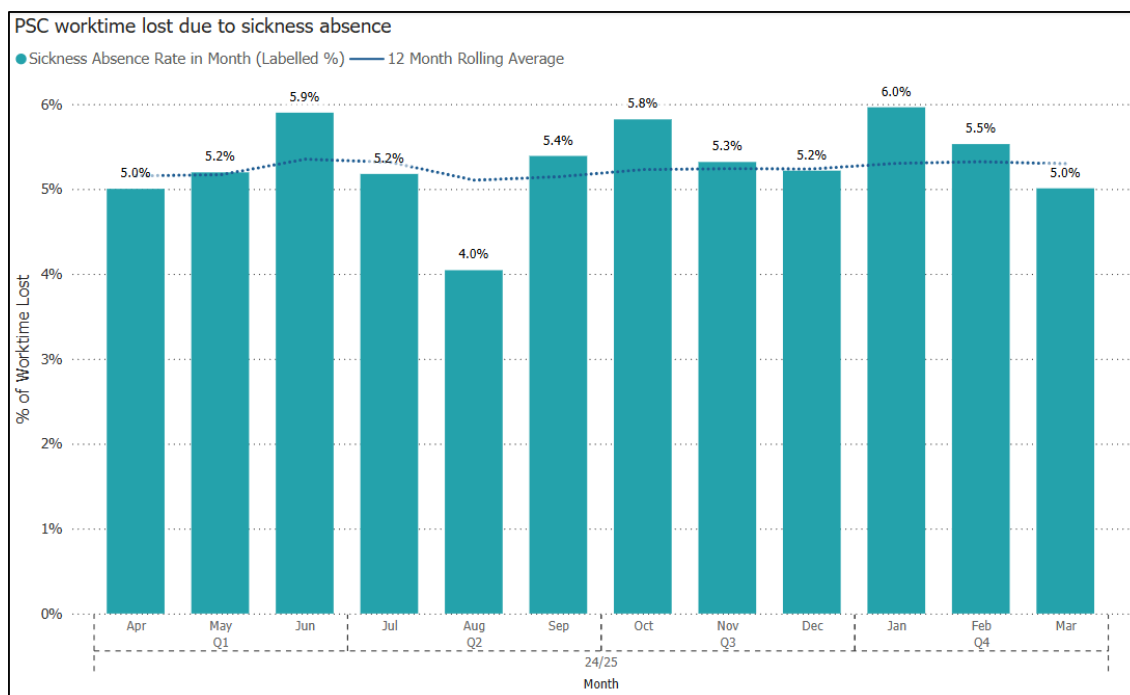


Figure 11: Percentage of work time lost by month

The 12-month average percentage of worktime lost for all PSC staff for 2024/25 was 5.30% which is a decrease from 2023/24, when it was 5.62%.

The UK Office of National Statistics reported that in 2024, the sickness absence rate for the public sector was 2.9%³.

Figure 12 shows the percentage worktime lost for PSC staff for 2024/25 broken down by terms and conditions. It demonstrates that manual and craft workers generally have a higher percentage of worktime lost which could be due to the nature of manual and craft roles.

