



Isle of Man
Government



Grant Thornton

To-Be Report and Recommendations

Isle of Man Government

Review of OHR Services

March 2023



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Part 1: Executive Summary

Executive Summary

Background to the Project

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

Key Deliverables

Grant Thornton is responsible for delivery of the following outcomes from the project, working with OHR to achieve them:

- An interim 'As-Is' report outlining the findings from the 'Discover' phase of the project, baselining the HR Services for the IOM Government; and
- A final report with recommendations, policy options and conclusions, fully informed by our review process.
- It should be noted that both Workforce and Culture, and Payroll functions are outside of the scope of this review.

Project Methodology

Grant Thornton agreed a four phase methodology in order to deliver the outputs agreed with IOM Government. In carrying out our review we have sought data and information from both HR staff and key service users in order to assess current service delivery. We have used the **Burke Litwin model** and also the **Ulrich model** to frame our findings. During the discovery phase we gathered information via one to one interviews with both senior members of the OHR team and with senior service users. We have also carried out surveys with all HR staff and with a wide representation of service users. We have also carried out an extensive document review.

Project Management, Governance and Risk Management

In order to ensure appropriate project management and control methodologies were followed, Grant Thornton established a Project Working Group to provide oversight and control for the project, consisting of the Interim Executive Head of HR, along with key members of the GT team. The Interim Executive Head of HR reports on the project to Project Sponsor on the above matters.

Service User Interview Findings

Grant Thornton carried out 18 one to one interviews with senior services users across Isle of Man Government. The list of those interviewed is at page 98. The key findings from those interviews include:

- **Strategic versus operational support** – Business Partners are focussed on reactive operational matters instead of strategic partnering;
- **Service users' expectations** – there is a lack of awareness of the scope of the service to be delivered and a lack of clear SLAs. There is also a lack of consistency of advice on people matters;
- **Visibility** – service users would like more clarity and visibility from their HRBPs;
- **Communications** – concerns raised about timeliness of responses from OHR, and also clarity on appropriate points of contact for queries; and
- **IT systems** – service users find the Human Capital Management (HCM) system difficult to use, and report that the wider HR ICT environment does not meet their expectations in relation to efficiency and effectiveness.

Senior HR Team Interview Findings

Grant Thornton carried out 21 one to one interviews with senior members of the OHR team. The list of those interviewed is at page 106. The key findings from those interviews include:

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- **HR Strategy, Purpose and Customer Expectation** – There is a lack of clarity amongst the senior HR team over purpose, vision, strategy and operating plan, and there are gaps in the expectations of service users over what OHR exists to deliver. This is exacerbated by the lack of SLAs;
- **Leadership** - Gaps in senior roles have created unsustainable spans of control for the two senior leaders, manifesting in lack of leadership and development for Service Leads and HRBPs;
- **Organisational Culture** – We found a strong collegiate culture where HR colleagues help and try to support each other. However, work pressures have created some silo working behaviours. The Service Leads meeting is helping this;
- **Organisational Structure** – We found two opposing schools of thought in relation to the benefits of a centralised (Shared Services) versus decentralised HR operating model;
- **Management Practices** – We found opportunities to improve how OHR staff are managed including communication, performance management, personal development, risk management, governance, managing change and project management;
- **Systems** – We have described the HR ICT environment as a missed opportunity to realise the benefits of technology. There are diverse and disintegrated HR systems which require manual interventions and workarounds for processes and the extraction of data;
- **Policies** - There is a highly complex policy framework and multiple sets of T&Cs in place across departments. Rationalisation of the Policy and T&Cs frameworks offers a significant opportunity for the OHR function;
- **Individual Skills** – We found a significant risk in the lack of succession planning for HRBP roles, as well as skills gaps in areas including data analytics, influencing and negotiation skills for senior HR leaders, technical staff to support system development, project and programme management skills, and also resource gaps across some teams, with vacancies not having been backfilled due to budgetary constraints;
- **Motivation and Individual needs and values** - We found a function with broadly high levels of intrinsic motivation and many staff are long serving within the department. However, we found that there are opportunities to better build the reputation of OHR with the business and create a better understanding of the value of what they deliver as well as better recognising strong performance; and
- **Organisational Performance** – there are gaps in the management of customer service expectations and a lack of SLAs as well as inconsistency in how the performance of OHR staff themselves are managed.

Summary of Key Opportunities Identified

- Clarify purpose, vision, strategy and operating plan for the OHR function and ensure that service users' expectations are managed to appropriately align to this. Ensure clearly articulated SLAs are in place across all departments;
- There are conflicting schools of thought in relation to the benefits of a centralised versus decentralised HR Operating model. Creating the right HR operating model for the organisation will be critical;
- It is our view that the HR ICT environment is currently a missed opportunity to realise the benefits that technology can bring to an HR function. The rationalisation of the current HCM system(s) is a very significant opportunity for OHR;
- The highly complex HR policy framework and multiple sets of T&Cs offers another very significant opportunity. Rationalisation of the Policy and T&Cs frameworks will bring significant benefits such as the ability to facilitate technology solutions (as noted above), and likely headcount savings as well as opportunities for HR staff to more easily move across departments to build their careers. We recognise that full integration would be a highly complex and challenging piece of work to deliver, but the prize would be significant in terms of the benefits this would bring. Determining the level of appetite to progress on this journey should be a key priority;
- Properly structure senior HR roles within the OHR in order to ensure that senior HR leaders have appropriate spans of control and bandwidth to both provide leadership and strategic vision for the function and for customers, and to properly involve themselves in strategic and value-adding work;
- Opportunities to improve management practices and capabilities in areas including communication, risk management, governance, managing change and project management. Succession planning for Senior HR roles is a significant risk for the function and should be addressed urgently;
- Customers and OHR staff both reported that the department is under resourced to be able to provide the level of service customers require. IOM Government needs to define the service which they require from OHR and then properly staff the function to effectively fulfil its remit;

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- We noted key skill gaps across the OHR function including data analytics, influencing and negotiation skills in senior HR managers, technical staff who can support system development, project and programme management skills, and also resource gaps across some teams with vacancies not having been backfilled due to budgetary constraints; and
- There are opportunities for OHR to enhance service levels for customers including consistency of advice, timeliness of responses to customer queries, and clarity on points of contact for specific queries within OHR.

Benchmarking Findings

We carried out external benchmarking with a selection of HR functions, in order to identify best practice within organisations that are similar in nature to the OHR. This was done to ensure that we were able to draw appropriate comparators in order to inform the future OHR Service design recommendations. We carried out structured workshops with representatives from (or consultants who had worked with):

- A leading UK Financial Services Organisation;
- Stoke Council;
- Hillingdon Council;
- Manx Utilities Authority;
- Isle of Man Post Office; and
- Isle of Man Financial Services Authority.

As a result of this we found the following insights to inform future state design:

Theme	As-Is Findings	Best Practice
HR Strategy, Purpose and Customer Expectations	We found a reported lack of clarity amongst the Senior HR team of purpose, vision, strategy and operating plan, and amongst service users over the scope of the services that OHR offer.	Best practice identified the requirement for clarity amongst staff, service users and the HR team with regards to their purpose, strategy and operating plan. This is facilitated through clearly articulated SLAs or roles and responsibility documents in order to eliminate any mismatch in service user expectations, and what is within the HR team's remit.
Organisational Structure	The majority of the senior HR team suggested that the current centralised model is the right structure for the organisation citing the benefits of increased consistency and cost efficiency. They recognised however that the model is not working well at the moment, and suggested improvements in technology, policy framework and customer expectation management as well as extra resources in order to make the model work properly.	Throughout our benchmarking and extensive research of practice, we identified that the best practice operating model for a HR function is one of centralised operations and centres of expertise, strategic business partnering, and a tiered HR shared service model. This consists of the following; <ul style="list-style-type: none"> • HR Management System/ Self service (Tier 0); • HR Helpdesk (Tier 1); • Centres of Expertise (Tier 2); and • HR Subject Matter Experts (Tier 3). Within this, the senior leadership team are responsible for providing guidance and oversight, and for control and allocation of resources, and management of risk. This will allow for efficient spans of control and free HR leadership capacity to focus on strategic, value add tasks for the business.
Leadership and Visibility, Management Practices	Issues were highlighted in relation to the current spans of control and work pressures carried by the two senior HR leaders. This results in a lack of sufficient "bandwidth" for leadership and development of their direct reports. Additional concerns were highlighted regarding how the department and staff are managed.	Best practice highlights the requirement for more resourcing across the leadership roles within OHR's current structure. This would reduce the spans of control currently placed upon the Interim Executive Director (currently has 16 direct reports) and the HR Director. As a result, communication, developmental opportunities and expectations amongst the team will improve. Additionally, this will allow the leaders of the organisation to focus on strategic, value add tasks as opposed to transactional, day-to-day and operational duties.

Executive Summary

Theme	Description	Best Practice
System Challenges	<p>We noted an ICT environment characterised as a missed opportunity to realise the benefits that technology can bring to an HR function. Currently there are diverse and disintegrated systems in place which offer sub-optimal processes, and still require manual interventions and workarounds for both process and the extraction of Management Information and data. The rationalisation of the HCM system environment should be seen as one of the most significant opportunities to improve efficiency and effectiveness for the OHR function.</p>	<p>We have identified the requirement for the integration and implementation of technological advancements to progress the OHR's digital maturity. Best practice HR functions provide a self-serve function on the HCM system for managers and service users. Alongside this, the system should provide for real time, timely and reliable data analytics and metrics. It was noted through our benchmarking exercise, the use of AI and robotics (e.g. implementing a chat bot to deal with first line queries).</p> <p>A digitally matured operating environment should identify common themes arising from queries received, and prompt the HR team to respond with line manager guides or real-life scenarios to improve understanding. It was reported that this has significantly reduced the amount of queries received by HR, and reduced the amount of FTE required in some cases. We noted the strategic emphasis placed upon data literacy in HR and the capability to provide sound and reliable data driven insights should be a core competency of HR functions.</p>
Policies	<p>There is a highly complex policy framework and multiple sets of T&Cs in place across departments. This reportedly leads to duplication of effort in managing the policy suite as well as operational risks stemming from the high chance of errors resulting from managing the complexity and ambiguity.</p>	<p>We found that organisations that have had a complex policy framework, or multiple sets of T&Cs recognise the importance of harmonisation and simplification of the same. The benefits reported through rationalisation of the complex frameworks lie in improvements in the overall ways of working. This includes benefits such as simplifying technology solutions (and potentially headcount savings), and providing opportunities for HR staff to easily transfer across different functions (therefore, allowing for enhanced career progression and simplification in processes).</p>
Organisational Performance	<p>Performance and development appears to be managed inconsistently across the department, with some staff having formal reviews, and others (particularly the senior team) having very little in terms of management, performance, coaching and development interventions.</p>	<p>Best practice highlights the requirement for frequent and continuous performance conversations between managers and their direct reports. From speaking to comparator organisations, the frequency of HRBP meetings and HR team meetings was highlighted as a significant contributor to HR's performance. These meetings are used as a forum for any updates or challenges that they are facing. Therefore, contributing to improving the culture and cross-functional collaboration as a result.</p> <p>We also noted the benefits to organisational performance from implementing clearly articulated KPI and SLA documentation. Comparator organisations described how they have embedded these metrics and how they use them to manage both individual functions' and overall HR organisational performance. Therefore, to further reduce any confusion and expectation gaps between OHR and service users, we believe it is a vital dual requirement for OHR and services users to embrace this opportunity to improve both OHR's reputation and service user satisfaction.</p>

Executive Summary

Options Analysis and Appraisal

In Part 5 of this report we have set out a detailed options analysis and appraisal with recommendations for the future OHR operating model. A summary of this is below:

Option	Description	Priority
1. Must Do	<p>That OHR restructures the current Shared Services function and updates the operating model to include:</p> <ul style="list-style-type: none"> • The introduction of a 'Tier 1' helpdesk team to OHR's Shared Service Model; • Restructuring senior level roles within OHR; • Introduction of a new centralised HR Advisory Service team; • Introduction of a dedicated Project Practice team; and • Restructuring HRBP roles and responsibilities. <p>Also, that OHR engages in a full and formal review of its HR systems environment. This review should comprehensively assess the technology and IT systems in place, and whether OHR should:</p> <ul style="list-style-type: none"> • Continue with its current systems and develop integrations across the IT systems; or • Start afresh and implement a new integrated HCM solution <p>This option includes recommended 16 FTE incremental headcount for OHR, costed at £1,036,676.</p>	Critical
2. Should Do	<p>Further to our "Must Do" resourcing requirements for OHR, we recommend that OHR should create an additional 23 FTE roles as "Should Do". This will include new roles within the following areas:</p> <ul style="list-style-type: none"> • Recruitment; • Job Evaluation; • Health, Safety and Welfare; • People Analytics; • Information Governance; and • Executive Team Support. <p>These 23 FTE are costed at £1,138,483</p>	Required
3. Nice to Do	<p>We have recommended a total of 15 additional FTE across HR functional areas including:</p> <ul style="list-style-type: none"> • Occupational Health; • Organisational Design and Development; • Terms and Conditions Harmonisation team; and • Learning and Development. <p>These 15 FTE are costed at £841,130 and would be required to transform OHR to a world class HR function. This option is noted as a beneficial priority solely for reasons of affordability.</p>	Beneficial
4. Do Nothing	<p>The final option for OHR to consider is to not recruit any further staff, and not invest in technology. Furthermore, this option would represent OHR choosing to not implement the structural changes recommended as part of our review. In our view, the significant demand being placed on OHR services would mean that OHR would continue to struggle to meet service user needs and would continue to fail to deliver any strategic value as a business partner if this option was chosen.</p>	Not Recommended

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Recommendations

The detailed recommendations proposed in Part 6 of this report will, in our view, positively contribute to the creation of an Office of Human Resources that is properly structured, resourced and skilled to deliver on the strategy and purpose set out by the Chief Minister and articulated in the 2023 Department Plan. The findings of our review highlighted the multiple barriers that currently exist which prevent OHR in fully realising the objectives of that plan. The recommendations set out the actions that we believe OHR should take to address these key challenges. These recommendations consider the following key focus areas for OHR:

- Organisational Development, Design and Culture;
- Strategic and Operational HR advisory services, including employee relations advice broadly and in relation to processes such as Fairness at Work, Grievances, Disciplinary, Capability and Whistleblowing;
- The effectiveness of HR functions and services provided to Departments, Boards & Offices;
- Employee development, appraisal and performance management; and
- Industrial Relations and Policy.

Theme	Recommendation	Expected Benefits for OHR
Strategy	OHR redefines its HR Strategy and operating plan	<ul style="list-style-type: none"> • Clear direction for OHR as a shared service and will define the nature and specific detail regarding its service provision throughout Isle of Man Government.
	OHR formalises all communication approaches between service users and HR Business Partners	<ul style="list-style-type: none"> • Greater consistency in communication across all service user groups
	OHR sets out a clear remit for the HR function to each service user organisation and department, supported by agreed Service Level Agreements with all service users.	<ul style="list-style-type: none"> • Clarity on both customer and OHR its expectations, timeframes and responsibilities
Structure and Capabilities	OHR properly implements a properly structured and resourced centralised operating model	<ul style="list-style-type: none"> • Greater effectiveness and efficiency of HR service delivery across the HR function.
	The implementation of a properly tiered shared service and helpdesk model	<ul style="list-style-type: none"> • Greater consistency in advice. • Less transactional demand placed on HR Business Partners.
	Implementation of a new HR Advisor Service Team.	<ul style="list-style-type: none"> • Removal of line manager responsibilities for HR Business Partners. • Greater opportunities for cross-pollination and collaboration between HR advisers within the new centralised team. • Consistency in HR advice. • Break down silos.
	OHR creates a new dedicated Project Practice team to engage in emerging consulting and advisory needs from service users.	<ul style="list-style-type: none"> • OHR will become more strategic in its service delivery. • More resources and capability to manage and deliver special projects and to flex to meet resource demands.

Executive Summary

Recommendations Continued.

Theme	Recommendation	Expected Benefits for OHR
Structure and Capabilities	OHR redefines the role of its HR Business Partners	<ul style="list-style-type: none"> Clarity on the future role of HR BP as a strategic partner in OHR. Builds awareness for staff and service users on responsibilities of the HRBP.
	Relevant OHR staff are offered further training opportunities on topics that include leadership, performance management, coaching and data analytics.	<ul style="list-style-type: none"> Improved capabilities and upskilling of OHR staff.
	OHR invests in supporting HR staff to undertake professional accredited training such as CIPD, in order to further professionalise the OHR function.	<ul style="list-style-type: none"> Greater employee engagement Up to date HR and best practice knowledge within OHR
	Creation of a specific HR Director role for Manx Care	<ul style="list-style-type: none"> Greater focus placed on meeting the complex needs of Manx Care
	Creation of a Head of HR Shared Services role and Director of HR Business Partnering and Project Practice	<ul style="list-style-type: none"> Separation between transactional and operational responsibilities within OHR.
	Complete a skills gap analysis for OHR	<ul style="list-style-type: none"> Greater awareness of OHR staff development needs Grater ability to prioritise L&D investment.
Policies	OHR conducts a full review of the current sets of Terms and Conditions and identify opportunities where possible to harmonise	<p>The harmonisation of T&Cs throughout the Isle of Man government employee group will bring benefits that include</p> <ul style="list-style-type: none"> More consistent advice from OHR; A deeper staff knowledge of OHR policy, Less time consuming demands in updating or creating new policy to satisfy the different T&Cs across the employee group.
	OHR mobilises a specific project team to assess options for T&C harmonisation in the Isle of Man Government staff group	
	OHR creates additional support to complement their HR policy suite, including specific line manager support and scenario based applications of policy to support customer understanding.	<ul style="list-style-type: none"> Greater line manager awareness on HR policy matters Reduces Tier 1 query demand.
Technology	Consolidation of all disparate HR related systems into a single integrated HCM solution should be the goal of any maturing HR function. With this in mind and with the benefit of information gathered during this exercise, we recommend that OHR conducts a formal review of the enabling technology and IT systems as part of any further plan for continued improvement of the HR function.	<ul style="list-style-type: none"> Process efficiencies resulting from integrated systems Improved effectiveness through better enablement of self service (Manager and Employee) Improved data enabling better strategic decision-making and better quality HR interventions.

Executive Summary

Recommendations Continued.

Theme	Recommendation	Expected Benefits for OHR
KPIs	OHR creates consistent structures in regard to KPIs and SLAs across all process areas.	<ul style="list-style-type: none"> Clarity between both OHR and service users on what support to expect. Greater ability to measure performance
Processes	OHR conducts a full review of the efficiency of its processes, including: <ul style="list-style-type: none"> Succession planning; Performance, disciplinary and grievance; Recruitment 	<ul style="list-style-type: none"> Ensures greater efficiency and effectiveness of core HR processes
	Increased focus placed on communication with service users	<ul style="list-style-type: none"> Service user engagement and relationship
	OHR develops clear separation and agreement between the role and responsibilities of different parts of HR and that of line manager/employee	<ul style="list-style-type: none"> Clarity on expectations of service from OHR.

OHR Proposed Workforce Plan

Within the Workforce Plan section of this report we have set out recommendations for additional headcount for OHR which we believe are required to right-size the organisation to deliver the HR service required by the Isle of Man Government. These recommendations for increased headcount are significant, but are based upon clear evidence drawn from best practice benchmarking as well as a quantification of workloads required to manage service delivery and people risk.

We recognise that the funds available to invest in organisational development will always be limited, and therefore we have prioritised our recommendations on headcount into “Must do”, “Should do” and “Nice to do”. The “Must Do” recommendations are those that we believe are absolutely necessary in order to stand up an operating model for OHR which will transform the service. OHR will need to also consider funding for the other recommendations in this report in areas such as digital transformation and T&Cs harmonisation. The workforce planning recommendations are set out in detail in Part 6 of this report, but the summary of the FTE recommended and the total cost of employment of each is set out below.

Resourcing Option	Quantity	Total Cost of Employment
Total “Must Do”	16 FTE	£1,036,676
Total “Should Do”	23 FTE	£1,138,483
Total “Nice to Do”	15 FTE	£841,130
Total	54	£3,016,289

We have also identified the option, as part of any review to consider outsourcing. This could bring alternative benefits such as the element of flexibility in terms of scaling during busy working periods. However, this would need further exploration to determine the relative costs and benefits.

Executive Summary

Proposed Organisational Structure

In Part 8 of this report we have set out draft organisational structure charts which support the delivery of the proposed OHR operating model. The most significant changes within this include the centralisation of HR advisory services into a Case Management Unit (freeing up the HRBPs to take on more strategic value add work with their senior stakeholders), as well as the creation of a HR helpdesk and also a HR Project Practice. In our view these changes (along with an appropriate investment in technology) should have the biggest impact on the delivery of HR services to the end user.

Proposed High Level Implementation Roadmap

In part 9 of this report we have also set out a high level action plan in order to deliver the recommendations set out above. In order to assist OHR's implementation of these recommendations, we have included:

- A suggested time scale for each recommendation;
- A suggested ranking of priority of each recommendation;
- An estimation of the level of effort of implementing the recommendation; and
- All of these may be subject to review and refinement during implementation.

We have classified this into "Quick Wins" (those actions which could be done immediately, which would require little to no investment, and which would have an immediate impact on OHR service) and then actions broken down into short, medium and long term plans.

Within the "Quick Wins" we have recommended that OHR prioritises the recruitment of the HR Project Practice team. This is so that this team can initially work internally within OHR and take responsibility for planning and delivering the action plan and recommendations set out in this report as their initial "project". As OHR capability grows and the new operating model is launched, this team can then transition onto their core role of delivering strategic HR projects for the IOM Government Departments.

Part 2: Project Methodology and Deliverables

Project Methodology & Deliverables

Background to the Project

The Isle of Man Government commissioned Grant Thornton in October 2022 to carry out a review of its HR services within the Office of Human Resources (OHR) and the project commenced in November 2022. The aim of the review is to consider the delivery and quality of the HR services and associated HR policies and strategies for the Isle of Man Government.

This will be enabled through the undertaking of the following reviews:

- A review of the current organisational development, design and culture;
- Strategic and Operational HR advisory services, including employee relations advice broadly and in relation to processes such as Fairness at Work, Grievances, Disciplinary, Capability and Whistleblowing;
- The effectiveness of HR functions and services provided to Departments, Boards and Offices;
- Employee development, appraisal and performance management; and
- Industrial Relations and Policy.

The above will inform the final report, which will include a set of conclusions, policy options and recommendations alongside a roadmap for the implementation of the recommended organisational change required.

Scope of the Project

The scope of the work has been agreed as follows:

- A current and future state roadmap for the OHR;
- Comprehensive stakeholder engagement;
- A review of its current HR organisational and governance structures;
- Benchmarking against comparator HR functions in the UK and other jurisdictions;
- Conducting an analysis to develop an accurate diagnosis of the challenges facing the current HR Services function;
- Assessment of the overall HR Services Maturity;
- Facilitation of a co-design workshop to share and discuss future direction and optimum structure for the HR function;
- Provision of evidence-based recommendations for the OHR project leads to consider;
- Develop strategies to guide the future direction of the HR function to include the selection of critical workforce gaps, identifying potential actions and prioritising actions; and
- Deliver final report containing recommendations, policy options and conclusions.

Key Deliverables

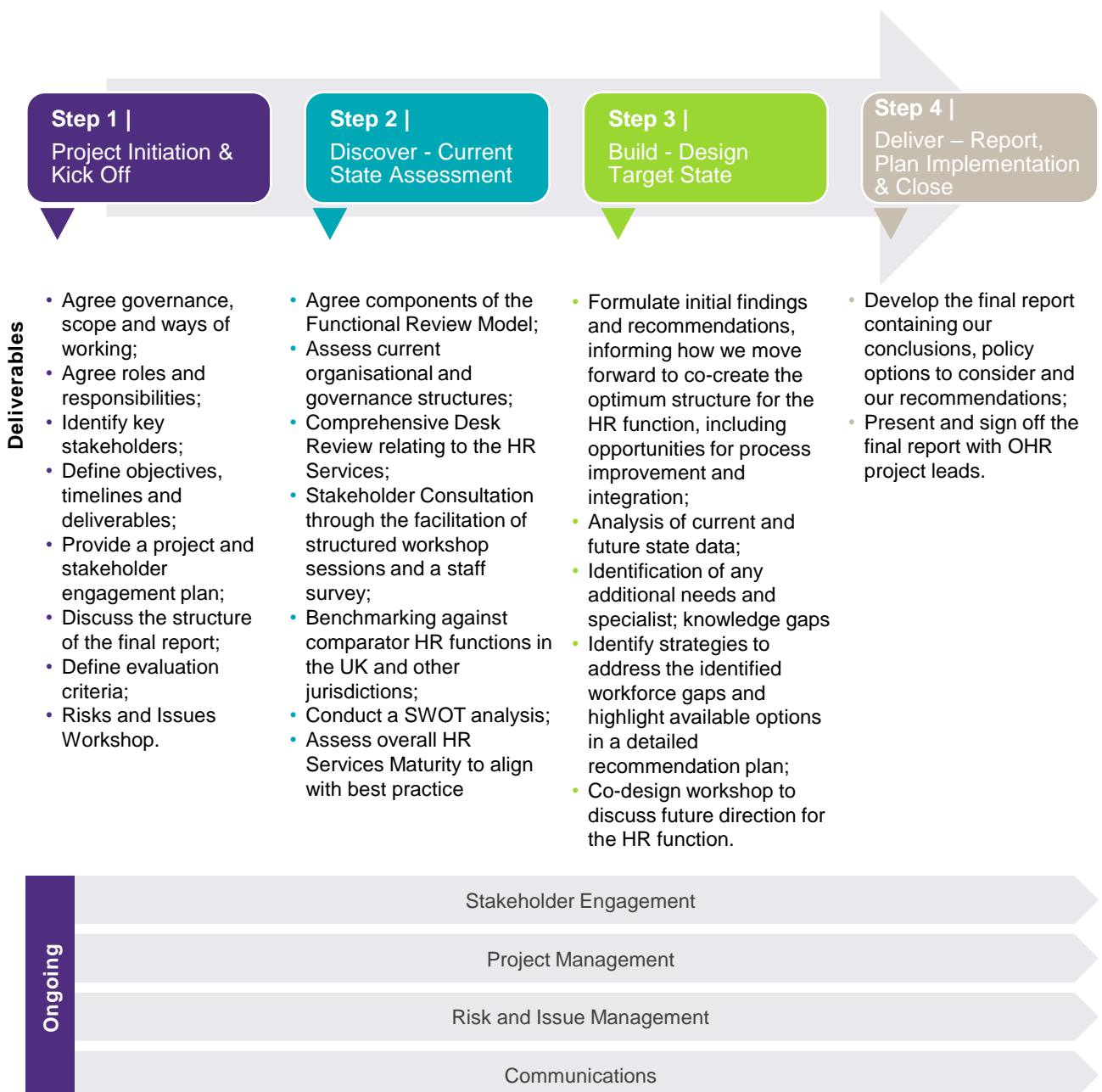
Grant Thornton will be responsible for delivery of the following outcomes from the project, working with OHR to achieve them:

- An interim 'As-Is' report outlining the findings from the 'Discover' phase of the project, baselining the HR Services for the Isle of Man Government; and
- A final report with recommendations, policy options and conclusions, fully informed by our review process.

Project Methodology & Deliverables

Project Methodology

On initiating the project, Grant Thornton agreed a four phase methodology in order to deliver the outputs set out above. This report sets out our detailed recommendations for OHR and is intended for syndication with appropriate persons in Isle of Man Government.



Project Methodology & Deliverables

The Discovery phase of the project has involved an extensive information gathering exercise including:

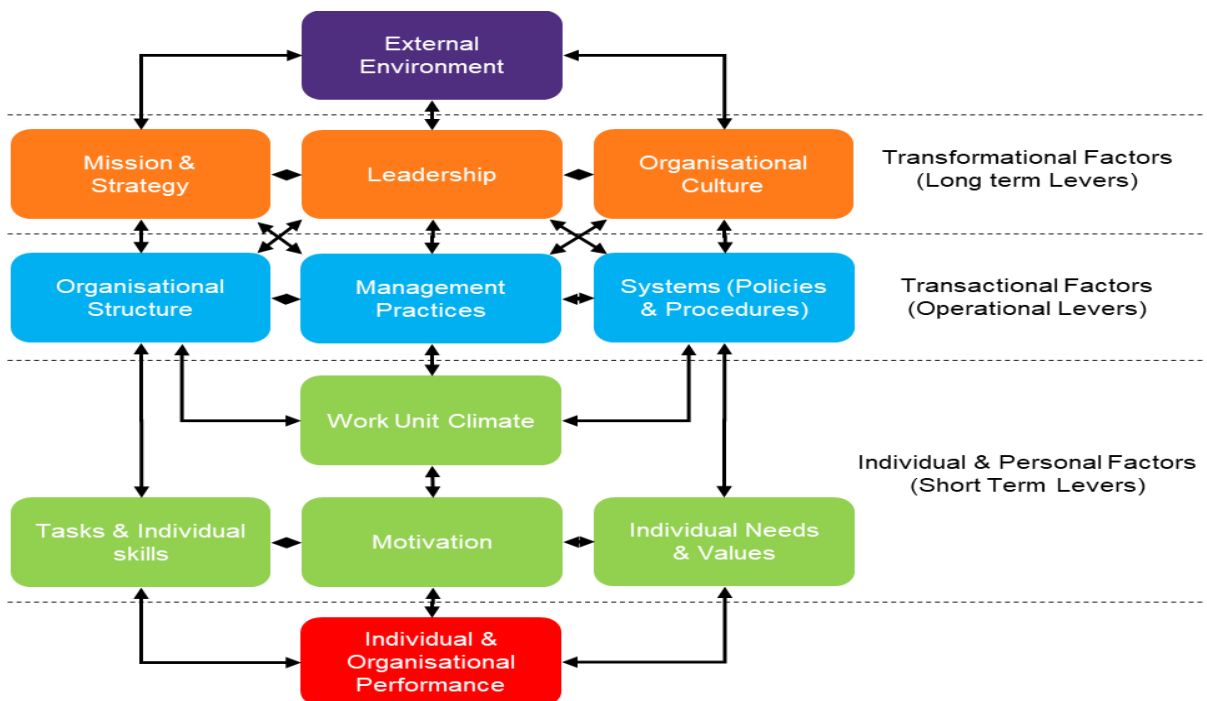
- Detailed staff survey issued to all staff;
- One to one interviews with managers and other key staff;
- Process mapping of key processes;
- One to one Interviews and workshops with key external stakeholders; and
- Extensive document review.

The findings of this work was set out in detail in our “as-is” report, and is summarised in this report.

Project Methodology - Determining the Appropriate Organisation Review model

In conducting an “as-is” Organisational Review, Grant Thornton have access to a suite of research based models and tools to review and assess organisations and functions. This allows us to deliver a set of sharply focused, practical recommendations

Organisation Review models have some characteristics in common and some differences. Choosing the right model for this assessment project requires a determination of which elements are important to IOM Government based on its organisational ecosystem.



We determined that the **Burke & Litwin** model (above) is most applicable to this organisational review for Isle of Man Government and we will use the “lenses” of the model in our assessments set out in this report. We will also make use of other research and models including the **Grant Thornton HR Functional Maturity model** and also the **Ulrich HR Model**.

Project Methodology & Deliverables

Project Management, Governance and Risk Management

Grant Thornton established a Project Working Group to provide oversight and control for the project, consisting of the Interim Head of HR along with key members of the GT team. The working group met weekly throughout the project and reviewed:

- Project status update including progress against plan (RAG status), key deliverables since last report, and proposed actions for recovery of plan (if required);
- Review and tracking of actions; and
- Risks and Issues management.

The Interim Head of HR reported on the project to Project Sponsor on the above matters.

Part 3: Summary of Organisational Review Phase Findings

Summary of Organisational Review Phase Findings

Introduction

Within this section of the report we have set out a summary of the key findings of the Discovery phase of our review project. In addition we have considered a maturity assessment of current HR practice, as well as an assessment of current service provision against the Ulrich Model of Strategic HR Management. These findings helped inform a discussion with senior stakeholders in IOM Government in relation to their future requirements of the OHR service, as well as informing future state design principles and OHR future operating model and organisation design set out in the below sections of this report.

Theme	Findings
HR Strategy, Purpose and Customer Expectation	<ul style="list-style-type: none"> Lack of clarity amongst the senior HR team of purpose, vision, strategy and operating plan Gaps in the expectations of service users over the scope of the services that OHR will offer. Lack of clearly articulated SLAs across all departments Service users noted the challenge of receiving strategic and proactive support from OHR on their people-related challenges. Business Partner support was described as mostly transactional and operational rather than strategic.
Leadership	<ul style="list-style-type: none"> Gaps were identified in Senior HR roles with two senior vacancies unfilled. The team are “bruised” over the departure of the previous Executive Director of HR. Spans of control and job pressures mean that the two senior HR leaders are unable to give sufficient “bandwidth” to the leadership and development of their direct reports. HR staff consistently reported that senior leaders in HR constantly get pulled into operational matters, and that they need to be better at taking a strategic view of the OHR service and how it meets customer needs.
Organisational Culture	<ul style="list-style-type: none"> We found a strong and collegiate culture across the various parts of OHR which was described as “close knit”, “supportive”, “friendly”, “open and transparent” and “caring” and with “good co-operation”. We were told that “all have each others' backs” and that the team will be loyal to each other and will try to support each other – resources permitting. 80% of HR staff who responded to the survey reported that they work in a safe and secure environment, and 76% of them agreed that “they can be themselves at work”. Tension over work pressures has however created some silo working with people focused on their own duties. Staff reported a lack of communication and collaboration between teams within OHR and this is very apparent also to service users. The Service Leads meeting is seen as a positive initiative to help address this silo working.
Management Practices	<p>Issues were highlighted in relation to how the department and staff are managed. We identified opportunities to improve in areas including communication, risk management, governance, managing change and project management.</p> <p>Succession planning for Senior HR roles is a significant risk for the function.</p>

Summary of Organisational Review Phase Findings

Theme	Findings
Organisational Structure	<p>We noted two opposing schools of thought on how OHR should be structured:</p> <ul style="list-style-type: none"> In the main, HRBPs advocated a decentralised model with full service HR teams embedded in Departments providing a joined up service directly to the customer at point of need. Conversely, the majority of the senior HR team suggested that the current centralised model is the right one for the organisation citing the benefits of increased consistency and cost efficiency. They recognised however that the model is not working well at the moment, and suggested improvements in technology, policy framework and customer expectation management as well as extra resources in order to make the model work properly. Customers (understandably) also advocated for a decentralised model whereby they could have better line of sight to the end to end HR processes delivered their business. Customers consistently reported that OHR is under resourced to be able to provide the level of service they require with the department described as “thinly stretched”. Over two thirds of HR staff also reported that they regularly work beyond their contracted hours in order to get their work done, and only 19% of the OHR staff who responded to the survey agreed with the statement that “My team is adequately staffed to effectively fulfil its requirements”.
Systems	<ul style="list-style-type: none"> We noted an ICT environment within the OHR which can be characterised as a missed opportunity to realise the benefits that technology can bring to an HR function. The implementation of an HCM system appears to have been managed poorly leading to a situation where the credibility of the system has been damaged in the eyes of end users, perhaps permanently. Currently there are diverse and disintegrated systems in place which offer sub-optimal processes, and still require manual interventions and workarounds for both process and the extraction of Management Information and data. The rationalisation of the HCM system environment should be seen as one of the most significant opportunities to improve efficiency and effectiveness for the OHR function. Customers report the same frustrations with HR systems describing them as “clunky” and not user friendly or fit for purpose. The further development of the ICT environment is not due to lack of appetite within the team to drive continuous improvement, but rather is attributable to a lack of budget and skilled resource to deliver this work.
Policies	<p>There is a highly complex policy framework and multiple sets of T&Cs in place across departments. This leads to duplication of effort in managing the policy suite as well as operational risks stemming from the high chance of errors resulting from managing the complexity and ambiguity. Once again, rationalisation of the Policy and T&Cs frameworks offers a significant opportunity for the OHR function to simplify this, bringing benefits such as the ability to simplify technology solutions, and likely headcount savings as well as opportunities for HR staff to more easily move across departments to build their careers.</p> <p>We recognise that full integration would be a highly complex and challenging piece of work to deliver, but the prize would be significant in terms of the benefits this would bring. Determining the level of appetite to progress on this journey should be a key priority.</p>

Summary of Organisational Review Phase Findings

Theme	Findings
Individual Skills	<p>A number of skill gaps were identified including:</p> <ul style="list-style-type: none"> • HR Advisor roles are very complex and are hard to hire roles because of the high knowledge requirements which leads to missed opportunities to develop them for HRBP roles (where there is a very significant succession risk). • Secondments and opportunities to work across different teams would add significant value in terms of both staff development and in helping to break down some of the “silos” between teams that were reported to us. • Data analytics in terms of extracting, interrogate and report data effectively: • Influencing and negotiation skills in senior HR managers – the ability to properly influence their customers and to manage difficult customers in order to create positive outcomes for HR and the business. • We noted potential gaps in terms of technical staff who can support system development for PiP and for the other systems in place; • Overall we heard about resource gaps across most teams with vacancies not having been backfilled due to budgetary constraints; and • Project and programme management skills are lacking.
Motivation and Individual needs and values	<p>We found a function with broadly high levels of intrinsic motivation and many staff are long serving within the department. However, we found that there are opportunities to better build the reputation of OHR with the business and create a better understanding of the value of what they deliver as well as better recognising strong performance.</p>
Organisational Performance	<ul style="list-style-type: none"> • As noted above, there are significant gaps in terms of customer service level expectation (and indeed documented SLAs) against what the function is resourced and skilled to deliver. Again, this is a significant opportunity for the OHR to address. • Customers reported a lack of overall awareness of what OHR can and cannot offer, which impacts their expectations regarding the type of support they should be receiving from OHR. • Customers also reported inconsistency of advice on people and employment matters and expressed some frustration with a “risk based” approach to advice where options are presented to them, rather than specific direction on matters. • Customers also reported frustration with timeliness of responses and being able to find the appropriate contact for specific queries within OHR. • Performance and development for HR staff appears to be managed inconsistently across the department, with some staff having formal reviews, and others (particularly the senior team) having very little in terms of management, performance, coaching and development interventions.

