



Isle of Man
Government

Reilrys Ellan Vannin

ISLE OF MAN PUBLIC SERVICE

PEOPLE STRATEGY

2018-2022



INTRODUCTION

In the Isle of Man Public Service we are committed to working together for the Isle of Man.

We do this through valuing, trusting and respecting one another, through open communication and listening to people and by creating a work environment where innovation and creativity are encouraged.

Our people are asked to display a number of people qualities which can be grouped into three categories under the headings Character, Capability and Credibility.

The Chief Officer Group is pleased to introduce the Isle of Man Public Service People Strategy

The Isle of Man Public Service People Strategy sets an ambitious agenda designed to enable us to deliver the outcomes and priority actions identified in the Programme for Government by developing the credibility, capability and character of the workforce.

In order for Isle of Man Public Service to be effective we need to ensure that the organisation is developing and utilising the people employed within it to deliver the best service for the people of the Isle of Man.

By achieving the outcomes identified in this strategy we believe the Isle of Man Public Service will ensure that:

- ♦ We develop, value and engage the full potential of our people;
- ♦ We are a great place to work with the highest possible attendance;
- ♦ People want to join us and feel proud to be a part of Isle of Man Public Service
- ♦ All people are able to make a valuable contribution to the success of the Isle of Man and have a sense of professional fulfilment.





ABOUT THIS DOCUMENT

This document sets out the Isle of Man Public Service People Strategy

Each theme is underpinned by a set of strategic outcomes to enable us to attract and hire the best talent; retain, reward and recognise the top talent within the organisation; engage, develop and look after the health and wellbeing of our people and ensure that we support the redesign of the organisation to ensure delivery of the outcomes of the Programme for Government.

There are eighteen **outcomes** in total and they have been grouped into five main **themes**

ATTRACT AND HIRE

RETAIN AND ENGAGE

REWARD AND RECOGNISE

HEALTHY AND WELL

REDESIGN AND DEVELOP

Each outcome is supported by a number of destination statements which describe our commitments in relation to each outcome.

Departments, Boards and Offices will develop actions and plans over the coming months to support the outcomes identified in this programme. Each theme has Chief Officer sponsors who will work with OHR and SMT's to monitor progress against the outcomes and KPI's. All Departments will produce service delivery plans which set out how they plan to achieve the outcomes identified in this programme.





ATTRACT AND HIRE

Chief Officer Sponsor	Sheila Lowe and Mark Lewin
OUTCOME	DESTINATION STATEMENT—WE WILL HAVE
We have a strong, positive employer brand	<ul style="list-style-type: none"> • A reputation as an employer of choice in a global market • Attractive multi-media campaigns that highlight the culture and the benefits we offer people • People who highly recommend us as a great place to work
We have pro-active and competitive recruitment	<ul style="list-style-type: none"> • A pro-active workforce planning led approach to recruitment • Competitive methods for finding the best talent • Talent pools and talent pipelines at all levels that have interested candidates suitable for appointment • Bespoke strategies for hard to recruit areas • A recruitment service providing specialist and expert guidance on all aspects of recruitment • Apprenticeship, internship and graduate recruitment schemes • Engagement and work experience schemes with schools and university students from the IoM
We have methods of assessment which find the best candidate	<ul style="list-style-type: none"> • Managers skilled in interview and assessment methods • A mixture of assessment practices which are right for the role • Market leading and evidence based assessment practices • Impact assessments to ensure our recruitment and assessment practices are delivering
We have prepared and engaged candidates joining us	<ul style="list-style-type: none"> • Individual support, guidance and information for new starters • Support and help for candidates relocating to the Isle of Man • Integrated induction when joining the Isle of Man Public Service • Continued engagement with new joiners after they have started which informs our future recruitment and retention
We have a good exit process	<ul style="list-style-type: none"> • Ex-employees who feel supported when leaving and continue to recommend us as an employer • Information from people leaving which is evidence based, acted on and informs our future recruitment and retention • Former employees that remain in touch and engaged with Isle of Man Public Service





RETAIN AND ENGAGE

Chief Officer Sponsor	Richard Lole
OUTCOME	DESTINATION STATEMENT—WE WILL HAVE
Our leaders empower their teams and deliver on the programme for Government	<p>Leaders who:</p> <ul style="list-style-type: none"> • Are measured on their people management abilities and on delivery through people • Know what engages their people and actively create a climate where engagement is high • Regularly provide positive feedback and constructive criticism adopting a coaching style • Take action to address performance issues • Are skilled at creating and communicating a clear view of where their organisation is going • Motivate, inspire and work collaboratively with colleagues to get there • Keep up to date with changes in leadership and culture • Are aware of and actively manage the culture to maximise delivery and engagement • Act with discretion and take responsibility • Empower their teams to effectively manage uncertainty
We display the values and people qualities of the Isle of Man Public Service	<p>People who:</p> <ul style="list-style-type: none"> • Know what is expected of them • Take responsibility for their actions and their development • Demonstrate a commitment to going the extra mile in pursuit of continuous improvement • Actively encourage innovation and implement new ideas • Have open and honest communication • Trust and are trusted • Evaluate and learn from successes and failures
We have a sense of belonging to the Isle of Man Public Service	<p>People who:</p> <ul style="list-style-type: none"> • When talking about Isle of Man Public Service say ‘we’ • Know how their role contributes to the work of the Public Service • Are proud of their role and of the Public Service • Are committed to improving the Public Service • See the Isle of Man Public Service as a “great place to work”