³ <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabourmarket/2023and2024>

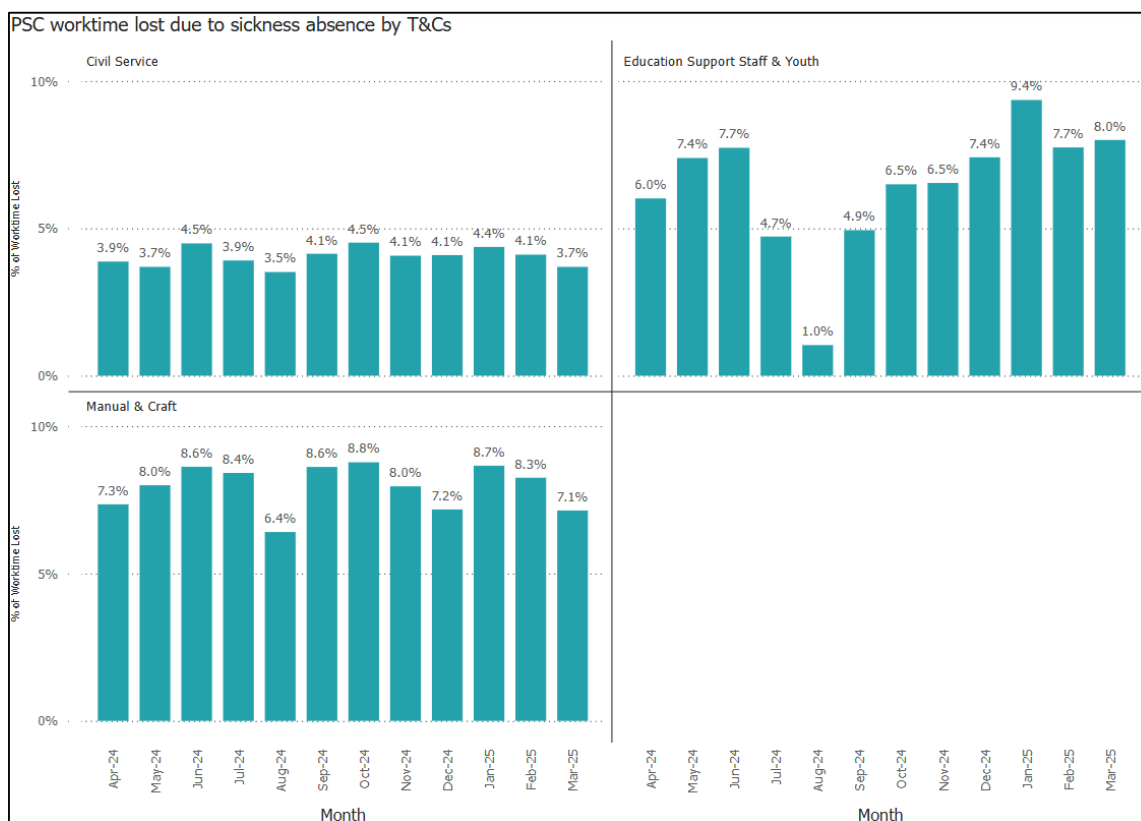


Figure 12: Percentage of work time lost by month and terms and conditions

7.2 DAYS LOST DUE TO ABSENCE

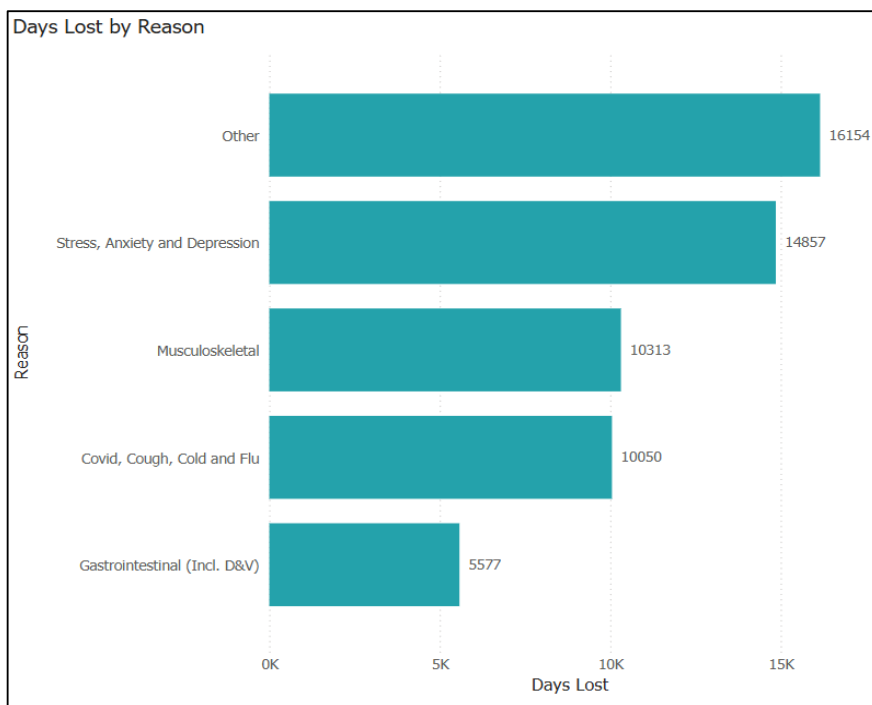


Figure 123: Number of days lost by reason

The total number of days lost due to sickness absence for PSC employees during 2024/25 was 56,951, which is a decrease from 59,199 days in 2023/24; which equates to a reduction 3.8%.