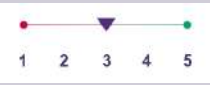


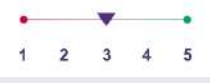


Summary of Organisational Review Phase Findings

Grant Thornton HR Functional Maturity Model - Assessment of Current OHR Practice

	- Indicators of Developing Practice -	- Our assessment of current OHR practice -	- Indicators of Leading Practice -
Strategy	<ul style="list-style-type: none"> No clear HR and People strategy No clarity over business need and priorities, making HR a very reactive function Business isn't aware of the HR priorities and performance against those 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> Well defined HR and People strategy, aligned to operational requirements and priorities and future focussed Comprehensive strategic plans linked to operational objectives Key business stakeholders are regularly informed about the HR objectives and delivery against those
Structure and capabilities	<ul style="list-style-type: none"> Transactionally focussed staff Recruitment, Employee Relations and process controls are the main priority of HR, including Business Partners No/limited organisational focus on HR and people Minimal HR representation on project teams 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> Streamlined and strategically focussed HR function that is closely aligned to the business Strong Business Partnering capability across HR All transactional elements of HR are delivered from the SSC Early involvement of HR partners drives better decision making from People and HR point of view (i.e. organisational design projects)
Policies	<ul style="list-style-type: none"> No. of out of date Policies Inconsistent policies not aligned to the strategy and priorities HR team is a first point of contact for all policy questions Policies not adhered to by staff 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> Comprehensive and up to date policy framework in place across all HR and people processes All policy documents are easily accessible via self-service (intranet or equivalent) High levels of compliance
Technology	<ul style="list-style-type: none"> Limited use of technology Manual workarounds/ limited self service functionality Heavy reliance on Excel or paper tools for the key HR processes (i.e. manual reporting, performance management and succession planning, salary reviews etc.) No / limited reporting functionality No system integration with multiple manual data entries across different HR processes 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> Highly automated and technology enabled function Real time data and KPIs available across all people processes Maximum usage of employee and line manager self-service functionality Fully integrated systems / no manual workarounds
KPIs	<ul style="list-style-type: none"> No/limited HR and People KPIs Data is fragmented and inconsistent 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> Single view of operational and HR/People KPIs and how these are interlinked Meaningful, business priorities and future focussed HR analytic to challenge business decisions Business is regularly updated and challenged around their performance against key people KPIs
Processes	<ul style="list-style-type: none"> Customers demand highly-personalised services HR processes not standardised and/or formalised Processes are unwieldy and not fit for purpose Approval levels are too restrictive No end-to-end process owners 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> Standard, streamlined and highly automated processes End-to-end process ownerships drives continues improvement Clarity of roles and responsibilities between different parts of HR and line managers/employees

Summary of Organisational Review Phase Findings

Commentary on the Maturity Assessment of OHR Current Practice

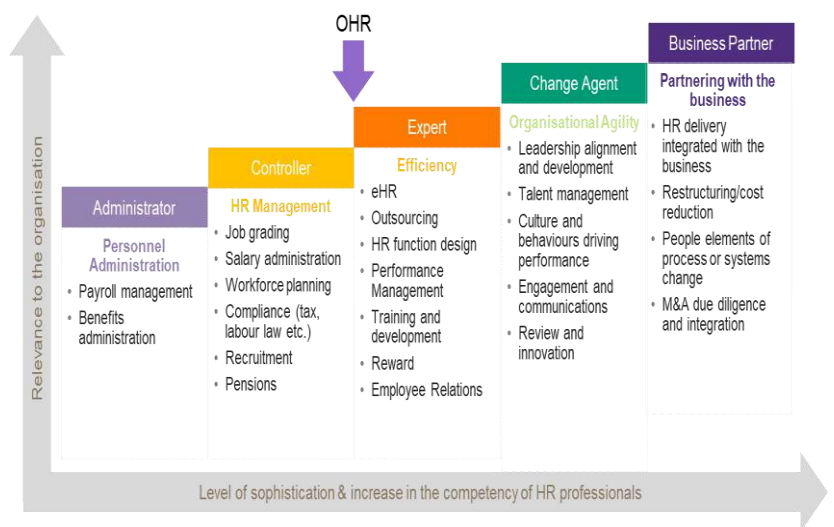
Practice Area	Assessment Outcomes
Strategy 	We noted the existence of a well developed HR Strategy and operational plan, but this appears to not be widely accepted or agreed either amongst HR staff or with the wider stakeholder group.
Structure and Capabilities 	We found that the major focus for the OHR function is on transactional HR matters with limited Strategic HR partnering. HR teams and HR partners are focussed in the main on recruitment and advisory work as opposed to operating as a strategic partner to the business.
Policies 	There is an extensive policy suite which is readily available and accessible for users. However, we have commented in relation to the complexity of the Policy and T&Cs framework and the significant opportunity to rationalise here.
Technology 	Although efforts have been made to implement a HCM system, in our view this has not gone far enough in terms of integrating end to end HR processes, and as such the function is still heavily reliant on manual workarounds and reporting.
KPIs 	We found KPIs in place for various processes, but these were not consistently applied, measured or tracked across teams and departments.
Processes 	Due to the multitude of terms and conditions of employment in place across government we found that processes tend to be non-standardised and customised within each department to account for this complexity.

Evolution of the HR Function (Ulrich)

We have outlined the 'Evolution of HR' model (right), which identifies different roles which HR can play in an organisation.

All levels can be appropriate dependent on the size and needs of the organisation at the time. Based on the outcomes of this review, we assess that currently OHR currently holds a role of "Controller/HR Expert" although there are some elements of "change agent" apparent in OHR practice.

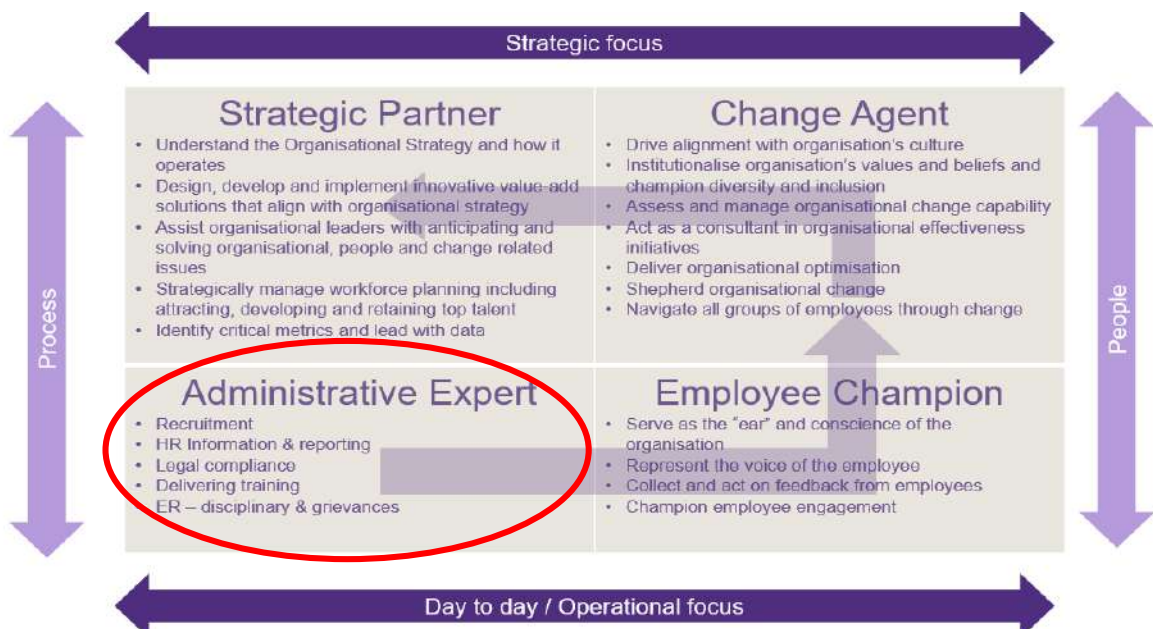
The key challenge is for IOM Government to determine the role they require from their OHR service and to structure and resource it appropriately.



Summary of Organisational Review Phase Findings

HR Business Partnering Model (Ulrich)

Similarly, the Ulrich HR Business Partnering model shows the strategic roles that HR teams can play. It is our view that the OHR team is currently delivering the “Administrative Expert” role. Again, it is for IOM Government to determine the role and operating model for the OHR function.



Summary of Key Opportunities Identified

- Clarify purpose, vision, strategy and operating plan for the OHR function and ensure that service users' expectations are managed to appropriately align to this. Ensure clearly articulated SLAs are in place across all departments;
- There are conflicting schools of thought in relation to the benefits of a centralised versus decentralised HR Operating model;
- It is our view that the HR ICT environment is currently a missed opportunity to realise the benefits that technology can bring to an HR function. The rationalisation of the current HCM system(s) is the most significant opportunity for OHR;
- The highly complex HR policy framework and multiple sets of T&Cs offers another very significant opportunity. Rationalisation of the Policy and T&Cs frameworks will bring significant benefits such as the ability to facilitate technology solutions (as noted above), and likely headcount savings as well as opportunities for HR staff to more easily move across departments to build their careers; We recognise that full integration would be a highly complex and challenging piece of work to deliver, but the prize would be significant in terms of the benefits this would bring. Determining the level of appetite to progress on this journey should be a key priority;
- Properly structure senior HR roles within the OHR in order to ensure that senior HR leaders have appropriate spans of control and bandwidth to both provide leadership and strategic vision for the function and for customers;
- Opportunities to improve management practices and capabilities in areas including communication, risk management, governance, managing change and project management. Succession planning for Senior HR roles (including HRBPs);

Summary of Organisational Review Phase Findings

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- Customers and OHR staff reported that the department is under resourced to be able to provide the level of service customers require. IOM Government needs to define the service which they require from OHR and then properly staff the function to effectively fulfil its remit;
 - We noted key skill gaps across the OHR function including data analytics, influencing and negotiation skills in senior HR managers, technical staff who can support system development, project and programme management skills, and also resource gaps across most teams with vacancies not having been backfilled due to budgetary constraints; and
 - There are opportunities for OHR to enhance service levels for customers including consistency of advice, timeliness of responses to customer queries, and clarity on points of contact for specific queries within OHR.

Part 4: Benchmarking Findings

Benchmarking Approach

Introduction

The benchmarking process is an important stage within the wider HR Service review process, and aims to identify best practice within organisations that are similar in nature to the Office of Human Resources, Isle of Man Government. This is to ensure that we can draw appropriate comparators to inform the future HR Service design recommendations.

Our Approach

Our approach to the benchmarking process involved structured workshop sessions with representatives from similar organisations within the Isle of Man, UK, and additional regulatory bodies within Ireland. Within each interview, we asked questions regarding a number of key themes relevant to our review:

- **Mission and Strategy:** We asked organisations to describe relevant information regarding their overall remit and purpose, who their main service users were, as well as governance and HR strategy information.
- **Organisational Structure and Operating Model:** Organisations were asked to describe their HR function's operating model, provide an overview of their organisational structure and the functions of the HR team, the allocation of resources within the HR function, and information regarding staff workloads, and their view on its appropriateness and effectiveness.
- **Processes and Systems:** Organisations were asked to provide information regarding the processes managed by HR, and how efficient and effective the processes are that they manage, both for internal stakeholders and customers. Additionally, they were asked to provide an overview of their systems and digital maturity, and review the role of technology within the organisation.
- **HR Policies:** Organisations discussed their HR policies, terms and conditions and industrial relations environment. Further, they were asked to provide information regarding the accessibility and harmonisation of the same.
- **Performance:** Organisations discussed their approach to succession planning and performance measurements and reports for the organisation.
- **Corporate Functions:** Information was sought regarding how budgets are allocated and managed in organisations, the customer base and nature of the areas supported, and how Freedom of Information and Subject Access Requests managed in their organisation.

Alongside our interviews, we also received and reviewed additional documentation that expanded on our findings from the interview process. Within this section of the report we have highlighted the themes and issues identified from our as-is review of the HR service provision within OHR, and we sought out and reported on comparable best practice across each of these areas.

Benchmarked Organisations

Our benchmarking process sought out comparator organisations in the Isle of Man, Ireland and the UK. These are:

- **UK Financial Services Institution:** We met with a leading financial services institution that is widely regarded as providing a best practice HR service. Their HR function have gone through a transformation themselves and have won awards recognising their excellence in HR service provision. The organisation requested to remain anonymous, however, they have provided us with relevant information to inform OHR future state design;
- **Stoke and Hillingdon Councils:** We met with a representative from Grant Thornton UK who worked with both Stoke and Hillingdon Councils in England during the councils' HR Transformation, to help them create new HR operating models;

Benchmarking Approach

- **Isle of Man Manx Utilities Authority:** Manx Utilities are a Statutory Board of the Isle of Man Government. They are responsible for providing their customers with safe, reliable, efficient and economic supplies of electricity, natural gas and clean water; as well as processing waste water. Max Utilities also has two subsidiary businesses specifically focussed on commercial telecommunications and subsea cable management;
- **Isle of Man Post Office:** Isle of Man Post Office is a Statutory Board of the Isle of Man Government. They offer a range of postal services and digital innovations, both domestic and international to the Isle of Man population;
- **Isle of Man Financial Services Authority:** Isle of Man Financial Services Authority is the primary regulator of financial services business on the Isle of Man. It aims to provide a framework of regulation and oversight which satisfies international standards, whilst enabling regulated entities to compete and develop their business.

Leading Financial Services Institution

Key Takeaways

- The organisation operates under a centralised, strategic business partnering and tiered HR shared services model. This allows Business Partners to focus on the strategic aspects of the HR role in a proactive manner;
- HR is seen as an equal leader in the organisation, and are at the heart of creating strategy and influencing any transformative work;
- As a result of a clearly defined HR Strategy, people plans and people pledges specific to each Department, there is clarity amongst staff regarding the HR purpose, vision, strategy and operating plan;
- HR Business Partners are visible to the organisation through consistent and regular communications and the close working relationship they have with their business leadership teams.
- The systems within the organisation are described as being digitally mature with advanced and integrated technological features such as automation, self-service and the provision of real time, timely and reliable data analytics;
- The HR Function has embedded an automated chat bot to deal with first line queries, assisting with and improving colleague experience and significantly reducing the amount of FTE required in the customer services team;
- Work has been completed to standardise and harmonise the organisation's set of terms and conditions. Although it was a difficult process considering the IR environment, they believe it aligns them closely to best practice and improves ways of working;
- All HR Policy documentation is easily accessible and user friendly as a result of implementing line manager guides and the decision tree functionality on the system;
- The HR team identified that including staff on the journey of implementing self-serve technology benefited greatly.

Mission and Strategy

The organisation shared with us that the HR team contributes to influencing and helping the business shape its strategy, and is seen as an equal partner around the leadership tables at all levels. The team is at the heart of all of the transformative and strategy work. As such, the organisation have recently implemented a revised People Strategy, which is aligned to the overall organisational strategy. In addition to the overall People Strategy, the team embedded people plans and people pledges for each part of the business, outlining specifically how each function of the HR organisation can deliver on the strategy. As such, there is broad awareness and acknowledgement of the people strategy and associated plans and pledges which HR staff utilise to guide their work. The HR senior team have responsibility and accountability for developing and driving the plan.

Organisational Structure and Operating Model

The organisation reported that the HR function operates under a centralised strategic business partnering, tiered HR model focussing on a colleague journey model. Tier 1 entails a HR helpdesk overseeing first line queries, Tier 2 entails the centres of expertise and tier 3 encompasses the people directors, who are responsible for overseeing one or more of the centres of expertise.

The approximate FTE provided from the organisation was 1,200 staff within the HR team, providing a ratio of HR team to total staff of 1:50 (1,200:60,000). Additionally, our contact provided us with the following HRBP : staff ratios;

- HRBP to Functional Head Ratio of 1:2, with the functional areas ranging from 100-3,000 staff;
- People Director and Business Partner to Services Ratio of 1:2 basis, with the service areas ranging from 200-5,000 staff;
- People Director and Business Partner to Functions Ratio 1:1 basis for large volume areas, and 1:2 for smaller areas, with staff ranging from 200-3,000 staff; and
- Project Practice to Staff Ratio of 95:60,000, 1:632.

The organisation claimed that the establishment of the People Director role has allowed for regular and consistent communications due to the close working relationship they have with business facing teams. Monthly meetings are scheduled for People Directors and HR COO as a decision making forum, and to share any information or updates available, allowing for a proactive HR relationship and involvement between the Business Partners and the business facing

Leading Financial Services Institution

teams. Additionally, Business Partners meet on a monthly basis as an upskilling and information sharing forum and to provide any updates on their business to the Centres of Expertise.

Systems & Processes

The organisation is embracing technology and recognises the importance in improving its knowledge and understanding of developing technology and how it will impact the way the HR services are delivered. As such, the organisation is continuing to modernise its digital capability, and it was noted in our engagement that this digital maturity acts as an enabler to work more efficiently and effectively. Data literacy and data-driven insights are strategic priorities for the organisation, providing timely and reliable HR data.

The contact we spoke to highlighted that the organisation effectively utilises automated, self service systems and data analytics, driving line manager engagement and individual involvement throughout HR processes, which has reduced the reliance on HR significantly. Data metrics and dashboards provided to line managers include absence rates, discipline and grievance and turnover rates.

In response to first line queries, the team have implemented a chat bot to enable the automation of systems further. Where the query cannot be resolved by the bot (Archie), staff are referred to the contact center for further guidance via their mobile app, "Service Now" or emails. SLAs are set out for any queries that "Archie" cannot resolve for staff.

Our contact reflected that the organisation actively analyses the service user system experience. Feedback is collated through automated surveys circulated after an individual has utilised the HR system. Additional feedback is collated through one-on-one phone calls with a member of the HR team on more complex matters or issues at hand. To eradicate any mismatch in terms of expectations of line managers and HR, the organisation facilitated extensive work to clarify roles and responsibilities. Guidance and documents were provided to managers in an automated fashion for line managers to input their query/issue and a process decision tree appears for them.

HR Policies

Our contact shared with us that the organisation operates under a complex policy environment. However, they noted that all policies are easily accessible and user friendly for all staff. They went on to explain that to improve efficiency and use of the policies available, the HR team produced line manager guides, and this has significantly reduced the amount of queries they receive. The guides include real-life scenarios to help build line manager understanding of HR policy application into practice. It was reported that this was a positive influence in reducing the tier 1 queries received by the HR helpdesk team.

The organisation explained that work has also been completed to standardise and harmonise the terms and conditions across the organisation. Although it was described as a difficult and time-consuming process, it has improved the ways of working. Our contact highlighted that the difficulties in the process are partially a result of the unionised state of the organisation, describing the broader IR environment as complex and difficult.

Engagement

The organisation shared with us that they complete bi-annual staff surveys in addition to pulse surveys issued every month for a particular section of the organisation. The bi-annual surveys issued analyse the functions and the service received for staff.

Corporate Functions

The representative explained that budgets are allocated annually for any learning and development activities. There are local budgets provided per team to support colleagues to obtain relevant qualifications, in addition to the apprenticeship program that the organisation has set up. They noted that the HR team specifically partner with organisations such as Gartner, as they are allocated training as part of their membership fee. In relation to Freedom of Information and Subject Access Requests, there are two teams that focus on this in the organisation; Employee Subject Access Request Team, and the Customer Subject Access Request Team.

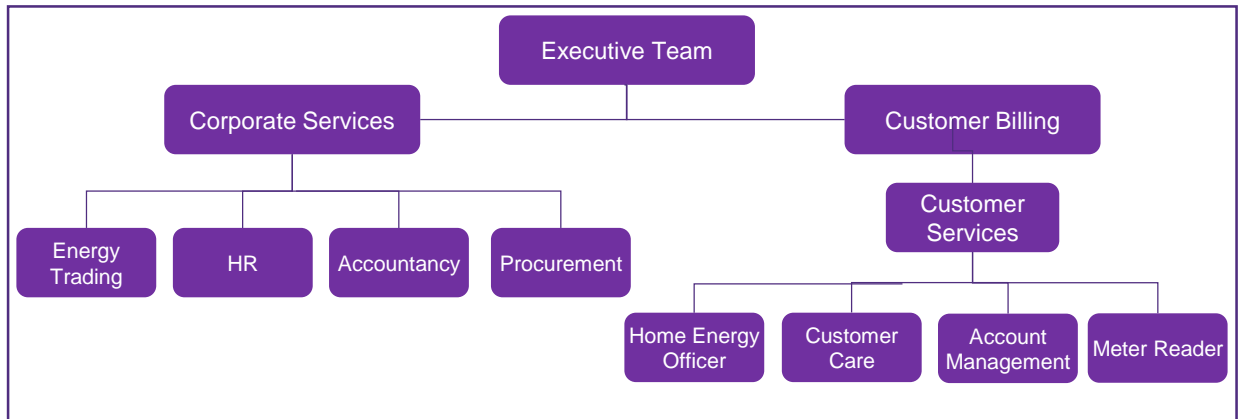
Leading Financial Services Institution

Performance

Our contact described that the HR function provides an efficient service to staff within the organisation. This is based upon a fully functioning tiered HR operating model, with the provision of guidance documents, self-serve systems, and the harmonisation of terms and conditions. Additionally, knowledge sharing is facilitating amongst staff members through utilising the intranet, which has a specific section for the HR team to share any information.

In relation to succession planning, they shared that HR Business Partners review this on a bi-annual cycle with the leadership team, taking a layer by layer approach. Working together, they decide on the value creating, critical and specialist roles, therefore focusing on the roles that have a material impact on the running of the organisation. The resulting outputs drive any learning and development activity to be implemented, inclusive of coaching, programmes and staff exposure to the Board. Individual teams are required to facilitate their own succession plan beneath this level, in accordance with the guides produced from HR.

Isle of Man Manx Utilities Authority



Organisation structure within Manx Utilities Authority

Key Takeaways

- The HR team ensure visibility throughout the organisation through regular monthly site visits and being present in the office allowing for any ad-hoc queries and visits to be resolved;
- HR are seen as a leader and has a seat at the leadership table ensuring consistent and regular communication, contributing to the formation of strategy and business planning;
- The organisation has a clear HR Strategy embedded into the organisation allowing for clarity of purpose, vision, strategy and operating plan;
- Work is underway to standardise the sets of terms and conditions throughout the organisation;
- HR enables staff to take responsibility for the employment relationship through embedding a trusting and coaching culture and ensuring clarity of expectations, through the implementation of training programs covering all aspects of the employer-employee relationship;
- HR provide efficient support to staff across the organisation through providing timely responses to any queries that arise; and
- Budgets are allocated on an annual basis and the organisation is placing an emphasis on long-term employee development as it is a vital step in their succession management approach.

Mission and Strategy

The organisation embedded a HR Strategy that encompasses five strands, including employee resourcing, employee development, employee relations, employee reward and organisational development. As a result, the organisation is placing a strategic emphasis on implementing long term staff development plans.

Our contact described that the HR Strategy is known by Senior Management, and the review process ensures annual reports in terms of achievements of the goals set out within the HR Strategy by the Chair and Non-Executive members. They described that the Senior Management Team of the organisation are expected to cascade the information downwards to the workforce.

The organisation highlighted that the HR team is at the centre of business planning and strategy formation and are regarded as an equal partner, contributing to help the organisation shape its strategy. As such, HR is involved in weekly and monthly meetings with the Executive team to ensure consistent and regular communication and the provision of reports and metrics. Further work is currently underway to evolve the strategy further.

Organisational Structure and Operating Model

The organisation shared that the HR function is operating under a locally centralised HR model, focusing mainly on transactional HR duties, in the absence of HR Business Partner roles. The HR model is embedded into the organisation, and ensures visibility throughout the organisation through monthly visits by the HR team.

Isle of Man Manx Utilities Authority



Currently there are 7 employees within the HR team, with one resource allocated to learning and development, and two resources occupied by inputting data onto the systems for 3 days a week. The HR staff to organisational ratio of 7:399 (1:57). As a result, our contact described that HR have begun to empower staff to deal with issues as they arise with assistance from HR only when required. Although it was reported to us that HR provides timely responses to queries, responding to staff on the same day.

Systems & Processes

As a result of the limitations present in the current systems and lack of automation, processes were described as manual and somewhat inefficient in the organisation. They went further to claim that the systems utilised do not provide the opportunity for data driven self service for line managers to download reports with real time, timely and reliable data.

Further to this, our contact noted that the processes drive a burden of administrative tasks on the HR team, occupying two staff members for up to three days a week to input data onto the system. Progress is currently underway to transition the workforce to a more efficient, user friendly and automated system to reduce line managers reliance on HR and allow for the use of self service data driven metrics within the organisation. They believe that this will allow for HR staff to be deployed to value adding activities.

To ensure clarity of expectations of what is and is not within HR's remit, the organisation has implemented mandatory leadership and supervisory training for staff. The leadership academy focuses on higher level managers, while the supervisory training focuses on the information required for team leaders. It covers topics from recruitment, performance and statutory limitations.

HR Policies

The organisation has five sets of terms and conditions, as a result of previous mergers, and six policies. Work is currently being completed to further harmonise the terms and conditions in conjunction with trade unions, which, in the long run will effectively allow for the HR resources to shift their focus into a role of an advisory capacity.

Engagement

The organisation described that they complete Pulse Surveys throughout the year focussing on specific issues that the workforce would like to see in the next twelve months. Additionally, employees of Manx Utilities Authority are included in the annual Isle of Man Government surveys.

Corporate Functions

Our contact explained that budgets are agreed between HR and the management accountant every year, with HR involved in analysing the monthly spend against the budget. Freedom of Information and Subject Access Requests are not within HR's remit.

Performance

The view persists that the functions provided by the HR team are effective, however they are not efficient. The succession planning approach undertaken by this organisation relies upon manual workload and the use of excel spreadsheets. The succession plan anticipates the recruitment and training requirements over the short, medium and longer term. The short term succession plan focuses on the roles that they anticipate will retire over the next four to six years, whilst the medium term plan focuses on skilled roles where training and development of existing staff is required including the recruitment of graduates, and the long term plan allows for the engagement with school students to appeal to them to meet staffing needs in the future. Each directorate facilitates their own detailed succession plan and report this to HR, which is then fed back to the executive team on a quarterly basis.

Isle of Man Post Office



Key Takeaways

- The organisation recognises the importance of implementing strong SLAs to ensure that managers have confidence in what is expected of them. The organisation is currently in the process of building line managers capacity to take responsibility for the employment relationship whilst they are creating a formal SLA document;
- The workforce have permanent visibility of the HR team, with one HR Officer assigned to the mails division, and one HR Officer assigned to support the support functions, allowing for them to provide support on people-related challenges at an early stage;
- The HR team have regular and consistent communication with line managers through scheduled and non-negotiable monthly meetings. Currently, HR are keeping a log of any actions arising from the meetings with agreed timescales attached to them, keeping managers accountable and ensuring clarity of expectations;
- The organisation has a unified set of terms and conditions for all staff;
- The HR team are currently transitioning to a Business Partnering operating model, to allow them to focus on value adding tasks, which will be assisted through the implementation of a new system; and
- The HR team review all policy documents every 12 months, and update the same accordingly and as required.

Mission and Strategy

Our contact highlighted that the HR Strategy for the organisation is currently in a stage of development, being framed around the basis of a HR Transformation Plan.

They explained that the Head of HR is involved in leadership meetings and contributes to shaping its strategy and discussing issues at senior level, although there is reluctance present to see HR as a partner. Currently, the organisation are working towards creating SLAs to ensure clarity of expectations for the organisations HR service provision. In the meantime, the HR team are utilising an action log with associated timescales attached to the same to drive monthly meetings that are being held with the leaders of the organisation.

Organisational Structure and Operating Model

The HR service provision was described as being largely a transactional function providing reactionary services, assisting staff with queries on a day-to-day basis in the absence of a structured daily plan for the team. They highlighted that the organisation is currently on the journey to transform the function towards a Business Partnering model to focus on value adding tasks Their aim of this is to provide guidance and support to the leaders of the organisation. As such, the plan to achieve this is through ensuring regular communication and meetings with managers, and having a collaborative relationship.

Our contact outlined that their objective is to build line manager capacity and provide autonomy for them to have more direct and positive relationships with their employees. Therefore, allowing them to be involved in decision making and performance conversations. As such, this is believed to reduce the time and pressures currently placed on the HR team to deal with the vast amount of day-to-day queries received. To assist with this process, the organisation has developed a roles and responsibilities document outlining what is within the line managers remit.

The HR team within the Post Office encompasses 4 FTE, holding a HR staff to organisational ratio of 4:300 **(1:75)**. As a result of the transition to the Business Partnering model, the team consists of one Senior BP, two HR officers that are currently transitioning to BP roles and one payroll officer. The two HR officers are responsible for facilitating regular meetings with middle managers to deal with day-to-day issues. Between the two HR Officers, one FTE provides services for the mails division and one FTE provides services to the support functions.

Systems & Processes

The organisation shared with us that their systems and processes are largely paper based, transactional and manual, utilising a system that is out of date and unsupported. Work is underway to acquire a new cloud based system, which will allow for all staff to have access to the system ensuring the presence of self service in the future.

Isle of Man Post Office



Additionally, the organisation explained that the provision of a data analytics function is vital for the new system as real time data and dashboards are not currently provided for, nor accessible for line managers. The current process requires manual attention in providing monthly updates to line managers through excel spreadsheets. They highlighted that this provides room for error, and was said to be time consuming and frustrating. As such, our contact explained that the current system has an administrative burden on resources as it occupies one resource for two weeks each month gathering information and inputting it into the system.

The reports produced on a monthly basis include headcount reports, absenteeism rates, annual leave, training metrics and any reports of accidents. Our contact describes with the new system and enhanced automation, the HR team to can focus on value adding activities, whilst improving the reliability, timeliness and integrity of HR data provision.

HR Policies

The organisation provides a proactive service in relation to reviewing and updating HR policies, in accordance with their policy review schedule, every 12 months. Terms and conditions are aligned and standardised throughout the organisation.

Our contact described that all HR policy documentation are easily accessible and user friendly. Employees are given a copy of the policies upon onboarding, they are provided in the staff handbook and in electronic copy saved on a central location. The organisation operates in a unionised environment and actively cooperates and communicates with union representatives.

Engagement

The organisation highlighted that they do not conduct their own survey analysis. Rather, they partake in the wider Isle of Man Government surveys.

Corporate Functions

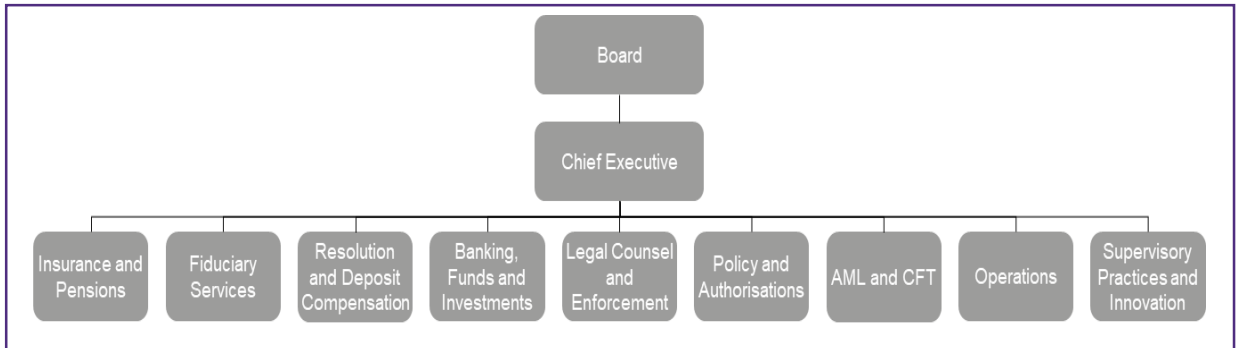
The organisation described that they provide forecasts as opposed to allocating budgets. All learning and development requests are included in the forecast, which require Board approval. Freedom of Information and Subject Access Requests are managed by the compliance team.

Performance

The organisation outlined that the HR function can become a lot more efficient, and that this is restricted by the current systems in place.

The succession planning approach utilised by the organisation relies upon the close working relationships between the HR Business Partner and the Executive Board members. Although HR assists in the process, the organisation explained that it is within the compliance and risk departments remit to drive this. Once the plan is produced, HR work with the executives to identify areas for development. As such, training plans and annual performance reviews are linked with the succession planning approach undertaken by HR.

Isle of Man Financial Services Authority



Organisation structure within Isle of Man Financial Services Authority

Key Takeaways

- The HR team are visible to the organisation and ensure regular, quarterly meetings between the HR Compensation Committee and the Board to assist in the development of strategy;
- The HR team meet with the Heads of Divisions to collaborate and discuss the required succession planning for their division, ensuring open lines of communication between themselves and the Divisions;
- There is currently a review cycle process in place in relation to their policies to ensure they provide a proactive service regarding any updates required to the same;
- The HR Compensation Committee has streamlined the processes for HR and discussed their roles and responsibilities to close any expectation gap between themselves and the Heads of Division; and
- The organisation has a missed opportunity in terms of utilising their systems and the functionality of the same, with the use of diverse and disintegrated systems.

Mission and Strategy

The organisation describes that they do not have a formal HR strategy in place, rather the staff handbook is utilised by staff which is underpinned by the organisations policies. The HR Compensation Committee meets on a quarterly basis with the Board, and are currently discussing the development of a formal HR strategy for staff to refer to. The organisation believes that HR is seen as an equal partner around leadership tables through these regular meetings and communications.

Organisational Structure and Operating Model

Our contact noted that the HR team sits within operations in the organisational structure. They described that HR are currently providing mostly a transactional and centralised HR Operating model in terms of the advice provided to staff. However, the team are working towards providing a proactive service through the regular meetings and planning sessions for the HR Compensation Committee. This has allowed the HR team to decide on their objectives, roles and responsibilities and what the team would like to achieve.

The team currently has 2.5 FTE, entailing one HR manager, one HR Officer and one part time resource that is working on any projects that the team were struggling to focus on as a result of their high demand of work. This resource focused on performance management and associated actions including learning and development and succession planning. The function of payroll sits within the HR team as the team provide and advisory service to Treasury in terms of payroll. The HR staff to organisational ratio is 2.5:90 (1:36).

Systems & Processes

The team reported that recruitment is the main process managed by HR, in addition to performance management, on-boarding and induction, learning and development and general employee relations.

Isle of Man Financial Services Authority



When discussing the expectation gap between line managers and HR, the organisation highlighted that as a result of the team being stretched, expectations can be misaligned due to the lack of resources available within the team. As such, HR involvement in matters is described as being reactionary due to the nature of the role, however, the service provided is proactive if they are informed of the situation.

The organisation shared with us that they utilise many of the Isle of Man Government HR Systems, which they describe has its limitations. Although the team utilises these systems, they claimed that they do not use the full functionality of the system.

As such, in terms of digital maturity, the organisation describe that a portion of their processes are automated and the remaining require manual intervention. Line managers have access to time management, absence and staff records, however, if they require real-time data on an ad-hoc or regular basis, this has to be requested from HR. Often, real-time data is provided on an annual basis from the HR team to line managers.

HR Policies

The organisation shared that they have between 20-25 policies which are both, personalised and bespoke for the organisation. Our contact highlighted that there is a review cycle in place for the updating and revising of said policies in order to ensure proper maintenance. All HR Policy documentations are easy accessible and available for all staff on SharePoint.

There are two sets of terms and conditions in the organisation after work was completed to review and harmonise the same in 2017. In terms of the IR environment, staff have the option to join a union, however, the organisation does not recognise the union in terms of negotiations and pay.

Engagement

The organisation completes and conducts personalised ad hoc surveys for staff. However, these are largely focused around Financial Services Advisory as opposed to the HR Service and employee satisfaction of the same.

Corporate Functions

Our contact noted that budgets are allocated on an annual basis in terms of learning and development and the achievement of accredited and professional qualifications. It is high on the organisations agenda to provide advanced training supports as the organisation described the highly competitive labour market.

Freedom of Information and Subject Access Requests are managed by the Data Protection team, with a dedicated Data Protection Officer to focus on these requests.

Performance

The HR team state that they receive positive feedback from staff in terms of the efficiency and effectiveness of the function. Performance is measured through the use of SMART objectives and the achievement of the same.

The succession planning approach utilised within the function was described as simplistic. The HR team meet with the Heads of Divisions to review employees within the department to identify those that might retire, or leave the organisation, who the key people and roles are, and any individual performing dual responsibilities. This has therefore allowed for proactive succession planning ensuring the organisation has a sufficient plan in place for replacing any of the key roles.

Stoke and Hillingdon Councils



Key Takeaways

- The HR structure transitioned to a HR Business Partnering Operating Model, with associated HR Advisors, Centres of Excellence and a dedicated service centre for first line queries. It was reported that this made a vital impact upon service provision, with HR providing strategic support and value adding work;
- The move towards the strategic HRBP operating model and the transition towards digital maturity has resulted in the HR team reducing their FTE;
- The HRBP's ensure a collaborative approach with their assigned functional service area, through regular communication and collaboration ensuring visibility and accessibility for staff;
- The councils' recognised the importance of automation and completed work to transform their systems to implement a self-service, automated cloud based and intuitive system. This included the implementation of a phone app, email and automated helpdesk, ensuring a multi channelled systems approach;
- The establishment of an automated helpdesk allowed HR to analyse queries received, highlighting any commonalities. As a result, the team provided line manager guides and training for any commonalities arising, allowing HR to further reduce the amount of first line queries received;
- A focus was placed on upskilling, coaching and educating managers to reduce the expectation gap placed on what is within HR's remit;
- The council's went through a data transformation which has improved the dashboards and HR reporting available and accessible to line managers with real-time and up-to-date data available.

Mission and Strategy

Our contact shared with us that both councils have established a high level HR strategy, although, this has not been widely shared or filtered down to staff. Therefore, there is a lack of awareness amongst staff and service users of the same. Due to the work completed in revising the operating model, HR has started to be seen as a leader in the organisation and reports directly to the CEO. This allows for HR involvement at the leadership table and the resulting input into the business strategy.

Organisational Structure and Operating Model

Our contact highlighted that the councils' organisational structure has transformed towards a proactive HR Business Partnering Operating Model. Within this, the councils enforced an approach with HRBP's aligned to each functional service area, provided with HR Advisory support. The councils implemented dedicated centres of excellence specifically around recruitment, employee engagement, learning and development, HR operations and payroll. In addition to the above, the councils also implemented a dedicated service centre for first line queries and an inbox arrangement for further contact.

The councils reportedly implemented weekly HR team meetings to provide any updates and challenges to ensure regular communication, collaboration and governance of the HR team. Our contact believes that all of the above has made a phenomenal impact and difference to HR's performance.

However, it was acknowledged that the restructure resulted in replacing junior staff with a good calibre of high level HR roles. As a result, Hillingdon Council reduced their HR FTE from 36 to 30 post transition. The biggest challenge identified for successful implementation of the revised operating model was the requirement to upskill managers. This was focused around managers thinking in a strategic way, resulting in more value add involvement.

Systems & Processes

Our contact highlighted that both Councils had disintegrated HR systems prior to their HR Transformation. However, they have moved towards a self-service, automated cloud based and intuitive system for enhanced efficiencies. In terms of digital maturity, the councils understand the importance of technology in advancing systems and processes, however, it was acknowledged that more work is required. In particular, they are considering the use of robotics. Our contact shared that they implemented a phone app, email and an automated helpdesk. As a result, HR are provided with the ability to analyse queries and any commonalities. Therefore, the team can produce relevant guide books to eliminate these queries coming through.

Stoke and Hillingdon Councils



The councils have transformed their operating model, being led through data analytics and metrics provided by the system and dashboards. Dashboards are created through Power BI surrounding topics such as current vacancies and time to hire. It was reported that the dashboards provide accurate, timely and high quality data metrics for managers.

In the period of transition to the new system, each council focused on educating and coaching staff on the functionalities of the same to reduce or eliminate any expectation gap present. This therefore improved user accessibility and the amount of self serve utilised. Additionally, the focus was placed on empowering managers to manage and lead their team. This included creating line manager guides and providing recorded manager and staff training sessions so that staff could refer to them. As a result, it was reported that staff are actively engaged with the process and have reduced their reliance on HR as a result of the self-serve functionality of the system.

HR Policies

Our contact shared with us that the councils needed to rewrite their policies in order to modernise and embed them into the organisation. There was recognition regarding the lengthy process, however, they acknowledged that return on investment proved beneficial. Although the council didn't have to review terms and conditions, they have streamlined and simplified their policy documents to reduce the complexity and volume of queries. It was noted that there was a poor IR environment, and to improve ways of working, our contact scheduled monthly meetings with the trade union to involve them in the change.

Engagement

The stakeholder we met with described that each council conducts their own surveys, while acknowledging the benefits of implementing independent surveys. As the uptake was fairly poor, staff implementing an employee engagement forum, with representatives from each service line to feed back any issues or updates.

