GD 2020/0071

Isle of Man Government

Reiltys Ellan Vannin

Public Services Commission

Annual Report

2019-20

Foreword by the Chairman

Without question, the biggest challenge facing the Isle of Man in 2020, was and continues to be the global Coronavirus Pandemic. COVID-19 necessitated swift action to minimise the potentially damaging impact on staff and services to the public at a time when very little was known about the virus. Nevertheless, during this period, Government was able to respond nimbly and efficiently, adapting to the changing circumstances with very many examples of outstanding work undertaken. This has taught us many lessons about working together and decision-making, which are now being adopted as best practise across the public sector.

Despite the major distraction of the pandemic, the Public Services Commission through the Office of Human Resources was able to achieve a great deal during the 2019/20 year. The Commission approved a talent pool approach, which has improved candidate experience and reduced the time to hire. This now provides a ready source of talent to recruit as needed and has been welcomed by managers. Recruitment has also been enhanced through the Talent Acquisition Service which provides a bespoke recruitment service for difficult to fill posts.

The final provisions of the Equality Act came into force on 1 January 2020, and we are ensuring that our policies are compliant, including the impact of age provisions, which has resulted in the removal of the retirement age. Work on addressing equal pay continued, and the Industrial JEGS project was concluded later this year. Projects to address equal pay for work of equal value in other staff groups will be taken into 2020/21 to ensure compliance with equality legislation.

The People Information Programme has been further advanced during the past twelve months. The aim is to ensure that the remainder of Government goes live for Employee and Manager Self-service on the system. In addition, a mandatory system upgrade process was completed in partnership with GTS at the end of March 2020. The functionality of the system has enabled the elimination of many other ad-hoc systems and streamlined the management of leave. Further work planned on the system includes modules to manage recruitment and case management, thereby negating the need to run other systems.

I would like to express my heartfelt thanks to all staff both on the front-line and behind the scenes, who have demonstrated commitment, professionalism and solidarity during the coronavirus outbreak over the past few months.

Hon Ray Harmer, MHK
Minister for Policy & Reform
Chairman, Public Services Commission

Key Priorities for 2020/21

Introduction by the Secretary

Isle of Man Government is the largest employer on the Island, providing a diverse and complex range of services to the people of the Isle of Man, and approximately half of staff are employed under the umbrella of the Public Services Commission.

As Secretary of the PSC, my role is to support the work of the Commission in providing modern and attractive terms and conditions for staff so that Isle of Man Government is able to continue to support the people of the Island.

Public Service People Strategy

Year three Priority actions for 2020/21 have been developed across the five key areas: Attract and Hire; Retain and Engage; Reward and Recognise; Healthy and Well and Redesign and Develop (**Appendix 1**).

A New Public Service

During May 2020, a group of senior officers from across Government were brought together to explore how the public service could learn from the experience of working through the COVID-19 crisis.

The New Public Service Project aims to develop a framework for considering ideas and options for how matters relating to affordability, productivity, systems and processes as well as culture and people could be knitted together to produce an outline of what a 'new' public service may look like and will be developed through 20/21.

Wellbeing

Keeping our staff healthy and well is an important priority with mental health being a key priority. In the coming year, we will create a mental health training programme for employees and in alignment with our equality obligations we will deliver the 'Are you OK' campaign signposting to the website to enable managers and staff to recognise and address health and wellbeing issues within teams.

Industrial JEGS

The Industrial JEGS project with the aim of ensuring a fair and equitable job evaluation and grading scheme for all manual and craft workers in the PSC has been completed subject to the consideration of appeals and a new project to review the grades of educational support staff who moved into the PSC on 1 January 2020, is scheduled to commence in 2020/21.

Staff development

With an ageing workforce, there will be a renewed emphasis on succession management in the coming year, as well the launch of public service wide leadership and development groups to drive leadership and role model behaviours through collaborative work.

The next 12 months will continue to be challenging for the PSC and the unions it works with in the uncertain, complex environment of the Public Service. We have many initiatives ongoing, and will continue to provide day to day support to Departments, Boards and Offices.

Jon Callister
Secretary, Public Services Commission

INTRODUCTION

Purpose of Report

This report to the Chief Minister of the Public Services Commission contains, inter alia, information about the work undertaken by the Commission and its officers in carrying out its statutory functions under the Public Services Commission Act 2015. It is provided in accordance with Section 11 of the Act. This document primarily covers the period from 1 April 2019 to 31 March 2020.