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

The percentage of PSC staff who had no sickness absence during 2024/25 was 34%. This is an increase from 2023/24, which was 33%.

The 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.

7.3 MANAGEMENT OF ABSENCE

As part of the ongoing commitment to supporting effective sickness absence management, the OHR has implemented tailored training sessions for managers. These sessions cover key areas such as conducting return-to-work meetings and understanding the role of Occupational Health in supporting employee wellbeing.

The OHR Health, Safety, and Welfare team have developed comprehensive safety culture training programmes, tailored to meet the needs of each area. This initiative included addressing health and safety best practices, risk assessments, and strategies for managing workplace stress. Additionally, all HR advisers across the teams provided regular training and guidance on the PSC capability process, equipping managers with a practical toolkit to confidently and consistently manage absence cases, ensuring appropriate measures are put in place, depending on the specific circumstances of each case.

Work to support staff and managers has included:

- Case conferences with the staff member, their union representative, the manager, and a HR representative.
- Targeted action plans, where a matter is being addressed using the Capability Procedure.
- Absence management training for managers, including a focus on the importance of return - to-work meetings.
- Providing data to managers regarding their staff absences, both long and short term.
- Ensuring reasonable adjustments are considered for those with a disability.

8 CORPORATE LEADERSHIP GROUP

8.1 POST AND RECRUITMENT

As of 31st March 2025, there were 56.6 FTE employees within the Corporate Leadership Group (CLG). This is an increase from of 2.8 FTE from 53.8 FTE from 31st March 2024.

8.3 JOB EVALUATION FOR SENIOR POSTS (JESP)

Senior roles within the PSC are evaluated using the JESP methodology. Only roles subject to JESP evaluation are included in the CLG. All CLG roles appointed through recruitment exercises must undergo an initial review to ensure they meet the relevant requirements. Typically, JESP roles are Chief Officers, Deputy Chief Officers, and Executive Directors.

8.4 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.

Grade	1 st April 2021		1 st April 2022		1 st April 2023		1 st April 2024	
	Spine Point	Salary	Spine Point	Salary	Spine Point	Salary	Spine Point	Salary
JESP 5-8	1	69,319	1	73,478	1	77,887	1	81,002
	2	72,703	2	77,065	2	81,689	2	84,956
	3	76,091	3	80,657	3	85,496	3	88,916
JESP 9-13	1	89,585	1	94,960	1	100,658	1	104,684
	2	93,984	2	99,624	2	105,601	2	109,825
	3	98,385	3	104,288	3	110,545	3	114,967
JESP 14-19	1	111,451	1	118,138	1	125,226	1	130,235
	2	116,945	2	123,962	2	131,400	2	136,656
	3	122,439	3	129,786	3	137,573	3	143,076
JESP 20	1	133,426	1	141,431	1	149,917	1	155,914
	2	140,020	2	148,421	2	157,326	2	163,619
	3	146,609	3	155,406	3	164,730	3	171,320

Figure 14: CLG pay bands up until 1st April 2024

The UK Senior Civil Service (SCS) pay is set centrally through the Senior Salaries Review Body, an advisory independent pay review body. The Pay Bands as of 1st April 2024 for the Senior Civil Service were⁴:

- SCS pay band 1: £76,000 to £117,800.
- SCS pay band 2: £98,000 to £162,500.
- SCS pay band 3: £128,000 to £208,100.

⁴ <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>

9 TERMS AND CONDITIONS OF SERVICE

9.1 TERMS AND CONDITIONS CHANGES AND NEGOTIATIONS

The PSC, through its Joint Negotiating Committee (JNC), negotiates and determines changes to PSC Civil Service and Manual and Craft terms and conditions, including amendments to existing policies and procedures. The Executive Director OHR and the Head of Industrial Relations and Policy attend the regular JNC meetings.

