



**Isle of Man
Government**

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Isle of Man Public Service

Isle of Man Public Services Commission

Recruitment Principles and Policy

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Working together for the **Isle of Man**

Isle of Man Public Service Commission

Section 1: Recruitment and Selection Policy

Purpose

The purpose of this policy is to provide a sound framework for the recruitment and selection of Public Service Commission (The Commission) staff based on the principles outlined below and which meets the requirements of all relevant employment legislation.

Scope

The policy applies to all staff employed by the Public Services Commission. Non-teaching and non-lecturing PSC staff (excluding Civil Servants) working within the Department of Education, Sport and Culture are not covered by this policy. This policy also excludes agency and casual workers, contractors and volunteers. Where the policy refers to Department it applies to all stationed employers of Public Service Commission Staff whether in Departments, Boards or Offices.

This document assists the Public Service Commission in complying with the Equality Act 2017. It also fully endorses the wider Isle of Man Public Service Equality, Diversity and Inclusion Recruitment Principles which apply to all of Isle of Man Government including the Public Service Commission which can be found [here](#)

Isle of Man Public Service Recruitment and Selection Policy for Public Service Commission Staff

The Council of Ministers agreed on the Isle of Man Government Recruitment and Selection Policy in June 2003.

The Isle of Man Public Service is committed to the recruitment and retention of sufficient staff of the right calibre, skills and experience to provide high quality and cost-effective services which meet statutory requirements. To achieve this objective, it is essential that, subject to the conditions of the Control of Employment legislation, the Government attracts and appoints applicants for vacant public sector posts

- Based on fair and open competition;
- Based on merit;
- and without unlawful discrimination

Principles

Departments must ensure that

- Prospective applicants are given equal and reasonable access to adequate information about the post and its requirements, and about the selection process.
- Applicants are considered equally on merit at each stage of the selection process.
- Selection is based on relevant and objective criteria applied consistently to all applicants and adhering to the Equality Act.
- Selection methods are reliable and free from bias.

Procedure

Departments must operate recruitment and selection procedures which are clear and transparent, which comply with all relevant legislation and which are properly communicated to everyone involved in the recruitment and selection process. The procedures must comply with professional recruitment standards and must support the principles outlined above.

Role of the Public Services Commission

The role of the Public Services Commission in recruitment is to support appointments to the Public Service and ensure that they are merit based following fair and open competition. Annex A provides more detail on how the Commission interprets the requirement. The Commission exempts certain appointments from the requirement of appointment following open competition. These exemptions are described at

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Section 1: Recruitment and Selection Policy

Departments, Boards and Offices Responsibilities

Departments must comply with the requirements of these Recruitment Principles. Overall responsibility for doing so rests with the Chief Executive Officer or Chief Officer of each stationed employer.

Complaints

If an individual feels that this policy has not been applied they may submit a complaint.

Complaints should first be raised with the recruiting Department, which is responsible for having effective complaints handling procedures.

If, after an investigation by the Department, the complainant remains dissatisfied, they may bring their complaint to the Commission.

Complaints should be lodged with the Commission within three months of the recruitment, but the Commission may consider complaints lodged out of time in exceptional circumstances.

Recruiting Departments are responsible for making all applicants aware of their right to complain and referring them to the Commission's complaints procedures.

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Section 2: Selection Panel

Panel Make Up

The grade of the panel members should be appropriate to the post being filled. The Recruiting Manager/ Chairperson should be of a more senior grade than the post being filled. Remaining members should usually be of at least the same grade as the post being filled and as a minimum should be of first line management.

Exceptions to these requirements include:

- Occasions where it is necessary to include a skilled and experienced recruiter who is a more junior member of staff to ensure diversity across the recruiting panel. (This would apply specifically to the Departmental Representative and Independent Panel Member roles)
- Trained and skilled recruiters from the Office of Human Resources (this would apply to all roles, including the Chairperson role)

All opportunities to enhance diversity on recruiting panels must be considered and, as a minimum, there should at least be a mix of gender on the panel. This enables us to represent to candidates the diversity of our workforce and supports recruitment decisions that meet the requirements of the Equality Act 2017.