The Public Services Commission

The Public Services Commission Act 2015 constitutes the Public Service Commission and assigns certain functions to it. The main responsibilities of the Commission are:

- 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;
- to employ such persons on such terms as it considers appropriate;
- to arrange for the recruitment and training of public service employees;
- 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;
- to make arrangements for the assessment of performance and appraisal of individual employees of the Commission;
- to make such arrangements as necessary for securing the welfare of public services employees;
- where appropriate to discipline its employees and provide for the suspension or termination of their employment.

Employees of the Public Service Commission are deployed in all Departments of Government, certain Statutory Boards and other Offices (who are referred to in the Act as Stationed Employers). Each of the Departments/Boards and Offices have Chief Executive Officers/Accounting Officers and whilst the Public Services Commission is the employer of PSC employees, PSC employees working within these Departments/Boards and Offices are accountable to their Chief Executive Officer/Accounting Officer.

The Public Services Commission Joint Negotiating Committee (JNC) is responsible for negotiating terms and conditions and other employment matters such as pay for these groups of staff. Prospect and Unite the Union are recognised for the purposes of collective bargaining under the Isle of Man Public Service Joint Negotiating Committee (JNC) Constitution, whilst the Public Services Arbitration Agreement 2015 provides a framework for arbitration over pay, terms and conditions in the event of failure to agree.

The role of the Public Services Commission and its membership

Appointed directly by the Chief Minister, the Public Services Commission comprises a political Chairman and Vice-Chairman, and three non-Tynwald members. The Chief Secretary attends meetings as an adviser and Head of the Civil Service.

The Public Services Commission normally meets monthly with additional meetings being arranged to deal with urgent business or to progress personal cases in respect of PSC employees, as they arise. The Members of the Commission are:

Mr Ray Harmer, MHK

Chair

Mrs Jane Poole-Wilson, MLC

Vice Chair

Mr Kevin Cartledge

Major Charles Wilson

Mr Bill Mummery

The Role of the Public Services Commission

Since 2018/19 the Commission has changed the focus of its work to become less involved in operational people management issues and instead take over broader responsibility for the development of corporate HR Policies and the Public Service People Strategy and scrutinising Departmental compliance with implementation of PSC and corporate policies. To that end the reserved functions of the Commission have been redesigned as follows:

Public Service Commission Employees

The key responsibilities of the Commission **in respect of Public Service Commission employees** are:

i) ***Strategy*** –

a) Determining overall policies relating to the employment, and the terms and conditions of employment, of its employees, subject to the provisions of the Joint Negotiating Committee Constitution 2015.
b) Setting the Commission's strategic aims to assure a high calibre, appropriately skilled, motivated and rewarded Public Service.
c) Setting the values and standards for the Commission, ensuring that employees know what is expected of them.
d) Ensuring the Public Services Commission's strategic objectives and obligations are clearly understood by the workforce and recognised trade unions.

ii) ***Statutory Functions*** – To ensure the functions of the Commission are delegated as appropriate to Accountable Officers and the Office of Human Resources;

iii) ***Accountability*** – Ensure that Accountable Officers and the Office of Human Resources are subject to appropriate levels of review and scrutiny of their delivery of the Commission's strategic aims and implementation of its statutory functions

Corporate HR Strategies, Policies & Procedures

The key responsibilities of the Commission **in respect of the overall Government Workforce** are:

As directed by the Council of Ministers in accordance with Section 5(1)(n) of the Public Services Commission Act 2015 to:

i) ***People Strategy*** - Provide oversight of the continued development and implementation of the Public Services People Strategy;

ii) ***Corporate HR Policies & Procedures*** - Develop and review corporate HR policies and procedures for approval by the Council of Ministers and monitor their consistent application across Government;

iii) ***Accountability*** – Ensure that Accountable Officers and the Office of Human Resources are subject to appropriate levels of review and scrutiny of their delivery of the People Strategy and implementation of corporate HR policies & procedures

2019-20 ANNUAL REPORT

The Public Service People Strategy was launched as a five year strategy in 2018, made up of themes which capture how we want to recruit, work with, manage and support all the people employed by the Isle of Man Public Service and support the key responsibilities of the Commission. During 2019-20 Strategic Objectives were achieved under the five themes (**Appendix 1**) and outlined below with particular areas of business development and OHR delivery included under the most relevant theme.

In addition to the five themes covered below, Section 6 outlines some of the additional work undertaken in response to COVID-19.

1. Attract and Hire

2019-20 Strategic Achievements

- Talent Pool approach delivered, improving candidate experience and reducing time to hire.
- Leavers toolkit delivered to help managers improve our exit process and increase advocacy.
- Enhanced Public Service brand through broader careers website content covering all Departments.