The terms and conditions for PSC employees are available on the OHR website: <https://hr.gov.im/terms-conditions-for-employees/>

During 2024/25, there were a number of updates to terms and conditions in line with the PSC collective bargaining mechanism. These include preparative amendments to Political Activities: Standing for Election, Ante Natal, Paternity, and Adoption Leave provisions, and Special Leave for time off to care for dependents in emergencies, to reflect changes to statutory provisions.

10 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 year are detailed below.

10.1 UPDATED POLICIES AND GUIDANCE

During the 2024/25 period, the corporate guidelines on the use of Limited Term Appointments was developed collectively with the unions and published in October 2024. The purpose of the guidance was to provide clarification and advice over the use and termination of limited term appointment contracts.

The PSC's Recruitment Principles and Policy was updated in October 2024. The updates included clarification on which posts require an independent panel member to sit on the recruitment panel. In addition, further details concerning how pay for internal candidates would be determined has been included, including reference to the relevant section of the Civil Service Regulations where relevant.

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 website here: <https://hr.gov.im/policies-procedures-codes-guidance-and-forms/manager-s-handbook/>

10.2 POLICIES UNDER CONSIDERATION

The following policies and guidance were identified during 2024/25 to be reviewed and work commenced during the reporting year:

- Review and development of the **Isle of Man Government Fairness at Work Policy;**
- Review of the **Public Services Commission Capability, Discipline, and Grievance Procedures;**

- Development of **Guidance on the Creation and Processing of Conciliated Settlement Agreements;**
- Review of the **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 objectives within the Cabinet Office Department Plan.

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, as far as is 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.

Following project tHRive, an additional role of Health and Safety support adviser/trainer was created and recruited to in December 2023. This has enabled a member of the H&S team to deliver H&S training for LEaD across many Departments, Boards, and Offices, much of which is considered as mandatory in those areas. This has promoted a consistent training message to be delivered to all delegates. This role has also been able to address some of the training issues within small employment groups on an 'in the workplace style of training and problem solving' basis.

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 'mandated welfare checks,' arranged by the employer for certain groups. 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.

Following project tHRive, an additional 1.1 FTE staff welfare officers were recruited in November 2023. This has allowed two qualified counsellors to join the team. The main impact of this has been that all clients are given an initial telephone assessment within two weeks of initial contact, with a first in person appointment provided as soon as is possible thereafter, prioritised as dictated by the outcome of the initial assessment. The service has also been able to expand its commitment to Police Service vulnerable roles welfare checks to now include new recruits, with the intention of improving retention of those new recruits.

There has also been an expansion in the commitment to Head Teacher welfare checks to now include Deputy Head Teachers, Heads of School, and Heads of Service Teaching roles.

Finally, since January 2025, the service has also added a counsellor in the training team. This role has been taken by someone who is well advanced in their training and who has already been signed as 'fit to practice' and is taking on their own client role, supported by other members of the team. Against all this, there remains a trend for client numbers to increase year by year, placing strong demand on the service. As Government Departments continue to change and evolve in reaction to a range of pressures, the service does not foresee any reduction in demand in the near future.

12 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 5th 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 example the Whistleblowing Policy and the 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) that obtain as much information as possible on the wrongdoing being reported. The options to provide contact details or remain anonymous are identified at this stage. It has strict protocols in place to protect the data and anonymity of public servants.

Once received, the complaints are reviewed by the Audit Advisory Division (AAD), The Treasury, that investigate any financial irregularity or whistleblowing issues. If complaints received relate to Human Resource issues and the details of the complainant have been provided, they are sent by the AAD to the Manx Industrial Relations Service (MIRS), that gets in touch with the complainant 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, for it to be investigated.