Corporate Functions

The representative described that budgets are assigned and allocated within each council and it was reported that they have a good focus on staff and professional development. Additionally, the organisation utilised the apprenticeship levy to assist HR staff to progress their CIPD qualification to level 5 and level 7 through the achievement of a masters degree.

It was reported that Freedom of Information and Subject Access Requests are within the legal teams remit, with assistance from HR. HR provides assistance with regards to the system and any data required. However, they have commenced the process to recruit a specialist FOI and SAR officer at a senior level, allowing for a dedicated resource to review these requests. It was also noted that implementing a publication strategy would be beneficial to reduce the amount of FOI's received.

Performance

Our contact described that the HR Service provision has drastically improved post the transformation journey to a HRBP operating model. As a result of the shifting focus of the HR team to more strategic workload has resulting in HR assisting with workforce and succession planning. Therefore, improving the proactive nature of the service and ensuring constant and regular communications from HR.

Summary

Theme	Comparison
Mission and Strategy	<ul style="list-style-type: none"> Our benchmarking exercise found that the majority of comparator organisations have a clearly defined HR Strategy. This allows for clarity amongst the HR team on their purpose, vision, strategy and operating plan. Additionally, each comparator highlighted that HR is a partner with the leadership team on strategy development. As a result of the close working relationships between HR and the business, there is strong collaboration ensuring visibility and regular communications. One of the comparator organisations has provided people plans and people pledges for each function in the organisation, outlining specifically how each function of the organisation can deliver on the HR strategy, ensuring it is relatable for each HR staff member.
Organisational Structure and Operating Model	<ul style="list-style-type: none"> Our review found that for OHR to align closer to best practice in terms of organisational structure and operating model, the organisation needs to establish and implement an effective Tiered HR Business Partner Operating Model. Comparators highlighted that this has allowed for enhanced efficiencies and clear spans of control. In particular, Business Partners are afforded the time to focus on strategic and value adding tasks.
Systems and Processes	<ul style="list-style-type: none"> Each of the organisations reported varying levels of digital maturity and data literacy. When viewing the approach to systems across the comparator organisations, it is clear that there is an increasing demand for the use of technology. In particular, the more digitally mature organisations highlighted the opportunities that automation creates, particularly in self service for customers. This includes the presence of a chat box for first line queries, reducing the amount of transaction queries dealt with by HR. Additionally, we found a strategic priority of achieving data literacy to provide real-time and reliable data driven insights and metrics to inform ways of working.
HR Policies	<ul style="list-style-type: none"> The majority of comparator organisations have completed work to harmonise and standardise the set of terms and conditions across the workforce. Although this has been described as a difficult process, it is said to improve ease and ways of working. HR policy documents across comparators were described as user-friendly and easily accessible. We noted that some of the comparators have a review cycle in terms of updating their policies to ensure they are bespoke and relevant. Whilst another comparator provides user manuals and real-life scenarios to assist line managers in utilising the policy framework.
Engagement	<ul style="list-style-type: none"> The majority of comparator organisations based in the Isle of Man utilise the Isle of Man Government surveys as opposed to personalising surveys. However, best practice from benchmarking highlights the use of staff surveys on at least a bi-annual basis to analyse the service received by service users. The analysis of the same will enhance efficiency of the HR service as they receive anonymous first hand information. Comparator organisations commented on the importance of educating and building line manager capability and awareness in order to reduce the demand received for HR queries.
Corporate Functions	<ul style="list-style-type: none"> Our engagement with comparator organisations found that the responsibility for Freedom of Information and Subject Access Requests are outside of the remit of the HR Function. Rather, they have a dedicated team or individual to deal with these requests. When viewing the approach to succession planning across comparator organisations, it was clear that their approach was driven by the close working relationship with the senior leadership team. Outputs from the succession planning focussed on the implementation of learning and development activities and coaching programmes.
Performance	<ul style="list-style-type: none"> The majority of comparator organisations acknowledge the importance of, and have either implemented or started work on implementing clearly articulated SLAs or roles and responsibilities documents. This has reduced the gaps in expectations of service users over the scope of services offered by the HR function in comparator organisations. Additionally, to assist in this process, organisations emphasised the importance of including staff on this journey and encouraging them to take greater responsibility for managing the employment relationship.

As Is Findings versus Best Practice

Theme	As-Is Findings	Best Practice
HR Strategy, Purpose and Customer Expectations	We found a lack of clarity amongst the Senior HR team of purpose, vision, strategy and operating plan, and amongst service users over the scope of the services that OHR offer.	Best practice identified the requirement for clarity amongst staff, service users and the HR team with regards to their purpose, strategy and operating plan. This is assisted through clearly articulated SLAs or roles and responsibility documents in order to eliminate any mismatch in service user expectations, and what is within OHR's remit. It was frequently reported that coaching, educating and training staff/service users/line managers is beneficial in this process, in order to empower them to take responsibility for the "employment relationship".
Organisational Structure	The majority of the senior HR team suggested that the current centralised model is the right structure for the organisation citing the benefits of increased consistency and cost efficiency. They recognised however that the model is not working well at the moment, and suggested improvements in technology, policy framework and customer expectation management as well as extra resources in order to make the model work properly.	Throughout our extensive benchmarking and research process, we found that the optimal operating model for a HR function is a centralised HR operations including Centres of Expertise, Strategic Business Partnering and HR Shared Services with a tiered HR contact model. This consists of the following; <ul style="list-style-type: none"> • HR Management System/ Self service (Tier 0); • HR Helpdesk (Tier 1); • Centres of Expertise (Tier 2); and • HR Subject Matter Experts (Tier 3). Within this, the senior leadership team are responsible for providing guidance and oversight and for control and allocation of resources and management of risk. This will allow for efficient spans of control and free HR leadership capacity to focus on strategic, value add tasks for the business.
Leadership and Visibility, Management Practices	Issues were highlighted in relation to the current spans of control and workload on the two senior HR leaders. This has resulted in a lack of sufficient "bandwidth" for leadership and development of their direct reports. Additional concerns were highlighted regarding how the department and staff are managed.	Best practice highlights the requirement for more resourcing across the leadership roles within OHR's current structure. This would reduce the spans of control currently placed upon the Interim Executive Director (currently has 16 direct reports) and the HR Director. As a result, communication, developmental opportunities and expectations amongst the team will improve. Additionally, this will allow the leaders of the organisation to focus on strategic, value add tasks as opposed to transactional, day-to-day and operational duties. We expect this will provide significant opportunity for the progression of current OHR staff to upskill through appropriate mentoring and coaching opportunities, and through embedding a closer working relationship with their line manager.
System Challenges	We noted an ICT environment characterised as a missed opportunity to realise the benefits that technology can bring to an HR function. Currently there are diverse and disintegrated systems in place which offer sub-optimal processes, and still require manual interventions and workarounds for both process and the extraction of Management Information and data. The rationalisation of the HCM system environment should be seen as one of the most significant opportunities to improve efficiency and effectiveness for the OHR function.	We have identified the requirement for the integration and implementation of technological advancements to progress the OHR's digital maturity. Best practice indicates the requirement to provide a self-serve function on the system for managers and service users. Alongside this, the system should provide for real time, timely and reliable data analytics and metrics. It was noted through our benchmarking exercise, the use of AI and robotics (e.g. implementing a chat bot to deal with first line queries). A digitally matured operating environment should identify common themes arising from queries received, and prompt the HR team to respond with line manager guides or real-life scenarios to improve understanding. It was reported that this has significantly reduced the amount of queries received by HR, and reduced the amount of FTE required in some cases. We noted the strategic emphasis placed upon data literacy within HR and the functionality to provide data driven insights for the business.

As Is Findings vs Best Practice

Theme	Description	Best Practice
Policies	There is a highly complex policy framework and multiple sets of T&Cs in place across departments. This reportedly leads to duplication of effort in managing the policy suite as well as operational risks stemming from the high chance of errors resulting from managing the complexity and ambiguity.	We found that organisations that have had a complex policy framework, or multiple sets of T&Cs recognise the importance of harmonisation and simplification of the same. The benefits reported through rationalisation of the complex frameworks lie in improvements in the overall ways of working. This includes benefits such as simplifying technology solutions (and potentially headcount savings), and providing opportunities for HR staff to easily transfer across different functions (therefore, allowing for enhanced career progression and simplification in processes). Additionally, we noted that comparable organisations have enforced a review cycle with regards to updating their policies to ensure the policy suite remains bespoke and relevant. This has been assisted through implementing online user manuals and real-life scenarios to improve understanding of the policy framework and how each policy can be utilised.
Organisational Performance	Performance and development appears to be managed inconsistently across the department, with some staff having formal reviews, and others (particularly the senior team) having very little in terms of management, performance, coaching and development interventions.	<p>Best practice highlights the requirement for frequent and continuous performance conversations between managers and their direct reports. Our research found that implementing monthly one-to-one meetings with direct reports has proved extremely beneficial to organisational performance. Additionally, this provides for opportunities for sufficient coaching and mentoring, as well as identifying any areas for individual improvement. From speaking to comparator organisations, the frequency of HRBP meetings and HR team meetings was highlighted as a significant contributor to HR's performance. These meetings have been used as a forum for any updates or challenges that they are facing. Therefore, contributing to improving the culture and cross-functional collaboration as a result.</p> <p>We also noted the benefits to organisational performance from implementing clearly articulated KPI and SLA documentation. Comparator organisations described how they have embedded these metrics and how they use them to manage both individual functions' and overall HR organisational performance. Therefore, to further reduce any confusion and expectation gaps between OHR and service users, we believe it is a vital dual requirement for OHR and services users to embrace this opportunity to improve both OHR's reputation and service user satisfaction.</p>

Part 5: Options Analysis and Appraisal

Options Appraisal

Introduction

On the following pages, we have outlined a series key options for OHR to consider in how it should prioritise and implement our recommendations regarding its **Structure and Operating Model, Technology** and **Terms and Conditions Harmonisation**. An overview of the options we present are below:

1. Must Do
2. Should Do
3. Nice to Do
4. Do Nothing

As part of this process, we have determined the impact, benefits and feasibility if Isle of Man were to pursue each option. Additionally, we have provided our assessment of the implications of not implementing the same.

Option 1 – Must Do

Structure

We have recommended that OHR **continues to operate a shared services model**, but with significant enhancements through:

- The introduction of a 'Tier 1' helpdesk team to OHR's Shared Service Model;
- Restructuring senior level roles within OHR;
- Introduction of a new HR Advisory Service team;
- Introduction of a dedicated Project Practice team
- Restructuring HRBP roles and responsibilities; and

We recommend 16 additional roles for OHR in order to support **enhanced operational effectiveness as a HR Service**:

Recommended "Must do" roles	Grade	Quantity
Director of HR Shared Services	JESP 5-8	1 FTE
Director of Business Partnering and Project Practice	JESP 5-8	1 FTE
Helpdesk Team Lead	HEO	1 FTE
Helpdesk Generalists	EO	4 FTE
Helpdesk Administrators	AO	1 FTE
Head of HR Project Practice	SEO	1 FTE
Senior HR Consultant	HEO	2 FTE
Assistant HR Consultant	EO	4 FTE
Head of Case Management	SEO	1 FTE
Total		16 FTE

The additional cost of employment for these new roles will be **£1,036,676**.

Technology

We also recommend that OHR engages in a full review of its HR systems environment. This review should comprehensively assess the technology and IT systems in place, and determine whether OHR should:

Options Appraisal

Option 1 Must Do Continued.

- Continue with its current systems and develop integrations across the IT systems; and
- Start afresh and implement a new integrated HCM solution

A failure to action our “Must Do” recommendations would be, in our view, a significant risk to the future effectiveness and efficiency of OHR’s Shared Service Model.

The impact, benefits, feasibility and implications of not implementing this option are highlighted below:

Criteria	Description
Impact	This option will allow for OHR to effectively allocate resources to priority areas that are vital for the future success of OHR’s shared service model. Engaging in these recommendations will take transactional demand away from HR Business Partners, create more efficiencies, and ultimately create a better experience for service users.
Benefits	The additional resources will transform the OHR HR function, and position it as a strategic partner to support people practices in the Isle of Man Government. Implementing this option will also position OHR in a better place to meet the key objectives and actions set out by the Chief Minister and in the 2023 Department Plan.
Feasibility	<p>The additional resources recommended represent a significant financial investment. Additional time and resource demand will also be required for recruitment of staff. Further to this, being able to recruit the right talent in a timely manner will be an important consideration.</p> <p>This option will also require investment in a review of the HCM systems in place and further investment therein depending of the recommendations of same. We have not costed these technology options since this is beyond the scope of this report.</p>
Priority	Critical
Implications of not implementing “Must Do” Recommendations	<p>These recommendations will have the largest implications on OHR if not implemented as they create the biggest impact on service delivery. Through our in-depth experience as well as information from benchmarking and best practice research, we found that the most critical area to invest in OHR services was in the development of a centralised and tiered HR shared service with centres of expertise, helpdesk, project practice and associated IT systems. If not implemented, OHR will continue to operate under the current disjointed, operationally-focussed, and reactive environment, delivering sub-optimal service provision.</p> <p>In our view an ICT review is required as failure to do so will mean that OHR will continue to operate under the current disintegrated systems, requiring numerous manual interventions alongside the poor data literacy and limited self service functionality. Continuing with the current reliance on OHR staff for manual interventions and workarounds will increase the inefficiencies and operational cost of technology, and the lack of functionality will continue to impede on OHRs strategic decision making and therefore, prolonging the inefficiencies in current ways of working.</p> <p>If OHR decides against correctly resourcing leadership roles, inadequate spans of control will contribute to the lack of management and governance activities taking place, to include succession planning, personal development and risk management. Numerous risks are associated with the lack of succession planning in place, such as financial risk, loss of specific knowledge and experience and the reduction in service provision. All of the above will result in OHR failing to deliver any meaningful value adding work and the continuation of OHR struggling to meet service user needs.</p>

Options Appraisal

Option 2 – Should Do

This option outlines the recommendations that will be important enablers for future OHR effectiveness and efficiency in the long-term. Although we view these recommendations as important, we do not view these as critical levers to the transformation of the OHR service.

Structure

Further to our “Must Do” resourcing requirements for OHR, we recommend that OHR should create an additional 23 FTE roles as “Should Do”. This will include new roles within the following areas:

- Recruitment;
- Job Evaluation;
- Health, Safety and Welfare;
- People Analytics;
- Information Governance; and
- Executive Team Support.

The recommendation for an increase in recruitment staff is also a “Should Do” option. It is our opinion that the Recruitment team is under-resourced. A significant finding from our “As Is” review was the low satisfaction (17%) of service users in the recruitment services. OHR staff reported similar concerns about its effectiveness. We have noted the missed opportunity and challenge currently present as a result of a recruitment process that could be more efficient and timely. An increase in resources in this area will help OHR to decrease its time to hire and in turn be better positioned to meet its SLAs. Further to this, a more efficient time to hire will positively encourage applicant engagement throughout the recruitment process.

Additionally, we note the now there is only one employee in the job evaluation team for such a large workforce of approximately 10,000. We believe that increasing this team by 3 FTE is vital in terms of workload and in light of future challenges in respect of equality act claims. In relation to People Analytics and our best practice findings in relation to the requirement to progress the digital maturity and data driven insights for organisations in addition to their responsibility to support and provide governance to the Operational Performance Board of the Cabinet Office, we have noted that the team is under resourced.

The impact, benefits, feasibility and implications of not implementing this option are highlighted below:

Criteria	Description
Impact	OHR will identify opportunities for long-term efficiencies and benefits through committing to Terms and Conditions harmonisation, alongside additional resourcing that will add significant value in the key functional areas of Recruitment and L&D.
Benefits	Committing additional resources to the recommended areas will create greater opportunities for OHR to explore T&C harmonisation, build the capability and potential of its L&D team and address resourcing challenges in its Recruitment team. Additional resources in the recruitment team will also have a positive impact on service user satisfaction with the service (currently only 17% satisfaction).
Feasibility	This option would require a significant amount of additional financial investment on top of the “Must Do” recommendations. Additional resourcing here would cost £992,376 of staff costs. It is our view that this may not be feasible given the financial context that OHR are currently operating in.
Priority	Required

Options Appraisal

Criteria	Description
Implications of not implementing "Should Do" Recommendations	OHR will not have sufficient capacity to provide a comprehensive HR service to service users, nor provide sufficient governance and support to the Operational Performance Board within the Cabinet Office (this is a high priority). The lack of recruitment and health and safety support were raised as concerns by both, staff and service users. Without additional resources allocated here, it will prove difficult for OHR to meet their SLAs and to prioritise staff development, career progression and the recruitment of new roles in a timely manner for the wider Isle of Man Government. It was reported that some of the services outlined above are dealt with by internal Departments, Boards or Offices as opposed to through OHR, and that OHR require additional resources for the wider Government group to benefit from the same.

Option 3 – Nice to Do

This option includes a number of recommendations that we view as important, however these are not vital in order to ensure the delivery of OHR's future HR Operating Model. These recommendations will have a smaller impact on OHR's effectiveness than both Option 1 and 2 recommendations.

When considering 'Nice to Do' resourcing, we have recommended a total of 15 additional FTE across HR functional areas including:

- Occupational Health;
- Organisational Design and Development;
- Terms and Conditions Harmonisation team; and
- Learning and Development.

Our recommendations have highlighted the significant opportunity that exists for OHR in harmonising the various terms and conditions and HR policies that exist across Isle of Man Government. Therefore, we recommend that OHR begins exploratory work to scope the harmonisation options of its T&Cs. This should be completed by a newly established Terms and Conditions Harmonisation Team, made up of **4 FTE at various grades**.

We have also recommended an additional 5 FTE in Learning and Development. Reports from our service user survey noted the appetite for increased learning and development opportunities to allow for sufficient career progression and development. As such, it is our opinion that additional resources are needed in the L&D team to support OHR staff development opportunities alongside the delivery of support in areas including leadership development and line manager awareness of OHR systems and its future delivery model. Additional staff in this team will also help OHR in delivering its Divisional Objectives set out in the 2023 Departmental Plan - particularly on actions relating to how it cultivates a performance-driven culture and remodels career development and talent management.

The impact, benefits, feasibility and implications of not implementing this option are highlighted below:

Criteria	Description
Impact	This option would allow for OHR to operate effectively, ensuring all services expected from customers are completed within reasonable timeframes, and that value add strategic initiatives would be delivered by OHR.
Benefits	Committing to a full complement of the recommended resources would ensure OHR are equipped to fully deliver a world class HR function for its service users.
Feasibility	This option would require a significant amount of additional financial investment on top the "Must Do" and "Should Do" recommendations. Additional staff costs equate to £987,247. It is our view that this may not currently be feasible given the financial context that OHR are currently operating in.
Priority	Beneficial

Options Appraisal

Criteria	Description
Implications of not implementing “Nice to Do” Recommendations	<p>Throughout the “Nice to Do” recommendations, we have highlighted a number of resourcing shortfalls in the various teams outlined. All of the teams outlined here have reported challenges in terms of capacity, work pressures and meeting agreed SLAs. Therefore, without increasing capacity and capability throughout the identified teams, OHR will see no improvement in meeting their SLAs and the service provided to the wider Isle of Man Government. There will continue to be a lack of focus on continuous improvement of the service provision due to the lack of capacity and reactive nature of the workforce.</p> <p>As such, OHR will not have sufficient capacity to conduct a review of their current sets of Terms and Conditions to identify opportunities to harmonise and streamline the same, which we have identified as significantly important for OHR. Therefore, this option will result in the continuation of inconsistent advice provided by OHR with lengthy delays, a lack of OHR staff knowledge surrounding policies, and enhanced time demands in updating and creating new policies.</p>

Option 4 – Do Nothing

The final option for OHR to consider is to not recruit any further staff, and not invest in technology. This option would represent OHR choosing to not implement the structural changes recommended as part of our review. In our view, the significant demand being placed on OHR services would mean that OHR would continue to struggle to meet service user needs, and would likely fail to deliver any meaningful strategic value as a business partner if this option was chosen. There is no financial investment needed for this option.

The objectives proposed in the 2023 Departmental plan requires significant action to be taken in order for OHR to meet them, and it is our view that there is a significant risk for OHR in not being able to make positive progress in this area without additional investment.

The impact, benefits, feasibility and implications of not implementing this option are highlighted below:

Criteria	Description
Impact	In our view there is a significant operational risk associated with this option, as OHR is currently operating under high demand and failure to invest in the service is likely to lead to operational risks such as unmanageable delays or service failures. This risk has high likelihood and likely high impact.
Benefits	There are no identified benefits to OHR remaining with the current state and number of FTE.
Feasibility	It would be feasible for HRCS to remain with the current workforce, as it would require no financial investment, but undesirable.
Priority	Not recommended
Implications of “do nothing”	Nothing will change regarding the current service provision and the significant frustrations expressed amongst service users. The OHR transformation cannot be achieved without implementing the identified “Must Do” resourcing and technological advancements set out in this report. Implications include the deterioration of OHR’s Service provision to the wider Isle of Man Government, as work pressures and unmanageable delays increase. This will further damage OHR’s external reputation and weaken the current stakeholder relationships. Further implications include the worsening of the OHR’s organisational culture as a direct result of employee demotivation and disengagement, whilst continuing the current reactive and operationally-focused ways of working.

Options Appraisal

Conclusion

Based on the above information and particularly considering the risks, issues and feasibilities of each option, **we recommend that OHR should prioritise our recommendations and implement both Must Do and Should Do options.**

Part 6: Recommendations

Recommendations

Introduction

The recommendations proposed in this section of the report will, in our view, positively contribute to the creation of an Office of Human Resources that is properly structured, resourced and skilled to deliver on the strategy and purpose set out by the Chief Minister and articulated in the 2023 Department Plan.

The key themes to emerge from our As Is Review included:

- Challenges relating to the current OHR operating model and organisational structure as a shared service;
- High demands being placed on HR Business Partners, meaning they find themselves mostly dealing with transactional matters rather than addressing the strategic needs of their business;
- The difficult ICT environment that has impacted the quality of service delivery;
- The highly complex policy framework with multiple sets of terms and conditions that impacts OHR service delivery (including consistency and quality of advice);
- The significant gap that exists between the expectations of service users and what service OHR will offer; and
- High spans of control and job pressures in senior HR roles are impacting leadership “bandwidth”.

Our findings highlighted the multiple barriers that currently exist for OHR in fully realising the objectives set out in the 2023 Departmental Plan. The following recommendations propose the actions that OHR should take to address these key challenges.

These recommendations consider the following key focus areas for OHR:

- Organisational Development, Design and Culture;
- Strategic and Operational HR advisory services, including employee relations advice broadly and in relation to processes such as Fairness at Work, Grievances, Disciplinary, Capability and Whistleblowing;
- The effectiveness of HR functions and services provided to Departments, Boards & Offices;
- Employee development, appraisal and performance management; and
- Industrial Relations and Policy.

Note: Both Workforce and Culture and Payroll functions are outside of the scope of this review.

Strategy and Remit

	- Indicators of Developing Practice -	- Our assessment of current OHR practice -	- Indicators of Leading Practice -
Strategy	<ul style="list-style-type: none"> • No clear HR and People strategy • No clarity over business need and priorities, making HR a very reactive function • Business isn't aware of the HR priorities and performance against those 	<p>1 2 3 4 5</p>	<ul style="list-style-type: none"> • Well defined HR and People strategy, aligned to operational requirements and priorities and future focussed • Comprehensive strategic plans linked to operational objectives • Key business stakeholders are regularly informed about the HR objectives and delivery against those

In our review, we noted the existence of a HR Strategy and operational plan for OHR that is well developed. There were difficulties reported however in regards to its visibility and full understanding of how it aligns with operational matters “on the ground”. This view was shared by service users, who noted either a lack of awareness of the strategy’s existence, or lack of involvement in contributing to its development as a service user.

Recommendations

It is therefore recommended that **OHR redefines its HR Strategy and operating model**. This will provide a clear direction for OHR as a shared service and will define the nature and specific detail regarding its service provision to Isle of Man Government Departments.

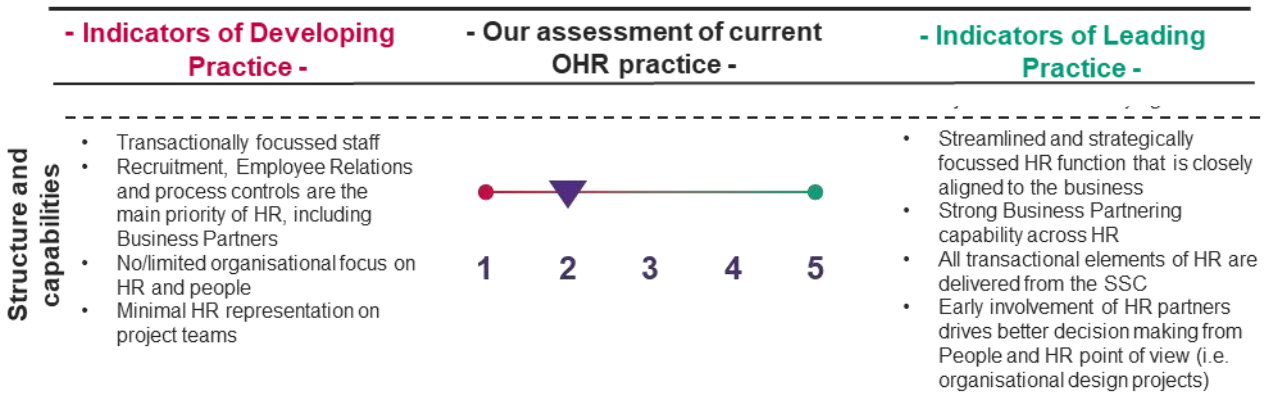
Further to this, regular and structured communication of progress to all service users should be formalised, rather than the current ad-hoc approach that was found in a number of areas within the service user cohort. We recommend that this will be supported by **HR Business Partners having a specific responsibility to agree and formalise communication and engagement with each service user department and organisation**.

Customer Expectations

Our review found that there is currently a significant misalignment between service users' expectations, and what OHR is able to provide for them. The cabinet office has set out an objective that OHR should meet existing SLA and HR KPIs. In order to do so, we recommend that **OHR prioritises actions to set out a clear remit for the HR function to each service user organisation and department**. This will clearly communicate its expectations, timeframes and responsibilities to service users.

This will be supported by having clear Service Level Agreements in place with all service users. Therefore we recommend that **OHR reviews all SLAs currently in place and updates them as agreed with service users**. Ensuring that SLAs remain relevant and up to date is a vital factor that will ensure that OHR are managing the expectations for delivery for service users.

Structure and Capabilities



Operating Model

OHR has been operating a centralised Shared Service model since 2016. It is our view however, that the benefits to be found through a shared service model were not fully realised when the organisation was set up, particularly considering how it operates “transactional” processes (such as grievance and disciplinary cases, performance and attendance, policy advice and recruitment processes).

A key finding from our ‘Discover’ phase has been an observance of the high level of “transactional” work that the Business Partners get involved in. Service users often engage with their assigned HRBP on basic transactional enquiries rather than contacting the relevant teams within OHR. In the main this was due to a lack of clarity amongst service users in relation to “who does what” within OHR. They therefore tend to rely on their BP to address or channel such queries, which is sub optimal.

Recommendations

Structure and Capabilities

Operating Model Continued.

We also heard from various stakeholders (both within OHR and also service users) over their desire to decentralise OHR and move back to an operating model that has full service HR teams embedded within departments. Whilst we understand that this model would seem appealing in terms of local control and oversight, it has significant deficiencies in terms of duplication of effort, lack of consistency (and resulting operational and reputational risk), and therefore inefficiencies. Mitigating these risks and issues were amongst the main reasons for OHR adopting the model in 2016.

Our best practice research and benchmarking has found that the majority of HR functions have implemented, or are planning to move to a decentralised or shared services model, and those that have done so have realised significant benefits that include:

- Greater effectiveness in expectation management with service users throughout the business;
- Increased agility to identify changing business needs;
- Greater HR visibility across the organisation;
- Consolidation of reporting lines to create greater consistency in the HR team direction;
- Avoidance of duplication of effort;
- Greater opportunities to share knowledge and collaborate more effectively; and
- Greater time for HR Business Partners to complete activities with strategic importance to the business.

It is our view that the move to implement this model for OHR in 2016 was the right direction to take. However, the fact that this operating model has failed to fully deliver against services users' needs and expectations, we believe, lies in a failing to properly organise, structure and resource the function, and to properly realise the benefits of technology. **We therefore do not recommend OHR moving back to a decentralised operating model.**

Instead, **we recommend that OHR continues with the centralised operating model**, but that significant changes are made as follows:

- Restructured and reorganised Shared Services including a tiered helpdesk model;
- Properly structure the senior level within OHR (the direct reports to the Executive Director of HR) to ensure proper oversight, spans of control, management of risk and leadership, development and succession planning for all HR staff; and
- Restructure of HRBP roles.

Key Considerations for OHR's Future Operating Model

In industry, there are varied approaches to HR Service Delivery Best Practice. The language and terms used interchange but the premise is the same. Considering this, we believe that there are key components that OHR should consider and continue to align with in order to ensure the success of its future HR Operations and Shared Services:

Identify the purpose and definition of HR Shared Services:

- Outlining the tasks and activities within HR Shared Services;
- Who should be involved in these operations; and
- How will they be delivered – considering technology and procedures.

Recommendations

Structure and Capabilities

Introduction of self-service capability

- Access to self-service functionality provides the customer (employees and line managers), with the ability to review their own information and update this where applicable, and for line managers to initiate HR processes automatically (recruitment, learning and development, leavers etc.);
- It removes the need for HR personnel to have to complete these tasks;
- It captures changes for employees in real time and records them on the system; and
- It can provide information to individuals on a range of workplace topics such as available benefits, policies and procedures, and people initiatives.

Being customer focused:

- There needs to be an open flow of communication within HR, even with the self-service feature. People may still need a point of contact and a way of dealing with complex queries. This shows the value given to employees to have this level of service; and
- A dedicated HR helpdesk via phone and email provides an opportunity to connect with people.

Maintaining service delivery

- The HR model and the services provided should follow the strategy and goals of the organisation as a whole; and
- When required, the HR function should be flexible to accommodate changes in the organisation.

OHR HR Shared Services

We recommend that **OHR implements a properly tiered shared service and helpdesk model in order to effectively manage and escalate transactional work through the HR function**. This will ensure that queries and processes are dealt with and managed at the appropriate level, and that people risk is managed consistently and appropriately within a defined risk appetite framework.

HR shared services are typically organised through a 'Tiered' approach to transaction management:

- Tier 0 is self-service for both employees and managers, typically through the Human Capital Management (HCM) system;
- Tier 1 is a help desk function to manage all transactional enquiries, dealing with those within scope and escalating where appropriate to the Centres of Excellence (COEs);
- Tier 2 consists of the COEs that include functions such as Recruitment, Learning and Development etc.; and
- Tier 3 is the point of escalation for complex issues through a 'Process Owner'.

Our review has found that within OHR there are particular challenges experienced within both Tier 0 and Tier 1 levels of the current operating model. There are noted difficulties in service users accessing OHR's systems to self-serve, however there is a particular absence of any Tier 1 function within OHR to carry out "triage" and to manage and deal with transactional queries at the appropriate level. The absence of support at these tiers, and the fact that the HR advisory teams currently report to the HRBPs, has meant that transactional work has naturally aggregated up to those BPs. This is at best sub optimal, with HRBPs dragged into work which distracts from the core purpose of that role, and which adds little strategic value.

Recommendations

Structure and Capabilities

Operating Model Continued

We recommend that **OHR implements a new ‘Help Desk’ team that will be responsible for all general HR queries from service users.** This will create a single point of contact that will improve accessibility for service users throughout IOM Government Departments. Most importantly, it will also free up some of the current resource demand placed on HR Business Partners – allowing them to engage in strategic value add work for their Departments.

The creation of a centralised HR Help desk will also promote consistency in advice given, which has been reported as a current challenge by both OHR staff and service users. In turn, this will also promote skills development for help desk staff in HR generalist knowledge.

The new HR Help Desk team should include 6 FTE. We have calculated this based on the approximate figure based on the current queries per month received by both PiP and Advisory teams, and is explained in further detail in the Workforce Plan section.

We recommend that a total of 6 FTE in the HR Help Desk team with 1 FTE graded at HEO level to lead and provide oversight, 4 FTE EO as generalists to answer all class and email queries and 1 FTE at AO level to provide administrative support and provide reporting functionality.

Senior HR Advisor level.

The overall aim for this team will be to, as far as possible, eliminate queries being received by HRBPs, to provide a single point of contact for the business, and to bring consistency in advice and managing risk. This will result in OHR having a properly resourced Tier 1 contact centre where service users can access HR services, with a centralised phone number and email address at the outset. Further development can also be made with OHR’s Tier 0 service, (dependent on appropriate investment in systems).

Further to this, we recommend that **all current advisory teams are centralised in to shared services.** Although centralised, “sub team” alignment with parent Departments will remain as is. As part of this process, we recommend that **BP Line manager responsibilities should be removed and that the HR adviser teams should be centralised within a newly created team.** This new team should report to a **newly created role of “Head of Case Management”**.

Business Partnering

Our engagement with Business Partners within OHR found that there was a significant transactional demand placed on them by service users. The creation of a new Tier 1 HR Help Desk team working alongside OHR’s Tier 2 Centres of Excellence will now create clear separation between transactional case management work and strategic work expected of the HRBPs within OHR.

In order for OHR’s shared service operating model to work more strategically, it is important to decrease the current demand (or temptation) for HR Business Partners to get involved in “transactional” work. This will allow HRBPs to become more embedded within their service user businesses and operate as a true strategic partner to those Departments. This very much aligns with the senior service users’ expectations of their HR Partners (which they reported are currently fulfilled).

Recommendations

Structure and Capabilities

Business Partnering Continued

In our view this can partly be achieved removing line manager responsibilities away from HRBPs in the team. Our review has found that carrying out line manager responsibilities within the advisory teams means that BPs naturally get dragged into case management work, and this negatively impacts what is already limited bandwidth for them to deliver strategic business partnering. Therefore, we recommend that **line management responsibilities are taken away from BPs** through the centralisation of their direct reports (HR advisers) to a new HR Advisory/Case Management Team.

Further to this, we recommend that **all HR Business Partners will report to a newly created role of “Head of HR Business Partnering and Project Practice**. This will centralise reporting lines across all BPs in OHR and will create greater opportunities for collaboration and knowledge-sharing in the group.

It has been noted that OHR operate within particularly complex environments such as Manx care. As such, we recommend **two permanent Business Partners remain specifically allocated to Manx Care**. Both these Business Partners will report to the newly created Head of HR Business Partnering and Project Practice, but alongside this they will retain a dotted report line to the Manx Care HR Director role (which we see as a dedicated role in its own right).

HR Business Partner Roles and Responsibilities

Our review of the current state within OHR found that HR Business Partners are currently engaged in mostly transactional responsibilities when delivering HR services.

We recommend that **OHR clearly defines the role of its HR Business Partner, and clearly communicates this with service users on this within a wider communication of the new HR operating model and points of contact therein**. This will help manage the expectations of service users, and ensure HRBP's are not carrying out tasks that are outside their remit. This will be supported by a redefined HR strategy, including creation and maintenance of clear Service Level Agreements with each department and organisation.

When defining the role of its HR Business Partners, OHR should look at responsibilities derived from best practice research. Research by Gartner outlined 4 main roles for best practice HRBPs, with the role of “Strategic Partner” defined as providing the greatest impact on talent outcome. A full description of these best practice roles are defined in the table overleaf, alongside a RAG assessment of OHR that highlights our evaluation of current HRBP time spent in each area.

Recommendations

Structure and Capabilities

HR Business Partner Roles and Responsibilities Continued.

Best Practice HRBP Responsibilities (Source: Gartner, 2020)	OHR Current State
Strategic Partner: <ul style="list-style-type: none"> • Developing the next generation of leaders; • Refocusing organisational structure on strategic objectives; • Understanding how HRBPs can support the business; • Understanding the talent needs of the business; • Adjusting HR strategies to respond to changing business needs; • Prioritizing across HR needs • Identifying talent issues before they impact the business • Identifying new business strategies • Identifying critical HR metrics • Creating a vision for talent strategy in the business unit • Assessing the HR implications of strategic options • Representing the business unit's talent interests within the organization 	<ul style="list-style-type: none"> X X X X X X X X X X X X
Operations Manager: <ul style="list-style-type: none"> • Communicating organisational culture to employees • Assessing employee attitudes • Tracking trends in employee behaviors • Designing HR programs to support organisational culture • Communicating policies and procedures to employees • Keeping the line updated on HR initiatives 	<ul style="list-style-type: none"> X ✓ X X ✓ ✓
Employee Mediator: <ul style="list-style-type: none"> • Managing competing personalities in the organisation • Managing conflict between employees • Managing conflict between managers • Responding to organisational changes • Resolving political problems in the execution of business plans 	<ul style="list-style-type: none"> X ✓ ✓ ✓ X
Emergency Responder: <ul style="list-style-type: none"> • Quickly responding to line manager questions • Quickly responding to complaints • Responding to manager needs • Responding to employee needs • Preparing for different situations 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓

The RAG assessment outlines the need for OHR to prioritise how it ensures its Business Partners effectively deliver on its role as a Strategic Partner. Currently, OHR HRBPs are spending most of their time completing roles and responsibilities that align with that of an emergency responder. This is supported to a lesser extent by the completion of some responsibilities within the Operations Manager and Employee Mediator group.

It is therefore important that OHR ensures that its BPs effectively deliver across four areas when articulating its remit for HRBPs. Ideally most time should be spent as a **Strategic Partner** moving forward.

Recommendations

Structure and Capabilities

HR Business Partner Roles and Responsibilities Continued.

Further to this, our engagement with best practice found the strategic importance being placed on developing data literacy skills across all HR Business Partners. It was reported that ability in this area varied across the organisation's HRBP group. However, the ability to tell a strong story through accurately reading, reporting and commenting on HR data was seen as a key future requirement for the business. It is therefore recommended that **OHR creates opportunities (internally or externally) for all HR Business Partners to develop their data literacy skills.**

Additionally, we recommend that OHR considers reviewing the titles of the existing HRBPs to recognise their stance within the organisational structure in the absence of a HR Director role for DESC, DOI, DHA and CABO. We suggest an option to address this would be implementing the job title of "Senior HR Business Partner" for these role holders to reflect their seniority and leadership capacity. However, we recommend that these roles remain at the existing grade.

HR Advisory Service Team

Currently there are 9 HR Advisers directly reporting to HRBPs, embedded within service user departments across the following titles:

- 3 Senior HR Advisers;
- 5 HR Advisers; and
- 1 Assistant HR Adviser.

We recommended above that BP Line manager responsibilities should be removed and that the HR adviser teams should be centralised within a newly created team.

We recommend that **this team acts as a central HR Advisory Service Team.** This team would sit within the 'Tier 2' level of the shared service alongside other Centres of Excellence. Rather than reporting to multiple HRBPs, staff within this team would report to one senior role within OHR. We recommend that **OHR creates a new Head of Case Management** service lead position. This will create a central point of contact that will encourage greater collaboration and communication across the HR adviser group

Within this team HR advisers should continue to be aligned to and provide direct advice to their parent Departments, but would sit as sub teams reporting to one overall head. The benefits of this can be significant and will allow for greater opportunities for cross-pollination and collaboration between HR advisers within the new centralised team. There will also be a significant benefit in terms of consistency of advice and therefore better management of people risk overall.