1.1 Employer Brand

Increased Employer Brand recognition and social media reach. This is evidenced by a 33% increase in followers to Public Service Careers between April 19 and March 20. There has been an increase in the number of people engaged daily with the page from an average of 520 in April 2019 to 760 in March 2020 and the average daily reach of the careers page from 31,722 to 32,920 people. **Appendix 4** has additional information.

1.2 Talent Pool

Service Support Officer Talent pool has been in introduced to reduce time to hire and improve the robustness of the assessment process for administrative officer posts. There have been 2 recruitments to the talent pool in 2019-2020; the first generated 145 applications and the second 212. **Appendix 4** has additional information.

1.3 Recruitment Applications

Specialist support provided for hard to recruit roles reducing recruitment costs and time to fill vacant positions. This has included creating recruitment campaign videos, working with DfE to find PR opportunities for DHSC and DESC; increasing application numbers for various positions including doctor and accountant roles and building and running assessment centres. In 2019-2020 there were 14,435 applications for positions, this is compared to 13,087 in 2018-19. Of these 11,394 were for positions which were placed externally. Appendix 4 has additional information.

2. Retain and Engage

2019-20 Strategic Achievements

- Introduced new workforce development pathways refocussing training activities on working in the Public Service, Skills for the Public Service, Managing in the Public Service and Leading in the Public Service.
- Public Service engagement programme delivered with a number of workshops across government
- Review of people qualities underway

2.1 LEaD Training and Engagement

The Learning Education and Development Division of OHR continued to be fully active throughout 2019-20 until COVID-19 restrictions came into force in the spring of 2020. As well as continuing to provide the full range of training and education, both face to face and via the online platform through eLearn Vannin, LEaD was also involved in a number of major projects.

LEaD developed and delivered The Have Your Say employee engagement survey which was open to staff from 27 November 2019 to 10 January 2020. The results were delivered initially to Chief Officers of all Departments, Boards and Offices. 11 facilitated workshops followed to deliver results and gain employee feedback into action planning. Approximately 160 colleagues participated and actions were collated and fed back to Departments.

The Public Service Employee Engagement Programme was delivered with a number of workshops across the Government. Outcomes from the programme were used to inform the new workforce development pathways.

New workforce development pathways were introduced across the Public Service which refocussed the training activities on:

1. Working in the Public Service,
2. Skills for the Public Service,
3. Managing in the Public Service and
4. Leading in the Public Service.

In total, 2632 delegates attended 220 learning events through LEaD during the year which included a number of bespoke events; for example seven bespoke sessions were delivered to 98 delegates from the Department of Health and Social Care using the DHSC Care Values.

In addition, E-Learning development activity in respect of 14 e-Learning packages was progressed which included updates to four existing packages and completion of five packages; Public Records Act 1999, Information Security (Financial Services Authority), Intravenous Medication Administration, Financial Regulations: Tendering and Financial Regulations: Sales, Receipts and Managing Debt.

2.2 PSC policies and procedures

During 2019-20 all Isle of Man Government policies and procedures were subject to an equality impact assessment in advance of the introduction of the full provisions of the Equality Act 2017 in January 2020.

In June 2019, the capability procedures were harmonised for civil service and manual and craft staff with an implementation date of September 2019 and training was developed and rolled out for managers.

A new fast track disciplinary procedure was agreed and implemented in January 2020. This procedure is designed for use in cases of alleged misconduct that do not constitute gross misconduct and therefore dismissal would not be considered as a potential penalty. In such cases, when the employee does not wish to contest the allegations, the employee may opt to have their case dealt with by way of this Fast Track process.

The Fairness at Work policy was reviewed with the aim of providing better clarity and was finalised in March 2020, the amendments have now been implemented.

3. Reward and Recognise

2019-20 Strategic Achievements

- Industrial JEGS project completed delivering equal pay for work of equal value
- Supporting greater workforce flexibility through the delivery of the home working guidelines
- Improved sharing of information through establishment of the internal mail email from the Chief Secretary

3.1 Equality Act - Pay and Grading

During 2019-20 work was concluded on the Industrial JEGS project to ensure Government was in a strong position to successfully defend any claim for equal pay for work of equal value when the Equality Act 2017 was fully implemented from January 2020.

In January 2020, all manual and craft workers were advised of the outcome of the Industrial JEGS project. Approximately two thirds of the workforce assimilated to skill zones that resulted in pay increases. Some stayed at the same level, and where the pay for roles decreased, employees received agreed pay protection. An appeals process is underway for employees who feel their roles should have been graded differently and this exercise will be completed during 2020/21.