Record of complaints received in 2024/25

No of Complaints Received	Type of Complaint	Area Relating to Complaint	Action Taken
1 in April 2024	1 x Mixed complaint of HR and operational issues	DHSC	Officer was not anonymous; their HR complaint was passed to MIRS for review. The operations complaint is being dealt with by OHR and the Chief Executive.
5 in May 2024	5 x HR complaints	2 x DOI 2 x CABO 1 x DHSC	3/5 complaints were anonymous and were passed to OHR for review. 2 x DOI (Miscellaneous) 1 x No further action and 1 x Informal Procedures 1 x Officer was not anonymous, passed to MIRS for review. 1 x Officer was not anonymous, individual did not pursue complaint, case closed per their request

			1x DHSC – No further action taken.
1 in June 2024	1 x HR complaints	DHSC	Officer was not anonymous, passed to MIRS for review
0 in July 2024	No Complaints Received		
3 in August 2024	2 x Ineffective working practice 1 x Financial irregularity	Manx Care	1 x Ineffective working practice complaint was investigated, resolved and closed. 1 x Ineffective working practice has gone to the Manx Care Whistleblowing Officer for Investigation 1 x Financial irregularity is under review by AAD
2 in September 2025	2 x HR complaints	Manx Care	Both complaints were passed to the Manx Industrial Relations Team for investigation
4 in October 2024	3 x HR Complaints 1 x Ineffective working practice	1 x DOI 2 x DESC 1 x DEFA	1 x HR complaint (for DOI) was passed to MIRS for investigation 2 x Anonymous HR complaints (DESC) were passed to OHR for immediate investigation. Both no further action (Miscellaneous) Matters investigated. 1 x ineffective working practice (DEFA) was investigated by AAD and concluded with no further action required
1 in November 2024	1 x HR complaint	DESC	Anonymous complaint passed to OHR for review. Concerning impartiality. No further action required.
1 in December 2024	1 x HR complaint	Manx Care	Anonymous complaint passed to OHR for review – Acting against Government codes, informal procedures. Closed
1 in January 2025	1 x HR complaints	Manx Care	Anonymous complaint passed to OHR for review
7 in February 2025	5 x HR complaints 2 x Ineffective working practice	2 x DOI 1 x DESC 1 x DHA 1 x Manx Care 1 x OFT 1 x GSC	4 x Anonymous HR complaints (In DOI, DESC and OFT) were passed to OHR for review. 2 x DOI – Concerning impartiality. OHR investigated and content appropriate process was followed. No further action taken.

			1 x DESC – Concerning Non-adherence of procedures. Matter investigated, no further action. 1 x DHA - Ineffective working practice was investigated by AAD and concluded with no further action required 1 x Manx Care – Ineffective working practice is being investigated by AAD 1 x OFT – Concerning an employment issue, no further action
1 in March 2025	1 x HR complaints	Cabinet Office	Anonymous complaint passed to OHR for review – Investigated and no further action required.
Total no. of complaints			27

In 2024/25, 27 complaints were received via the Integrity Line compared to 41 complaints in 2023/24, this is a **31% reduction**.

13 PUBLIC SERVICE WHISTLEBLOWING CASES

Isle of Man Government is committed to the highest level of openness, integrity, and accountability. The [Isle of Man Government Whistleblowing Policy](#) sets out how employees can raise a concern, setting out a clear process for investigations, reporting, and providing feedback on action taken.

The Public Services Commission is authorised by the Council of Ministers to develop and review corporate HR policies and procedures, and monitor their consistent application across the public service. To fulfil this function, the PSC has given an undertaking to provide a summary of whistleblowing cases reported across the public service in this report. Designated Whistleblowing Officers, as set out in Annex C of the Isle of Man Government Whistleblowing Policy, are required to report information annually to the PSC. The table below provides a summary of whistleblowing cases for 2024/25, as reported to the PSC by Designated Whistleblowing Officers.

To note, this is internal data collation and separate to the Prescribed Persons (Duty to Report) Regulations.