Project Practice

Our "As Is" review noted the lack of a well established change and project management structure and methodology with proper governance and reporting. It was reported that change and project delivery is often driven by the HRBPs reacting to need within their businesses. Further, when projects are initiated, it was noted that rigorous management, oversight, reporting and control of these is often missing or inadequate.

It is therefore recommended that **OHR creates a new dedicated Project Practice** team to engage in emerging consulting needs from service users. These needs will be identified by HRBPs in their day to day engagements around senior leadership tables. Having this project capability will allow OHR to scale up and allocate resources to respond to demand for additional support throughout the service user cohort – typically in strategically important HR projects.

This may include strategic workforce planning, recruitment or OD needs. Due to the significant demand across each of the service user groups, priority management will be a key consideration in order to determine what needs become prioritised, how project practice resources will be allocated, and what criteria will be used to base these decisions on.

Recommendations

Structure and Capabilities

Project Practice Continued.

We recommend that **this team is led by a newly created Head of Business Partnering and Project Practice**. Further to this, the team will require the creation of newly defined **HR Consultant** roles that sit within the team – we recommend the **creation of 7 FTE new positions in this team**. Our benchmarking exercise noted a best practice ratio of approximately 1:632 between HR project practice staff to total organisational staff headcount. As such, the recommended **7 FTE roles** within the team will provide an approximate ratio of 1:1,031.

This will include 1 Senior Team Lead at SEO, 2 Senior HR Consultant at HEO and 4 HR consultants at EO. This team should create a centre of expertise in project and programme management within OHR, and will also create development opportunities and a career pathway for more junior staff to develop the breadth of experience to prepare for more senior HR roles (particularly the HRBP roles which is currently a significant succession gap).

Capabilities

Our engagement with both OHR staff and service users found that there was a positive view of the knowledge and expertise of personnel on some HR matters. It was noted, however, that there were significant key person dependencies present. This represents a risk to OHR if those personnel are lost. It is therefore important for OHR to consider how it builds wider capability and knowledge across all of the HR staff group within the team.

Firstly, we recommend that **OHR takes action to support the development of HR generalist skills and to help break down the silos reported across the function**. This includes the creation of opportunities for cross collaboration between OHR staff across different teams to develop broader knowledge on HR matters. The introduction of the recommended Help Desk Team, HR Advisory Service Team, and Project Practice will be strong enablers to help build skills and capabilities in this area. This should be further supported by OHR providing opportunities for job rotation and secondments that will help OHR staff learn and develop skills throughout each of OHR's centres of excellence.

Our "As Is" review found a significant skills requirement for OHR staff in project and programme management experience. We recommend that **OHR invests in supporting staff accessing training and certification in this area**. The creation of a new Project Practice team will help further support this, however it will be important for OHR to take action to support the development of staff's confidence and capability in project management-related responsibilities.

Our engagement with staff also identified a growing need for negotiation and dispute resolution skills when engaging with customers and trade unions. It is therefore our recommendation that **OHR completes a skills gap analysis to determine what roles and employees particularly require these skills**. Development should be supported through either internal learning initiatives or through an external provider.

We also recommend that **relevant OHR staff are offered further training opportunities on topics that include leadership, performance management, coaching and data analytics**. These training programmes can be provided by the internal LEaD team if capacity allows, or via an external training provider.

Our As Is review learned of a significant risk in relation to the lack of a developmental structure and career paths for HR staff within OHR. HR professional development in particular appears to be almost non-existent with no budget available for this or for other development within the teams. We therefore recommend that **OHR invests in supporting HR staff to undertake professionally accredited training such as CIPD, in order to further professionalise the OHR function**. This will ensure that HR practices are kept up to date with current best practice. The source of funding for this external training will also need to be considered.

Recommendations

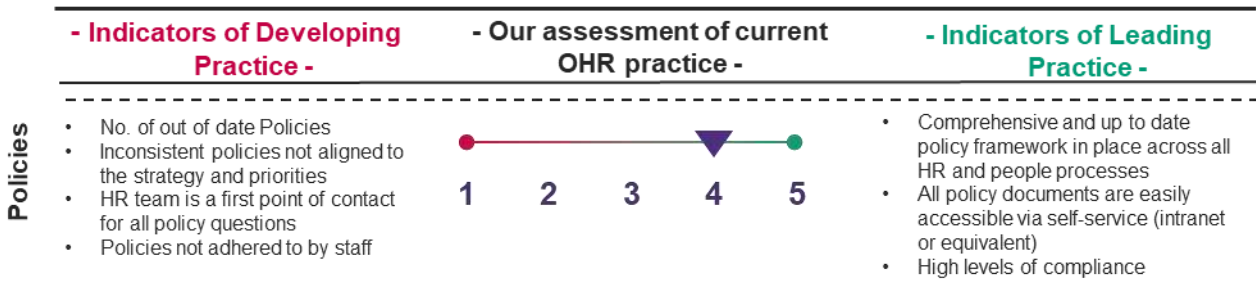
Senior Leadership Structure

Two senior HR roles (Director of HR Services and Director of Organisational Development and Design) were left unfilled after their previous incumbents left. This represents a significant increase in demand on the remaining Senior Leadership team that includes the Executive Director of HR and Director of HR Business (also acting as HR Director of Manx Care). This demand increase has included pressure relating to spans of control that are significantly wider than is practicable and this has a knock-on impact on their ability to devote appropriate time to complete management and development support for all their direct reports.

To respond to this, we recommend the **creation of a specific HR Director role for Manx Care, that will operate separately to the Director of HR Business role.** The complex needs of Manx Care should be fully addressed through a full-time resource that is solely focused on service provision in this organisation.

Further to this, we also recommend the **creation of a Head of HR Shared Services role.** All centres of Excellence within tier 2 of OHR's shared services model will report to the Head of HR shared services. Alongside this, we recommend the **creation of a Head of Business Partnering and Project Practice,** which will lead all HRBPs within OHR and the newly created HR Project Practice team.

Policies



Terms and Conditions

OHR has an extensive policy suite to accommodate the significant complexity of the T&Cs of employment contracts throughout IOM Government. There are 68 HR policy documents in addition to 217 related documents associated with OHR Policy and Processes. This represents a significant demand for HR staff in policy maintenance and fully understanding the nuance of different policies to match certain Terms and Conditions.

We recommend that OHR reviews the current sets of Terms and Conditions and identifies opportunities where possible to harmonise. The harmonisation of T&Cs throughout the Isle of Man government employee group will bring benefits that include

- More consistent advice from OHR;
- A deeper staff knowledge of OHR policy, and;
- Less time consuming demands in updating or creating new policy to satisfy the different T&Cs across the employee group.

We recommend that the first action to take will be to conduct a full review of all T&Cs across the workforce to scope out future harmonisation opportunities. Further to this, we recommend that the approach to T&C harmonisation considers where positive impact can be made quicker than others. Our interviews with comparator organisations noted the adoption of a RAG approach to harmonising their T&Cs. This allowed them to identify areas that they could make quick wins on. Therefore we recommend that OHR adopts a similar approach in how they prioritise harmonisation. Quick wins for OHR in this space should be, where feasible, the creation of new job families at junior or administrative levels across all departments within IOM Government. These job families will ensure alignment across the employee group at that level and create an opportunity to harmonise T&Cs as a result.

Recommendations

Terms and Conditions Continued.

To achieve this, we recommend that **OHR mobilises a specific project team, dedicated to assessing options for T&C harmonisation in the Isle of Man government staff group.** With approximately 68 HR policy and related documents to review and update, it is recommended that OHR assigns **4 FTE** to this team at various grades. 1 head of T&C at SEO, 1 Senior T&C adviser at HEO and 2 T&Cs executive officers

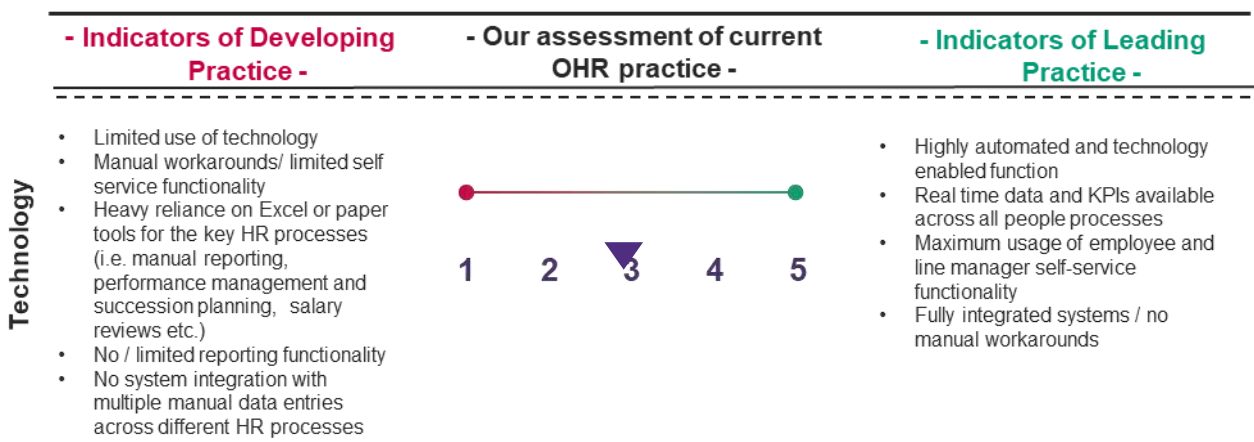
We recognise that this would be a significant project for OHR to engage in, particularly when considering the employee relations environment, trade union consultation requirements and cost implications of harmonising terms. The long-term benefits however, would be significant for OHR and Isle of Man government. Further to this, our benchmarking interview with a best practice HR function noted the decision made to harmonise T&Cs in their policy suite. This was noted as a difficult decision and process to engage in at the time, particularly within what was a difficult IR environment. However, it was viewed as a very positive and proactive step that has significantly helped in efficiency and effectiveness when engaging in current HR and people processes.

Policy Accessibility

Further to this, there is an opportunity for improvements to be made in making OHRs HR policies more accessible and user-friendly to accommodate the variety of roles and environments within Isle of Man Government. Our benchmarking exercise explored work undertaken by organisations to develop additional material to support understanding of HR policies. This included line manager guides and specific scenarios related to the service user environment. This created benefits to the organisation that increased service user knowledge at Tier 0 in their shared service. This in turn encouraged less Tier 1 contact on related policy queries.

We recommend that **OHR creates additional support and documentation to complement their HR policy suite, including specific line manager support and scenario based applications of policy to support customer understanding.**

Technology



Our engagement with both service users and OHR staff found the significant challenge in accessing and maintaining useful and relevant HR data. Line managers are unable to see relevant data in a timely manner, and staff noted the difficulty in managing mostly manual data processes. Our engagement with comparator and best practice organisations recognised the positive impact of utilising their Tier 0 shared-service to create real-time self service dashboards that are available for managers throughout the organisations. More complex data requests are managed by specialist teams that perform efficient, ad-hoc requests alongside regular reporting that is agreed with the customer.

Recommendations

Technology

Improved data will offer significantly more positive user experiences for both customer and OHR staff. This can help with the overall ability to accurately identify trends and drive proactive upstream interventions in areas such as absence, grievance. This will ultimately lead to OHR becoming more strategic and proactive in how it delivers its services.

Although not in scope for this review, typically when reviewing the effectiveness of HR function or department, a formal review of its enabling technology & IT systems would also be undertaken as part of this process or separately. The subsequent findings of the technology & IT systems assessment would then be fed in with other considerations in areas of people, process and operating model and would typically inform a number of technology solution options along with a recommendation.

With the information gathered and feedback received during our review to date, we understand that the IOM Government operate a standalone HR system (PiP) with limited Manager & Employee Self Service (MSS/ESS). We also understand that separate IT solutions are currently in place for functions (e.g. recruitment and L&D) that would typically form part of a best of breed, integrated HCM solution.

The following are the options that we would recommend the IOM government consider when reviewing the current HR solutions landscape:

- Option 1 – Do nothing - continue to use current PiP System and related systems 'as is'
- Option 2 – Integrate - continue with current systems and develop integrations to other IT systems
- Option 3 – Implement – Start fresh and Implement a new integrated HCM solution

Option 1

When reviewing this option, a number of high level considerations should be taken into account

- Is the current PiP system fit for purpose for the future requirements of the IOM government?
 - Functionality
 - Regulatory
 - Staff & Skills
 - Reporting/Analytics
- What is the user community view of the current HR system – usability, manual interventions
- Vendor roadmap for the current PiP System - does the vendor have a structured roadmap for its product where new HR functionality will be added or current functionality will be improved

Option 2

When reviewing this option, a number of high level considerations should be taken into account:

- Investment to date in current PiP solution and other HR related IT systems
- Availability of skills and budget to complete integrations
- Future cost of supporting, maintaining and licencing several IT systems within the HR function
- Future compatibility conflicts between systems
 - Separate system will be upgraded independent of each other
 - Requirement for constant regression testing effort

Recommendations

Technology Continued.

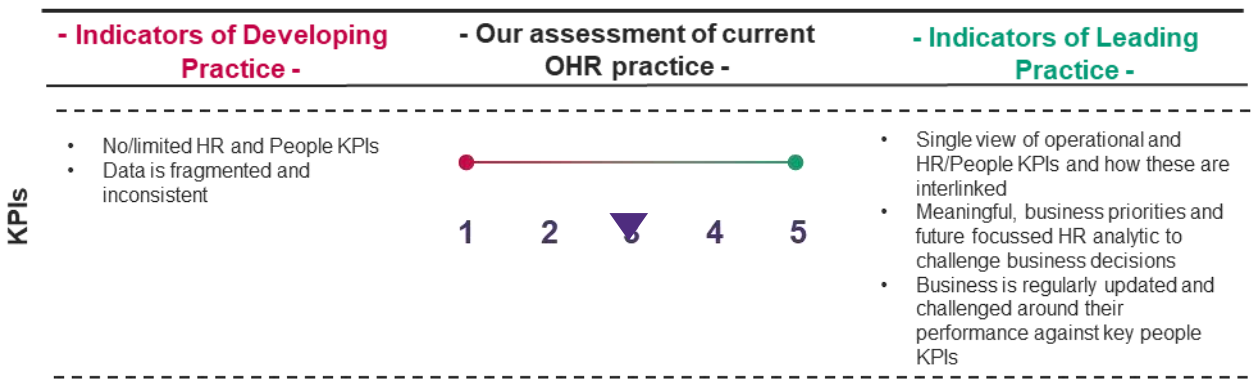
Option 3

When reviewing this option, a number of high level considerations should be taken into account:

- Cost benefit
 - Cost and effort of maintain several current HR related systems versus the cost of implementing a new Tier 1/ 2 integrated HCM solution
 - Is there budget, resources to implement a new integrated HCM solution
- Complexity of IOM government HR requirement – can a single solution cater for these (e.g. Work Schedules / Rosters, employment contracts)
- Benefit of a single source of the truth for all HCM data
- Organisational wide reporting & analytics (predictive Succession Planning)

In summary, consolidation of all disparate HR related systems into a single integrated HCM solution should be the goal of any maturing HR function. With this in mind and with the benefit of information gathered during this exercise, we recommend that the **IOM Government considers a formal review of the enabling technology and IT systems as part of any further plan for continued improvement of the HR function.**

KPIs



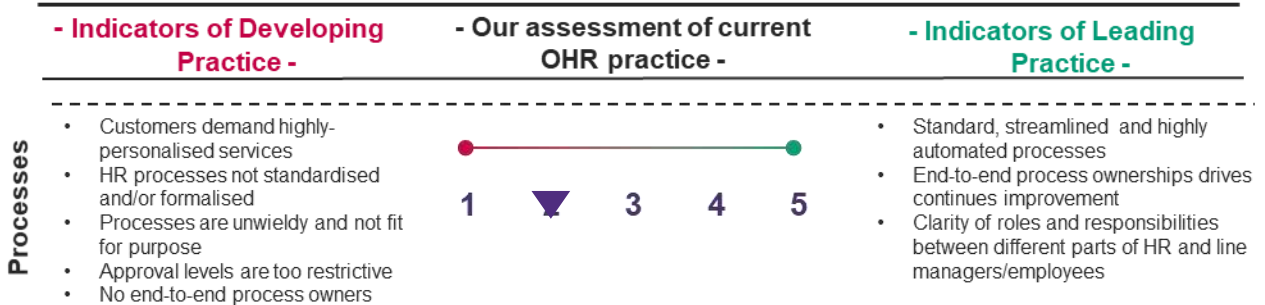
Our review found that KPIs and SLAs were in place for various processes such as recruitment, occupational health and corporate and HR performance, but these were not consistently applied, measured or tracked across all teams and departments.

Therefore, we recommend that **OHR creates consistent structures in regard to KPIs and SLAs across all process areas.** In addition to this, OHR should also be clear on how it plans to communicate its KPIs to service users in order to build confidence and improve perceptions of the service that is provided by OHR. We recommend that this is done within an overall implementation of the new operating model and how change is communicated to all stakeholders within this.

In order to complete this, we recommend that a review is conducted of all HR processes in order to generate realistic KPIs for all teams within OHR. In order to do this, outputs will need to be measured and therefore an increase and improvement in the levels of data being developed by OHR will be needed. Processes will need to be timed and measured in order to outline the KPI's.

Recommendations

Processes



We recommend that **OHR conducts a full review of its processes, including outlining areas of inefficiency, waste, and duplication.** Once these areas have been identified, the process specialists should implement process improvements. Our engagement with best practice found the positive impact of creating clear decision trees for staff when completing processes, and was seen as a strong enabler for service quality and effectiveness. The outcome of this recommendation for OHR will be detailed operating processes for areas including recruitment, grievance and discipline, L&D etc. – including clear decision trees that can be easily followed by OHR staff when faced with HR queries. This should be carried out across all areas in OHR, and should be done by specialists either within OHR or by external consultants.

It is noted that our recommended workforce plan (shown separately in this report) identifies increased headcount recommendations categorised into “must do”, “should do” and “nice to do”. A detailed process review employing lean methodologies (alongside technology enhancements) should identify process efficiencies which could be adopted in place of hiring some of the “nice to do” headcount we have recommended.

We recommend **prioritising a review of succession planning processes,** as these are currently identified by service users as a growing support need. Again, we would recommend that this should be done specialists within OHR or by external consultants.

Performance, disciplinary and grievance processes should also be fully reviewed, particularly regarding appeals. Service users noted their experience of “going around in circles” due to the current appeals process. Therefore, we recommend that OHR reviews its role within this process, the stage in which it gets involved and how this can be developed to become more streamlined for both service users and related staff. Further, with improved data from a Case Management Unit, OHR can begin to identify “themes” emerging from grievance cases and to identify and deliver proactive line manager interventions (such as training) in order to reduce overall case numbers.

We also recommend that **OHR conducts a review of the efficiency of its recruitment process,** and how it prioritises the advertisements of certain roles throughout Isle of Man government. This is particularly relevant for some departments that require staff to start at a specific time in the year (e.g. teachers), and the need to assess how best it prioritises these roles within its recruitment approach.

It is our recommendation that **OHR develops clear separation between the role and responsibilities of different parts of HR and that of line manager/employee.** This will be encouraged by the development and maintenance of agreed SLAs with service users. OHR should consider how it clearly communicates and builds line manager awareness and comfort in engaging in processes within their remit. This will include how OHR helps line managers also clearly understands the roles of HRBPs and other HR process owners within OHR. To ensure success, this will require senior and proactive sponsorship within each department and body that OHR delivers services to.

Recommendations

Summary

Our proposed recommendations will help OHR address key barriers that have been identified in our review. These will generate a number of benefits for OHR that will include:

Theme	Recommendation	Expected Benefits for OHR
Strategy	OHR redefines its HR Strategy and operating plan	<ul style="list-style-type: none"> • Clear direction for OHR as a shared service and will define the nature and specific detail regarding its service provision throughout Isle of Man Government.
	OHR formalises all communication channels between service users and HR Business Partners	<ul style="list-style-type: none"> • Greater consistency in communication across all service user groups
	OHR sets out a clear remit for the HR function to each service user organisation and department, supported by agreed Service Level Agreements with all service users.	<ul style="list-style-type: none"> • Clarity on both customer and OHR its expectations, timeframes and responsibilities
Structure and Capabilities	OHR implements a properly structured and resourced centralised HR operating model	<ul style="list-style-type: none"> • Greater effectiveness and efficiency of HR service delivery across the HR function.
	The implementation of a properly tiered HR shared service and helpdesk model	<ul style="list-style-type: none"> • Greater consistency in advice. • Less transactional demand placed on HR Business Partners.
	Implementation of a new HR Advisor Service Team.	<ul style="list-style-type: none"> • Removal of line manager responsibilities for HR Business Partners. • Greater opportunities for cross-pollination and collaboration between HR advisers within the new centralised team. • Consistency in HR advice. • Removal of silos.
	OHR creates a new dedicated Project Practice team to engage in emerging consulting and advisory needs from service users.	<ul style="list-style-type: none"> • OHR will become more strategic in its service delivery. • More resources and capability to manage and deliver special projects.
	OHR redefines the role of its HR Business Partner	<ul style="list-style-type: none"> • Clarity on the future role of HR BP as a strategic partner in OHR. • Builds awareness for staff and service users on responsibilities of the HRBP.

Recommendations

Summary Continued.

Theme	Recommendation	Expected Benefits for OHR
Structure and Capabilities	Relevant OHR staff are offered further training opportunities on topics that include leadership, performance management, coaching and data analytics.	<ul style="list-style-type: none"> Improved capabilities and upskilling of OHR staff.
	OHR invests in supporting HR staff to undertake professional accredited training such as CIPD, in order to further professionalise the OHR function.	<ul style="list-style-type: none"> Greater employee engagement Up to date HR and best practice knowledge within OHR
	Creation of a specific HR Director role for Manx Care	<ul style="list-style-type: none"> Greater focus placed on meeting the complex needs of Manx Care
	Creation of a Head of HR Shared Services role and Director of HR Business Partnering and Project Practice	<ul style="list-style-type: none"> Separation between transactional and operational responsibilities within OHR.
	Complete a skills gap analysis for OHR	<ul style="list-style-type: none"> Greater awareness of OHR staff development needs Greater ability to prioritise L&D investment.
Policies	OHR conducts a full review of the current sets of Terms and Conditions and identify opportunities where possible to harmonise	<p>The harmonisation of T&Cs throughout the Isle of Man government employee group will bring benefits that include:</p> <ul style="list-style-type: none"> more consistent advice from OHR; a deeper staff knowledge of OHR policy, less time consuming demands in updating or creating new policy to satisfy the different T&Cs across the employee group.
	OHR mobilises a specific project team to assess options for T&C harmonisation in the Isle of Man government staff group	
	OHR creates additional support to complement their HR policy suite, including specific line manager support and scenario based applications of policy to support customer understanding.	<ul style="list-style-type: none"> Greater line manager awareness on HR policy matters Lessens Tier 1 query demand.
Technology	IOM Government engages in a formal review of the enabling technology and IT systems	<ul style="list-style-type: none"> Identification of opportunities for consolidation of all disparate HR related systems into a single integrated HCM solution Improving the digital maturity of OHR and IOM Government.
KPIs	OHR creates consistent structures in regard to KPIs and SLAs across all process areas.	<ul style="list-style-type: none"> Clarity between both OHR and service users on what support to expect. Greater ability to measure performance

Recommendations

Summary Continued.

Theme	Recommendation	Expected Benefits for OHR
Processes	OHR conducts a full review of the efficiency of its processes, including: <ul style="list-style-type: none">• Succession planning;• Performance, disciplinary and grievance;• Recruitment	<ul style="list-style-type: none">• Ensures greater efficiency and effectiveness of core HR processes
	Increased focus placed on communication with service users	<ul style="list-style-type: none">• Service user engagement and relationship management
	OHR develops clear separation and agreement between the role and responsibilities of different parts of HR and that of line manager/employee	<ul style="list-style-type: none">• Clarity on expectations of service from OHR.

Part 7: OHR Proposed Workforce Plan

Workforce Plan

Introduction

Following the completion of the 'As-Is' phase of this OHR Service Review exercise, Grant Thornton has created a future state or 'To-Be' workforce plan. As part of this work, we reviewed various reports which were provided from OHR. In addition to this, we held design workshops with members of the Senior HR Team within the OHR through, and also with senior Stakeholders through which we co-created a set of Design Principles for the function as well as beginning the discussion surrounding necessary resources both to sustain operations and to achieve future strategic objectives. We have also based our resourcing recommendations on the information contained in the aforementioned reports, the information gathered through external organisational benchmarking and our findings in line with current best practice.

Based on our in-depth review of the current state of processes, systems, people, culture and leadership within OHR, we have created a proposed workforce plan for the future OHR function which includes an increase of headcount of **54 FTE**. This would increase the OHR headcount from the current **117 FTE** to **171 FTE (including current vacancies)**. We recognise that this is a very significant increase in headcount and staffing, and so we have provided options for OHR to invest appropriately in this headcount increase, balanced against other competing demands for investment in the service.

The recommendations included throughout this report, and the proposed changes and priorities outlined are dependent on changes being made in the areas which OHR currently supports. For example, we recommend that certain pieces of work (such as administrative and secretarial support to hearings which are not specifically HR functions), should be renegotiated as part of the SLA review. This is to ensure that HR can deliver on the priority areas outlined in these recommendations.

Workforce Plan

The table on the following page represents OHR's current workforce based on the most recent Organisational Charts from **March 2023**. It includes all the FTE posts as stated in the report, the current posts as well as indicating which ones are vacant. Furthermore, it breaks down the roles into their functional area and grade within the grading structure of the organisation.

It is important to note the information and what is recommended on the following pages is a high-level recommendation of roles and their grading. Flexibility should be allowed, if required, to allow OHR to react to any changes in the external environment, including any implications of the current financial context.

We have split the workforce plan into three sections based on priority for establishing the resource recommendations, namely "**Must do**", "**Should do**" and "**Nice to do**". We recommend that OHR implements the FTE recommended under the "Must do" section as soon as possible as these roles will have the biggest impact upon the success of our recommended HR Operating Model.

Throughout the options appraisal section of this report (Part 5), we provided averaged total cost of employment for each of the recommended roles within each of the sections outlined above. Where we were provided with grades that had a number of different salary bands, we have based our calculations on the most expensive grade provided.

The final option outlined within the options appraisal is for OHR to do nothing, to not recruit any further staff, and not invest in technology. Furthermore, this option would represent OHR choosing to not implement the structural changes recommended as part of our review. In our view, the significant demand being placed on OHR services would mean that OHR would continue to struggle to meet service user needs and would continue to fail to deliver any strategic value as a business partner if this option was chosen.

Workforce Plan

Grade	Executive Director	HR Director	Executive Support	Organisational Development and Design	Workforce and Culture	Learning and Development	Health, Safety and Welfare Advisory Service	Occupational Health	Department of Education, Sport and Culture	Manx Care Business Team	HR Business Team DOI, DHA, CABO	Information Governance	Industrial Relations and Policy	People Analytics Team	Job Evaluations	PIP Systems Team	Payroll Team	Recruitment and Talent Acquisition	Total
	JESP 9-13	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JESP 5-8	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Senior Executive Officer D621 D620 Band 8a 642150 HMD	0	0	0	1	0	1	1	2	1	3	2	0	1	0	0	0	1	0	13
Higher Executive Officer D533 D515 D500 Band 7*MPTC 642150 Specialist HMD	0	0	1	2	1	2	7.5	1.5	1	3	0	0	0	1	1	2	2	2	27
Executive Officer D531 Band 6 MPTC Senior Secretary 642150 685157	0	0	1	0	2	4	0	3	2	1	3	1	1	1	0	5	5	5	34
Administrative Officer Band 5 MPTC	0	0	0	1	1	3	0	2.85	0	0	0	0	1	0	0	5	8	12	33.85
Total FTE	1	1	2	4	4	10	8.5	9.35	4	7	5	1	3	2	1	12	16	19	109.85
Total FTE	109.85																		109.85
Current Vacancies	0	0	0	1	1	1	1	0	0	0	1	0	0	0	0	2	0	1	8
Total Staff Including Vacancies	1	1	2	5	5	11	9.5	9.35	4	7	6	1	3	2	1	14	16	20	117.85

Workforce Plan

Workforce Planning Context

As outlined previously we have captured the number of posts currently in the OHR alongside what resources GT recommend the OHR will need in the future to properly deliver their services and allow them to become more efficient. We found from our review that it is widely recognised that the OHR are under resourced.

We are aware of the financial constraints faced by the OHR, especially when it comes to resourcing. Therefore, we have recommended the OHR recruit additional resources on a phased basis. This will spread the cost of recruitment incremental staffing costs, whilst also allowing the OHR to concurrently address and invest in some of the other operational issues, as well streamlining current processes.

Additionally, we note that the perceived lack of resources and work pressures has created what was described as “a silo culture” whereby the Department feels disjointed. Therefore, we have taken note of this within the recommended new structure to allow for enhanced communication and cross functional collaboration. This will be assisted through the revised reporting structure and Tiered HR Operating model.

OHR Design Principles

Following our work on the current state of the organisation, we met with OHR's senior team and Political Representatives from the Isle of Man Government to help create a set of design principles for the organisation which have been used to shape and guide the proposed organisational structure, workforce plan as well as future operations and strategic priorities within the organisation.

The design principles outlined below are intended to help provide this “handrail” for future transition and they are deliberately aspirational. It is noted that delivery of these will be dependent on many factors, including (perhaps most importantly) the level of funding available to support the proposed change.

The proposed Design Principles for OHR are as follows:

- OHR will be able to develop a People Strategy and OHR Operating Plan including clearly defined and consistent objectives and SLAs for all areas of OHR, in order to deliver the strategic vision for OHR articulated by the Chief Minister;
- OHR will be able to implement a clearly articulated operating model and organisational structure which facilitates delivery of the agreed strategy and objectives, and which maximises efficiency and effectiveness. Within this, OHR will define appropriate spans of control and organisational layers in order to ensure effectiveness and efficiency of organisation design is enhanced and maintained;
- OHR will seek to enhance their level of expertise, resourcing and efficiency in the face of increasing demands on resources, allowing for OHR to be scalable to current and future demands;
- OHR will seek to be truly customer focused by putting their service users at the centre of everything they do, and continuously aim to improve service user experience by responding to their priorities in a consistent, timely and accurate manner;
- OHR will be able to ensure consistency and clarity of expectations for both OHR staff and their service users, in conjunction with their service users, through embedding clear SLAs and ensuring consistent and regular communications, collaboration and check in points between OHR and their service users to ensure both, sufficient visibility and customer accountability;
- OHR will be able to simplify and streamline OHR's processes within a culture of continuous improvement;
- OHR will seek to maximise the opportunities to improve their ways of working and will develop a true partnership approach with Departments, Boards and Offices in order to empower a common purpose and a unified organisational focus;
- OHR will be able to prioritise cross-functional collaboration across all their service areas in order to enable knowledge and resource sharing;

Workforce Plan

- OHR seek to put people at the forefront of everything they do, and will make OHR a great place to work. They will embed a coaching culture, and seek to be an organisation where continuous improvement, growth mind-sets, and staff development is at the core;
- OHR will seek to ensure resilience across their workforce through embedding proactive succession planning and workforce planning approaches, supporting integrated talent management practices; and
- OHR will be able to leverage information technology and champion the use of reliable data-based evidence in informing strategic decisions both for OHR and their service users.

Workforce increases – Recommended “Must Do”

Executive Team

We noted the difficult time that has been faced by the HR team with regards to leadership. The majority of the Senior HR team described a lack of senior leadership role holders, highlighting that the roles of Director of HR Services and the Director of Organisational Development and Design had not been replaced when their incumbents left. It was reported that this was due to budgetary constraints. This has drastically affected the organisation’s spans of control and leadership “bandwidth”, resulting in a lack of leadership, development and succession planning for the HR Leadership cohort. It is our view that this causes a significant risk and is unsustainable.

As such, we recommend that OHR recruits a total of **2 FTE** for the Executive Team to ensure sufficient leadership bandwidth to support and develop their team:

- **2 FTE** Senior Leadership Roles at Director level to assist the executive team and ensure sufficient spans of control for Business Partner roles, and to lead on OHR Strategy. We recommend that the current HR Director takes responsibility for the sole role of the Head of HR for Manx Care, and we propose two newly created roles of **Director of Business Partnering and Project Practice** and **Director of HR Shared Services**. This will effectively eradicate the current key person dependency that is present and allow for appropriate leadership and succession planning for the HRPs and Heads of COEs.

We recommend that the Head of HR Shared Services is responsible for leading and overseeing the Centres of Expertise at Tier 2 within the revised operating model, and also the newly established Helpdesk. Therefore, this role will be responsible for shaping, influencing and implementing the new service delivery model for the HR Shared Services of OHR, closely aligned to best practice HR Service provision. Key responsibilities will include transactional support, system administration, automation and continuous improvement.

We propose that the Head of Business Partnering and Project Practice takes responsibility for Strategic Partnering for IOM Government. Their primary role will be to manage the HR Business Partners and HR Project Practice, and will also contribute to developing and shaping OHR’s People Strategy. They will be responsible for oversight and governance, ensuring high quality business partnering to Departments, Boards and Offices.

Our future vision for the HRBP team is that they are operating as true strategic HR partners for their Departments, and the key purpose of this role holder will be to help them maintain their strategic focus adding value at that level for their Isle of Man Government service users. We propose that this role also acts as a risk champion in managing any arising risks, and working directly with senior leaders in each Department, Board and Office to ensure that efficient risk management and governance is in place. This role will also be responsible for establishing and managing the governance process for approving business cases for the allocation and deployment of the HR Project Practice resources.

Workforce Plan

HR Helpdesk

Between a combination of the PiP team and HR Advisory team requests, this team handles an approximate total of 2,278 requests or queries each month (average 802 PiP tickets and 2,278 Advisory requests (41 x 4 = 164 queries per month x 9 FTE = 1,476). Many of these are basic tasks that take minimal specialist knowledge to solve. Therefore, we recommend establishing a HR Helpdesk as a central point of contact to solve all basic queries received by OHR. Additionally, for any complex queries, this team will be responsible for triaging those queries to the correct team or centre of expertise in Tier 2. The team lead will be responsible for oversight, reporting and managing performance by ensuring timelines and KPI's are met.

The establishment of the HR Helpdesk will create a single point of contact for all HR queries for the Isle of Man Government's Departments, Boards and Offices. This will eradicate any confusion on who to contact with HR queries. Ensuring accessibility for service users to the HR Helpdesk will result in an overall improved service user experience. Establishing SLAs and KPIs for this team and closely tracking and reporting performance will be central to transforming customer confidence in the OHR service. In terms of best practice, we have found that this model works well in comparable HR functions, and we expect this will deal with the issues raised by service users over speed of response to queries, and lack of a single point of contact.

Some of the day-to-day tasks the Helpdesk will deal with are included below;

- Dealing with general queries (PiP system access, passwords, leave entitlements, terms and conditions etc.);
- Triaging more complex queries and escalating to the appropriate Tier 2 service line;
- Updating personal details and contact information (where not dealt with via self service);
- Providing information on policies and procedures; and
- Explaining annual leave allowances and balances.

As such, we recommend staffing the helpdesk with **6 FTEs** to deal with queries and triaging of the same. We have calculated this based on the approximate figure of 2,278 queries per month received by both PiP and Advisory teams, equating to 380 queries per employee per month. This allows each employee to oversee approximately 20 queries per day, taking into account the fluctuations and ad-hoc nature of the queries they will receive and also allowing for leave, training and sickness absence. We recommend the following resources;

- 1 FTE HEO level as team leader to provide oversight, reporting, training and ensuring KPI's are met. This person should have regular meetings with each member of the team to manage performance and will also regularly update helpdesk policies, processes, and compliance in response to legislative and other changes.
- 4 FTE EO level as generalists to answer all calls and email queries and triaging more complex queries when required.
- 1 FTE AO level to provide administrative support to the day-to-day work of the team and providing reports to the senior team.

Project Practice

Throughout our review, within OHR we noted the lack of a well established change and project management structure and methodology with proper governance and reporting. It was reported that change and project delivery is often driven by the HRBPs reacting to need within their businesses. Further, when projects are initiated, it was noted that rigorous management, oversight, reporting and control of these is often absent.

We recommend that OHR establishes a dedicated Project Practice team to engage in emerging consulting and

Workforce Plan

advisory needs from service users. This team will form a centre of expertise in HR Programme and Project management and will exist to support HRPs in the delivery of people projects that are identified as strategically important to their Department. This will also allow OHR to scale up and allocate additional resources to respond to demand for additional support in HR services throughout the service user cohort.

This may include strategic workforce planning, recruitment or OD needs. We recommend that HRBPs are held accountable for identifying strategic value add HR projects within their assigned Departments, Boards or Offices and will be required to create proposals to “bid” for project practice resources for specific pieces of work. The Head of HR Business Partnering and Project Practice will be responsible for establishing appropriate governance to make informed strategic priority management decisions with regards to the deployment of Project Practice resources to these projects.

Due to the significant demand across each of the service user groups, priority management will be a key consideration in order to determine what needs become prioritised, and what criteria will be used to base these decisions on. We propose that this team is led by a newly created role - Head of Project Practice at SEO level. Further to this, the team will require the creation of newly defined HR Consultant roles that sit within the team.

We noted from our benchmarking exercise that the best practice ratio of HR project practice staff to total organisational staff headcount is approximately 1:632. As such, we recommend the establishment of an initial **7 FTE roles** within the team to provide an approximate ratio of 1:1,031. We recommend that these roles are achieved through either external recruitment or if successful, the redeployment of current, experienced and interested OHR staff. We recommend that staff are afforded the opportunity to apply internally for these roles and they will provide excellent developmental opportunities for the team. If this is unsuccessful, we recommend recruiting externally. This includes the following roles;

- 1 FTE Senior Leader providing oversight and quality assurance of the project practice, at SEO level;
- 2 FTE Senior HR Project Advisors at HEO level. We recommend this role is responsible for project management responsibilities and to provide direction to the more junior members of the team; and
- 4 FTE Assistant HR Project Advisors at EO level acting as project officers. They will be involved in the day-to-day project work and supporting the Senior Consultant as required.

Head of Case Management

We have recommended the centralisation of the HR advisory teams (which are currently reporting to the HRBPs) into one Case Management Team. We have further recommended that these teams remain intact and continue to align to, and provide support to their “parent” departments. Further details on the concept for this function are described in the Recommendations section of this report, but in order to create this team we have recommended the following role:

- 1 FTE Head of Case Management at SEO level to lead the HR Advisory Service, provide guidance, governance and quality assurance;

Workforce Plan

Summary of “Must Do” Resourcing Recommendations

Role	Grade	Quantity	Average Total Cost of Employment
Director of HR Shared Services	JESP 5-8	1 FTE	£97,545
Director of Business Partnering and Project Practice	JESP 5-8	1 FTE	£97,545
Helpdesk Team Lead	HEO	1 FTE	£66,518
Helpdesk Generalists	EO	4 FTE	£53,777.21 x 4 = 215,108
Helpdesk Administrators	AO	1 FTE	£40,933
Head of HR Project Practice	SEO	1 FTE	£85,441
Senior HR Project Advisor	HEO	2 FTE	£66,518 x 2 = £133,037
Assistant HR Project Advisor	EO	4 FTE	£53,777 x 4 = 215,108
Head of Case Management	SEO	1 FTE	£85,441
Total		16 FTE	(£1,036,676)

Workforce Increases – Recommended “Should do”

Talent Acquisition

There is currently a Recruitment Manager and a Talent Acquisition Manager at HEO grade reporting into the Interim Executive Director. In addition to these roles, within the Talent Acquisition team, there are 3 FTE, for a total of 3.81 FTE in the team. In terms of Recruitment, there is a total of 15 FTE on the team to deliver recruitment services for the Isle of Man Government inclusive of the Recruitment manager.