The breakdown by gender clearly shows the positive impact on equality as follows:

Row Labels	Protected	Increase	No Change	Grand Total
Female	138	762	15	915
Male	216	330	37	583
Grand Total	**354**	**1092**	**52**	**1498**

Equality Act Guidance for recruitment was developed. This included the provision of simple "how to" recruitment guidance, preparing hiring managers for the impact of the Equality Act on recruitment.

3.2 Information Governance

The changing landscape of Information Governance and the need for a depth of understanding across OHR to ensure compliance and also to help support Departments was developed through this period. This included Data Protection training courses. Officers across the PSC achieved the GDPR certification and a variety of internal circulars were issued to communicate information governance matters. This was further supported by a variety of guidance and policies.

During the period 1 April 2019 to 31 March 2020, across the whole of OHR, there were 11 reportable data breaches. The personal data breaches have demonstrated a trend of reduced risk as additional controls are implemented. 28% of data incidents were reportable in 2019/20 compared to 48% in 2018/19.

4. Healthy and Well

2019-20 Strategic Achievements

- Extended the physical activity schemes in the Department of Infrastructure and Department of Home Affairs
- Healthy and Well site on sharepoint launched across government with a range for resources delivered
- Isle of Man public service employee mental health pledge launched

4.0 Mental Health

A Mental Health Awareness Week was held in May 2019 with a varied programme of 11 activities attended by a total of 138 delegates.

4.2 Sickness Absence

Extracts of the Corporate Sickness Absence report for March 2020 are attached at **Appendix 2**. The key findings of this report show that the employment groups with the highest absence rates in the last 12 months were NJC Social Care, Bus Vannin and PSC Manual & Craft respectively. The Departments with the highest sickness absence were DHSC (20.01 days per FTE), DOI (18.11 per FTE) and DESC (14.84 per FTE).

Long term absences (greater than 20 days) account for over 78% of absence, but only 15% of the workforce. 39% of the workforce had no absence in the last 12 months. The highest reasons for sickness absence was Stress, Anxiety and Depression which accounted for 28% of absences, followed by musculoskeletal (17%) and Cough, Cold & Flu (13%).

4.3 Casework

The largest amount of reported casework during the period undertaken by the HR Business Team was supporting absence management wellbeing and attendance through the capability process. This is an increase from the previous year and is reflected by the increase in sickness absence. **Appendix 3** shows casework activity.

4.3 Health Safety and Welfare Service

The welfare service have provided support across the whole of the Public Service with 590 referrals during the period. The largest user of the service was the DHSC with 200 employees accessing the service followed by the DOI which had 159 referrals the majority of which were self-referrals, however referral by managers, occupational health and unions were also made. All Departments had accessed the service during the period.

In addition, the Health and Safety team have undertaken a project to promote musculoskeletal health through awareness sessions and the roll out of work space assessments.

5. Redesign and Develop

2019-20 Strategic Achievements

- Successful introduction of leadership conference in October 2019
- Reviewed corporate induction to better meet the needs of new starters
- HR self-service system (PiP) rolled out across the organisation

5.1 Organisational Development

The 2019 Leadership Week; "Leading in the Grey" was hosted by LEaD with a programme of 13 different workshops delivered to 218 delegates throughout the week.

Ten development centres were delivered during the year to 39 delegates with the aim of preparing them for the next stage in their career progression.

A service review of the Isle of Man Constabulary Facilities Department was undertaken and a project completed to review both the behavioural and technical competencies of employees in the Financial Services Authority. A further six Organisational Development Interventions were delivered across five Departments, Boards and Offices.

5.2 People Information Programme (PiP)

PiP is a complex programme with various strands and was subject to some delays during 2018/19 due to the vast complexity of the range of terms and conditions that exist within Government and some system performance issues. The decision to delay going live was due to the need to ensure full compliance with the General Data Protections Regulations before self-serve functionality was rolled out. The programme went live for monthly pay in September 2018 and weekly pay from April 2019 onwards.

As PiP lite was rolled out during the 2019/20 year, positive feedback from staff indicated that it was easy to navigate and login support was provided where requested in Departments, with many employees finding that their mobile phone is the most convenient way to access the system.

In early 2020 an opt-in exercise was undertaken for paper payslips for monthly and weekly pay and this has resulted in approximately a 90% reduction in payslips being printed and posted.

In Spring 2020, the system was upgraded in conjunction with GTS to allow manager functionality to be optimised. Although the roll out was delayed by COVID-19, the system enables managers to self-serve across a wide range of functions, including authorising or rejecting leave applications, view absence and other staff analytics, and make changes to working patterns etc.