Any panel members of the same grade should ideally not be a direct colleague of the post to be filled.

To avoid potential allegations of bias, no one connected by close friendship, marriage/partnership or blood to an applicant should be involved in the selection process, without the agreement of the Recruitment and Employment Changes Manager within The Office of Human Resources.

Where possible, all panel members should be involved in:

- The approval of the job description and person specification
- The advertisement
- The shortlisting process
- The method of assessment and associated marking system
- Question areas
- The interview itself

For PSC Civil Service posts up to Administrative Officer (or equivalent) and PSC Manual Craft Workers Skill Zone 1-4, there is usually a two-person panel. This comprises the following roles:

- Chair/Recruiting Manager
- Departmental Representative

For PSC Civil Service posts at any grade above Administrative Officer, and PSC Manual Craft Workers Skill Zone 5, there must be at least a three-person panel. This comprises the following roles:

- Chair/Recruiting Manager
- Departmental Representative; and
- Independent (Officer from a different Government Department)

For Chief Officer posts, the panel is made up of:

- Chair, Public Service Commission or delegated political member from the Commission
- Chief Secretary
- Minister responsible for the Department
- Executive Director of OHR (in attendance)

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Section 2: Selection Panel

As a general rule, the panel should comprise no more than three people. In some instances, for example, a specialist post, it may be considered appropriate for an additional member (usually external to the recruiting Department) to join the panel in an advisory capacity. This person has "no vote" as to who should be appointed. Care should be taken when considering suitability as large panel interviews can become overwhelming and can negatively impact candidates' ability to give their best.

Independent

The Independent panel member must be from outside of the Department which has the vacancy or from OHR. An independent panel member should be arranged by the Hiring Manager. A central list of independents is held in OHR's Recruitment Team.

If you don't require an independent but would like a HR representative to be on the panel, please contact the Recruitment Team on 686300. Please note this is subject to the availability of HR staff, as much as notice as possible should be given.

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Section 3: Training

The Commission will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

The Office of Human Resources will provide appropriate training, development and support to those involved in recruitment and selection activities to meet this core requirement.

Any member of staff involved in the selection of staff should satisfy her or himself that they are appropriately trained or experienced and can comply with the requirements of this policy and procedure.

Any individual chairing a panel should have gained an appropriate level of recruitment experience or skills development.

Wherever possible, all panel members should have undergone the requisite training in recruitment and selection interviewing.

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Section 4: Advertising

Before Advertising

The recruitment and selection process should not commence until a full evaluation of the need for the role has been completed.

An up to date job description and person specification must be provided for any vacant post that is to be filled. The job description should accurately reflect the elements of the post. The person specification should state both the essential and desirable criteria in terms of qualifications, skills, aptitudes, knowledge and experience required for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

Method of Advertising

The decision regarding where to advertise a post should be influenced by the potential employment market for the post concerned and the potential availability of Manx workers. The Recruitment Manager must specify how the vacancy is to be advertised.

Positions will, as a minimum, be advertised across the Isle of Man Public Service. This will help maximise equality of opportunity and provide existing staff with opportunities for career development, thus developing their skills and expertise. In exceptional circumstances, this requirement may be waived in respect of appointments laid out in Annex B.

Length of Advertisement Placement

Unless in exceptional circumstances, all vacancies should be advertised for a minimum of **10** working days.

Redeployment

All details of the posts to be advertised must be circulated across the Isle of Man Government's Redeployment Opportunities contact list. Any interested parties will have 2 working days to express an interest in a role. The job may be turned live for applications during those 2 working days, however if interest is expressed via the Redeployment Opportunities contact list, the job will normally be placed on hold and no further applications will be accepted.

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Section 5: Applications and Shortlisting

Applications

Candidates are considered as internal to the Isle of Man Public Service for internal adverts if they are:

- directly employed within an Isle of Man Public Service Department, Board or Office and are paid by Isle of Man Government payroll; or
- directly employed by the MUA or the Isle of Man Post Office

Local Authority employees and temporary staff members employed through an agency are not considered to be internal applicants.