REWARD AND RECOGNISE

Chief Officer Sponsor	Ronald Barr and Mark Kelly
OUTCOME	DESTINATION STATEMENT—WE WILL HAVE
We have a reward strategy that allows us to hire and retain people we need	<ul style="list-style-type: none"> • Competitive pay and reward systems • Opportunities and rewards for those who are exceptional performers • Systems that reward behaviours and values • A culture that actively supports flexible working arrangements
We have a performance driven culture	<ul style="list-style-type: none"> • Processes and embedded behaviours that drive high levels of employee engagement, talent management and performance • Expected standards of performance and behaviours that are communicated well • An effective performance review system • Under performance managed in a supportive yet robust and transparent manner
We feel valued for the work we do	<ul style="list-style-type: none"> • New ways of recognising, communicating and celebrating employee success and achievement • A culture of open communication, where people are trusted, valued and respected • Employee surveys, briefings and suggestion schemes which listen to the opinions of people and which are actively responded to • Tailored development opportunities, mentoring, coaching and projects that help people to grow by matching their skills, strengths and aspirations • Achievements that are regularly communicated across the Isle of Man Public Service and the Isle of Man





HEALTHY AND WELL

Chief Officer Sponsor	Nick Black and Ronald Barr
OUTCOME	DESTINATION STATEMENT—WE WILL HAVE
We have a resilient and healthy workforce	<ul style="list-style-type: none"> • Systems, programmes and policies which proactively support the health and well-being of our people • People who are confident at recognising and addressing health and well-being issues within their team • Early interventions and support available for people • People who have a healthy work life balance • People who feel that the Isle of Man Public Service cares about their health and well-being • Management data which assists decision making about health and well-being initiatives
We have proportionate health and safety management	<ul style="list-style-type: none"> • Health and Safety policies which are risk assessed and sensible to enable personal responsibility • Health and Safety policies which are designed to be preventative rather than reactive • Staff with the competence, equipment, guidance and support that they need to work safely • Operations which are measured against and comply with recognised standards of good health and safety management
We actively support social responsibility	<ul style="list-style-type: none"> • Community projects and programmes which people feel are important and participate in • A reputation as an organisation which cares and invests its time in good causes both locally and further afield • A commitment to use our resources responsibly and minimise our impact on the environment
We are committed to Equality, Diversity and Inclusion	<ul style="list-style-type: none"> • A culture of tolerance, compassion and respect • Equality, diversity and inclusion embedded as fundamental principles throughout the Isle of Man Public Service • A workforce that represents our diverse community





REDESIGN AND DEVELOP

Chief Officer Sponsor	Malcolm Couch
OUTCOME	DESTINATION STATEMENT—WE WILL HAVE
We have agile organisational design	<ul style="list-style-type: none"> • Redesign activities that are aligned to the delivery of the Programme for Government and positively impact on organisational culture • Organisational design that is implemented through an internal consultancy approach, drawing on cross departmental capability • Organisational structures that are efficient, effective and meet the needs of a modern Public Service
We have career development frameworks, talent management and succession strategies in place	<ul style="list-style-type: none"> • A serious and focused approach to succession management • Published career pathways linking development activity and specialism • Transparent and flexible movement of people across Isle of Man Public Service • Leadership and management development clearly linked to succession and career development pathways • A clear career development offering that incentivises people to join the public service
We support new and improved ways of doing things	<ul style="list-style-type: none"> • A sense of urgency and pace and enthusiasm about new and better ways of doing things • An environment where change is constant, appreciated and expected • A culture where everyone takes responsibility and ownership for change • A culture where change is orchestrated and implemented skilfully • Processes and systems that engender continuous improvement • Greater democracy, accountability and trust within the organisation through delegation of authority and improved systems and processes



CONCLUSION

The Isle of Man Public Service People Strategy is a living document and will evolve over time but now it sets out a clear direction for how we will improve how we work together.

We have worked with the Office of Human Resources and Senior Management Teams to develop this strategy and will continue to work across the Public Service to develop individual action plans in order to deliver against the outcomes outlined within it.

Will Greenhow

Ronald Barr

Nick Black

Mark Kelly

Malcolm Couch

Shelia Lowe

Richard Lole

Mark Lewin