6. COVID-19

When the COVID-19 pandemic impacted the Island from March 2020, a great deal of work was undertaken to implement new policies, procedures and guidelines to manage issues at work during the crisis.

Amongst the numerous policies and guidelines introduced were:

- Homeworking guidelines
- COVID-19 pay scheme
- Workforce Mobilisation and Redeployment guidelines
- Caring Responsibilities guidelines
- COVID-19 Temporary Policy on Off Island Travel
- Coronavirus Managers Briefing Pack and FAQs for staff and managers
- COVID-19 Vulnerable Persons Guidelines
- Health and Safety Risk assessments for buildings and working environments

In addition to the above, other documents were introduced to assist staff with coping with anxiety during COVID-19 and how to exercise safely during lockdown.

Service redesign was urgently put in to place to support the government delivery model during the crisis including the development, management and roll out of the 111 service/redeployment programme and welfare repatriation service and training was written and delivered to support the above. The recruitment team contracting people who may have left the health care profession to provide reinforcements to the DHSC in managing their response and staff due to commence working during the pandemic.

ISLE OF MAN PUBLIC SERVICE PEOPLE STRATEGY

ACHIEVEMENTS YEAR 2

Attract and Hire

- Talent pool approach delivered, improving candidate experience and reducing time to hire
- Leavers toolkit delivered to help managers improve our exit process and increase advocacy
- Enhanced Public Service brand through broader careers website content covering all Departments

Retain and Engage

- Introduced new workforce development pathways titled working, skills, managing and leading
- Public Service engagement programme delivered with a number of workshops across government
- Review of people qualities underway

Reward and Recognise

- Industrial JEGS project completed delivering equal pay for work of equal value
- Supporting greater workforce flexibility through the delivery of the home working guidelines
- Improved sharing of information through establishment of the Internal Mail email from the Chief Secretary

Healthy and Well

- Extended the physical activity schemes in the Department of Infrastructure and Department of Home Affairs
- Healthy and Well site on SharePoint launched across Government with a range of resources delivered
- Isle of Man Public Service employee mental health pledge launched

Redesign and Develop

- Successful introduction of leadership conference in October 2019.
- Reviewed corporate induction to better meet the needs of new starters.
- HR self-service system rolled out across the organisation

Isle of Man Government
Reiltys Ellan Vannin

ISLE OF MAN PUBLIC SERVICE PEOPLE STRATEGY

PRIORITY ACTIONS YEAR 3

Attract and Hire

- Enhance managers' recruitment skills and knowledge through regular training opportunities and good practice guidance
- Improve the information and support given to candidates relocating to the Island to join the Public Service
- Improve management information, reporting and analytics across the recruitment process

Retain and Engage

- Review and relaunch the people qualities framework (including learning from COVID) with a new self-assessment tool
- Develop and launch an induction coaching and mentoring programme
- Launch public service wide leadership and development groups to drive leadership and role model behaviours through collaborative work

Reward and Recognise

- Launch culture forum across IOM Public Service which provides opportunities for staff to share and put forward ideas
- Develop an online performance appraisal tool to enable staff and managers to complete the appraisal process
- Introduce programmes to recognise extraordinary performance

Healthy and Well

- Create a mental health training programme for employees
- Develop and deliver a new approach to manual handling training to reduce musculoskeletal absence
- Delivery of 'Are you OK' campaign and increased signposting to website to improve recognising and addressing health and well-being issues within teams

Redesign and Develop

- Launch secondment programme
- Obtain Tynwald approval for new ways of working, arising from COVID19 in the form of the New Public Service
- Renewed emphasis on succession management