Type of Whistleblowing Complaint	Frequency	Department/Board/Office
Criminal offence	2	DOI
Breach of a legal obligation	1 1	Reported to PSC directly DESC
Miscarriage of justice		
Danger to the health or safety of any individual or individuals	1 6	DOI Manx Care
Damage to the environment		
Deliberate covering up of information tending to show any of the above five matters	2	DESC
Total Number of Cases Reported	13	

APPENDICES

APPENDIX 1: FTE

FTE and T&Cs by Area - Public Service Commission Staff

Area	Civil Service	ESS	M&C	Youth	Total
AGC	80.73				80.73
Cabinet Office	329.43	1.00	3.00		333.43
DEFA	174.44		39.88		214.32
Department for Enterprise	175.65				175.65
Department of Home Affairs	291.51		2.84		294.35
DESC	193.55	416.53	249.94	11.60	871.62
DHSC	47.43				47.43
DOI	365.23		282.86		648.09
Financial Intelligence Unit	22.81				22.81
General Registry	45.67				45.67
Manx Care	598.01		506.04		1,104.05
Manx National Heritage	51.19		4.50		55.69
Treasury	380.77				380.77
Veterans Welfare Service	2.00				2.00
Total	2,758.42	417.53	1,089.06	11.60	4,276.61

**As of 31st March 2025, 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: 2024/25 LEAVERS

Area	End of Contract	Other	Resignation	Retirement	Total
AGCs	0.81		3.00	1.00	4.81
Cabinet Office	1.00	1.00	10.23	7.22	19.45
DEFA	1.00		5.50	12.22	18.72
Department for Enterprise	3.00		13.81	3.00	19.81
Department of Home Affairs	1.00	2.00	13.58	2.19	18.78
Department of Infrastructure	1.40	8.54	32.88	17.50	60.32
DESC	2.57	0.40	34.72	15.32	53.00
DHSC			3.32	2.00	5.32
Financial Intelligence Unit		2.00	1.00		3.00
General Registry			0.50	2.00	2.50
Manx Care	0.40	5.81	51.18	26.92	84.31
Manx National Heritage			3.00	3.00	6.00
Treasury	1.00	3.95	23.84	12.14	40.92
Total	12.18	23.70	196.56	104.51	336.94

** 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. The data includes people with a leaving date between 1/04/2024 and 31/03/2025 and does not include people who transfer within the Isle of Man Government or people who leave a position but retain another position/casual position.*

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

Leaving Reason – Resignation includes Resignation and Resignation Personal Choice

Leaving Reason – Retirement includes Retirement

Leaving Reason - End of Contract includes LTA's and Apprenticeships

Leaving Reason - Other includes Death in Service, Dismissal, Redundancy, Settlement Agreement, and Ill Health Retirement

APPENDIX 3: 2024/25 NEW STARTERS IN THE PSC BY DEPARTMENT, BOARD OR OFFICE

Area	FTE
AGC	16.0
Cabinet Office	36.9
DEFA	22.3
Department for Enterprise	12.0
Department of Home Affairs	36.8
Department of Infrastructure	53.4
DESC	64.8
DHSC	11.2
Financial Intelligence Unit	5.0
General Registry	4.0
Manx Care	123.8
Manx National Heritage	1.0
Treasury	52.8
Total	439.9

**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 and youth. Casual staff excluded. It includes people with a starting date between 1/04/2024 & 31/03/2025 and 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 4: PERCENTAGE OF WORKTIME LOST BY MONTH

Date	CS	ESS & Youth	M & C	Total
Apr-24	3.9%	6.0%	7.3%	5.0%
May-24	3.7%	7.4%	8.0%	5.2%
Jun-24	4.5%	7.7%	8.6%	5.9%
Jul-24	3.9%	4.7%	8.4%	5.2%
Aug-24	3.5%	1.0%	6.4%	4.0%
Sep-24	4.1%	4.9%	8.6%	5.4%
Oct-24	4.5%	6.5%	8.8%	5.8%
Nov-24	4.1%	6.5%	8.0%	5.3%
Dec-24	4.1%	7.4%	7.2%	5.2%
Jan-25	4.4%	9.4%	8.7%	6.0%
Feb-25	4.1%	7.7%	8.3%	5.5%
Mar-25	3.7%	8.0%	7.1%	5.0%
Total	4.0%	6.5%	7.9%	5.3%

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

Sickness Absence 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.
- **Covid, Cough, Cold and Flu** includes: Covid-19, Cough, Cold, Flu - Influenza, Virus, Infection, Cough, Cold, Flu symptoms
- **Musculoskeletal (MSK)** includes: 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
- **Stress Anxiety and Depression (SAD)** includes: 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
- **Gastrointestinal (Incl. D&V)** includes: Gastrointestinal (excluding vomiting and diarrhoea), Vomiting, Diarrhoea