We noted that the recruitment team are responsible for the recruitment administration process from sourcing, advertising, setting up interviews, drawing up contracts and providing a verbal offer and security vetting, onboarding and managing the relationship until the applicants start date. The talent acquisition team provided one to one support for hard to recruit roles, in particular, nurses, doctors and teachers. Additionally they are responsible for designing and rolling out recruitment campaigns and assisting with interviews and improving the customer journey for applicants. Any roles that the recruitment team have been unable to fill, are also directed to the Talent Acquisition team.

From our review, we believe that both the talent acquisition and Recruitment teams are under resourced. The evidence supporting this can be seen through our review and analysis of documents and KPI data, alongside the viewpoints of both staff and service users. Upon analysis of the service user survey, only 17% of respondents stated an overall satisfaction with this service.

The median time to hire was reported at 58 days from the period of October 2020 – October 2021, with a maximum of 74 days reported. The Society of Human Resource Management (SHRM) 2017 Talent Acquisition Benchmarking Report found that the average time-to-fill a position is 36 days. As such, we note the significant missed opportunity and challenge in place as a result of a slow, onerous recruitment process for applicants. It was reported that applicants often become disengaged and therefore, OHR lose potential candidates for each advertised vacancy. Over the period of April-September 2022, an average of 119 candidates per month withdrew from the recruitment process before receiving an offer. This reduced to 17 candidates per month withdrawing from the process after receiving an offer.

Workforce Plan

Talent Acquisition Continued.

The HR Performance Dashboard highlighted that from the period of July 2022 to September 2023, the recruitment sourcing team, of which there are 4 FTE, supported a total of 15,920 applications and 5,296 resulting interviews. The number of these applications the whole team works on is varied, however if we were to average these for the sourcing team, each member of staff would have handled 3,980 applications and 1,324 interviews each over the 14 month period. This equates to approximately 284 applications and 331 interviews per employee per month. In order to reduce this workload and ensure efficiencies in the recruitment process and service received by service users, we recommend an additional 3 FTE ($15,920/7 = 2,274.28/14 =$ an average caseload of 162 applications per month and 54 interviews per month).

Additionally, it was reported that the appointments team workload has increased by 28% over the last three years. This team currently has 2 FTE Appointment Team Leaders at EO level, 7.33 FTE at AO level and 0.67 FTE at AA level (Total FTE 10). The HR Performance Dashboard highlighted that majority of the time, the applications team do not meet their SLA in terms of the time between verbally offering a candidate the role to sending the offer. Between the period of July 2022 to September 2023, the team met this SLA at an average amount of approximately 28%. This means that approximately 72% of the time, the appointments team did not meet their SLA target.

As such, we recommend that OHR recruits for the below positions for a total of **9 FTE**:

- **1 FTE** at Senior Executive Officer Level as a Head of Talent Acquisition and Recruitment to provide strategic direction and leadership for the team. The two current HEO grades will report directly into this role, therefore, improving spans of control and ensuring the team have sufficient leadership capacity;
- **3 FTE** at AO level within the Sourcing Team to reduce the applications viewed per employee to a sustainable level of 162 applications per month. This will allow for the team to reduce the reported backlog they are working against and provide a more responsive and proactive service for service users. This should also reduce the amount of applicants lost during the process due to the improved timeliness as a result from the increased FTE;
- A total of **5 FTE** within the Appointments Team; 2 FTE at EO level and 3 FTE at AO level, to increase the capacity across the team to improve the percentage of times the team adheres to the SLA target, of which the target is set at 80%. This will therefore improve the recruitment process for both, applicants and Departments, Boards and Offices. This will allow for the team to drive for continuous improvements in the process and the establishment of formal SLA's in each Department, Board or Office. In addition, appointing 2 further EO's to the team will allow for efficient spans of control and a clear reporting structure; and
- Our review found that the Talent Acquisition team is well structured and is efficiently delivering its required outputs. We recommend that in times of high demand and work pressures, resources from the recruitment team cross-pollinate with the talent acquisition team to provide additional support. Additionally, this allows for cross-training and developmental opportunities for staff in the recruitment team.

Job Evaluation

There is currently 1 FTE in the Job Evaluation team at HEO grading. We believe that this is an insufficient number of resources within a team to roll out the job evaluation initiatives required by staff, to provide support to service users, and to deliver on their strategy. The People Analytics Dashboard reported that there was an average FTE of 10,000 across the Isle of Man Government in October 2021, therefore, having a ratio of 1:10,000 is identified a shortfall. Currently the Job Evaluation team reports into the HR Director of Manx Care, we recommend in the new structure that this role reports into the HR Director in charge of Staffing and Operations.

Therefore, we recommend an increase of 3 roles to ensure sufficient capacity across the team to proactively

Workforce Plan

Job Evaluation Continued

deal with the workload inclusive of; job evaluations, market rating and equal pay reviews, grading requests for transfers and advising managers and guiding them through the process. Increasing the resourcing in the job evaluation team will also allow for the team to develop in related areas such as organisational design and development, contributing to the cross-functional collaboration and cross-training required in OHR. This will also reduce key person dependencies and allow for sufficient succession planning.

The HR Dashboard reported that from the period of July 2022 to September 2023, the team received a total of 168 MPTC evaluation requests, and completed a total of 156 MPTC requests. In terms of PSC evaluation requests, the team received a total of 330 requests while completing a total of 304 requests. Combining the MPTC and PSC evaluation requests equates to a total of 498 requests received and 460 requests completed. We recommend from the proposed increase of **3 FTE** that include;

- 2 FTE are graded at EO level; and
- 1 FTE at AO level to support the team with any day-to-day administrative duties and requirements of the team.

This will allow for an approximate annual workload of 153 (460/3) for the three resources recommended here, whilst allowing for the current HEO to progress and strengthen her leadership capability, providing direction and support to the additional 3 FTE. The EO's and AO's will be responsible for the day-to-day tasks allowing the HEO resource to better engage with service users and focus on value-adding activities and meeting strategic targets.

Additionally, this increase in resourcing will reduce the job evaluation staff to average total FTE to 4:10,000, which equates to 1:2,500. As a result of the requests being a more ad-hoc nature, we believe that this increase is sufficient to deal with the current workload and relevant SLA's. Additionally, this increase in resourcing will allow for the team to have sufficient capacity to contribute to and develop the Island Plan pillar of Workforce and Culture.

Health, Safety and Welfare

There is currently a Head of Health, Safety and Welfare with two teams reporting into them, for a total of 8.5 FTE in this function provided by OHR. The Health and Safety team has a total of 5 FTE inclusive of 1 vacancy. The Welfare Team have 2.5 FTE in total across 5 roles. We note the reactionary ways of working within this function, and the desire to provide proactive services to Departments, Boards and Offices.

As such, we recommend a total increase of 5 FTE across the health and safety and welfare teams. Rationale is provided below alongside the requirement for the team to provide sufficient communications to service users to enhance the knowledge of the teams remit:

- **2 FTE** in the Welfare Team, both in a Welfare Officer role at D500 grading to allow for the provision of a proactive service and to allow OHR to provide services in relation to mental health. As per the HR Performance Dashboard, between the period of July 2022 to September 2023 a total of 2,433 Welfare sessions were held. This equates to an average of 162 sessions per month (2,433/15), currently equating to an average of 65 sessions per FTE on top of their day-to-day workload. As such, the team are working under significant pressure, and we recommend reducing this threshold of 65 sessions per FTE to an average of 36 welfare sessions per FTE per month (162/4.5) by increasing the resourcing of the team by 2 FTE; and
- **3 FTE** in the Health and Safety Team, with 1 FTE at Health and Safety Advisor level (D515), and 2 FTE at Health and Safety Administrative level working as trainees. As per the HR Performance Dashboard, between the period of October 2021/22 to September 2022/23, there was a total of 216 Health and Safety cases closed, resulting in an average of 18 cases closed per month. The maximum amount of cases closed per month was reported at 37. Additional figures were provided in terms of activities undertaken by the Health

Workforce Plan

Health, Safety and Welfare Continued

and Safety team from 2020-2022, which averages at 649 activities per year and 54 per month, which resulted in each employee being responsible to oversee approximately 11 activities per month. This is inclusive of provision of advice, training, workplace inspections, audits, details accident investigations and report writing. Therefore, to improve efficiency in the process and closing more cases, we recommend an increase of 3 FTE to reduce the workload and significant pressures faced by the team. We recommend that the resources recommended at Health and Safety Administrative level will be responsible for day-to-day administrative tasks and workload and support work required by the Advisory level, allowing the advisors to work on more complex cases or issues that arise.

People Analytics

There are currently 2 FTE within the People Analytics Team, graded at HEO and EO level. We believe that this is an insufficient number of resources within the team to provide analytical services to each Department, Board and Office of the Isle of Man Government.

We recognise the difficulties placed on this team with regards to the lack of digital maturity and frustrations present in terms of the lack of available, reliable and timely data from the systems in place. It was reported to us that the team cannot position themselves as a value adding analytics function as a result of the current systems poor data literacy, functionality and integrity. The team also reported that the dashboards created are too high level that no one takes ownership over the data. We recognise that in line with our recommendations surrounding system improvement and development, this will reduce the current manual burden and workload for the team.

However, the HR Performance Dashboard Report highlights that from a period of January 2021/22 to September 2022/23, a total of 202 People Analytics requests were completed. This equates to an average of 22 requests per month. The amount of requests completed per month varies, with a maximum amount of 32 requests being completed. Additionally, on average the team meets their SLA target 60% of the time, with their target being 90%.

It was reported that from May 2023, an Operational Performance Board is being embedded into the Cabinet Office, to provide oversight of Government Operational Performance. This will result in a higher demand of workload from the People Analytics team to provide support and governance to the Chief Executive Officer of the Isle of Man Government. Quarterly reporting requirements include the following;

- Senior Executive vacancies and proposals for replacement;
- Vacancy levels across Government;
- Sickness and absence levels;
- Progress on annual reviews;
- Efficiency and productivity proposals;
- Whistleblowing, bullying and performance management;
- Notable achievements by individuals or departments;
- GTS and OHR performance;
- A summary of the intentions and priorities of the CEO in the coming quarter;
- A summary of achievements and progress over the previous quarter; and
- Organisational risks.

Workforce Plan

People Analytics Continued

We note the fluctuations in workload for the team, however, to improve efficiency and to meet their target as well as implementing a partnership relationship approach with Departments, Boards and Offices and to provide sufficient support to the Operational Performance Board, we recommend increasing the team by **3 FTE**:

- 1 People Analytics Analyst at EO level to allow for sufficient capacity across the team to better engage with the Departments, Boards and Offices, which was a key theme emerging from the service user survey. This will enhance their awareness of the service and what is within their remit, and allow for enhanced reliability of the service. This role will also provide the current HEO the opportunity to develop their leadership and supervisory capabilities, and allow them to focus on more strategic work; and
- 2 People Analytics Officers at AO level to support the team in daily administrative duties and producing monthly reports. We recommend that they be responsible for the manual data entry and creation of reports, allowing the team to focus on their strategic plans and objectives.

Information Governance

There are currently 1 FTE in the Information Governance team, with 1 FTE on leave at HEO level. We noted that from the service user survey analysis, 21% of respondents stated an overall dissatisfaction with this service. 51% of respondents were neutral towards the service provision, and we believe that this is a significant opportunity for OHR to increase service users overall satisfaction.

As per the HR Performance Dashboard report, the team met their target in completing Data Subject Access Requests approximately 69% of the time between July 2021/22 and September 2022/23. In order to increase this percentage and to improve the service received by Departments, Boards and Offices, we recommend an increase in resources.

We noted on review of the survey analysis, respondents allocated within the information governance team reported that they regularly work beyond their contracted hours to get the work done. When prompted, the average extra amount of hours worked out at a range from 0-5 hours per week. Taking the median range from this results in 2.5 additional hours being worked per week. We then scaled this up by 44 working weeks in the year which gave a total of 110 hours additional hours worked per year. If we divide this by the 36 hour working week this equates to an additional 3 FTE. As there is one vacancy advertised at EO grade, we recommend a further additional **2 FTE**:

- 2 Information Governance Assistants at AO level to provide day-to-day support for the team and allow those positions at EO and HEO level to focus on the strategic and value adding aspects of their job. This is inclusive of enhancing the awareness of the service and communicating in a proactive manner to the various Departments, Boards and Offices to provide support at an early stage.

Executive Team Support

There are currently 2 FTE providing executive support. As a result of the headcount of OHR increasing, we recommend an additional **1 FTE** within this team. This will make a total of 3 FTE providing support to the leadership team of OHR. This allows for sufficient cover over annual leave and sickness absence periods across the team. We recommend the additional role is graded at EO level to provide support with regards to the day-to-day administrative tasks and diary management. This will allow for the executive team to focus on strategic HR priorities and value-adding activities.

Workforce Plan

Summary of “Should Do” Resourcing Recommendations

Role	Grade	Quantity	Average Costing
Head of Talent Acquisition and Recruitment	SEO	1 FTE	£85,441
Sourcing Team	AO	3 FTE	£40,933 x 3 = £122,799
Appointment Team	EO	2 FTE	£53,777 x 2 = £107,554
Appointment Team	AO	3 FTE	£40,933 x 3 = £122,799
Job Evaluation EO	EO	2 FTE	£53,777 x2 = £107,554
Job Evaluation AO	AO	1 FTE	£40,933
Welfare Officer	D500	2 FTE	£66,518 x2 = £133,037
Health and Safety Advisor	D515	1 FTE	£65,214
Health and Safety Administrator	AO	2 FTE	£40,933 x2 = £81,866
People Analytics Analyst	EO	1 FTE	£53,777
People Analytics Officer	AO	2 FTE	£40,933 x2 = £81,866
Information Governance	AO	2 FTE	£40,933 x2 = £81,866
Executive Officer for Executive Team	EO	1 FTE	£53,777
Total		23 FTE	£1,138,483

Workforce Increases – Recommended “Nice to do”

Occupational Health

Currently, OHR’s Occupational Health Team is split into an Occupational Physician division with a total of 1.48 FTE, and another division with a variety of nursing roles to include specialist nurses, clinical nurses and administration with a total of 7.85 FTE. Therefore, total FTE is 9.35 FTE.

The HR Performance Dashboard Report highlighted that from the period of July 2022 to September 2023, an average of 312 Occupational Health appointments were held per month (total appointments 4,674/15 = 312). This estimates an average of 78 Occupational Health Appointments per nurse per month. Additionally, approximately 264 vaccinations and screening were provided per month by Occupational Health (total 3,966/15 =264), resulting in a caseload of 66 per nurse (264/4).

The Occupational Health Mid-Year Report described that SLA’s are mostly adhered to. This is further analysed in the HR Performance Dashboard, showcasing that the team met their SLA targets an average of 57% of times between July 2022 to September 2023 (total 854/15 = 57).

As such, to reduce the current caseload per FTE in Occupational Health and to improve the achievement of SLA’s within the team, we recommend 3 additional resources to ensure sufficient bandwidth of the team to respond to the service users requirements. This will allow for the team to provide a more efficient and bespoke service, whilst providing improved processes with regards to follow ups, both of which came across strongly in the service user survey analysis.

- **2 FTE** clinical Nurse at grade MPTC Band 5. This reduces the caseload per nurse to an average of 52 occupational health appointments per month, and an average of 44 vaccinations and screening appointments per month. This is on top of the ad-hoc and more bespoke requests received from the department on a daily basis. We recognise that both types of appointments fluctuate per month on an as needs basis. Therefore, increasing FTE in this team will allow for improved workflows and less demanding pressures as the current nurses are working on a 0.85 FTE basis; and

Workforce Plan

- **1 FTE** Administrative Officer at AO level to deal with the day-to-day administrative workload for the team, arranging appointments, supporting the team where required, ensuring positive service user experience and providing regular communications and follow ups with service users. Additionally, we recommend that this resource is responsible for ensuring timelines are met in line with the SLA's present and producing weekly stats to the Occupational Health Service Manager. This will allow for the team to identify any areas for improvement.

Organisational Design and Development

There are currently 4 FTE in the Organisational Design and Development Team, with 2 vacancies. The vacancies are at Director and Officer level. We noted on review of the survey analysis, three of the current roles within the team reported that they regularly work beyond their contracted hours to get the work done.

When prompted, the average extra amount of hours worked out at a range from 0-5 hours per week. Taking the median range from this results in 2.5 additional hours being worked per week. We then scaled this up by 44 working weeks in the year which gave a total of 110 hours additional hours worked per year. If we divide this by the 36 hour working week this equates to an additional **3 FTE**. Inclusive of the current vacancies, this will increase capacity across the team to a total of 8.81 FTE.

Within the recommended **3 FTE**, we propose the following roles and grading;

- 1 Organisational Design and Development specialist at HEO level to share the workload with the current HEO's and SEO and to provide direction and guidance to those at a more junior level. We recommend that this resource be involved in more complex projects and provide developmental opportunities for those at a more junior level to eradicate any key person dependencies that might arise; and
- 2 Organisational Design and Development Assistants at AO level to support with the day-to-day project work and tasks required of the team.

This will allow for the team to be involved in succession planning for Departments, Boards and Offices, and allow sufficient time to focus on continuous improvement. In the following pages, we have provided a recommendation to implement a project practice team. As such, when the organisational design and development team are under pressure, we recommend for cross-functional collaboration and pollination of the two teams to deploy resources as and when necessary.

Terms and Conditions Harmonisation Team

To establish this unit we recommend a project team of **4 FTE** at various grades. We believe this project team should be recruited on permanent contracts to review, update, harmonise and streamline the existing sets of Terms & Conditions. From our findings this has been an area of concern for many stakeholders and will bring significant gain to the workings of the OHR.

Given the number of staff OHR are responsible for, and the number of Terms and Conditions at hand, we foresee this project taking a significant amount of time, and will require a full team to complete this. Therefore, we recommend the following increase in FTE:

- 1 FTE Head of Terms and Conditions Harmonisation Team at Senior Executive Officer level;
- 1 FTE Senior Terms and Conditions Advisor HEO ; and
- 2 FTE Terms and Conditions Executive Officers.

Workforce Plan

Terms and Conditions Harmonisation Team Continued

We recommend SEO and HEO level employees work on more complex sets of terms and conditions, and those at EO level perform reviews of more straightforward sets. It is worth noting that GT understand that the size and complexity of OHR may mean that the team will need to review priority Term's & Condition's (T's & C's) and therefore our proposed review volumes per resource may need adjusted.

We believe this will be a complex project as the new team will not only be reviewing the exiting sets of T&Cs, but will need to identify opportunities for harmonisation, to cost out the implications of "buying out" existing arrangements. There will also be the need to create business cases for approval for those individual changes, and then when approved through internal governance, carry out statutory consultations with staff and trades unions on the changes proposed.

Learning and Development

According to the structure charts, there are currently 10 FTE in the Learning and Development Team, with 1 vacancy at present for L&D Support at AO level. Upon analysis of the service user survey, it was highlighted that respondents have a desire for more learning and development opportunities to be provided by OHR. This will allow for sufficient career progression and personal development.

The HR Performance Dashboard highlights that between July 2021/22 to September 2022/23 a total of 523 training sessions were held by the LEaD team. This equates to an average of 35 per month. However, we note the variance in this as the range is from 24-54 sessions per month. It was reported through our stakeholder consultation that there are 4 trainers out of the total of 10 FTE within the team. This results in each trainer leading approximately 9 sessions per month in addition to the day-to-day tasks required. This equates to each trainer spending on average half of each month facilitating sessions.

Additionally, the dashboard highlights that within the same period, a total of 447 coaching sessions were held by the LEaD team. This equates to an average of 30 sessions per month, resulting in an average of 7.5 sessions per employee per month. As such, we recommend an additional **5 FTE** in total:

- 3 FTE Training Leads at HEO level to assist with the facilitation of training sessions. This allows for each trainer to facilitate an average of 5 training sessions and 4 coaching sessions per month, taking into account that this often fluctuates depending on demand. Additionally, employing more resources at HEO level allows for the current HEO's and SEO to focus on strategic and value adding tasks due to larger capacity across the team as a result of enhanced resourcing;
- 1 FTE Learning and Development Officer at EO level to provide support to the team with any day-to-day tasks and administrative duties. We recommend that they assist the HEO's in facilitating sessions in order to provide a progression opportunity and allow for adequate succession planning across the organisation. This will reduce the opportunity for any key person dependencies arising; and
- 1 FTE E-Learning Design at AO level to assist the current E-designer as the demand for hybrid learning increases. We recommend that this resource also provides Learning and Development Support on a day-to-day basis, in terms of communications and scheduling of sessions. This will allow other resources to focus on value adding activities for the wider Isle of Man Government in terms of the learning and development provision.

Workforce Plan

Summary of “Nice to Do” Resourcing Recommendations

Role	Grade	Quantity	Average Costing
Clinical Nurse	MPTC Band 5	2 FTE	£49,017 x 2 = £98,035
Occupational Health AO	AO	1 FTE	£40,933
Organisational Design and Development	HEO	1 FTE	£66,518
Organisational Design and Development	AO	2 FTE	£40,933 x 2 = £81,866
Head of Terms and Conditions	SEO	1 FTE	£85,441
Senior Terms and Conditions Advisor	HEO	1 FTE	£66,518
Terms and Conditions EO	EO	2 FTE	£53,777 x 2 = £107,554
Training Lead	HEO	3 FTE	£66,518 x 3 = £199,555
Learning and Development Officer	EO	1 FTE	£53,777
E-Learning Designer	AO	1 FTE	£40,933
Total		15 FTE	£841,130

Areas with no increase in FTE recommended

Industrial Relations and Policy

There are currently 3 FTE in the Industrial Relations and Policy team encompassing 1 SEO, 1 HEO and 1 AO. Given the large remit of the team and our recommendations with regards to the harmonisation of terms and conditions in a complex environment across the Isle of Man Government Departments, Boards and Offices and the resulting consultations with trade unions, we believe that there is a requirement for establishing a specific terms and conditions project team. Details on this are provided within the workforce plan. At this point we do not believe any additional resources are required within this team.

People Information Programme (PiP)

The PiP team currently has two strands reporting into the Interim Executive Director. These are the PiP Changes team and the PiP Support Team. Within the PiP Changes Team, there are a total of 8 FTE, and a total of 5 FTE in the Support Team. We note that there are 2 vacancies for a HR Systems Development Manager and a PiP Changes Officer. We recommend that the vacancy for a HR Systems Development Manager is responsible for driving the development of PiP, with support provided from the rest of the team.

The PiP Changes team are involved in the front end of manually inputting data into the system. The Support Team respond to any day-to-day technical issues and business testing of new functionalities with the system. We noted the crossover between the two strands within the PiP team, and therefore recommend for the streamlining and clarification of processes to reduce duplication of effort and workload across the team.

Our review found that the team is constrained by the functionalities of the current systems. Therefore, we do not recommend for any additional resources in the PiP Changes Team, rather, we recommend for the development of the system to improve automation and self-service features for the organisation, ensuring it is fit for purpose. Therefore, reducing the amount of manual intervention and administrative burden required. This will allow for the improvement of digital maturity for the Isle of Man Government and its Departments, Boards and Offices, and therefore reduce reliance on the PiP team to deal with first line queries.

Workforce Plan

The requirement to improve the functionality of the system was a strong theme that emerged from the service user survey. Additionally, this will improve the data literacy and drive of metrics to improve performance and successfully achieve all SLA's. However, we do recommend that the current resources in this team facilitate training and engage with Departments, Boards and Offices to ensure sufficient roll out and awareness of functionalities.

Additionally, to assist with any queries, we have provided a recommendation within this workforce plan to establish and implement a HR helpdesk team. This will allow them to answer any first-line queries, and to triage any complex systems issues to the correct employee. Additionally, this provides a progression opportunity for current PiP employees to focus on the technical aspect of their job and work on systems improvement, data literacy, self service and automation. Therefore, providing a proactive and strategic role for Departments, Boards and Offices as opposed to an administrative reactionary role. This is assisted through the revised tiered operating model.

Summary of our recommendations

While the recommendations for increased headcount are significant, we believe that the additions will transform the service OHR are currently offering, and will allow for strong improvements in service delivery, and in turn, a more positive perception of OHR from service users. We have provided averaged total cost of employment for each of the recommended roles. Where we were provided with grades that had a number of different salary bands, we have based our calculations on the more expensive option provided. A breakdown of the resourcing recommendations for OHR is provided below.

Summary of Resourcing Recommendations – “Must Do”

Role	Grade	Quantity	Average Total Cost of Employment
Director of HR Shared Services	JESP 5-8	1 FTE	£97,545
Director of Business Partnering and Project Practice	JESP 5-8	1 FTE	£97,545
Helpdesk Team Lead	HEO	1 FTE	£66,518
Helpdesk Generalists	EO	4 FTE	£53,777 x 4 = £215,108
Helpdesk Administrators	AO	1 FTE	£40,933
Head of HR Project Practice	SEO	1 FTE	£85,441
Senior HR Project Advisor	HEO	2 FTE	£66,518 x 2 = £133,037
Assistant HR Project Advisor	EO	4 FTE	£53,777 x 4 = £215,108
Head of Case Management	SEO	1 FTE	£85,441
Total		16 FTE	£1,036,676

Workforce Plan

Summary of Resourcing Recommendations – “Should Do”

Role	Grade	Quantity	Average Costing
Head of Talent Acquisition and Recruitment	SEO	1 FTE	£85,441
Sourcing Team	AO	3 FTE	£40,933 x 3 = £122,799
Appointment Team	EO	2 FTE	£53,777 x 2 = £107,554
Appointment Team	AO	3 FTE	£40,933 x 3 = £122,799
Job Evaluation EO	EO	2 FTE	£53,777 x2 = £107,554
Job Evaluation AO	AO	1 FTE	£40,933
Welfare Officer	D500	2 FTE	£66,518 x2 = £133,037
Health and Safety Advisor	D515	1 FTE	£65,214
Health and Safety Administrator	AO	2 FTE	£40,933 x2 = £81,866
People Analytics Analyst	EO	1 FTE	£53,777
People Analytics Officer	AO	2 FTE	£40,933 x2 = £81,866
Information Governance	AO	2 FTE	£40,933 x2 = £81,866
Executive Officer for Executive Team	EO	1 FTE	£53,777
Total		23 FTE	£1,138,483

Summary of Resourcing Recommendations – “Nice to Do”

Role	Grade	Quantity	Average Costing
Clinical Nurse	MPTC Band 5	2 FTE	£49,017 x 2 = £98,035
Occupational Health AO	AO	1 FTE	£40,933
Organisational Design and Development	HEO	1 FTE	£66,518
Organisational Design and Development	AO	2 FTE	£40,933 x2 = £81,866
Head of Terms and Conditions	SEO	1 FTE	£85,441
Senior Terms and Conditions Advisor	HEO	1 FTE	£66,518
Terms and Conditions EO	EO	2 FTE	£53,777 x 2 = £107,554
Training Lead	HEO	3 FTE	£66,518 x 3 = £199,555
Learning and Development Officer	EO	1 FTE	£53,777
E-Learning Designer	AO	1 FTE	£40,933
Total		15 FTE	£841,130

Summary of Total Resourcing Recommendations Cost

Resourcing Option	Quantity	Average Costing
Total “Must Do”	16 FTE	£1,036,676
Total “Should Do”	23 FTE	£1,138,483
Total “Nice to Do”	15 FTE	£841,130
Total	54	£3,016,289

Workforce Planning

Proposed Future Workforce Plan

The proposed future workforce plan provided below is based on the total resourcing recommendations provided. Therefore, entailing the “Must Do”, “Should Do” and “Nice to Do” resourcing requirements.

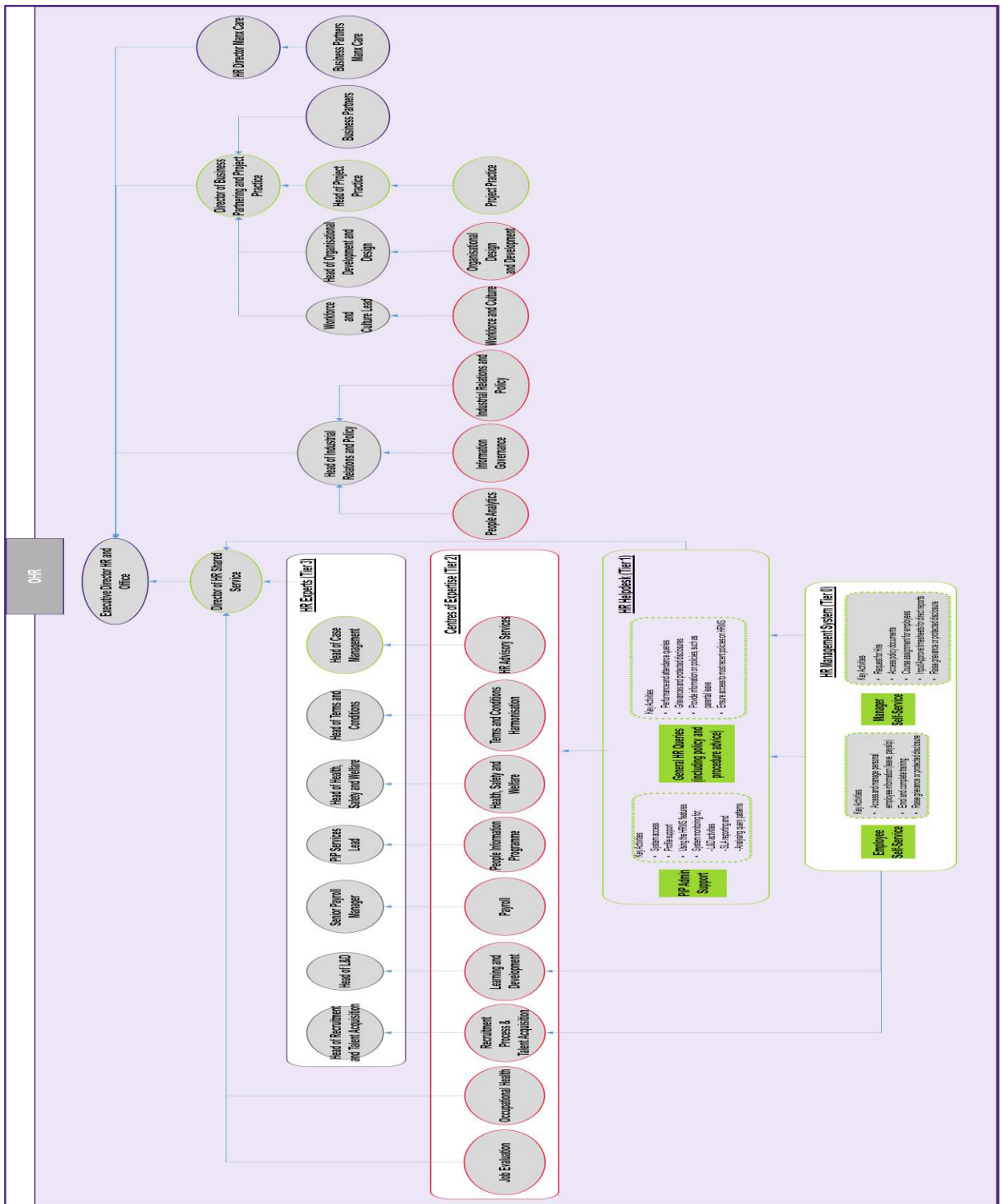
	Grade																				Total			
	Executive Director	HR Director	Executive Support	Organisational Development and Design	Workforce and Culture	Learning and Development	Health, Safety and Welfare Advisory Service	Occupational Health	Department of Education, Sport and Culture	Manx Care Business Team	HR Business Team DOI, DHA, CABO	Information Governance	Industrial Relations and Policy	People Analytics Team	Job Evaluations	PIP Systems Team	Payroll Team	Recruitment and Talent Acquisition	HR Business Partners	HR Advisory Services		HR Helpdesk	Project Practice	Terms and Conditions Harmonisation Team
Total Staff Including Vacancies March 2023	1	1	2	5	5	11	8.5	9.5	4	7	6	1	3	2	1	14	16	20						117
JESP 9-13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
JESP 5-8	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Senior Executive Officer D621 D620 Band 8a 642150 HMD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1	1	4
Higher Executive Officer D533 D515 D500 Band 7*MPTC 642150 Specialist HMD	0	0	0	1	0	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1	13
Executive Officer D531 Band 6 MPTC Senior Secretary 642150 685157	0	0	1	0	0	1	0	0	0	0	0	0	0	1	2	0	0	2	0	0	4	4	2	17
Administrative Officer Band 5 MPTC	0	0	0	2	0	1	0	3	0	0	0	2	0	2	1	0	0	6	0	0	1	0	0	18
Total FTE	0	2	1	3	0	5	5	3	0	0	0	2	0	3	3	0	0	9	4	6	6	7	4	54
Total FTE workforce numbers including vacancies																							171	
																							54	

Part 8: Proposed Organisational Structure

Proposed Organisational Structure

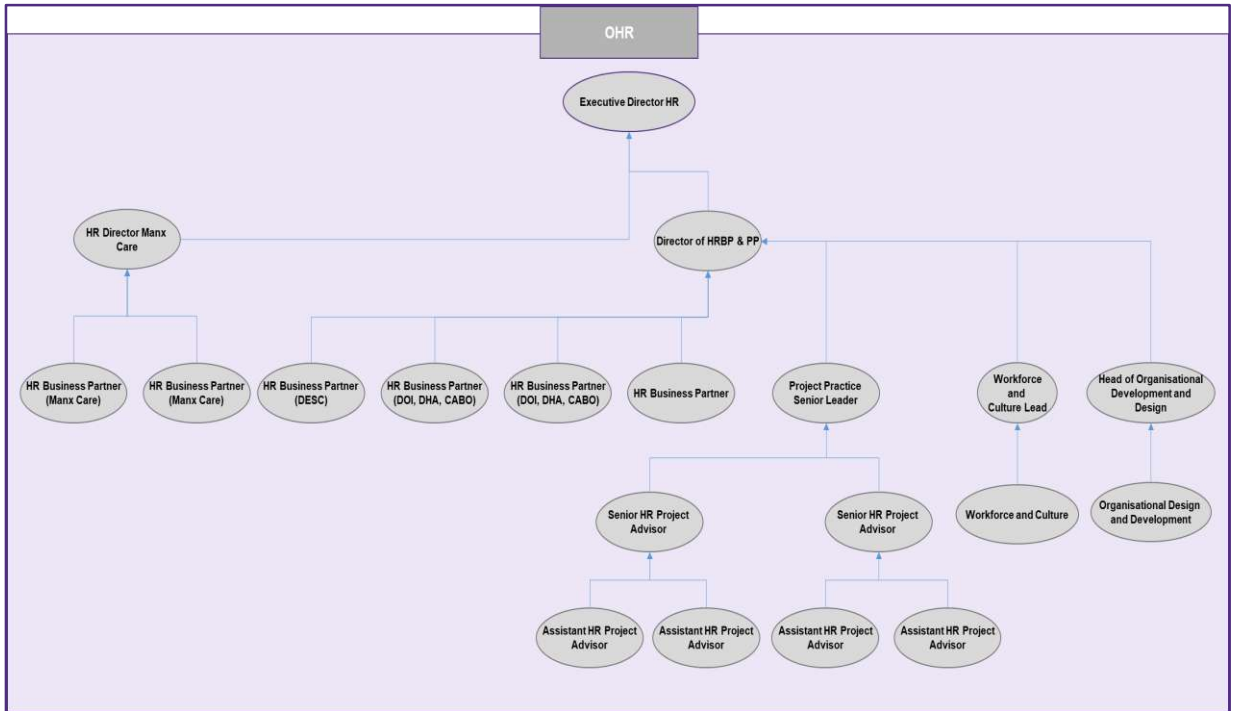
Overall OHR Structure

We have outlined the “Must Do” resourcing requirements from the workforce plan in green in the below structure.

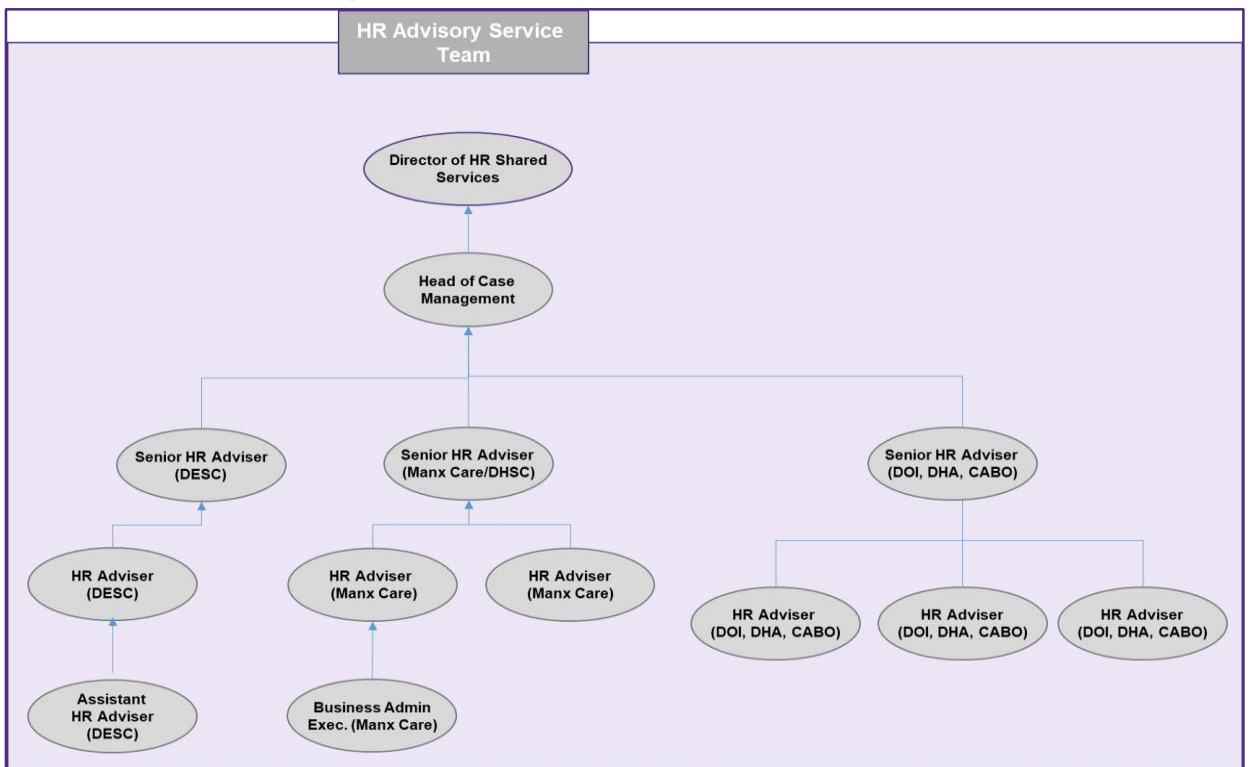


Proposed Organisational Structure

OHR Structure - Director of HR Business Partnering and Project Practice



OHR Structure – Case Management



Part 9: Proposed Implementation Roadmap

High Level Implementation Roadmap

Implementation Planning Overview

Grant Thornton has suggested a suite of recommendations set out above. In order to assist OHR’s implementation of these recommendations, Grant Thornton has included:

- A suggested time scale for each recommendation;
- A suggested ranking of priority of each recommendation;
- An estimation of the level of effort of implementing the recommendation; and
- All of these may be subject to review and refinement during implementation.