Isle of Man Government
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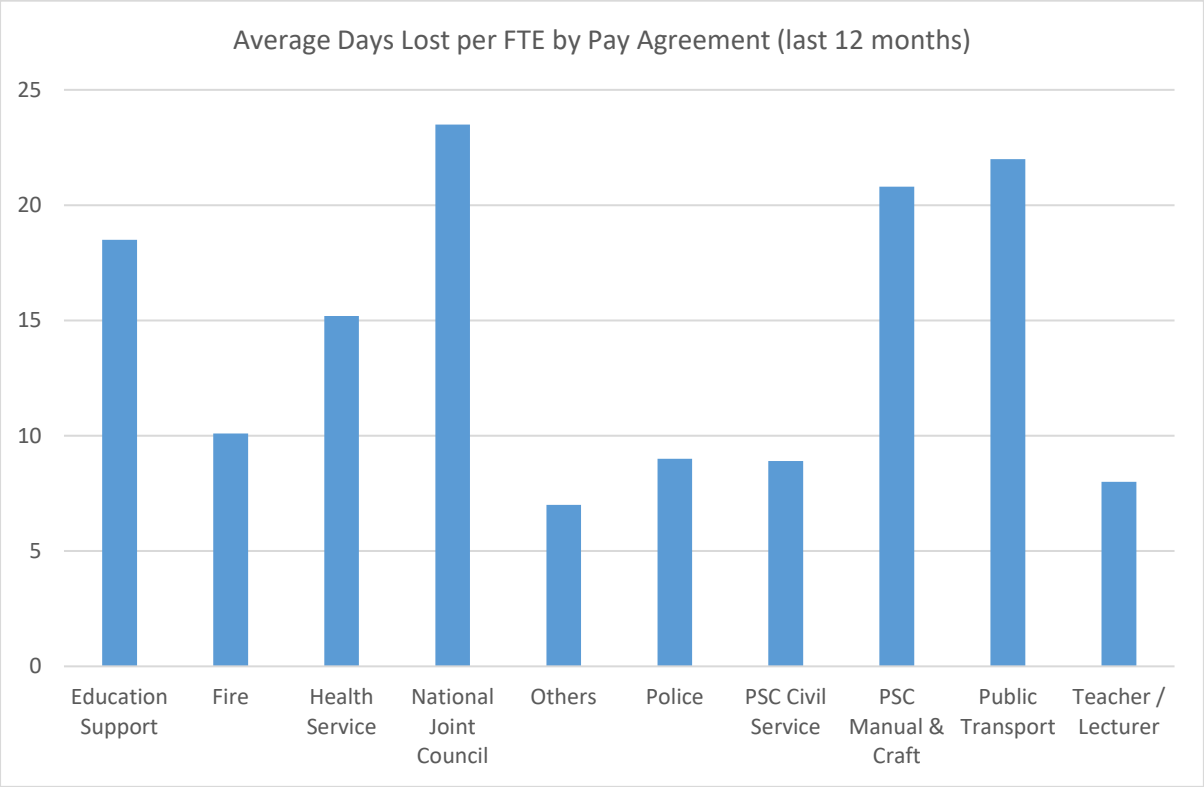
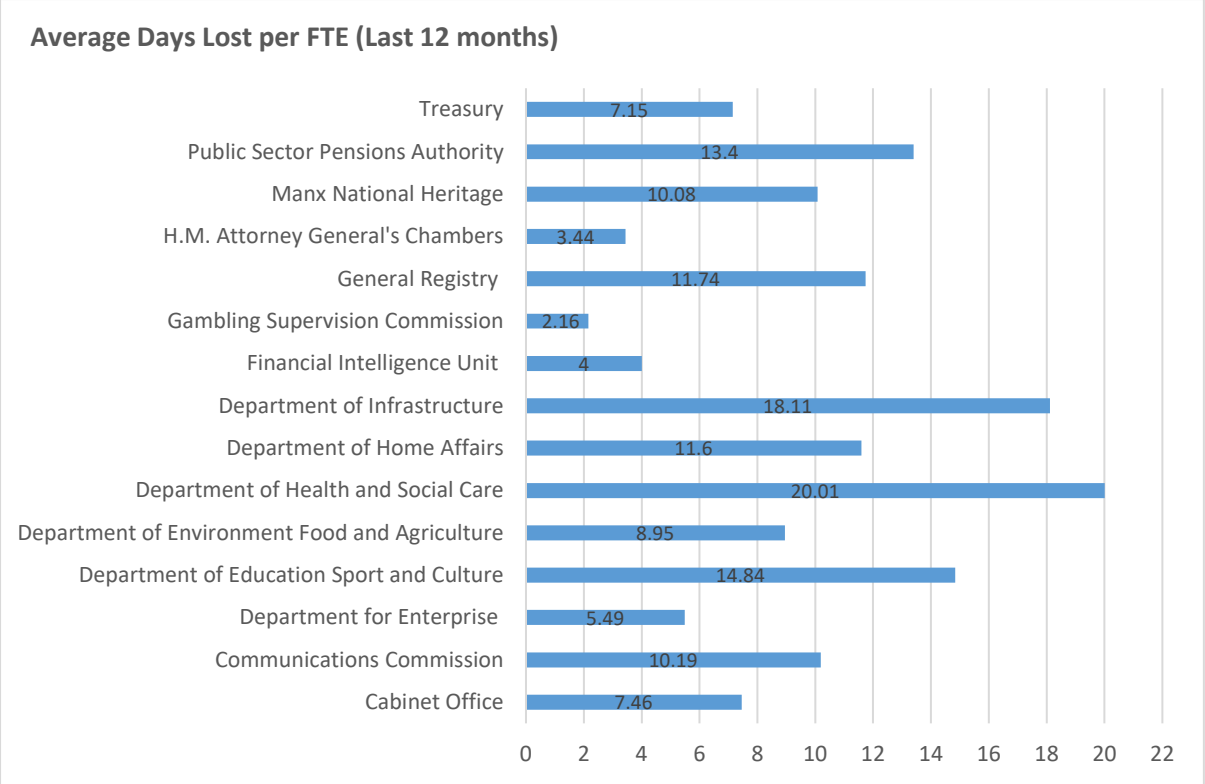
Appendix 2