Shortlisting

The recruiting manager will arrange for a shortlisting meeting to take place. All panel members should be present to ensure that the whole panel has a say in the shortlist and avoid the potential of bias. The panel may wish to shortlist individually using the e-recruitment system as applications are received and then agree the shortlist.

Shortlisting **must be** based only on the information contained in the Application Form and CV using the Job Description and Person Specification as the criteria. This must be consistently applied to all applicants who should be assessed against the criteria and **not** against each other.

During Shortlisting only criteria marked as being assessed by application and CV can be used by the panel. Candidates should be shortlisted based on the requirements defined in the job description and person specification. The reasons given by the panel and recorded on the Shortlisting Form should refer to the criteria on the Person Specification and be evidence based. They should not be biased, in breach of the Equality Act 2017 or subjective.

If a large number of applicants meet the essential criteria, the panel can then use the desirable criteria to assist in shortlisting further. If the panel still find that they have a large pool of candidates who fulfil all of the essential and desirable criteria that are to be measured against the CV, then they should look at the essential criteria that are being considered/measured at interview.

Applicants who do not meet all of the essential criteria cannot be shortlisted unless the requirements can be further explored and assessed during the interview.

There are no restrictions on the number of applicants to include on the shortlist, but it is not typical to interview more than six candidates for one position. Where the number of applicants meeting the shortlist criteria is perceived to be unwieldy; the Recruitment Panel should review and, if necessary, tighten the selection criteria to enable the shortlisting of a more manageable number.

Shortlisted candidates should be provided with details of the selection process, including any tests or assessment centre, giving as much prior notice as possible and a minimum of **5** working days before the interview/assessment.

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Section 6: Interview and Assessment

It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will facilitate objective decision making which is challenging to achieve through interview alone.

Interview

Interview panel members should follow the provision outlined in Section 2.

Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.

Notes recording the salient points of the interview should be taken, ideally by the panel members, so that they can refer back to these when assessing candidates against the person specification and when making decisions.

The Chair should lead a discussion of the strengths and weaknesses of each candidate based on performance at interview **and** the documentation available – it is good practice to **ask the Independent** panel member for their views first.

Agreement on the decision-making process, whether by joint assessment or individual marking should be decided before the interview. Panel members should individually reveal their assessment or mark for each candidate. Where possible, all three panel members should agree on the successful candidate.

If two panel members agree and the other disagrees, the Chair is responsible for leading an objective evidence-based discussion towards reconciling this situation. Once a person is appointed, all panel members should support this decision. If a panel can not agree, then the Chair of the panel will hold the casting vote.

The Chair should inform candidates of the outcome of the interview. It is good practice to let the successful candidate know first.

If a candidate requests feedback about their performance in the selection process, this should be arranged by the Chair of the panel/Recruiting Manager. However, they may delegate this to another member of the panel, where appropriate.

Unsuccessful interview candidates should be dealt with courteously and sensitively. They will, as a minimum, receive a telephone call by the Chair of the panel/Recruiting Manager and written notification from OHR of the outcome of the selection process. The telephone call should ideally be made on the same day the decision is made.

Assessment

An assessment centre is an evaluation of a candidate's behaviour, performance and aptitude. Assessors observe and evaluate the candidates performing a variety of tasks, including job-related simulation, interviews and psychometric tests.

The exercises can be designed to meet the specific role requirements, and each activity will simulate aspects of the job description and working environment. The judgements about behaviour are made and recorded and evaluated in a meeting among the assessors.

The assessment centre allows candidates to demonstrate how they hold the skills, abilities and behaviours required to perform the role.

To arrange an assessment centre or psychometric test, please contact the Recruitment Team on 686300.

Interviews and assessment practices can and should be adapted (for example to accommodate reasonable adjustments) where appropriate in line with the Equality Act.

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Section 7: Offer of Appointment

All offers of appointment should be made verbally subject to pre-employment checks which will be carried out by the Office of Human Resources.

The Chair will generally make the verbal offer of the selection panel.

Appointments will usually be made at the minimum of the advertised salary scale unless directly relevant experience would justify increments, and in line with applicable terms and conditions guidance on salaries on appointment. No appointment can be made where the pay offered is above the advertised scale.