It is vital to recognise that the quick wins identified on the following page, alongside the short, medium and long term actions, cannot be delivered without creating the critical FTE roles outlined through our recommendations (within the “Must Do” section of the workforce plan at a minimum). These resources are essential to support an OHR transformation programme. Therefore, to successfully achieve the recommendations set out in this report and implementation plan, we recommend to recruit these resources as a priority, as soon as possible.

Priority

Each recommendation has been rated on a priority scale of how critical it is to the future success of OHR:

- **Low** – Helps to build a strong organisation however, is not critical.
- **Medium** – Important to the success of building a strong organisation.
- **High** – Critical to the success of building a strong organisation.






Time Scale

Each recommendation has been assigned an indication of time scales, in terms of time needed for successfully implementing the recommendation.

- **Quick Win** – 0 to 3 months
- **Short Term** – 3 to 6 months
- **Medium Term** – 6 to 9 months
- **Long Term** – 12 months+

Effort

The suggested ‘effort’ rating is an estimation level of effort required to implement the various recommendations. In order to have a consistent approach to scoring the recommendations, a set of definitions was created by the Grant Thornton team, to rank the level of effort and impact accordingly. These criteria are set out in the table below.






Effort	Definition
	Minimal effort required to implement, and skills or processes to enable are available within the existing capabilities of the organisation. Could be implemented within weeks with little or no impact on capacity.
	Minor effort required to implement internally or with support from an external party. Could be implemented within 1-3 months with minimal impact on capacity.
	Moderate effort required with some potential support from external parties. Could be implemented within 1-3 months with some dedicated capacity and resources.
	Considerable effort required with recommended support from external parties, requiring one or more full-time resources to deliver, using some specialist skills. 3-6 months to implement.
	Significant effort required, requiring a team with specialist skills. 6+ months to implement.

High Level Implementation Roadmap

Quick Wins

We have set out below a high level implementation roadmap and plan showing a recommended approach for OHR to commence an organisational transformation programme. Planning and setting up the programme will be a significant project in its own right (including business cases to secure funding and procurement processes for contractors and other suppliers).

Notwithstanding that, we have set out below a number of “quick wins” that OHR can commence immediately which would facilitate a “fast start” in the transformation programme, and begin to demonstrate to staff and stakeholders alike that OHR’s leadership is acting with pace and agility. The “quick win” recommendations are provided below:

Theme	Recommendation	Priority	Effort
Strategy	OHR formalises all communication channels between service users and HR Business Partners	High	
	OHR sets out a clear remit for the HR function to each service user organisation and department, supported by agreed Service Level Agreements with all service users.	High	
Policies	OHR begins to create additional support to complement their HR policy suite, including specific line manager support and scenario based applications of policy to support customer understanding.	Medium	
Processes	Conduct awareness building workshops with Line Managers throughout OHR to build awareness on role of HR	High	
Structure and Capabilities	Recruitment of dedicated Project Practice team (initially their role would be as a key enabler of the OHR transformation programme) before transitioning to their intended role	High	

High Level Implementation Roadmap

Short Term





We have set out below a list of actions which can be taken in the short term (0-12 months) which would commence the transformation journey for OHR.

Theme	Recommendation	Priority	Effort
Strategy	Development of a redefined HR Strategy and operating plan	High	●
	Redefine the roles and responsibilities of the HR Business Partner role	High	◐
Structure and Capability	Development of a HR Helpdesk	High	◑
	Provide additional training to managers on HR self-service responsibilities	Medium	◐
	Removal of HR BP line manager responsibilities	High	◐
	Recruitment of new HR Advisory Service Team	High	◑
	Creation of a new 'HR Director for Manx Care' role.	High	◐
	Recruitment of new 'Director of HR Shared Services' and 'Director of HR Business Partnering and Project Practice' roles	High	◐
	OHR engages in a formal review of the enabling technology and IT systems	High	◐

High Level Implementation Roadmap



Medium Term

Actions recommended in the 12-24 month timescale.

Theme	Recommendation	Priority	Effort
Structure and Capability	Provide soft skills training to OHR staff on areas including leadership, performance management, coaching and data analytics	Medium	
	Complete a skills gap analysis of OHR	Low	
KPIs	OHR creates consistent structures regarding measurable KPIs and SLAs across all process areas	Medium	
Policies	Mobilise a project team to assess options for T&Cs harmonisation in the Isle of Man government staff group	Medium	

Long Term

Actions recommended in the 24 months plus timescale.

Theme	Recommendation	Priority	Effort
Structure and Capabilities	Professionalise knowledge within OHR by supporting more staff to complete accredited training	Medium	
Processes	OHR conducts a full review of the efficiency of its processes including:	Medium	
	<ul style="list-style-type: none"> • Succession Planning • Performance, disciplinary and grievance; and • Recruitment 		

High Level Implementation Roadmap

Transformation Programme

In order to ensure a successful transition, it will be essential that OHR embarks on a strategic transformation programme designed to maximise service effectiveness and efficiency. It is essential that the organisation endeavours to provide Change Leadership as well as Change Management in order to navigate the challenge of change and to keep employees engaged with the process as it progresses. The model below represents the importance of change leadership within this.



So as they can deliver this, it is recommended that OHR dedicates the appropriate resources to both the internal transition team and to the engagement of external strategic partners who can provide advice, best practice and mentoring support throughout the process. **Standing up the HR Project Practice as a priority would help create the internal capacity to manage the OHR transition as a project in it's own right (for say 6-12 months), before the project practice team realigns to their core role of delivering strategic HR projects for the departments.**

Resourcing Strategy

We note that one of the significant challenges for OHR in the transformation programme will lie in the ability to recruit and train up a number of skilled and experienced HR professional resources to staff the new organisation (as set out in this report). Our view is that this is a significant programme of work in it's own right and that it should be mobilised as a work stream within the transformation programme. Given the scale of the challenge we recommend the following actions to set OHR up for success in this area:

- That OHR consider using a suitably-experienced contractor or consultancy to outsource the programme to and to utilise their expertise in job design, employer branding and candidate attraction strategies, applicant management, candidate selection, and on-boarding.

In terms of content of the Resourcing Strategy, we recommend that the following would form the key parts of the plan:

- Use the Workforce Plan set out in this report to produce a list of new roles and create job descriptions for them;
- Create a Recruitment Strategy and Operational Plan. Included within this will need to be the development of a strong employer brand and attraction strategy;
- Plan for retention and development – use the “Sports Team” model where you buy in the odd star player, but the success of the club is built on the strength of the talent coming through the “Academy”. Investing in retention initiatives and talent development will be critical;
- Plan for succession. Identify key dependency roles and create a succession plan for each (particularly the HRBP roles), noting what development needs are required for identified successors, and have a plan in place for each of them for their development;
- Utilise technology to maximise the efficiency and effectiveness of the recruitment process. At a minimum this would involve applicant handling applications and could form part of the contractor requirements noted above; and

High Level Implementation Roadmap

-
- Regularly track progress against the resourcing plan (as a work stream within an overall transformation programme) and iterate and amend it to suit the changing circumstances as required.

Appendices

Appendix 1: Stakeholder Interview Findings

Stakeholder Interview Findings

Introduction

Our engagement with external stakeholders involved a total of **18** interview sessions with chief executives and senior service users within the Isle of Man Government, alongside additional organisations and statutory bodies that availed of OHR services.

A breakdown of the stakeholders we interviewed are included below:

Department/Organisation	Title of Stakeholder Interviewed
Cabinet Office	Interim Chief Secretary
Department of Infrastructure	Interim Chief Executive
Department of Home Affairs	Chief Executive
Department of Education, Sport and Culture	Chief Executive
Department for Enterprise	Chief Executive
Department of Health and Social Care	Interim Chief Executive
Department of Environment, Food and Agriculture	Interim Chief Executive
Treasury	Interim Chief Financial Officer
Gambling Supervision Commission	Chief Executive Officer
Manx Care	Chief Executive Officer
Communications Commission	Chief Executive Officer
Public Sector Pensions Authority	Chief Executive Officer
Financial Services Authority	Chief Executive Officer
Isle of Man Post Office	Chief Executive Officer
Attorney General's Chambers	Her Majesty's Attorney General
Courts and General Registry	Interim Chief Registrar
Prospect Union	Negotiations Officer
Unite the Union	Regional Officer

Our engagement with Service users explored topics including:

- Overall service user views of OHR;
- Awareness of OHR's strategy and operational plan;
- The extent and quality of OHR support for people-related challenges, performance management, recruitment strategic and operational advisory services;
- Data, Reports, KPIs or Management Information received from OHR;
- Views on OHR resourcing, culture and structure;
- Efficiency of OHR policy and processes;
- Experience using HR systems;

Stakeholder Interview Findings

External Environment

The Office of Human Resources delivers HR services and support to staff across the Isle of Man Government. Operating as a shared service, the OHR service user base includes Government Departments and arms-length bodies in the Isle of Man. When engaging with service users, our interviews, particularly with members from the arms-length body, noted the difficulty of receiving support and advice within this structure. Service users from these organisations noted that the autonomy that it operates in, alongside its commitment to their own boards as an arms-length body would often conflict with services received from a HR team placed within government.

One service user shared the challenge whereby they felt it was difficult to have a fully confidential support conversation with OHR without the content returning to the knowledge of government, due to the reporting responsibilities of OHR. Service users noted that as a result it was difficult to know “*whose side OHR were on*” when advising on people and operational related challenges raised by the ALBs. This was not a sentiment shared by service users within the Isle of Man Government Departments.

Organisational Culture

Our engagement with service users found an overall positive view of the people within OHR and interactions with OHR staff, alongside their positive commitment to support as best as they can in their role. There was a recognition however that despite this, there is a significant demand on their time and resources that will negatively impact on service quality and efficiency. We learned that the culture within OHR appears to be “fragile or vulnerable”, however it was recognised that this is a trait that could be prescribed to other areas across the Isle of Man Government.

We learned that from a service user’s perspective, there appeared to be what was described as “lots of different pockets” that exist within OHR, where fluidity of communication across teams did not appear to be evident. This creates challenges for service users regarding the consistency of communication received.

Overall, we heard that service users spoke positively of the staff within OHR – a recognition that they work hard despite being under significant demand and resource pressure from multiple Departments and organisations.

Organisational Structure

OHR was previously embedded permanently in all Government Departments before its transition to a centralised shared service. Although our interviews with service users noted the merits in this transition, they also noted the difficulty that it brings, with Departments now feeling more detached and isolated from a HR function that is no longer solely operating within each Department.

We learned that each organisation or Department are assigned a Business Partner/s, depending on the size and need. The OHR Business Partner was defined as the main point of contact by service users. We learned of the demand for each Department in having an assigned HR contact stationed permanently within the Department in order to adequately support them. However, this was noted as not being possible due to HR Business Partners being assigned to multiple Departments and Organisations. This, in the service users’ view, negatively impacts the level of service, particularly when compared to other shared services within IoM Government.

It was also raised in some areas that there was a lack of awareness at a Senior Level of who their assigned Business Partner is, and as a result they would often have to resort to contacting senior contacts within OHR due to the difficulty in being able to identify the right person to find to address a query.

Although OHR includes payroll and other operational teams that can be contacted for specific queries, service users often noted the time-consuming process that this can be. As a result they would often rely on their Business Partner to address and respond to any issues or questions on people-related matters in the business. Our engagement with Senior stakeholders found particular difficulties in this area, where the apparent lack of triage of queries depending on urgency or seniority of the contact resulted in experiences of inefficient service and as a result staff would often choose not to reengage with the process.

Stakeholder Interview Findings

Systems (Policies and Procedures)

Policy

Firstly, service users acknowledged the substantial amount of policies that exist, and the difficulty that can be experienced in trying to locate the right policy if details are needed on a particular point. We found that service users would often report that they would resort to contacting their assigned BP to support instead, adding to the demand at that level.

We learned of the significant challenges presented by the variety and scope of terms and conditions obligations that exist in employment contracts throughout the employee group in the Isle of Man government. The high number of different terms and conditions that exist can make it difficult for service users to receive timely and accurate advice as a result, and carries the risk of misinterpretation in the advice they receive.

Rigidity regarding policy support was also discussed in our interviews. One Government Department in particular noted the fluidity of political and operational priorities that exists in Government. This can sometimes result in different needs for the workforce by a Department, which can be restricted by current OHR policy and support. Although there was a recognition that it is important to remain within the constraints of policy, more support to manage this was advised as a particular need for organisations responding to change.

Finally, we learned of the challenge felt by some service users in being able to receive a consistent understanding of policies from different OHR staff, and this difference in interpretation can negatively impact the reliability of support received as a result.

Technology

Our engagement with service users found that the People Information Programme (PiP), and Job Train were the predominant HR systems used.

We learned of the initial optimism that was felt when PiP was introduced, and the expectation in terms of what functions it could offer service users. The execution of its delivery throughout the IoM Government, however, has been met with challenges felt across all service users that we engaged with.

Firstly, our interviews agreed that PiP can be “quite clunky” and complicated to use for managers, and does not lend itself well to infrequent use. Managers would often not use it on regular basis, and as a result it would be difficult for them to be able to manage and complete processes using the system. There was an awareness of the training that exists for PiP (alongside user guides available on OHR’s websites), however due to the infrequent use of the system by managers, it was often not deemed as a viable use of time for managers to take the training.

We heard of the difficulty in one Department, and the way in which PiP calculates and manages leave, which is incompatible with the nature and terms of employment of some of the professionals in the Department. Although acknowledging the restrictive nature of PiP, managers have acknowledged that it is something that they have had to “learn to live with” due to it being the only system available.

We also learned how Job Train is utilised for recruitment purposes, which was met with more positivity by service users. Although there was some concerns in terms of how it prioritises time-sensitive appointments, service users were in agreement that it generally meets requirements regarding recruitment matters.

Procedures

In regard to support for performance, disciplinary and grievance procedures, we learned of positive occasions where OHR support in these areas were of value, alongside the difficulty of service users in receiving support that meets their needs at times. Support on these matters were described as “ambiguous”, not proactive and at times appeared to be weighted more in favour of staff, which some Departments found difficulty with, particularly when trying to receive targeted support that was relevant to their working environment.

The overall procedure for appeals was also described as “going around in circles with endless opportunities to appeal”, which was found to make management of performance particularly difficult for service users. It was suggested that previously, OHR would have often managed such processes from an earlier stage, which is not the case at present.

Stakeholder Interview Findings

Work Unit Climate Communication

Our interviews with service users learned of the difficulty felt in receiving communication that is timely and consistent to meet their needs. We found a variety of experiences regarding how OHR communicated with its service users. Service user contact and engagement mostly comes through their assigned Business Partners. This can impact the overall demand on BPs and capability to effectively manage all demands, particularly those who are assigned to multiple large organisations or Departments.

Business Partners would often attend periodical meetings for some Departments, usually on a monthly basis to provide updates. However other, smaller Departments and organisations noted that they did not receive such structure in their communication, and there would be cancellations from OHR to attend meetings due to workload. As a result it would often feel like service users were always reaching out to OHR first. It was recognised however, that there are significant demands placed on assigned Business Partners which may explain this, however there was a clear need from service users for more regular and formal opportunities to communicate throughout the year.

When engaging with Service users who conducted a substantial amount of their own people-related processes through an in-house HR function, we found that there was little communication with OHR as a result. There was, however, still a desire to have opportunities to communicate more in a shared partnership approach, where there could be opportunities to share learning and best practice with OHR and vice versa.

Visibility

A common theme that emerged from our interviews was the challenge in having adequate OHR visibility within service users' respective Departments and organisations. With OHR Business Partners generally being assigned to support multiple Departments or organisations, our service user interviews found that this created a lack of clear visibility to staff in order to meet their needs. We heard from one service user, who discussed that having sufficient visibility and availability within their team would help with dealing with ad-hoc or informal queries, where issues and concerns may be identified earlier. The current lack of this has resulted in more of a reactive and "fire fighting" service from OHR, where early stage identification and support doesn't happen and OHR would only be contacted when cases have progressed to a "critical point".

Service User Expectations for Support and Advice

Our interviews found some confusion in areas regarding where service users felt they stood in regard to their support from OHR. It was noted by certain Departments and organisations that they felt that OHR was more detached and "not on their side" as much as they would expect when dealing with internal challenges. Service users noted that as OHR is a shared service and does not have any permanent internal tie or investment to a Department as was previously the case, it would impact the perceived quality of advice given, and often service users felt that they would take all accountability for difficult decisions or mistakes rather than OHR sharing that (e.g. payroll errors).

Service users also noted a variance in the perceived quality of advice received by OHR. We heard from some stakeholders who noted that they would often be presented with a "range of options" in response to a query or issue, rather than having the opportunity to properly work through an issue in partnership with the OHR staff member.

We heard of further concerns regarding accountability, where OHR would sit as a board member in organisations, however the contribution received would not reflect what they would expect of a board member. Service users described an expectation for more strategic input and responsibility to contribute to relevant internal agendas, rather than operational and day to day advice.

Despite these concerns we also heard of a recognition from staff of the "grey area" that can exist between what a shared HR service can do and what managers and leaders in the organisation should be doing. It was reported that there currently is a lack of clarity on this, which will impact expectations from managers who believe that certain processes should sit outside of their own remit. There was sympathy from service users on the difficult position that OHR operate in as a result.

Stakeholder Interview Findings

These difficulties are underlined by what we found to be a lack of Service Level Agreements between OHR and service users. Our interviews noted a common opinion that it would be something that would help them, and the absence of SLAs means that service user expectations and OHR are often not aligned on service delivery and expectations. This can impact the overall perception of service users regarding the quality and extent of OHR service as a result.

Data and Information

We heard concerns at the lack of integration between data, HR functions and local business operations. This means that the insight and data that service users receive is often not meeting their requirements as much as they would like.

We often found difficulties regarding the level of detail of data received, alongside an absence at times of a comprehensive narrative to make it contextually relevant to the particular organisation. Service users noted that such advice was only possible with appropriate knowledge and awareness of the nuances of operations and challenges within Departments and organisations, which is something they recognised that OHR may not have the resources and time for given the demand placed on them.

The timeliness of data received was also found to be inconsistent, and service users noted the need to have an opportunity to have a real-time view of data to help address issues promptly, rather than relying on data to be sent intermittently throughout the year. It was acknowledged that requests can be made for data, however the ability to access a dashboard function for live data was seen as potentially valuable.

Individual and Organisational Performance

Overall, our interviews found a mix of perceptions regarding the overall performance of OHR. It was recognised that service and performance can be very much person-dependent, and service users were positive that their assigned Business Partners would usually often have an area/s of strength that would be valued by service users. However, outside of the Business Partner relationship, receiving consistent and effective support from other areas within OHR regarding specific queries was a particular challenge that impacted their perception of overall performance. We learned of very positive experiences in one area regarding succession planning support from an assigned Business Partner, however we also found a demand for Succession Planning support in other Departments with different BPs who weren't aware that it was an option. This illustrated the person dependency that can exist regarding performance and service quality.

Service users noted the significant need at senior levels of management to work more in a partnership approach with OHR, where HR services approach them with information relating to what is going well, what needs to improve regarding their people-related managers. Most importantly to them was the ability to discuss and explore what specific actions can be taken and supported by OHR over a period of time to deliver on their goals. Service users noted the current difficulty in getting this type of support, and striking an effective balance between strategic and forward planning support vs day-to-day operational support – describing the current nature of their support as much more reactive and ad-hoc to what they would like.

We heard from Departments who noted particular challenges in receiving operational support, who described it as “lacking”, particularly regarding support needs for payroll and recruitment related challenges. We learned of the particularly significant challenge faced in receiving payroll related support. A number of Departments noted errors that would occur in paying staff the right amount, and the difficulty in being able to resolve these issues in a timely manner.

Individual Skills

Our interviews noted a particular challenge felt by Departments regarding Industrial Relations support and expertise, and how one service have outsourced support in this area to an external professional to be able to adequately respond to the unique nature of roles within this Department. This lack of specific expertise was partly attributed to be as a result of the movement towards a Shared Service, where a natural outcome of not having fully integrated HR staff in the Department was a lack of full understanding of the unique complexities that will exist in the staff group within the Department.

Stakeholder Interview Findings

Trade Union Engagement

Grant Thornton engaged with Trade Union representatives from 'Prospect' and 'Unite' to gather their views in relation to the service delivered by OHR. Overall, we heard a mixed opinion regarding their experience in working with OHR. We learned of the positive interactions that are experienced at times between Trade Union representatives and HR, and a recognition of the knowledge that exists within OHR. However it was noted that this can be very much **person and relationship dependent**, which was the key point reported regarding their experience of OHR service.

There was an acknowledgement that this variance in service quality, depending on the individual, can be particularly felt when considering the overall quality of communication received. In a similar vein to our service user findings, the overall experience regarding timeliness and finding the right contact for a specific query was a significant challenge presented by Union colleagues. In addition to this, we learned of the challenge experienced in communicating with some Business Partners, and how this impacts the quality and level of service delivered to service users as a result. It was recognised that there is a high expectation from OHR service users, and there is an expectation in areas for OHR to be the "fountain of knowledge" on every matter that is presented to them. One Trade Union representative acknowledged the difficult position OHR are in with trying to meet that.

The significant challenge presented by the complexity of Terms and Conditions in IOM Government were also found to impact the perceived quality of OHR support. It was recognised that the scale and complexity of employee terms and conditions across Government means that it can be difficult for OHR to fully understand all the information or agreements that exist across all of the departments. It was recognised, however, that unless a more harmonised package of terms and conditions is created, that difficulty will always remain for OHR.

We discussed the overall experience of technology and systems with Trade Union representatives, and found a strong agreement regarding the difficulty in using the PiP system. It was raised that the system is not user friendly for managers and is currently not capable of fully meeting the needs of all users within IoM Government. It was raised that there are accessibility issues for staff who are not based in offices, and who would not have immediate access to a computer to access the system, alongside employees who are not comfortable using technology and as such would have significant difficulty when trying to book leave on the system. In addition to this, common difficulties found with PiP included payment and holiday allowance errors, alongside system outages that are experienced at times.

Finally, it was also noted that there was a need for OHR to build awareness of the purpose of the HR function for service users and how it can help employees within Departments, as the current understanding and confidence in OHR is not there from the Trade Unions' perspective. It was noted that at times employees felt that OHR was representing managers, rather an employees in some cases. Further to this, it was suggested that a building of awareness regarding service user expectations would help clarify accountability and responsibilities within management in Departments.

Stakeholder Interview Findings

Conclusion

Overall, we found a positive view from service users of the personnel within OHR, and particularly with their assigned business partners. There was a recognition across the service users that OHR were under significant pressure that impacts its ability to offer the level of service that is required in areas. However, it was acknowledged that despite this, it did not mask the challenging experience felt in receiving timely, relevant and consistent support that fully met their needs.

Through our interview and focus group process, we found key themes regarding service user views on influencing factors that can impact their overall view on the efficiency and effectiveness of the OHR. As a result, we have included a prioritised list of our findings below:

Theme	Description
Strategic Vs Operational Support	Service users noted the challenge of receiving strategic and proactive support from OHR on their people-related challenges. Business Partner support was described as mostly transactional and operational.
Service User Expectations	Service users reported a varying level of support received by OHR. We learned that there appears to be a lack of overall awareness of what OHR can and cannot offer, which impacts expectations regarding the type of support they should be receiving. Many organisations and Departments noted the lack of a Service Level Agreement with OHR. This meant that many service users were unsure if they were actually receiving the level of support that they are supposed to. This will ultimately impact the perception held by service users of OHR service quality as a result.
	Service users shared positive experiences regarding OHR support on their people-related challenges, however noted at times that there is a challenge at times regarding advice, where it was felt like a number of options are presented to service users to decide on rather than more direct and involved support, which service users valued. It was recognised, however, that there is a significant demand being placed on OHR staff which will impact OHR's ability to fully support on all matters.
Visibility	We learned that Departments and Organisations would share assigned Business Partners, and this presented as a challenges for service users who would like to see a permanent visibility from OHR in their Departments to help proactively support on people-related challenges at an early stage.
Communication	Frequency, timeliness of responses and being able to find the appropriate contact for specific queries within OHR were found to be common challenges that impacted the perception of service quality.
System Challenges	There was overall agreement regarding the challenges faced in operating the People Information Programme (PiP) system. Managers find it "clunky" and difficult to use, and would often try to avoid using it due to it not meeting their expectations.

Appendix 2: HR Team Interview Findings

HR Team Interview Findings

Introduction

Within the Discovery phase of the project, Grant Thornton were keen to engage with and to gather the views of as many HR staff as possible. Due to time constraints it was not practicable to meet with all OHR staff, and so we made the decision to interview senior members of the HR team, and to gather the views of the rest of the OHR staff via a confidential survey. The results of the staff survey are set out in Part 6 of this report below.

In terms of the interviews we agreed the following list of 21 interviewees from the senior HR team, and all of them were met on a one to one basis, either face to face or via Teams.

Name	Role	Grade
Julie Bradley	Interim Executive Director and Secretary to PSC	JESP 9-13
Anne Corkhill	Director of HR Business	JESP 5-8
Hollie Clague	Head of Organisational Development and Design	Senior Executive Officer
Michelle Clegg	HR Business Partner	Senior Executive Officer
Janice Cowin	HR Business Partner	Senior Executive Officer
Clare Gelder	HR Business Partner	Senior Executive Officer
Ruth Hussey	Head of IR and Policy and Assistant Sec to PSC	Senior Executive Officer
Peter Kennaugh	HR Systems Development Manager (Senior Payroll Manager designate)	Senior Executive Officer
Kirsty McDonald	HR Business Partner	Senior Executive Officer
Erica Richards	Senior Payroll Manager	Senior Executive Officer
Mary Slater	HR Business Partner	Senior Executive Officer
Linda Wheeler	HR Business Partner	Senior Executive Officer
Andrew Williams	Head of Health, Safety and Welfare	Senior Executive Officer
Katrina Buttery	Talent Acquisition Manager	Higher Executive Officer
Joanne Champion	PiP Changes and Projects Manager	Higher Executive Officer
Charlotte Coue	Job Evaluation Manager	Higher Executive Officer
Natalie Fletcher	Payroll Manager	Higher Executive Officer
Hannah Leighton	People Analytics Data Specialist	Higher Executive Officer
Andrea Tabb	Senior Executive Assistant	Higher Executive Officer
Joseph Wilde	Recruitment Manager	Higher Executive Officer
Marina Corkhill	Learning & Development Manager	Higher Executive Officer

The findings of our interviews with this cohort are set out below aligned to the lenses of the Burke Litwin model.

HR Team Interview Findings

External Environment

From a number of the interviewees that we spoke to we heard concerns expressed about the wider political climate in which the OHR operates. It was described to us that there is a “lack of political support for HR” and that “the OHR has always been the kicking bag” within the Government, and that it is a “fragile place to work with no cover from above”.

We noted though that there is a job to do for the leadership of the OHR to push back on these assumptions and to do more to promote the service that OHR provides. It was reported to us that more can be done to better manage the expectations of both politicians and service users, and to provide better clarity on the role of HR and also the role that line managers are expected to play within people processes.

We asked the interviewees about this “expectation gap” (between what service users expect of them, versus what OHR are set up and resourced to deliver) and we heard consistently that this is a significant issue for the department. It was reported to us that this “delta” varies from Department to Department, but exists to some extent in every area where OHR provides its services. It is our view that a clear determination and definition of the services that IOM Government expects from its OHR is one of the key issues to be addressed.

Mission and Strategy

When interviewing senior HR staff there was a mixed level of awareness of a clearly articulated, vision, mission, strategy or purpose for the OHR function. Some were able to point to the **People Strategy 2018-2022** and were able to articulate how that strategy directly shaped the purpose for their own role or team. They were also able to refer to the business plans that were developed in response to the People Strategy (**People Strategy HR Service Delivery Plan 2022-2023**) and the part that they had to play in helping deliver the strategy. We saw examples of BPs aligning their monthly business reports to the headings in the strategy to help track progress.

However, others in the team appeared to be unclear about strategic direction for the function, with one member of the team reporting (when they saw our interview questions about HR strategy): “I didn’t know that we had a HR strategy. I had to go and look for it and I found the People Strategy and delivery plan that were circulated in April this year. I’m not very clear on how my role contributes to that”. Others noted that the plan was developed by the previous Head of HR and that in the absence of ongoing executive sponsorship of the plan and changing priorities, this may have slipped down in the level of awareness and the importance attached to it by the team. It was suggested that the development of the plan “was never really finalised, and has now come to a grinding halt”.

For the HR Business Partners, we found that they were more familiar with their own Department(s)’ business plans and that the role they had to play in delivering those plans as the HR Partner. Almost all members of the team had made efforts to understand the needs of their businesses or their customers and had shaped their priorities to align to these needs. Some mentioned that they didn’t have much input to the development of the strategy and don’t feel much connection to it. Comments were made that they “muddle through it” and that they are too bogged down in day to day minutiae to be able to consider it.

It was also reported to us that there is no data strategy theme within the overall People Strategy. In particular it became apparent that there is no specific ownership or accountability for HR data and in particular KPIs around data. We noted that workforce planning across both Departments and within OHR appears to be either weak or non-existent, and that the lack of data means that HR activity planning and prioritisation is based more upon “who shouts loudest” rather than on a sound business needs analysis.

Leadership

There was a notable sense amongst all of the team that we interviewed of the difficult time that they have faced recently from a leadership perspective. Nearly all of those interviewed mentioned the departure of the previous Executive Director of HR and noted that the circumstances surrounding this had left all OHR staff feeling “bruised” and that morale is low as a result.

HR Team Interview Findings

These managers also described a lack of senior leadership role holders, noting that the roles of Director of HR Services and the Director of Organisational Development and Design had not been replaced when the incumbents left (it was reported to us that this was due to budgetary constraints). This has left a “top team” consisting only of the Executive Director of HR, and the Director of HR Business – two senior roles where there had previously been four. The impact of this is that a very significant number of the HR Heads of Centres of Expertise are reporting directly to the (Interim) Executive Director of HR.

Although there were positive comments made about the leadership impact that the Interim Director has had, it was noted that she has too many direct reports and therefore is unable to give sufficient “bandwidth” to support and develop them. Similarly, it was noted that the Director of HR Business is also effectively acting as HR Director for Manx Care, and that this role takes up the majority of her time. This means that her direct reports get very little of her time and that they are effectively “left to their own devices”. Many of this team reported us that instead they seek guidance from the Interim Executive Director. We view this situation as unsustainable from a leadership perspective.

Organisational Culture and Work Unit Climate

All of the interviewees were asked to comment on the culture within the OHR team. We heard it consistently reported that there is a strong and collegiate culture across the various parts of OHR. The function was described as “close knit”, “supportive”, “friendly”, “open and transparent” and “caring” and with “good co-operation”. We were told that “all have each others' backs” and that the team will be loyal to each other and will try to support each other – resources permitting.

However, we noted that this tension over work pressures and a perceived lack of resources and skills has created what was described as “a silo culture” whereby the department doesn't feel very joined up and doesn't operate well across teams. We heard that people in the department are too focused on their own areas and priorities and that they sometimes fail to collaborate or communicate well with each other, and that they very often don't really know each other.

Some interviewees described the department as “frantic”, “chaotic”, and “firefighting”, that they “don't do a good job in joining the dots between teams”, and a number suggested that leadership and communications could be improved. It was reported to us that culturally some areas and teams regard themselves as more important than others, and that this lack of respect for each other can sometimes be damaging. For example we heard examples of HR colleagues making demands of each other in a way that sometimes overrode others' priorities in their own interest.

There was recognition however that the Service Leads meeting is helping to establish better links between the Centres of Expertise (COEs) (COEs include Recruitment, Industrial Relations, Payroll, Organisational Development and Design, Learning and Development etc.) and that knowledge sharing and cross functional working is improving as a result. Members of the team told us that they feel that they can openly express their thoughts and feelings on important matters and that they will be listened to. We see this very much as a step in the right direction and also noted that further work is ongoing within the team to examine how this meeting can operate more effectively. We also noted the widespread view that everyone in the department is really invested in their roles, and can see that the impact of what they are doing has a positive impact for the island.

Organisational Structure

Throughout the interviews with the senior HR team we heard significantly conflicting views of the organisational structure and operating model employed by the OHR function. We noted that the current “Shared Services” model (with Centres of Expertise supporting HR Business Partners who are carrying out Business Partnering and Advisory services aligned to Departments) has been in place since a “Fit for the Future” review was carried out in 2016. It was reported to us that the purpose of this change was to bring consistency to HR operations and policy as well as to drive efficiency and cost savings.

HR Team Interview Findings

The majority of the Business Partners interviewed have been in the organisation for some time and referred back to the previous operating model whereby Departments had dedicated “full service” HR teams which provided them with an integrated HR service across all HR areas of expertise. We regularly heard the view expressed by HRBPs (although not by all of them) that this structure and operating model worked better for both HR and the business, allowing better control for both HRBPs and the business, and that the business were reluctant to see the change implemented.

Conversely, we also heard a strongly held view that decentralisation of HR operations would not work. A significant number of the HR Leadership expressed the opinion that the centralised model allows for much better continuity and consistency in policy, communications and service delivery. Interviewees acknowledged that the structure does not work as it is, but suggested that decentralising is not the answer and that the function needs to be better at leveraging together the knowledge and experience that is held across OHR.

It was also suggested that the main failing in the current model is a lack of resources (staff) and also the technology infrastructure as well as inefficient information sharing, rather than a failing in the model or organisational structure itself. In relation to communication and collaboration between HRBPs and the Centres of Expertise – we heard that the BPs are not so close to the COEs so that they are not familiar with the detail on what is happening on specific projects or transactions in their business. Similarly, some of the COEs aren’t organised to align to the departments they are working with (an “account management” type structure), and this means that tracking and reporting accountabilities and progress on ongoing transactions and projects back to the HRBP and the business can be limited.

It was suggested to us that HRBPs do not do enough to make the model work, and that they may not have kept abreast of new and innovative thinking in HR practice. Further, we also heard it suggested that the HRBP population may not be focused on the right things, and that the breadth of what they do is too wide without the resources to deliver them. It was also suggested that they should move away from advisory work and focus more on strategic partnering with the business. Better conversations with the business on contracting over service levels, processes (and process responsibilities and accountabilities), and the HR partnering model could have a positive impact. We heard that the move to a shared services model has driven standardisation and the benefits of that are clear, but working practices within the department haven’t adapted to adjust to that way of working.

As noted above, it was also reported to us that two senior HR roles (Director of HR Services and the Director of Organisational Development and Design) had not been replaced when the incumbents left. This has left a “top team” consisting only of the Executive Director of HR, and the Director of HR Business. We also noted that the HR Director Business also holds the role of HR Director for Manx care. For both of these senior leaders we noted the strain that this has created in terms of spans of control and leadership bandwidth, and the knock on impacts on quality of leadership, development and succession planning for their respective direct reports (Heads of Service and HRBPs respectively).

Within the HRBP cohort, we found that some Departments had both Strategic and Operational HRBP roles, whereas others had only one HRBP covering all tasks. Equally, we also heard about vacancies at Advisor level as well as within the COEs. This inconsistency of resourcing critical roles (or for allowing vacancies to go unfilled) is a risk for the department. Interviewees consistently talked about the challenges of trying to do more with less and the impacts that this has on people working in the department. They also raised concerns about how to properly resource and structure the function without a clear steer from the business on what they want from their HR function, and a resulting HR strategy and delivery plan.

Management Practices (within OHR)

Line Management

As noted above, it was apparent that the spans of control within the department are significantly wider than is practicable. The two senior leaders are spread very thinly with significant competing demands, and this means that they are unable to devote sufficient time to the management and development of their direct reports. This

HR Team Interview Findings

creates significant risk for the HR Department – particularly in terms of key person dependencies and succession planning for key roles. This is most apparent in the HRBP population, where there are a number of senior BPs who will be nearing retirement in the coming years, with very little if any planning on succession for these roles. We also noted the challenge in development opportunities for the both the HR Advisory roles and for staff in the COEs to properly prepare these people for HR Leadership roles. It was suggested that HR professionals at all levels in the function need to rotate in order to get better cross-pollination of ideas and transfer of knowledge.

Communication

We noted challenges in how communication works across the OHR function. These communication gaps are outlined above, and can result in a disjointed and sub-optimal service experience for the customer. The Service Leads meeting which was initiated by the Executive Director of HR has gone some way towards addressing the issues on knowledge and information sharing, and appears to be making a positive impact. As noted above, work is ongoing to improve this further which we welcome.

Risk Management

We noted the lack of an effective risk management framework for the HR function. It was reported to us that there is an OHR Risk Register and Conflict or Interest Register, but that these are not really managed proactively or rigorously. We noted that this is due to a lack of resource rather than a lack of appetite or ability. We would expect to see HR Risk Management as a properly resourced function in its own right with well developed risk appetite statements across all HR service delivery areas, and well documented and proactively managed risks which are regularly tracked and reviewed.

Governance, Managing Change and Project Management

Again we noted the lack of a well established change and project management structure and methodology with proper governance and reporting. It was reported to us that change and project delivery is often driven by the HRBPs reacting to need within their businesses. Although this is a reasonable way of operating in an organisation where overall purpose, strategy and direction is unclear, the lack of an ability to make decisions on the allocation of scarce resources based upon reliable data and an effective strategic prioritisation process is concerning.

Further, when projects are initiated the rigorous management, oversight, reporting and control of these is missing. It was also reported to us that there is a lack of business sponsorship on HR change projects. The result of this can be that projects fail to deliver what is required and that budgets and timescales stretch. The example that was most often quoted to us to illustrate this point was the implementation of the People Information Programme (PiP) system, noting that the system has failed to properly deliver the benefits that it should have (more on this below).

Systems (including Policies and Procedures)

Systems

We noted the following IT systems operating within the OHR domain:

- People Information Programme (PiP) – intended to be a fully integrated HCM and payroll system offering end to end process automation, enhanced user experience, and better data and Management Information.
- E-Learn Vannin – eLearning systems to allow staff and line managers across the Isle of Man Government to manage both mandatory and discretionary learning interventions.
- Jobtrain – an online recruitment portal and applicant management system.
- Omnidox – an automation and document management system.
- Case Management and Health and Safety Management systems – these are run off spreadsheets created by individual teams creating significant operational risks.
- There are also different time and attendance systems in place in different Departments.

HR Team Interview Findings

The PiP system was procured and implemented with the intention of having one end to end HCM system which could automate and support all elements of the employee lifecycle. The system was intended to have both Manager and Employee Self Service functionality, in order to help streamline basic HR transactions which would generate improvements in efficiency and effectiveness and therefore reduce HR resource levels.

It was consistently reported to us by all members of the HR leadership cohort that the implementation of PiP has not been a success. Issues reported to us in relation to the PiP system include:

- It was reported that the vendor had significantly underestimated the complexity of IOM Government (particularly in relation to the myriad of terms and conditions of employment in place). This has meant significant delays in system development, and the resulting lack of functionality in the system has led to a loss of confidence in the both the end user population and with HR colleagues;
- It appears that the purpose and functionality of the system was also not “sold” well to the business (in particular the self service concept) and this has led to further challenges with credibility and end user adoption;
- It was reported to us that the full development and implementation has been paused or delayed due to budgetary issues. Although it was always intended that the implementation of the system would be delivered on a phased basis, it appears that this has taken very much longer than intended. This has led to the current situation where there is an HR technology landscape with multiple systems which do not talk to each other. The planned improvements in efficiency and effectiveness have therefore not yet been delivered and it would appear that this investment in HR technology has not had much impact on the effectiveness or reputation of the OHR function. It could be argued that it has had precisely the opposite effect;
- The system cannot support Manager self service reporting as there is insufficient capacity in the system to allow this; and
- In the main due to issues with consistent of end user adoption, there is a lack of confidence in the quality and reliability of data held in the system. We heard reports of HR functional teams having to create manual reports from a system that should generate them automatically and this issue is directly attributable to poor data quality.