Corporate Sickness Absence Statistics 1st April 2019 – 31st March 2020



Workforce Total Absence by Duration (Last 12 Months)	% of Annual Absence	% of Current Workforce
Zero Absence		39.33%
3 Days or Fewer	2.94%	19.31%
3 - 20 Days	18.13%	26.50%
20 - 90 Days	42.00%	12.09%
91 - 180 Days	21.70%	2.00%
180 - 365 Days	14.71%	0.76%
> 365 Days	0.52%	0.01%



Absence Reason	Days Lost	% of Total Days Lost	Average Days Lost per Absence
Accident at Work	228	0.21%	12.67
Alcohol or Drug Related	27	0.03%	13.5
Blood Disorders (e.g. Anaemia / Lymphoma / Leukaemia)	444	0.41%	26.12
Cancer	2673.5	2.50%	56.88
Chest, respiratory	4618	4.32%	9.56
Cough, Cold, Flu symptoms	14600.53	13.64%	5.87
COVID-19 - Diagnosed	7	0.01%	3.5
Dental	876.5	0.82%	5.07
Ear, Nose, Throat	2212.5	2.07%	6.64
Endocrine, Glandular (e.g. Diabetes, Thyroid, Metabolic)	760.5	0.71%	17.69
Eye, Vision	960.5	0.90%	11.43
Gastrointestinal (excluding vomiting and diarrhoea)	4113.5	3.84%	7.27
Gynaecological (female) / Andrological (male)	2427	2.27%	10.83
Headache, Migraine	2643	2.47%	4
Heart, Cardiac, Blood Pressure, Circulatory	3322.5	3.10%	25.56
Musculoskeletal	18110	16.92%	19.14
Neurological, Nervous System	1786.5	1.67%	24.14
Operations, hospitalisation	1837.5	1.72%	49.66
Other	2156.5	2.02%	15.63
Pregnancy Related	1016.5	0.95%	12.55
Skin	382.5	0.36%	6.95
Stress, Anxiety, Depression	30227.5	28.24%	38.26
Unknown	6645.5	6.21%	25.66
Vomitting, Diarrhoea	4929	4.61%	3.65
Totals:	**107,006**	**100.00%**	

Opportunity Cost of Sickness Absences

		Absence by FTE and Cost		
		Total Cost	FTE	Cost per FTE
Previous Year	March	£941,557	6,859.9	£137
		£941,557	6,859.9	£137
Current Year	April	£835,959	6,909.26	£121
	May	£949,126	6,876.94	£138
	June	£805,484	6,900	£117
	July	£926,540	6,888.88	£134
	August	£844,460	6,899.08	£122
	September	£928,767	6,918.34	£134
	October	£1,073,682	6,897.28	£156
	November	£1,066,006	6,946.28	£153
	December	£1,199,846	6,936.32	£173
	January	£1,218,099	6,981.11	£174
	February	£1,092,349	6,980.86	£156
	March	£1,345,568	7,014.92	£192
		£12,285,885	6,929.11	£1,772

Appendix 3

HR Business casework 2019/20

Category	Open Cases at Start of Period	Cases Closed in Period	Cases Opened in Period	Open cases at end of Period
Discipline	29	75	86	40
Whistleblowing	0	0	2	2
Capability_Attendance	56	70	94	80
Capability_Performance	18	26	20	12
Grievance	11	11	18	18
Absence_Management_Well_Being	73	150	129	52
Organisational_Development	3	7	8	4
Redeployment_Redundancy	4	25	29	8
Ill_Health_Retirement	4	2	1	3
Fairness_At_Work	27	38	33	22
Terms & Conditions	0	1	1	0
Informal Action	37	56	51	32
Service Review	1	2	2	1
Other	8	12	11	7

Appendix 4

Recruitment Activities

Advertising

Excluding bank, relief and casual recruitment there were 1045 adverts that were live in 2019-2020. Of these 158 were internal only adverts and 887 were externally advertised. Of the external adverts 41% were for the DHSC, 27% were for the DESC and 11% were within the DOI. In DHSC 30% were for nursing roles and 10% were for therapist roles.