The HR Officer will contact the Recruiting Manager to confirm when the individual's pre-employment checks are complete. It is the responsibility of the Recruiting Manager to contact the individual to agree a start date.

If pre-employment checks are unsatisfactory the recruiting manager will inform the candidate and make OHR aware. HR will then send a confirmation that the offer has been withdrawn.

Start dates should be agreed mutually by the Recruiting Manager and candidate and where an internal candidate has been appointed the candidate's current line manager. For Public Service Civil Servants this is subject to a maximum of 6 weeks following receipt of the formal acceptance of the position.

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Annex A: Selection for appointment on merit and on the basis of fair and open competition

This Annex, which Departments must follow, explains in more detail how the Public Services Commission interprets the requirement of appointment on merit on the basis of fair and open competition.

Merit - means the appointment of the best available person: no one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.

- If several candidates are competent, the job must be offered to the person who would do it best. It will be rare for a candidate to meet all of the selection criteria exceptionally well; the most meritorious candidate will be the one who the panel considers would be best suited in undertaking the job's critical elements.
- In competitions for a single job, the best candidate must be offered the job. If they turn it down, it can then be offered to other appointable candidates in merit order.

Fair – means there is no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.

- This does not necessarily mean treating everyone exactly the same; rather it is about applying the same general criteria of assessment to everyone while taking account of the different experience and expertise that candidates bring.

Open - means that job opportunities must be advertised publicly and potential candidates given reasonable access to information about the job and its requirements, and about the selection process.

- The media chosen to advertise job opportunities must be suitable for attracting a diverse field of strong potential candidates. Jobs can be advertised on social media, in newspaper or national publications and will be placed on the Job Centre and on the gov.im jobs webpage.
- Advertisements can be job specific or for a number of jobs or for a rolling recruitment programme. Under such a programme, jobs may be advertised continuously and candidates assessed at intervals for particular vacancies.

Expressions of interest

Vacancies can be filled internally within a Department/Board/Office by using an expressions of interest exercise. Consideration should be given to who can apply for internal recruitment/expressions of interest to ensure the open requirement is met. For more guidance on expressions of interests please see the guidance [here](#) in the "Recruitment" section.

Use of recruitment agencies and search consultants

Where recruitment agencies and/or search consultants are used, the Department must satisfy itself that the final recommendations arise from a proper application of the requirement of appointment on merit and on the basis of fair and open competition and these Recruitment Principles.

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Annex B: Exceptions

There are occasions when direct appointments can be made without the need to formally advertise a role via JobTrain. Subject to levels of delegated responsibility, Recruiting Managers may do so in the following circumstances:

- If there is a shortlist from a similar/identical vacancy which has been advertised within the previous twelve months.
- If the employee has occupied a post in the same Department at the same grade within the last six months and wishes to return.

In the following circumstances and in any other cases not described below, written approval must be sought from the Secretary of the Public Services Commission, if it is intended to fill a post without advertisement:

- If the position can be filled by someone returning from maternity leave, assignment, approved career break or secondment.
- If the vacancy can be filled by someone being redeployed following disciplinary/capability procedures or as suitable alternative employment where their substantive post is at risk of redundancy.
- If it is determined that a particular person should fill the position for their development or a genuine business need; such as planning career progression.
- If it is determined that the post should be filled from a particular work area to satisfy a genuine business need by ring-fenced recruitment, for example, where there is a risk of redundancy or where it can be proven that there is a limited pool of candidates likely to be suitable for the role.
- If the post is of a limited-term duration of no more than 12 months and requires particular specialist skills.
- If the position is to be made available only to applicants already within a Department at the same grade on an internal transfer basis.

Before an exception is used to make a direct appointment, Recruiting Managers must consider whether the appointee will require a work permit/visa and should consult with the Work Permit Office/Immigration Service to ensure compliance with relevant legislation. You should consider whether the direct appointment could cause potential challenges and whether it would stand up to scrutiny.

The rationale for the exception should be documented by the Recruiting Managers.