In terms of positive impacts, we heard that the PiP system can generate good reports and dashboards, but we heard concerns about the accuracy of these as a result of potentially incomplete data, stemming from lack of end user adoption. It was also reported to us that there are plans to integrate both Case Management and eLearning onto the system during 2023 and we would recognise both of these as positive steps.

However, we are unclear as to plans to further integrate other systems into PiP (particularly recruitment) and this would appear to be a missed opportunity. We noted that further development of the system is not due to lack of appetite in the team to drive further development. Rather this is wholly due to the lack of budget and technical expertise available to do so. If recruitment is not to be integrated as a function within PiP in the short to medium term, then there are enhancements in the current Jobtrain recruitment system which could be enabled and would add significant value.

We have made comments above in relation to proper oversight and control of further system developments (and indeed other strategic HR projects), and we would see that as critical for further PiP system development. We also recognise that there is significant work to be done to build the credibility and reputation of the system with the end user population including proper training of managers. This will also be critical.

We also noted the lack of dedicated system development resources and that ongoing development and improvements are done “off the side of the desk” from within the PiP team. This creates further risks in terms of the effectiveness of the delivery of future system enhancements, as well as key person dependencies and single points of failure. Properly resourcing this work should also be a priority.

Policies

We noted from our interviews with the HR team that there is an extensive HR Policy framework, the majority of which are published on the IOM Government website. The policy framework is owned by an IR and Policy team who are responsible for both creating and revising and updating HR Policies to reflect changes in legislation etc. This work is done in consultation with both Unions and BP teams (representing the business interest).

HR Team Interview Findings

We found that there is very significant complexity within the policy framework with numerous variants of individual policies to take account of variations in working practices, terms and conditions of employment, and collective bargaining arrangements across the different departments.

It was reported to us that the policy framework can be difficult to navigate around and that policies are often overly complex making it difficult both for HR colleagues and for staff to understand and to comply with. We were told that work was done on a single entity in order to bring all policies into alignment, and that progress was made on this, but yet there are a multitude of other policies that are still are untouched in this respect.

It is apparent that one of the significant issues hampering the proper functioning of the current OHR function is the complexity of both the HR Policy framework, and also the multitude of Terms and Conditions of employment in existence. Properly functioning centralised HR models (with COEs and HRBPs) rely heavily on the consistency and simplicity of the policy framework and also on the technological infrastructure. Usually these are interdependent (as we found with OHR).

We heard it consistently reported by HRBPs that a detailed understanding of the unique policy framework and terms and conditions in place within their individual business or department is a critical requirement for colleagues in both BP and HR Advisor roles. This complexity creates barriers to entry for these roles, exacerbating the succession challenges mentioned above as well as the ability to properly manage talent and development across the OHR function.

We see a significant opportunity (and also a major challenge and body of work) to drive rationalisation of the Policy Framework and Terms and Conditions of employment across the IOM Government and this would bring significant benefits such as the ability to facilitate technology solutions (as noted above), and likely headcount savings as well as opportunities for HR staff to more easily move across departments to build their careers. We recognise that full integration would be a highly complex and challenging piece of work to deliver, but the prize would be significant in terms of the benefits this would bring to both OHR and the wider IOM Government. Determining the level of appetite to progress on this journey should be a key priority.

Tasks and Individual Skills

At interview we asked each member of the HR Senior team about their views of the skills gaps which might exist in the OHR function. The following were reported to us:

- HR Advisor roles are very complex and are hard to hire roles because of the high knowledge requirements. Developing staff for these roles is difficult due to time and capability constraints. It was reported to us that advisory teams should be HR generalists, but the nature of the role doesn't give them the opportunity to develop into the HRBPs of the future. Succession planning for HRBP roles is therefore a significant risk particularly with a number of the HRBPs approaching retirement;
- As noted above, we also heard about a significant risk in relation to the lack of a developmental structure and career paths for HR staff. HR professional development appears to be almost non-existent with no budget available for this or for other development within the teams;
- Secondments and opportunities to work across different teams would add significant value in terms of both staff development and in helping to break down some of the "silos" between teams that were reported to us;
- Data analytics was reported as a skill gap with only a very small number of people in the department having the skills to properly extract, interrogate and report data effectively;
- Influencing and negotiation skills in senior HR managers – the ability to properly influence their customers and to manage difficult customers in order to create positive outcomes for HR and the business.
- We noted potential gaps in terms of technical staff who can support system development for PiP and for the other systems in place;
- Overall we heard about resource gaps across most teams with vacancies not having been backfilled due to budgetary constraints; and
- Project and programme management skills are lacking.

HR Team Interview Findings

We see that addressing these skill and capability gaps will be critical for the OHR function and recommendations on this will form

Motivation and Individual Needs and Values

We heard it consistently reported in our interviews that staff across the OHR function are really committed to the organisation and in particular in seeing how their work contributes to positive outcomes for the IOM as a whole. Levels of intrinsic motivation appear to be high, and many staff are long serving within the department. Notwithstanding this there are areas where staff turnover is higher, and where there is significant criticism from the business. It was described to us that HR need to be much better at build their reputation with the business and create a better understanding of the value of what they deliver

Conversely, we also heard that there is not a great recognition culture in the department. It was described to us that the approach to recognition could be described as: "I know you are all working hard and getting things done, but I don't know who is doing well and therefore who to recognize". Morale is low in HR due to everything that has happened. They keep having resource cut and expected to do more with less and that is due to a lack of understanding from the business in what they deliver and the value that they add.

In terms of individual needs and values, we heard that most people feel comfortable with who they are within the department and that there has been no bullying or cliques etc. The environment was described as having a "team feel" and that it is a supportive environment which is safe, friendly and caring. We also heard that there is now less favoritism and that people are feeling that they are being treated more fairly and consistently.

Organisational and Individual Performance

The most striking finding from our interviews with the senior HR team in relation to organisational performance related to the gap in expectations between the service they are set up to deliver, versus what their customers expect from them. Nearly every member described this "gap" as being significant and that in general departments expect HR to do "everything" for them (from managing absence and disciplinary through to strategic organisational design).

The model upon which the current OHR is predicated is based on a significant level of both manager and employee self service with respect to HR transactions (including managing performance, capability, grievance and disciplinary cases), but that expectation appears to be not universally understood or indeed welcomed within the service user population. This leads us to conclude that the move to implement the current model was not properly negotiated, communicated and implemented, either at the time or since.

Practically this manifests itself in varying maturity in the level of engagement and expectation management between HR and senior leaders and stakeholders in the business. We found examples of some areas where SLAs have been agreed and are in place, and performance against them is monitored, and others where this is not the case. We understand that this point was raised in a recent audit. All of this points to a significant opportunity for the OHR to engage with senior business stakeholders in order to explicitly agree the exact scope of the service which OHR will provide, and also to secure proper resourcing to deliver that service.

In terms of individual performance within the department, we heard variations in practice of how this is managed. We heard from some managers who use the 3Cs model (Credibility, Capability, Character) to manage the performance of their teams, and others who were very honest that they simply do not have the time to manage the performance and development of their people. Once again, this inconsistency of experience and process is concerning and points to resource and process issues as noted above.

HR Team Interview Findings

Conclusion

In summary, our interviews with the senior HR team found an organisation that is working very hard to deliver a quality service to its customers backed by high levels of intrinsic motivation within the team and a positive and supportive culture. However the team report facing very significant headwinds within this, including a highly complex policy and T&C framework, poor and disintegrated ICT systems, conflicting customer expectations, unclear organisational strategy and purpose, under-resourcing, skills gaps, and conflicting views of the right way to organise themselves to deliver the service.

The key themes we found are summarised below:

Theme	Description
HR Strategy, Purpose and Customer Expectation	<ul style="list-style-type: none"> Lack of clarity amongst the senior HR team of purpose, vision, strategy and operating plan Gaps in the expectations of service users over the scope of the services that OHR will offer. Lack of clearly articulated SLAs across all departments
Leadership	<ul style="list-style-type: none"> Gaps identified in Senior HR roles with two senior vacancies unfilled. The team are “bruised” over the departure of the previous Executive Director of HR. Spans of control and job pressures mean that the two senior HR leaders are unable to give sufficient “bandwidth” to the leadership and development of their direct reports.
Organisational Culture	<ul style="list-style-type: none"> A strong and collegiate culture across the various parts of OHR which was described as “close knit”, “supportive”, “friendly”, “open and transparent” and “caring” and with “good co-operation”. We were told that “all have each others' backs” and that the team will be loyal to each other and will try to support each other – resources permitting. Tension over work pressures has however created some silo working with people focused on their own duties. The Service Leads meeting is a positive initiative to help address this.
Organisational Structure	<p>We heard two opposing schools of thought on how OHR should be structured:</p> <ul style="list-style-type: none"> In the main, HRBPs advocated a decentralised model with full service HR teams embedded in Departments providing a joined up service directly to the customer at point of need. Conversely, the majority of the senior HR team suggested that the current centralised model is the right one for the organisation citing the benefits of increased consistency and cost efficiency. They recognised however that the model is not working well at the moment, and suggested improvements in technology, policy framework and customer expectation management as well as extra resources in order to make the model work properly
Management Practices	<p>Issues were highlighted in relation to how the department and staff are managed. We identified opportunities to improve in areas including communication, risk management, governance, managing change and project management.</p>

HR Team Interview Findings

Conclusion (cont.)

Theme	Description
Systems	<p>We noted an ICT environment within the OHR which can be characterised as a missed opportunity to realise the benefits that technology can bring to an HR function. The implementation of an HCM system appears to have been managed poorly, leading to a situation where the credibility of the system has been damaged in the eyes of end users, perhaps permanently.</p> <p>Currently there are diverse and disintegrated systems in place which offer sub-optimal processes, and still require manual interventions and workarounds for both process and the extraction of Management Information and data. The rationalisation of the HCM system environment should be seen as one of the most significant opportunities to improve efficiency and effectiveness for the OHR function. The fact that this has not happened to date is, in our view, wholly due to the lack of budget and expertise available to deliver this work.</p>
Policies	<p>There is a highly complex policy framework and multiple sets of T&Cs in place across departments. This leads to duplication of effort in managing the policy suite as well as operational risks stemming from the high chance of errors resulting from managing the complexity and ambiguity. Once again, rationalisation of the Policy and T&Cs frameworks offers a significant opportunity for the OHR function to simplify this, bringing benefits such as the ability to simplify technology solutions and likely headcount savings, as well as opportunities for HR staff to more easily move across departments to build their careers.</p>
Individual Skills	<p>A number of skill gaps were reported to us within the team including:</p> <ul style="list-style-type: none"> • HR Advisor roles are very complex and are hard to hire roles because of the high knowledge requirements which leads to missed opportunities to develop them for HRBP roles (where there is a very significant succession risk). • Secondments and opportunities to work across different teams would add significant value in terms of both staff development and in helping to break down some of the “silos” between teams that were reported to us; • Data analytics in terms of extracting, interrogate and report data effectively; • Influencing and negotiation skills in senior HR managers – the ability to properly influence their customers and to manage difficult customers in order to create positive outcomes for HR and the business. • We noted potential gaps in terms of technical staff who can support system development for PiP and for the other systems in place; • Overall we heard about resource gaps across most teams with vacancies not having been backfilled due to budgetary constraints; and • Project and programme management skills are lacking.
Motivation and Individual needs and values	<p>We found a function with broadly high levels of intrinsic motivation and many staff are long serving within the department. However, we found that there are opportunities to better build the reputation of OHR with the business and create a better understanding of the value of what they deliver as well as better recognising strong performance.</p>
Organisational Performance	<ul style="list-style-type: none"> • As noted above, there are significant gaps in terms of customer service level expectation (and indeed documented SLAs) against what the function is resourced and skilled to deliver. Again, this is a significant opportunity for the OHR to address. • Performance and development appears to be managed inconsistently across the department, with some staff having formal reviews, and others (particularly the senior team) having very little in terms of management, performance, coaching and development interventions.

Appendix 3 – Service User Survey Results

Service User Survey Results

Introduction

On Tuesday 21st November 2022, a survey was issued to all identified service users, which were identified with the OHR project team (a total of **1,118** service users). The purpose of the survey was to allow Grant Thornton to further understand the current delivery and quality of the HR services and associated HR policies and strategies within OHR for the Isle of Man Government. This allowed us to determine factors within the organisation that are currently working well, what challenges are currently being experienced, and what emerging opportunities exist.

This survey provided all OHR staff with the opportunity to be involved in the review process, and to share their views and experience of working within the organisation in order to influence outcomes and recommendations regarding OHR organisation, structure, processes and resources. Of the 1,118 individuals who were contacted, 284 responded, equating to a **25% response rate**. This is a reasonable response rate for a customer survey and provides a good representation of the views of OHR service users. The survey findings are shown in detail below.

Service User Representation

Our survey explored a number of different factors relating to the service users. This includes representative figures regarding a breakdown by each Department, Board or Office that respondents have worked within.

Breakdown by Department/ Board or Office

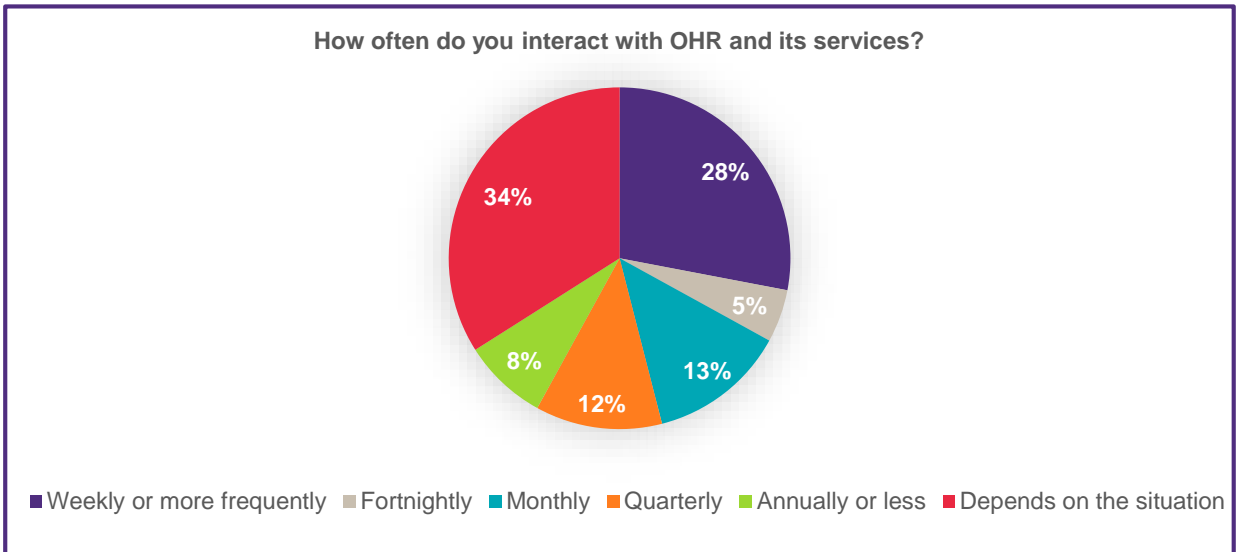
Of the **285** respondents who completed the survey, the highest representative Department within the survey was from **Manx Care at 18%**, closely followed by **Education at 17%**.

Department/ Board or Office	Number of respondents	% of Total Respondents
Cabinet Office	35	12
Education, Sport and Culture	50	17
Enterprise	14	5
Environment, Food and Agriculture	10	3
Health and Social Care	24	8
Home Affairs	18	6
Infrastructure	30	10
The Treasury	33	11
Communications and Utilities Regulatory Authority	3	1
Gambling Supervision Commission	2	0.5
Isle of Man Post Office	1	0.5
Manx Care	56	18
Manx Utilities Authority	1	0.5
Public Sector Pensions Authority	3	1
Attorney General's Chamber	11	3
General Registry (Isle of Man Courts and Tribunals)	2	0.5
Isle of Man Information Commissioner	2	0.5
Manx National Heritage	4	1
Safeguarding Board	3	1
Clerk of Tynwald's Office	1	0.5

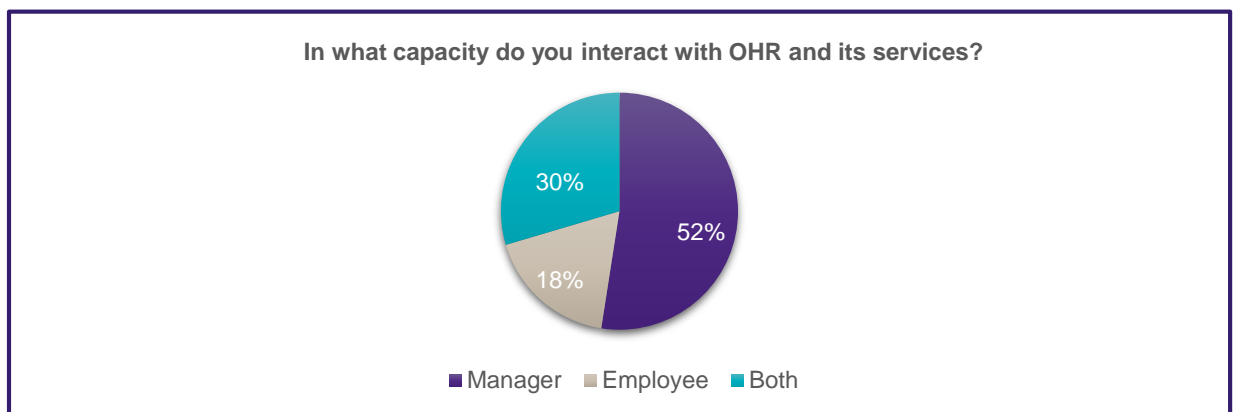
Service User Survey Results

Interaction with OHR

Respondents were asked **how often service users interacted with OHR and its services**. The most common response (34%) stated that it “**depends on the situation**”, followed by 28% stating that they engage “**weekly or more frequently**”. Thereafter, 13% of respondents interact with OHR “**monthly**”, 12% “**quarterly**”, 8% “**annually**”. The **minority** of respondents (5%) highlight that they interact with OHR “**fortnightly**”. From these responses it is highlighted that over a third of respondents interact with OHR and use its services at least weekly.



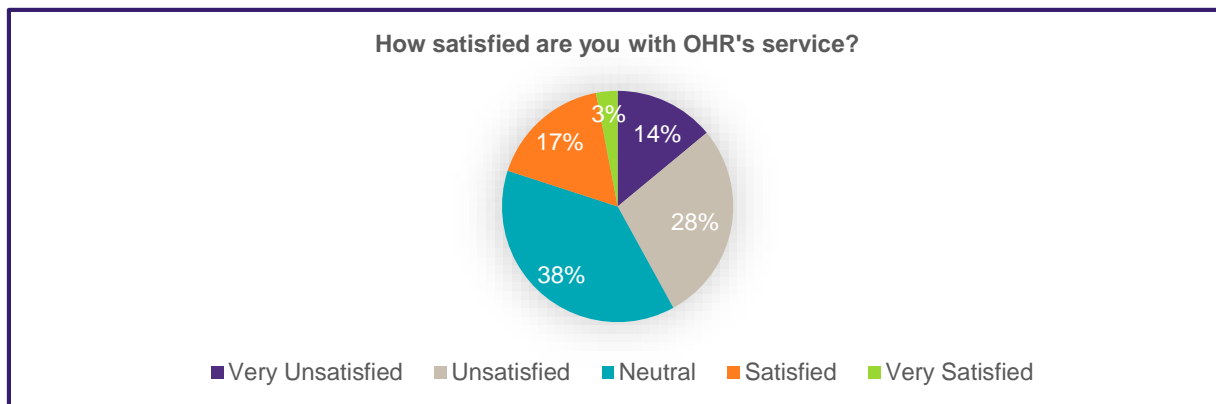
Subsequently, we asked **in what capacity do you interact with OHR and its services**. The **majority of respondents**, amounting to over half (52%) claim that they interact with OHR through a managerial capacity, with 18% of respondents interacting with OHR through an employee capacity. The remaining respondents (30%) selected the option “both”, emphasising that they interact with OHR in both a managerial and employee capacity.



Service User Survey Results

Overview of OHR Service

Respondents were asked to describe their **level of satisfaction with OHR's service**. The most common response (**38%**) was “**Neutral**” option. **42% of respondents** stated an overall dissatisfaction with the service (**28%** answered “**Unsatisfied**” and **14%** answered “**Very Unsatisfied**”). **20%** of respondents stated an overall satisfaction with the service (**17%** answered “**Satisfied**” and **3%** answered “**Very Satisfied**”). Therefore, we note that one fifth of participants are currently happy with the service they receive from OHR.



Of those that disagreed with the above statement, respondents were asked to **provide further information on why they are unsatisfied with the current service provision**. The below themes emerged:

Lack of Knowledge and Support

The most common response (35%) claimed that there is a lack of sector specific knowledge within the OHR team as well as poor communication and therefore support provided. Furthermore, stakeholders highlighted that they experience many issues contacting OHR, claiming that there is also a lacking provision for service users to leave a message. Stakeholders report that it is unclear who to contact in OHR for support and what support is available to them. Hence many service users felt support is difficult to obtain and does not meet their expectations. A small number of stakeholders commented that queries have been refused.

Timeliness of Responses Received

One quarter of those who responded to this (25%) report lengthy delays in response times from OHR and in some cases this lasted substantial lengths of time, if a response is ever received. Therefore, stakeholders describe that the advice received is “not provided in a timely manner”. Stakeholders claim that they often have to follow up with numerous emails to get a response. As a result, stakeholders describe the “bureaucratic nature” of OHR which “damages the ability” of departments to discharge their functions. Stakeholders claim that OHR need to be more “responsive”. Further, service users specifically mentioned the process of recruitment with no way to prioritise urgent posts or queries.

Inconsistent and Generic Advice and Processes

Similar to the delays in responses, **15% of those that responded to this who were dissatisfied with the OHR service** reported that they often struggle to receive support from OHR. Stakeholders report that they have experienced inconsistencies and “inaccuracies” in advice received, which has also been described as “vague, generic, incorrect, outdated, unreliable, incomplete and obstructive”. It is reported that advice received is not “sector specific, therefore, does not assist leaders in making informed decisions”.

Additionally, stakeholders highlight OHR's lack of understanding of and compliance with procedures, claiming that sometimes advice given does not match policies or frequently changes, with answers being the opposite of what was initially given. It is noted that “only a limited number of HR staff understand our business and contracts”. As a result, stakeholders claim that they receive “conflicting advice” from different staff in OHR which is “extremely unhelpful”.

Service User Survey Results

Overview of OHR Service (Cont..)

Lack of Resources

14% of those who were dissatisfied with the OHR service acknowledged that OHR is under resourced describing the service as “very thinly stretched”, therefore impacting the service received. Stakeholders acknowledge that the lack of resources has contributed to the significant delays in receiving responses to queries. Respondents who were line managers claim that they have to complete basic admin work because OHR are understaffed. Service users believe an allocated HR advisor for each department who can give relevant and specific advice would be beneficial. They stated that OHR systems, processes, procedures and resources are not enabling a high standard service.

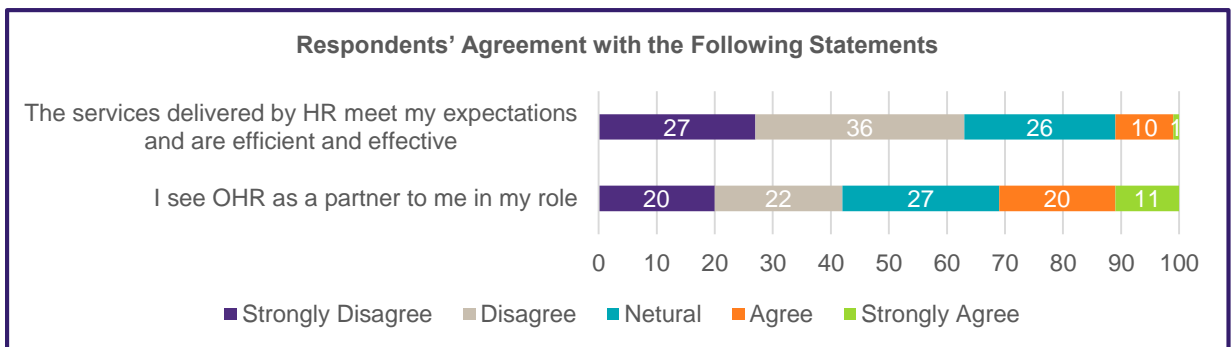
Transactional Service Provision

Similar to the above themes surrounding knowledge and support, **11% of those who were dissatisfied with the OHR service** commented that the HR service provision is transactional and reactive as opposed to progressive, proactive and strategic. Stakeholders highlight that “it is not tailored for specific organisational need” and that staff do not understand the fundamentals of the organisation. Further, stakeholders claim that staff are heavily focused on administrative tasks as opposed to strategic HR. Additional comments highlight that paperwork and contracts received are often incorrect.

However, there was broad acknowledgement that OHR are doing the best with the resources, processes, systems and procedures available to them. It is believed that much of this needs reviewed in order to enable OHR to deliver to high standards. Numerous comments highlight that OHR staff are capable, however, due to lack of availability and insufficient resources OHR cannot provide the service as expected. Additionally, stakeholders note that there have been improvements in the past year as a result of enhanced experience in OHR. Stakeholders emphasise that there is a lack of understanding of the impact of a slow response to certain queries has on them.

Efficiency and Effectiveness

Respondents were presented with the below statements asking them to describe their level of agreement:



“I see OHR as a partner to me in my role”

42% of respondents stated an overall **disagreement** with this statement (**22%** answered “Disagree” and **20%** answered “Strongly Disagree”). **27%** of respondents chose the “Neutral” option, with **31%** agreeing overall (**20%** answered “Agree” and **11%** answered “Strongly Agree”).

“The services delivered by HR meet my expectations and are efficient and effective”

63% of respondents stated an overall **disagreement** with this statement (**26%** answered “Disagree” and **27%** answered “Strongly Disagree”). **26%** of respondents chose the “Neutral” option, with **11%** agreeing overall (**10%** answered “Agree” and **1%** answered “Strongly Agree”).

Service User Survey Results

Of those that disagreed with the above statement, respondents were asked **what they believe needs to change in order to improve the efficiency and effectiveness of OHR's service offering**. The below themes emerged:

Enhanced Consistency and Departmental Knowledge

The main theme arising (28% responses) highlight that OHR needs to be more reliable and provide a consistent, pragmatic and customer facing approach by skilled and experienced individuals who have knowledge around the different departments and how they work. Stakeholders highlighted that OHR should be more involved in the day to day operation of the Department in order to fully understand the issues and be able to provide support with practical solutions. Also, stakeholders highlighted the desire for OHR to ensure processes are consistent the whole way through. There was acknowledgement that the service has improved over the last year as a direct result of enhanced knowledge of Departments' operating models.

Improve Systems and Processes

23% of responses claim that systems are not fit for purpose, and therefore, need improvement and automation. Processes are described as "slow, complex, cumbersome and tiring", which require multiple authorisations for basic tasks. Service users believe they need to be streamlined, with more accountability and tighter deadlines. Similar to previous responses, stakeholders highlight that OHR staff are difficult to contact, and the lacking functionality of the current systems adds to their current workload and frustrations. In particular, stakeholders emphasised inefficiencies in relation to the PiP system, describing it as "slow and unwieldy", and other service users believe that increasing the functionality of PiP to those outside of OHR will improve efficiency. Therefore, stakeholders describe their frustrations in relation to the timely manor of OHR's services. As a result, service users highlight that a review of the processes and procedures is necessary to "reduce bureaucracy".

Review of the Structure

23% of respondents held OHR as hard to navigate between the different functions. A large portion of respondents believe that the shared services model currently in place does not meet the needs of stakeholders. Therefore, respondents believe that OHR needs to realign its structure to the needs of Departments, Boards and Offices, and become "decentralised" and implement a "proper HR Business Partner model" allowing for reintegration within each Department as the current "one size fits all does not work". The lack of cross functional collaboration is apparent to service users as they describe that OHR need to work together as "one team" in order to improve efficiencies. Reportedly, service users note the "them and us" and "fragmented" mentality persisting within OHR.

Additionally, stakeholders acknowledge that OHR are "significantly under resourced" and thinly stretched which impacts upon their efficiency and effectiveness to support service users. Respondents highlight that there is no opportunity for OHR to be proactive as a result of the lack of resources, and that this should be an aim for this area of Government. Therefore, stakeholders believe that both the structure and resourcing needs to be reviewed. Service Users commented on constantly being referred to guides as an inefficient way to find answers to their queries.

Clear Roles and Staff Attitude

14% reported having experienced a poor attitude from staff they were seeking guidance from, believing they need a more customer focused approach when correspond with service users. Stakeholders described some staff as "rude and dismissive". Additionally, similar to previous responses in relation to the lengthy delays in response times, stakeholders suggested implementing a procedure to acknowledge correspondence. Service users claim that often they find themselves completing basic HR tasks which they believe OHR should provide, an example given was maternity letters. There is an apparent desire from stakeholders to work together with OHR to achieve the desired outcome and for OHR to provide clear guidance on the services they offer.

Service User Survey Results

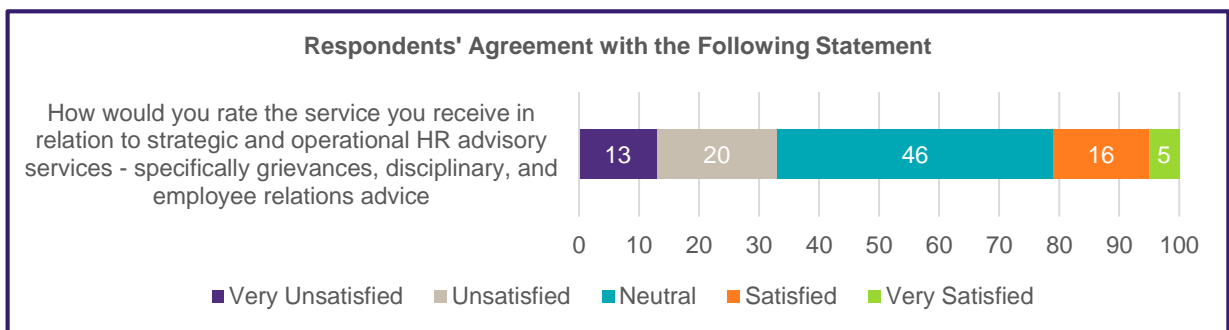
Efficiency and Effectiveness (Cont..)

Enhance OHR's Independence

12% of respondents mentioned the need for HR to be independent and to become more strategic within departments. Stakeholders believe this will enable OHR to provide better advice, as the current shared service is described as under resourced and unable to provide a customer focused service. Staff also need to be accountable for their work and advice given across the department.

HR Advisory Services – Grievances, Disciplinary and Employee Relations Advice.

Respondents were presented with the below statements asking them to describe their level of satisfaction:



Almost half of the respondents (46%) chose the “Neutral” response, with 33% stating an overall dissatisfaction with this statement (20% answered “Unsatisfied” and 13% answered “Very Unsatisfied”). 21% of respondents stated an overall satisfaction with this service (16% answered “Satisfied” and 5% answered “Very Satisfied”). Above we reported that a fifth of respondents were satisfied with the OHR service and the same number is repeated again here in relation to the specific service in relation to grievances, disciplinary and employee relations advice.

The reasons why respondents were dissatisfied were collected and categorised into themes below when asked **what do you believe OHR could be doing more or less to enhance this?**

Enhance Support Offering

23% of respondents commented on the lack of support in various ways from receiving “inadequate, cumbersome and disheartening” advice with a waiting period of 2-3 months for a response, to OHR having little specialist knowledge. It was reported that “OHR fail to deliver a fair, equitable and transparent service”, where advice is often “vague, without a clear end outcome or direction”. Further, stakeholders report a culture of “silence” and “fear” for employees where they believe that OHR are “employer biased”. Other comments highlight that the service is “too risk averse” as a result of the perceived “blame culture”. The reported lack of support has left service users feeling vulnerable with a lack of resources to support their staff going through challenging circumstances. In particular, stakeholders highlight in the police department, users had to seek advice from the UK government.

Improve Communication

21% of service users felt there was a lack of communication and it is unclear who to contact OHR for support. In addition to the lack of communication, stakeholders express frustration towards the lack of follow through on policies and procedures. Although, other respondents recognise more recent improvements in communication. Of these responses, stakeholders still believe further improvements are needed. Service users want to understand OHR vision, objectives and road map, and improved communications would help this.

Service User Survey Results

HR Advisory Services – Grievances, Disciplinary and Employee Relations Advice.

Strategic Planning and Collaboration with Service Users

19% of respondents mentioned that they want to see a more strategic focus for OHR, and that they would like to provide input to this to ensure alignment with their needs. In addition, stakeholders suggested that there should be a review of policies to update. There is a requirement for the specific HR resource at the right level, and guidance needs to be stronger, particularly for users which are going through unfamiliar situations.

Improve Consistency

Similar to the previous responses, 18% of respondents have experienced inconsistencies in advice received and with dealing with numerous staff which they described as problematic. Additionally, a similar theme of conflicting advice being provided by different members within OHR was also reported. Further, stakeholders believe that the advice given by OHR needs to be aligned to the policies that have been published and that sometimes this isn't the case.

Implement Proactive Service Offering

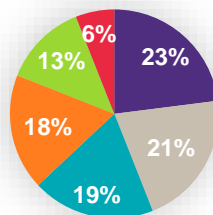
13% of respondents would like OHR to be more proactive in its service provision, moving away from the current administrative nature, allowing OHR to address staff issues and in turn preventing ongoing issues in the future. Stakeholders would also like OHR to collaborate and “proactively partner” with Departments, Boards and Offices more regularly to understand, guide and advise on a regular basis and therefore be less reactive in their service provision to service users.

Increase Headcount

6% of respondents recognise that OHR are under resourced and do not have the capacity to deliver these services effectively and support users. As such, a small number of stakeholders suggest either increasing the internal headcount, or outsourcing a number of resources in order to provide an effective and independent function.

However, there was acknowledgement and recognition that some of the staff in OHR are very helpful, professional and have become a common point of contact for certain issues. It was noted that there is more process driven policy and risk averse advice than problem solving and flexible options provided. Additionally, a small number of comments noted the improvements that have been made.

What do you believe OHR could be doing more or less to enhance this service offering?

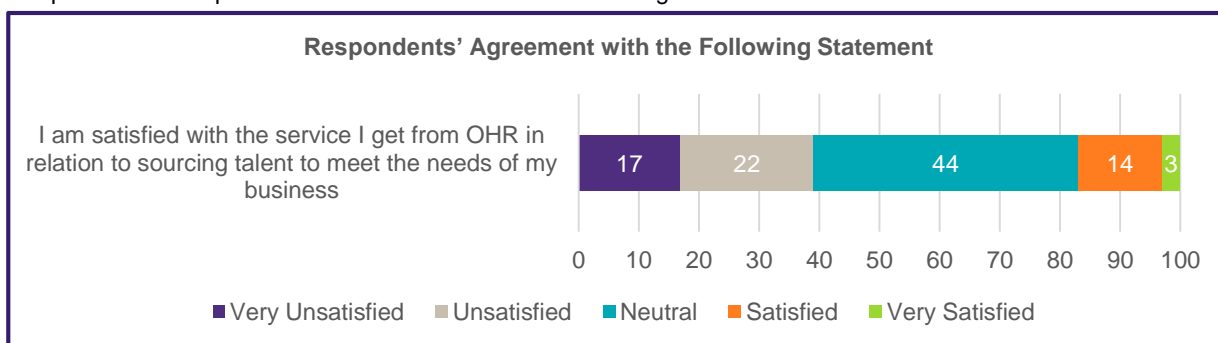


- Enhance Support Offering
- Improve Communication
- Strategic Planning and Collaboration with Service Users
- Improve Consistency
- Implement a Proactive Service Offering
- Increase Headcount

Service User Survey Results

Sourcing Talent

Respondents were presented with the below statement asking them to describe their level of satisfaction:



“I am satisfied with the service I get from OHR in relation to sourcing talent to meet the needs of my business”

Almost half of respondents (**44%**) chose the “Neutral” option with this statement, shortly followed by **39%** of respondents stating an overall dissatisfaction with the service (**22%** answered “Unsatisfied” and **17%** answered “Very Unsatisfied”). **17%** of respondents state an overall satisfaction with the service received (**14%** answered “satisfied” and **3%** answered “Very Satisfied”).

Of those that disagreed with the above statement, respondents were asked **what they believe OHR could be doing to enhance the service offering surrounding sourcing talent**. The responses are included below:

Provision of More Support

The main theme with **30% of respondents** highlighted that more advice and support would enhance the current service offering in sourcing talent. It was described that OHR facilitate on Jobtrain, which is described as being “clunky” and discouraging to use. Additionally, stakeholders highlight that OHR could assist more with the onboarding requirements, initial processing, recruitment fairs, national campaigns, selection process and inputting vacancies on PiP and Jobtrain. Additionally, respondents mentioned that feedback is not received by candidates that were not selected for a role which they believe has a knock-on effect, adding to the recruitment shortage.

Implementing a Faster Recruitment Process

28% of respondents share the experience of losing good candidates because the recruitment process was “not completed in a timely manner”, further describing it as “long-winded and unnecessarily complicated” and therefore “problematic”. Likewise, respondents felt OHR are not proactive in aiding to replace staff before they resign, leaving gaps in the Departments, Boards and Offices and creating further inefficiencies for end users. Stakeholders highlight that the recruitment turn around time needs to be reviewed, and describe the process as “cumbersome, slow and bureaucratic”.

Improve Communication and Modernise Recruitment Process

23% of respondents highlight that OHR are working under a “transactional, outdated and restrictive model” which is “too complex and out of touch with business needs” as a result of the “one size fits all” approach. Therefore, processes need to modernise and be more inclusive of the Departments, Boards and Offices input to align the correct skills to the organisation. Stakeholders emphasise the requirement to keep the recruitment process moving at all times to prevent candidates getting frustrated or looking for jobs elsewhere. Many reflected the need for better selection processes to get the right candidates with the right skillset.

Stakeholders highlight the desire for enhanced communication whilst they claim that OHR do not communicate with managers effectively on topics including the candidate’s background.

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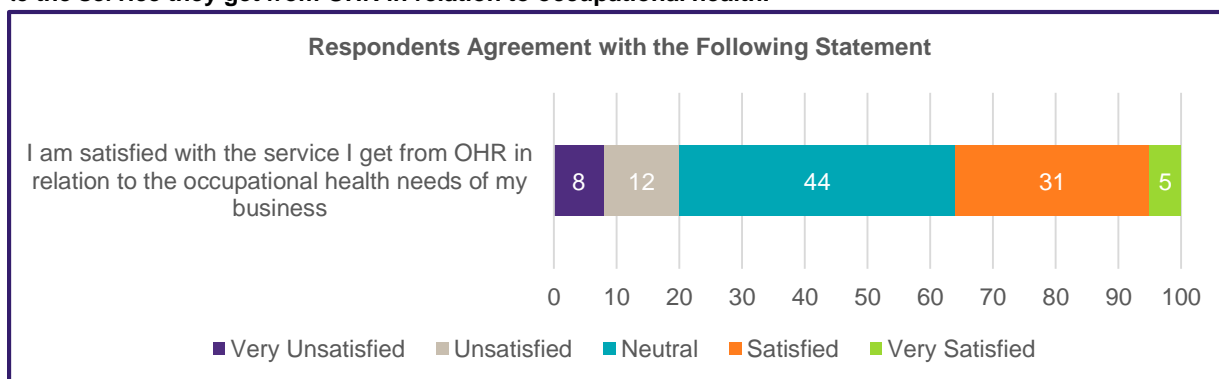
Finally, some respondents believed this service line could be more proactive in recruiting graduates or attending job fairs and providing for some form of publicity to enhance the recruitment pool and prevent long term vacancies.