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 2024/2025		
Learning Event	Number of events delivered	Number of participants attended
Adjustment to Retirement	5	92
Agendas and Minutes	6	48
Ambassadors for Change	3	30
Coping With Change	3	21
CARE for Leaders	12	78
Career Development Centers	2	20
Chairing Meetings	4	34
Coaching 101	6	72
Control of Substances Hazardous to Health (COSHH)	31	286
CPI Safety Interventions	14	85
Food Safety & Safer Food Handling	14	126
Health and Safety	33	299
IOSH Managing Safely	4	32
Safer Object Handling	8	78
Fire Awareness	3	40
Fire Wardens Training	9	108
Customer Service	4	44
De-escalation Training	29	183
Difficult Conversations	27	182
Emergency First Aid	19	149
First Aid at Work	8	95
Equality and Diversity	20	102
First Line Management Development Programme	1	13
HR Essentials for Managers: All Modules	14	163
Instructing the Drafter	1	10
IT - Excel Training	18	84
IT - Introduction to Word/Word for Work	3	20
IT - My Computer	1	6
IT - Outlook for Work	3	15
Leadership Academy Programme	3	55
Leadership Development Programme	1	18
Management Development Programme	4	72
Leadership Action Learning Sets	1	4
Managing Stress for Managers	1	8

Mediation – Mediator Qualification (External)	1	12
Menopause Awareness & Training for Managers	3	30
PEP – Assertiveness	13	124
PEP – Building Resilience	12	126
PEP – Effective Communication	14	146
PEP - Effectively Using Your Time	7	60
PEP – Emotional Intelligence	13	112
PEP – Engaging Your Stakeholders	6	52
Preparing to Recruit	6	74
Presentation Skills	2	14
Stress Awareness	10	78
Understanding Insights Discovery	5	34
Understanding Project Management and Supporting Project Delivery	2	12
Whistleblowing for Designated Managers	1	12
Totals	410	3558

Learning Week – March 2025				
Learning Event	Number of events delivered	Number of participants attended	Delivery	Internal / External Facilitator
Neurodivergence in the Workplace	3	77	Classroom	External
Quality Improvement: Breaking the Cycle	2	21	Classroom	Internal - LEaD
The 'R' Word - Getting Comfortable with Risk	2	37	Online	External
The OHR Solutions Hub	5	19	Classroom	Internal - Solutions Hub Team
Unlocking the Funds for Climate Action	2	11	Classroom	Internal - Climate Change Team
Artificial Intelligence and Microsoft Copilot	4	127	Classroom	Internal - GTS
Creating the Conditions for High Performance	3	32	Classroom	Internal - LEaD
LEAN Six Sigma	3	39	Classroom	Internal - LEaD
Setting Objectives, Goals and Development Plans	3	40	Online	Internal - LEaD
Systems Thinking	2	17	Classroom	Internal - LEaD
The Change Management Guide	3	27	Classroom	Internal - LEaD
The Communications Toolkit	3	21	Classroom	Internal - LEaD
The Feedback Guide, Everything You Need to Know	2	7	Classroom	Internal - LEaD
Total	37	475		

eLearning Design Completed and Updated 2024/2025	
Total	15

Psychometric assessments completed 2024/2025		
Department	Number of Participants	Number of Sessions
Cabinet Office	33	12
Clerk of Tynwald	2	1
Manx Care	17	2
Information Commissioners Office	5	1
Department of Home Affairs	11	11
Department of Health and Social Care	4	4
Department of Education, Sports & Culture	3	3
Financial Supervision Authority	8	1
Department of Enterprise	13	13
Gambling Supervision Commission	3	1
LEaD Leadership & Management Development Programmes	145	8
Hospice	9	1
Total	253	58

The psychometric tools utilised by LEaD in 2024/25 were Personal Profile Analysis, Thomas International Lifestyle Inventory, Belbin Team Roles Model, Insights Discovery and Insights Transformational Leadership.

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

Abbreviations used in this report

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