887 external adverts
47 were re-advertisements
126 adverts were for limited term appointments

Adverts by Department

DHSC	DESC	DOI	Tre	CO	DHA	DfE	DEFA	AGO	PSPA	FIU	Gen Reg	MNH	OFT	ICO	MIRS
366	239	95	39	37	27	26	25	15	5	4	3	2	2	1	1

To give some context, below are some of the main categories of jobs within the top three Departments. The following are examples from DHSC:

Nurse/sister/midwife/matron	110
Therapist Roles (e.g. Occupational therapist, Physiotherapist, Podiatrist, Radiographer, Speech and Language therapist)	36
Social care worker or senior social care worker	24
Healthcare assistant/SHCA	24
Secretarial/receptionist roles	24
Assistant roles (including social work assistant, podiatry assistant, domestic assistant, midwifery assistant, assistant cook)	20
Consultant/specialty doctor/junior clinical fellow/Medical Director, Salaried Locum General Practitioner	20
Manager roles including duty manager, ward manger, residential care manager, drug and alcohol team manager	17
Support worker (day, residential, community, re-enablement, respite)	14
Housekeeper	11

Within DESC, 74 of the positions were for teaching and head teacher posts, 47 adverts were for lunchtime assistants, 33 were for youth worker posts and 21 were for Education or Senior Education Support workers. Within the DOI, 32 adverts were for cleaners and caretaker posts and 16 were for engineering posts.

Internal Adverts

There were 158 adverts placed open to internal applicants only.

DHSC	DESC	CO	DEFA	DOI	Tre	DfE	GSC	MNH	PSPA	DHA
47	82	11	4	4	3	2	2	1	1	1

Applications

In 2019-2020 there were 14,435 applications for positions, this is compared to 13,087 in 2018-19. Of these 11,394 were for positions which were placed externally. The rest of applications were for internal only, talent pool or bank, relief or casual vacancies.
Jobs live between 1st April 2019 and 31st March 2020

11,394 Applications for jobs advertised externally
Average Applications per vacancy 12.8

	DHSC	DESC	DOI	Tre	CO	DHA	DfE	DEFA	AGO
Applications	3763	2138	1551	942	655	810	520	388	196
Average per vacancy	10	9	16	24	18	30	20	16	13

	PSPA	FIU	Gen Reg	MNH	OFT	ICO	MIRS
Applications	100	194	52	5	40	16	24
Average per vacancy	20	49	17	3	20	16	24

Note: Please note the data above is not the number of positions or FTE. Some adverts may be for part time posts and some may be 1 advert but for multiple positions. Advert details do not include – Rolling, talent pool, and internal only, bank, relief or casual adverts. Hospice, FSA, MUA and FSA not included.

Other applications received

Applications for bank, relief, casual seasonal, rolling and supply adverts	1866 Applications
Applications for jobs advertised internally only	700 Applications
Average application per internally advertised vacancy	4 Applications
Talent Pool Vacancies	471 Applications

Talent Pool Vacancies

- Airport Firefighter (Talent Pool) 65 Applications
- Service Support Officer (Talent Pool) 166 Applications
- Service Support Officer (Talent Pool) second advert 240 Applications

Total Applications 14,435

Number of candidates appointed

In 2019/20 1,555 people were confirmed in new positions. This figure includes internal appointments. 418 appointments were to bank/relief and supply positions

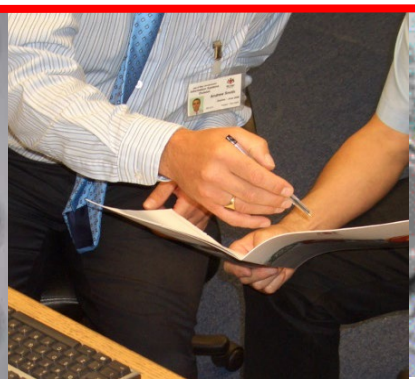
Jobs advertised internally only are not included however if a job was advertised externally and appointed an internal candidate this would appear in the report.

995 Appointments

DHSC	399
DESC	242
DOI	114
Treasury	67
DHA	52
Cabinet Office	42
DfE	23
DEFA	22
AGC	11
MNH	8
FIU	4
PSPA	3
Gen Reg	2
GSC	2
OFT	2
ICO	1
MIRS	1

Bank/Relief/Supply/Casual Appointments - **418 Appointments**

Appointments made to internal only adverts - **142 Appointments**



This document can be provided in large print or as an audio recording on request

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