Empower Decision Making and Authority

19% of respondents suggest that if they had more power over their decisions, they could reduce the recruitment shortage, appeal to more candidates and their families with the benefits of working in IOM Government. Further, respondents highlighted that managers would benefit from the authority to identify and promote internal training to develop current staff for upcoming vacancies and ensuring the appropriate job specification and grade is represented for the role.

Occupational Health

Respondents were presented with the below statement asking them to describe their level of satisfaction in relation to **the service they get from OHR in relation to occupational health.**



Almost half of the respondents (44%) selected the “Neutral” answer. However, more respondents stated an overall satisfaction with the service, with a combined percentage of 36% (31% answered “Satisfied” and 5% answered “Very Satisfied”) while only 20% stated an overall dissatisfaction (12% answered “Unsatisfied” and 8% answered “Very Unsatisfied”).

Of those that disagreed with the above statement, respondents were asked **what they think should be done to enhance this service offering.** This includes the below:

More Support and Transparency

By far the most common theme arising (65% of those who were unhappy with the provision) is the desire for more support and transparency to enhance the service from OHR in relation to occupational health. Currently, the advice received is described as “vague” and unspecific to particular Departments, Boards or Offices. Respondents comment that they are not sure what occupational health offer, and that the referrals process is “nothing more than a box ticking exercise”. Therefore, they highlight that support for all service users need improvement including managers who require additional support in dealing with staff with sensitive issues, emphasising that there is a knock-on effect if no support is received. Suggestions include more on site support for managers and the requirement for consistent and evidence based information to be received.

Continuous Improvement

22% of respondents hold more tailored occupational health and less duplication of reports. Further, stakeholders believe that an increase in headcount is necessary to manage this and allow for a more proactive service line, which would help improve the service. Some respondents felt that more careful consideration of medical issues is required for sensitive topics. Respondents report that the occupational health processes do not operate in a timely manner, are not always sufficient and often miss referrals. A small number of respondents mentioned that more needs to be done ensuring employees are not manipulating the processes to get wants rather than needs.

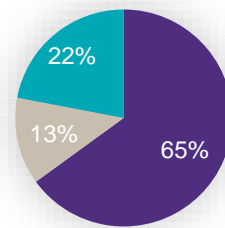
Service User Survey Results

Additionally, a small number of comments highlight that they have outsourced this service as “OHR was unable to meet our needs”.

Faster Process and Better Follow Up

Lastly, **13%** of respondents believe a faster and better follow up would be beneficial as it is described that “the bureaucracy makes the process very slow and protracted”, leading to the service being “unfit for purpose” as a result of their unresponsiveness. Respondents highlight that this feeds back into the desire for enhancing support and communication as outlined above but also a lack of resourcing and time constraints. Respondents believe that if capacity wasn’t an issue, occupational health would be more accessible to all and have fewer delays.

What do you think OHR should be done to enhance this service offering?



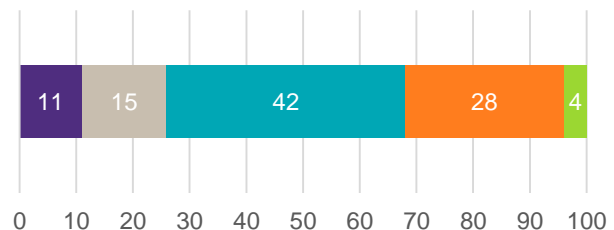
■ More Support and Transparency
■ Faster Process and Better Follow Up
■ Continous Improvement

HR Business Partnering

Respondents were presented with the below statement asking them to describe their level of satisfaction in relation to **HR Business Partnering**:

Respondents' Agreement with the Following Statement

I am satisfied with the service I get from OHR in relation to HR Business Partnering to meet the needs of my business



■ Very Unsatisfied ■ Unsatisfied ■ Neutral ■ Satisfied ■ Very Satisfied

Similar to the previous service line, the majority of respondents answered “Neutral” (**42%**), while a combined **32%** stated an overall satisfaction (**28%** answered “Satisfied” and **4%** answered “Very Satisfied”). The remaining **26%** stated an overall dissatisfaction in relation to the service (**15%** answered “Dissatisfied” and **11%** answered “Very Dissatisfied”).

Of those that disagreed with the above statement, respondents were asked to **provide suggestions on what would enhance this service**, the below themes were collated:

Improve Communications

Almost half of respondents (**47%**) mentioned that they would like more contact from HR business partners. Stakeholders emphasised that more communication and support is required, with some suggesting that there is infrequent or a lack of engagement with their assigned Business Partner. Suggestions include implementing a more face to face approach rather than communication via online resources. There is a desire for communication which is specific and involves the Business Partner’s expert knowledge. Finally, respondents place an emphasis on the importance in scheduling frequent check-ups and rescheduling if cancelled. There are a few comments claiming that they do not know who their Business Partner is as a result of the lack of communication.

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HR Business Partnering (Cont..)

Departmental, Board or Office Specific Knowledge

Nearly **one quarter of respondents (24%)** mention the lack of understanding that HRBP staff have on the specific organisation and the impact of this on the day-to-day aspects in Departments, Boards and Offices as a result of their current “ad hoc” ways of working. Improving organisational specific knowledge, including the terms and conditions was believed would provide a more “bespoke service”. This gap in knowledge and understanding was consistently blamed as the primary reason for poor service delivered by OHR Business Partners. Hence, stakeholders believe that there needs to be more business partnering involvement on the ground to understand each Department, Board and Office’s culture, management and staff. Respondents highlight the benefits of Business Partners being more visible to staff enabling them to build relationships and provide more proactive support through ensuring that staff feel comfortable asking questions.

Improve Consistency

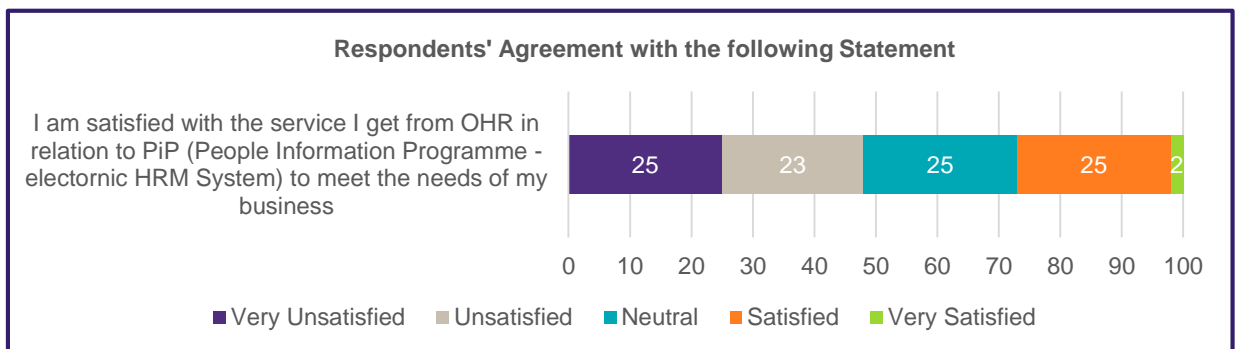
18% of respondents believe that a lack of consistency is problematic, with a similar theme arising as earlier in this survey surrounding the contradictory advice received by two different members of staff. Additionally, respondents mention concerns around the quality of information received, which they describe is reliant on the workload and priorities of HR business partners at the time. Respondents suggested that Business Partners should work closely on urgent matters and strategic planning as this proactive approach would make a “vast” difference. It is also mentioned that more support for Business Partners is required, as respondents claim that when their assigned Business Partner is often unavailable and there is no consistency or “continuity” of resources available, or any resource provided on a temporary basis for cover.

Increase Headcount and Availability of Business Partners

Finally, **11%** of respondents positively recognise the limitations of resourcing and capacity in OHR Business Partnering. Stakeholders highlighted that for all the above themes to be implemented and to provide a better quality service, more resources are required. However, stakeholders emphasised the importance of the increase in headcount to understand the practicalities and “operating model” of the Department, Board or Office they will be providing a service to which will ensure they add value in key discussions. Currently, respondents claim that there is “no strategic engagement with our business needs” and that they require Business Partners to be assigned to one Department, Board or Office as opposed to sharing that resource. Respondents believe that this would allow OHR to work in “partnership” with Departments, Boards and Offices and would often prevent escalation of certain situations.

People Information Programme (PiP)

Respondents were presented with the below statement asking them to describe their level of satisfaction in relation to PiP:



The responses from very unsatisfied to satisfied were almost even. An overall **48%** stated an overall dissatisfaction (**23%** answered “Unsatisfied” and **25%** “Very Unsatisfied”), a combined total of **27%** stated an overall satisfaction with the service (**25%** answered “Satisfied” and **2%** answered “Very Satisfied”) and a further **25%** of respondents answered “Neutral”.

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People Information Programme (PiP)

Of those that disagreed with the above statement, respondents were asked to **provide suggestions on what would enhance this service**, the below themes were collated:

Improvements with Ease of Navigating the System and Offering Training Opportunities

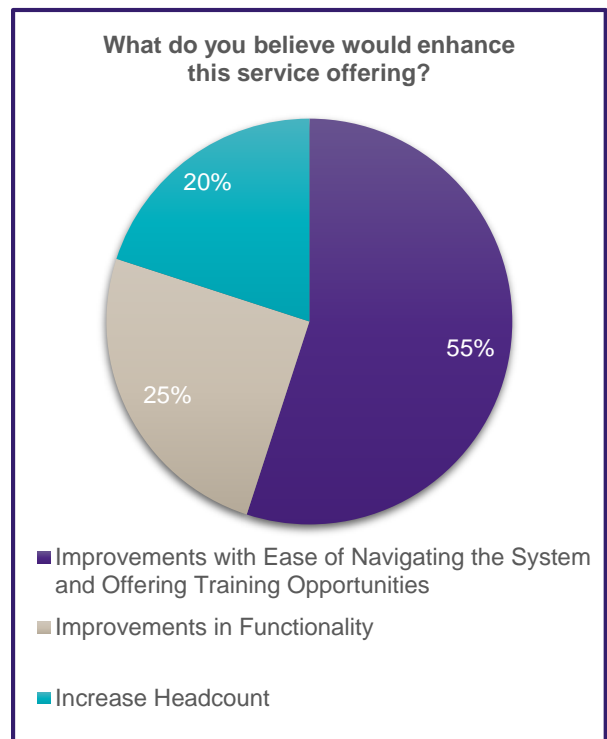
The majority of respondents (55%) describe that PiP is “not user friendly, fit for purpose or intuitive”, further describing it as “complex, onerous, cumbersome, useless, overly complicated and clunky” and it is not easily integrated into practice. There were further confusions and frustrations expressed regarding PiP not being fully utilised across the organisation. The perception of the system not being user friendly has led to service users claiming the system is more effective for OHR staff. Comments highlight that it is particularly hard to use if it is not used often, and that it can be hard to decipher. Respondents claim that it is more efficient for them to fill in a form or email rather than use the system. Suggestions include replacing PiP with Departmental controlled systems, or implementing trainings around the use of PiP.

Improvements in Functionality

One quarter of respondents (25%) believe PiP is lacking potential in terms of what it can offer that would help end users utilise the programme better. Respondents describe it as being “not intuitive” and that it does not reflect accurate information, with a particular example being around holiday entitlement. It is reported that PiP is not used for annual/flexi leave and only used to record sick leave, highlighting further inconsistencies and inefficiencies. Stakeholders claim that they often are required to input manual changes as the system is not accurate, causing duplications of workload. Additionally, they suggested that OHR should implement a fully integrated system that supports service users’ needs in order to be able to manage staff and develop their potential, further improving the service currently provided.

Increase Headcount

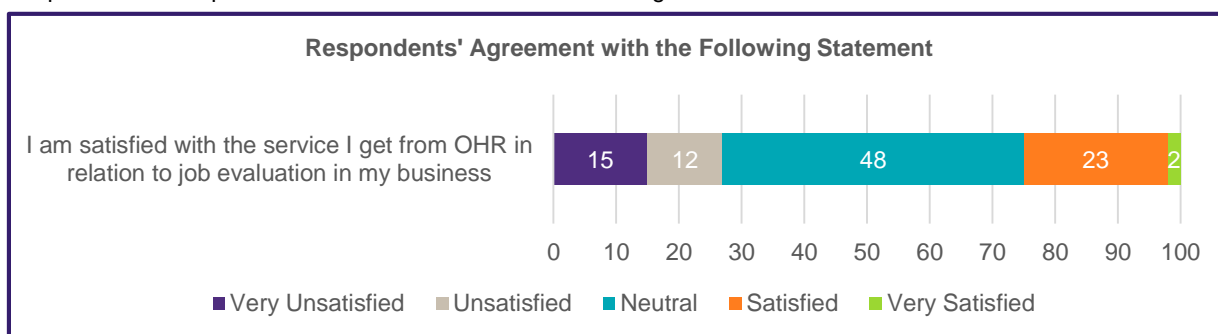
Finally, **20%** of respondents report experiencing poor support from OHR in relation to PiP. They reported often having poor accessibility as they rely on OHR to authorise use. Support has been experienced to be via online resources which has not proven helpful, if physical support cannot be given by an individual, more training was suggested as something which would help.



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Job Evaluation

Respondents were presented with the below statement asking them to describe their level of satisfaction:



Almost half of the respondents, **48%** answered “Neutral”. **27%** of respondents stated an overall dissatisfaction with the service (**15%** answered “Very Unsatisfied” and **12%** answered “Unsatisfied”), followed by **25%** stating an overall satisfaction (**23%** answered “Satisfied” and **2%** answered “Very Satisfied”). The variables are very close here with a marginal difference of 2%.

Of those that disagreed with the above statement, respondents were asked to **provide suggestions on what would enhance this service**, the below themes were collated:

Improve Timeliness of Process

44% of responses reflected that the service is slow, “unresponsive”, “extremely lengthy”, “old fashioned, encouraging hierarchy” and “ineffective”, with some comments reporting the waiting time for completion between months to 4 years. There is an apparent desire for OHR to be more proactive in evaluating roles with a faster turn around time. Some comments highlight that the process often leads to employee dissatisfaction when their duties are not fully recognised within their role. Further comments claim that the process hinders personal growth and development. Additionally, stakeholders raise concerns that the three C’s framework not effective to use for evaluations.

Improve Sector Specific Knowledge

One quarter of respondents (25%) mention the lack of understanding for individual departments and job roles which is evident in the response from job evaluations. Stakeholders claim that OHR utilise a generic grading approach which is not accurate across Government and therefore suggest in-house input into the evaluation process. Further comments emphasise the need for more support, knowledge and confidence to answer the concerns of service users regarding job evaluations. Many respondents mention that the current process for benchmarking is inefficient as it often needs to be redone, leading to duplications of workload as a direct result of the lack of understanding of Departments, Boards and Offices and the job roles. It is noted that this service line does not provide for and is not reflective of what service users want in terms of progression for their staff.

Improve Communication and Consistency

One fifth of respondents (20%) highlight the lack of communication and engagement with this service offering, having mixed results and inconsistencies in comparisons for grading roles. Stakeholders describe an underlying accessibility issue as the service has no clear process or sign posting on how it works in addition to the reportedly minimal support provided to managers. The suggestions include operating under one framework for job evaluations, and to do so more regularly. Finally, stakeholders suggest for OHR should use direct comparisons for better quality and consistent results and for the resulting outcomes to be fed back to managers.

Increase Headcount

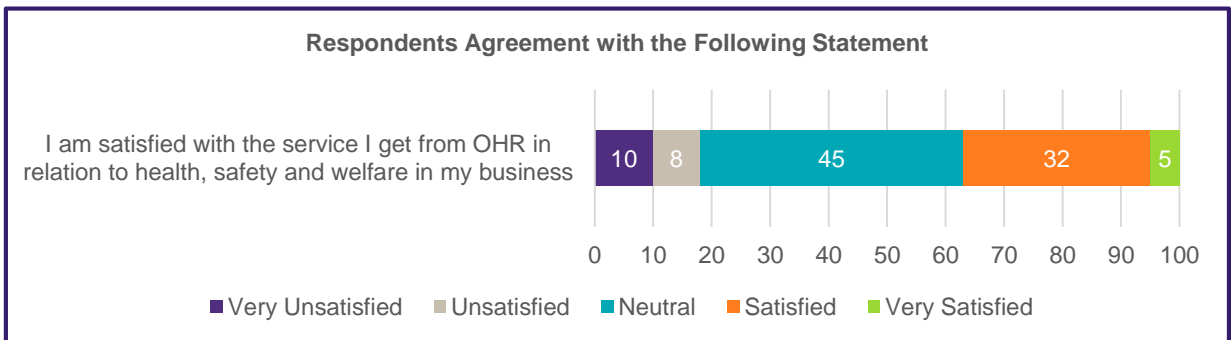
The minority of respondents (11%) recognise that more staff are required in this service area to improve efficiency as a result of a lack of capacity and headcount. Stakeholders acknowledge the efforts of current staff but recognition needs to be afforded to the lengthy process. Suggestions emphasise that employing more staff would

Service User Survey Results

reduce delays and improve efficiency of the service. As a result of the inefficiencies of the current system, many respondents highlight that they use a different job evaluation methodology as opposed to relying on OHR.

Health, Safety and Welfare

Respondents were presented with the below statement asking them to describe their level of satisfaction:



Most of the respondents (**45%**) selected the “Neutral” answer, which was shortly followed by **37%** stating an overall satisfaction with the service (**32%** answered “Satisfied” and **5%** answered “Very Satisfied”). Thereafter, **18%** of respondents stated an overall dissatisfaction with the service (**10%** answered “Very Unsatisfied” and **8%** answered “Unsatisfied”).

Of those that disagreed with the above statement, respondents were asked to **what could OHR be doing more of to enhance this service offering**, and categorised the themes below:

Improve Communication

The most common theme (42%) emerging highlights the lack of communication received from this service, with many reporting having had no interaction and therefore have a lack of understanding of the service’s remit. Additional comments highlight the belief that they have received poor advice or support. Suggestions include that Health, Safety and Welfare needs to be more visible, providing timely communications and updates to Departments, Boards and Offices.

Increase Headcount

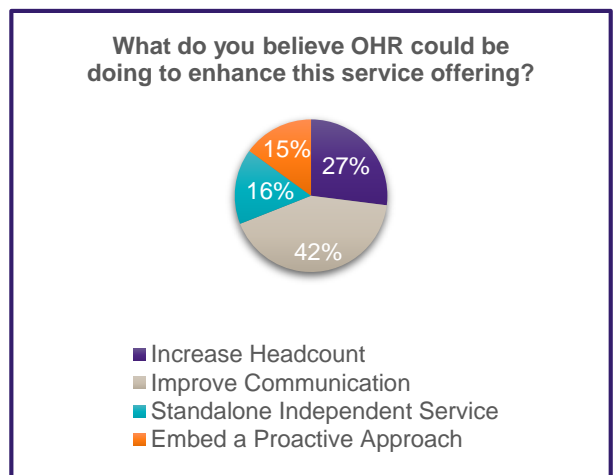
27% of respondents acknowledge the lack of resources available to access this service, highlighting that current resourcing does not allow for effective delivery. Further, stakeholders claim that in particular, welfare is handled very poorly. Respondents question if staff in this service line are well enough equipped with knowledge and expertise.

Standalone Independent Service

16% of respondents claim that health, safety and welfare issues are dealt with within internal Departments, Boards or Offices rather than through OHR, and that the supports received and communication are better than they would be with OHR involvement. The current in-house service provision is described as providing “bespoke” and specific solutions and advice.

Embed a Proactive Approach

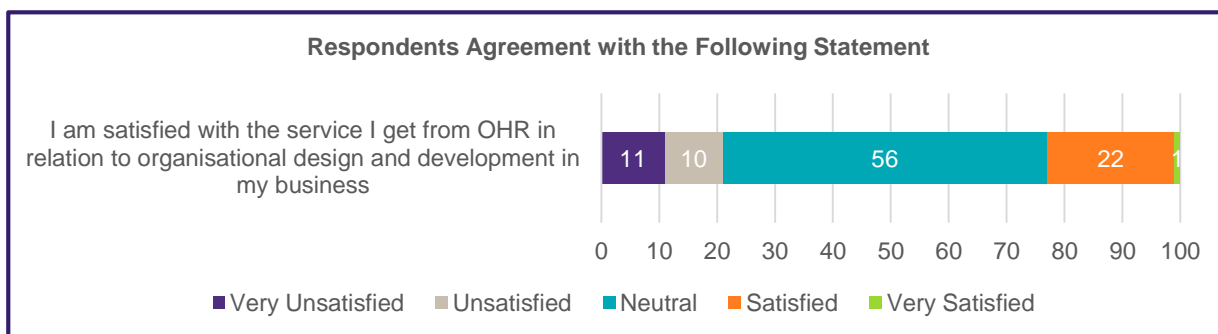
Similarly, **15%** of respondents state that the service needs to have a proactive approach and apply its guidance rather than working on request. Stakeholders claim that there is very little involvement from OHR, no continuous improvement or follow up reports.



Service User Survey Results

Organisational Design and Development

Respondents were presented with the below statement asking them to describe their level of satisfaction:



Over half of the respondents (**56%**) selected the “Neutral” option about the service they get from OHR in relation to Organisational Design and Development. Similar to the previous question, more respondents (**23%**) stated an overall satisfaction with the service (**22%** answered “Satisfied” and **1%** answered “Very Satisfied”) than dissatisfaction (**11%** answered “Very Unsatisfied” and **10%** answered “Unsatisfied”). Although this is a marginal difference of **2%**, it equates to 5.7 more service users that are satisfied with the current service.

Of those that disagreed with the above statement, respondents were asked **what could OHR be doing more of to enhance this service offering**. The core themes coming from responses are provided below:

Increase Headcount and therefore Capacity to Provide Advice

38% of respondents note a lack of resources to undertake this role, with few qualified resources available for long term future development, commenting further that this work is usually contracted out to consultants. Stakeholders comment that OHR have the knowledge but lack both the time and resources to implement anything significant. Further comments emphasise the lack of advice and support available for service users, with further comments claiming that OHR hinders development and that managers are left to implement any changes themselves which is described as “difficult and frustrating”. It was suggested that OHR need to be more strategic and less operational in relation to organisational design and development. Additional comments highlight that the service could be better promoted among all users as many have not accessed, nor are aware of this service offering.

Redesign of the Service

Over one quarter of responses (27%) highlight that the service would benefit from a redesign that would be more inclusive. Particular emphasis was placed on the lack of an offering from this service for schools and healthcare. Additionally, respondents express that the service is very slow in responding to queries and lacks external promotion.

Ensure Proactive Service Offering

23% of respondents claim that OHR offer limited to no proactive support in this service line as resources focus on the operational caseload. When support is received, respondents note that OHR propose proposals for organisational development that are too lengthy and distant from the reality of Departments, Boards or Offices that users work in and hence impact the implementation. Suggestions to improve this include embedding a closer working relationship with OHR to ensure sufficient understanding of the needs and processes of the particular Departments, Boards and Offices.

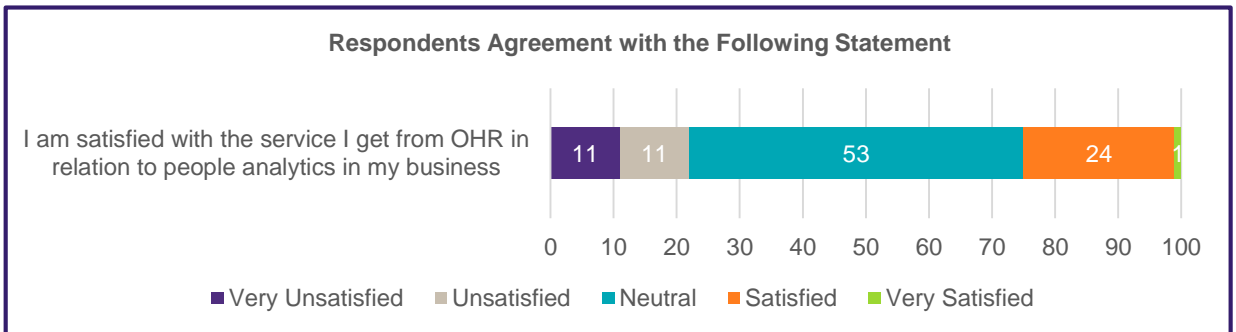
Standalone Service Offering

The minority of respondents (12%) claim that this service is offered within their own Department, Boards or Office so could not comment on the efficiencies of receiving the service from OHR. A small number of respondents believe that for small departments this is the best approach as OHR may not understand how to add value or how to best deliver it’s operational objectives.

Service User Survey Results

People Analytics

Respondents were presented with the below statement asking them to describe their level of satisfaction:



Over half of the respondents (**53%**) answered “Neutral” while a quarter of participants (**25%**) stated an overall satisfaction with the service (**24%** answered “Satisfied” and **1%** answered “Very Satisfied”). Thereafter, **22%** of respondents stated an overall dissatisfaction (**11%** answered “Unsatisfied” and **11%** answered “Very Unsatisfied”).

Of those that disagreed with the above statement, respondents were asked **what could OHR be doing more to enhance this service offering?** Themes are provided below:

Improve Engagement

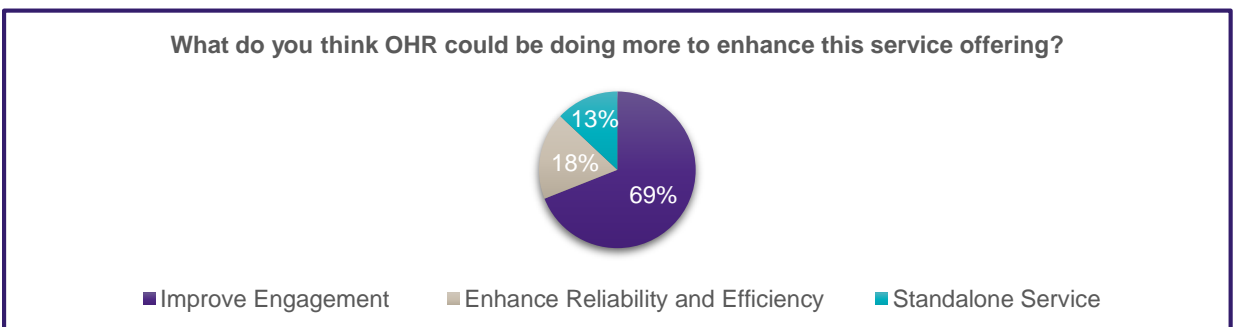
The largest and main theme related to an overall lack of engagement with People Analytics function, with **69%** of respondents mentioning difficulties regarding engagement from OHR in relation to people analytics. Service Users stated a desire for more awareness on what can be delivered and supported on by this service. Respondents also mentioned receiving some data via absence reports, although it is noted that there is much more potential to discuss many other factors such as gender and diversity.

Enhance Reliability and Efficiency

18% of respondents discuss that by the time reports are sent out to the relevant users, they are often already outdated, and therefore unreliable. Subsequently, we learned from the responses that detail in reports draws from PiP, which has also been described as an unreliable source that is “prone to error”. Further to this, a number of respondents noted that the current level of data is not useful for decision making or effective management, which is what users want from OHR and its services.

Standalone Service

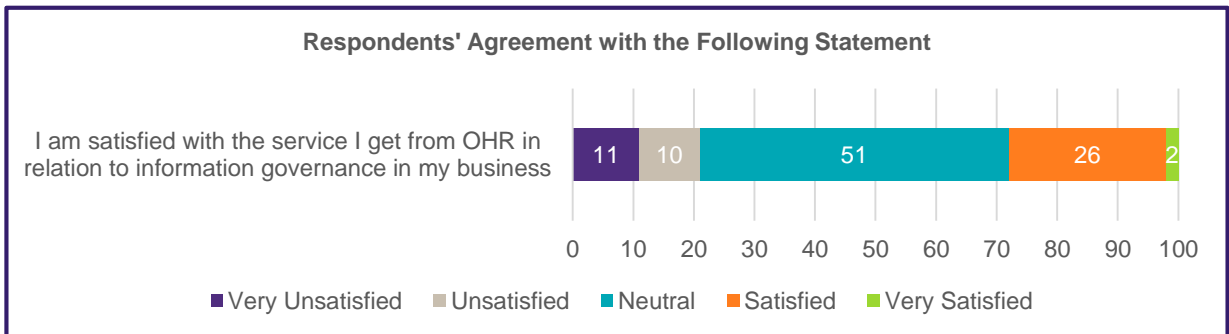
13% of service users state that they work within their own network to deliver the service of People Analytics to their Department, Board or Office. Some respondents believe that embedding a more visible HR function could aid communication streams and get the right reports to the right users, while overseeing any other relevant matters in people analytics.



Service User Survey Results

Information Governance

Respondents were presented with the below statement asking them to describe their level of satisfaction:



Similarly to previous service lines offered by OHR, over half of the respondents (**51%**) answered “Neutral” with just over a quarter of respondents (**28%**) stating an overall satisfaction (**25%** answered “satisfied” and **2%** answered “Very Satisfied”). Thereafter, **21%** of respondents stated an overall dissatisfaction with service in this area (**11%** answered “Very Unsatisfied” and **10%** answered “Unsatisfied”).

Respondents who felt less than satisfied were asked to provide more detail and outline **what would enhance the current service offering**. The most common themes that were identified in the responses are described below:

Improve Awareness of the Service

Almost a half (**46%**) of respondents shared experiences of limited to no access to this service, and a lack of full awareness regarding how OHR supports with information governance matters. It was suggested that working closer with business partners to remind stakeholders of the service offering and also provide any updates in governance when applicable.

Limited Advice and Support

Just under a third (**30%**) felt that there was limited advice and supported offered by the service in this area, alongside reported problems with achieving timely and accurate information requested by service users. Further to this, service users also noted the challenge of OHR being a shared service when receiving tailored support in this regard, particularly regarding legislation compliance requirements that each business would have.

Shift of Operating Model towards Decentralisation

Finally, **14%** of respondents noted that they make use of their own support regarding Information Governance, with some service users appointing an individual Information Governance Officer, or utilising support from local Data Protection Officers for related matters.

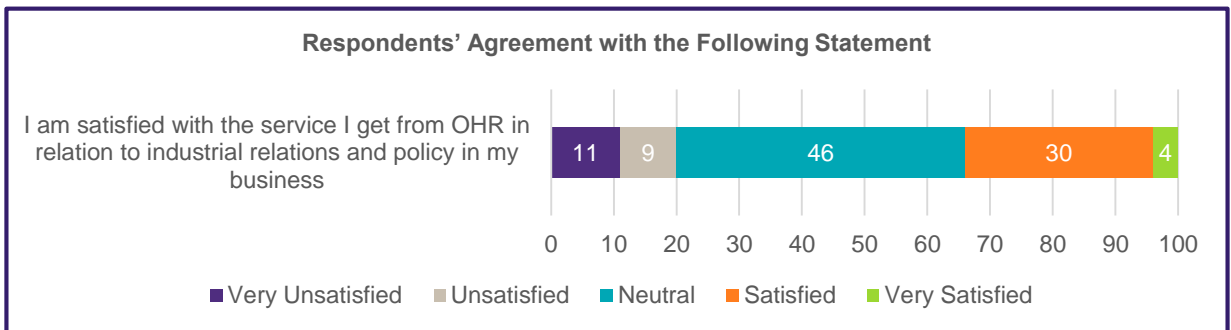
Governance Adherence

Additional respondent comments (**10%**) referred to general adherence challenges that exist at managerial level within the service user organisations, and service users discussed what OHR could do to begin to audit and promote adherence in areas regarding information governance.

Service User Survey Results

Industrial Relations and Policy

Respondents were presented with the below statement asking them to describe their level of satisfaction:



44% of respondents remained “Neutral” in relation to this service provision. **34%** stated an overall satisfaction (**30%** answered “Satisfied” and **4%** answered “Very Satisfied”). Thereafter, one fifth of respondents (**20%**) stated an overall dissatisfaction with the service received from OHR in this area (**11%** answered “Very Unsatisfied and **9%** answered “Unsatisfied”).

Respondents who felt less than satisfied were asked to provide more detail and outline **what would enhance the current service offering**. The themes are outlined below:

Improve Communication and Support

Over a third (**40%**) of respondents mention a lack of communication and poor support from this service line. This is a common theme emerging from multiple service lines offered by OHR. Similar comments are made regarding an overall lack of awareness due to limited contact regarding industrial relations and particularly policy support.

Enhance Consistency and Relevance

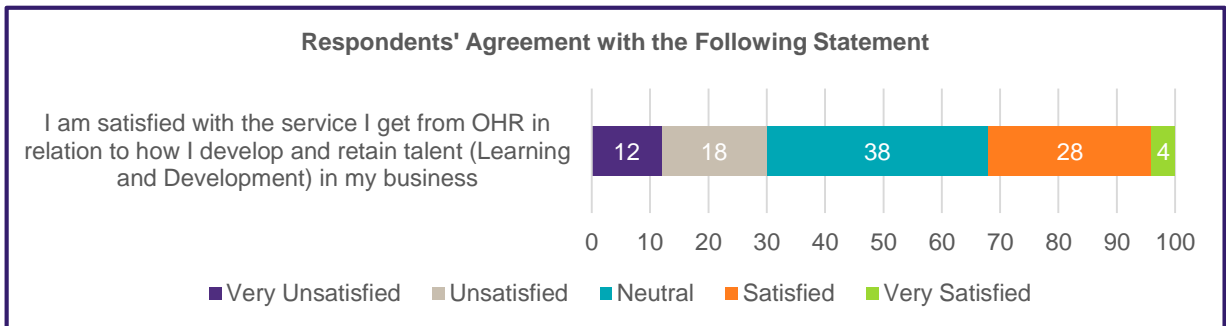
Similarly, **37%** of respondents found inconsistencies in the support they receive. Responses note an expectation for this service to promote best practice, and that OHR should provide more consistent support for policy interpretation in this area.

Other themes that emerged included an acknowledgement of the **resourcing demand** on OHR and the need for more OHR staff to support in this area (**7%**), experiences regarding **knowledge gaps** within OHR from support received in this area (**4%**), and that some service users have **sourced additional or external support** in this area outside of OHR (**4%**).

Service User Survey Results

Learning and Development

Respondents were presented with the below statement asking them to describe their level of satisfaction:



From the chart above, there was a mixed response in relation to participant satisfaction in this area. The most common response (**38%**) stated a neutral position on this. This was closely followed by almost a third of service users (**32%**) stating an overall satisfaction (**28%** answered “Satisfied” and **4%** answered “Very Satisfied”). Similarly, **30%** of respondents stated an overall dissatisfaction in their response (**18%** answered “Unsatisfied” and **12%** answered “Very Unsatisfied”).

Respondents who felt less than satisfied were asked to provide more detail and outline **what would enhance the current service offering**. The themes are detailed below:

Improve Advice and Support Offerings

37% of respondents reiterated the challenge of receiving limited advice and support from OHR, with many users stating a desire for more contact from OHR than what is currently available for them. Service users with line management responsibilities also requested more support to be made available to guide their staff. Positive recognition, however, was reported for advisors who they described as skilled but are under-resourced to deliver and support service users to fully meet expectations.

Provision of More Learning and Development Opportunities

21% of respondents highlighted they would like more opportunities provided by OHR L&D to support users in their career and personal development. There was a positive recognition of the talent that exists across the workforce, and the positive role OHR can play to continue to nurture this. Respondents noted that a wider variety of training is required for proper career progression to meet organisational and employee needs.

Improve Inclusivity

Similarly, **21%** of respondents felt there was a lack of diversity and equality because online training was insufficient to fully cater for cultural, language and technology skills to ensure access and benefit from online classes. It was suggested that more work should be done here alongside managers to help the development of their staff. Some respondents also simply stated that the course selection was limited and not engaging.

Improve Systems and Processes

11% of respondents expressed their acknowledgement that the LEAD service was beneficial, however the support and resources of the service can at times be slow and outdated, particularly on some of the eLearn systems. Respondents also noted that they want more meaningful courses that develop and help users rather than opportunities simply being used as an “attendance tick box”.

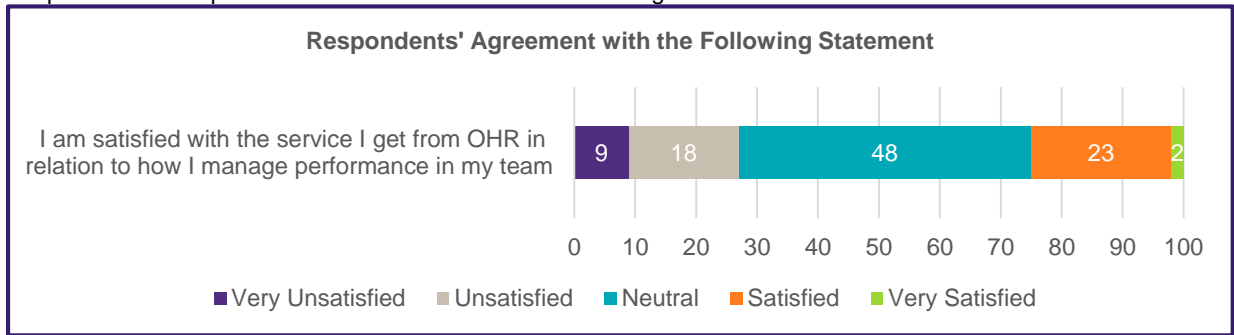
Enhance Awareness and Accessibility

Finally **10%** of respondents reflected on the difficulties regarding accessibility of this service. Service users commented that they did not know how to access career development pathways and courses, suggesting more could be done by OHR to promote awareness regarding development opportunities that exist.

Service User Survey Results

Manage Performance

Respondents were presented with the below statement asking them to describe their level of satisfaction:



We asked respondents to report the extent of satisfaction with the service received from **OHR in relation to how they manage performance** in their team. Almost half (**48%**) remained neutral on this topic, while just over a quarter (**27%**) of respondents stated an overall dissatisfaction (**18%** answered “Unsatisfied” and **9%** answered “Very Unsatisfied”). **25%** stated an overall satisfaction with the service received (**23%** answered “Satisfied” and **2%** answered “Very Satisfied”).

Respondents who felt less than satisfied were asked to provide more detail and outline **what would enhance the current service offering**. The themes are detailed below:

Improve Quality of Detail in Advice and Support

Over half of respondents (**51%**) commented on the lack of detailed advice and support from this service, with some respondents reporting that as a result they would often avoid contacting OHR in some matters. Respondents also reported that that advice given was at times incorrect or insufficient to manage teams, this response was backed by individuals who indicated a lack of support from their managers in guiding their performance.

Provision of Consistent and Proactive Advice

Around a fifth (**21%**) of respondents highlighted inconsistencies in advice received from different areas of OHR and a predisposition to taking a more reactive approach to matters rather than being more forward-looking. Respondents felt that advice could be “wooly” at times, and would often move away from problems rather than addressing them. Finally, respondents communicated that there was no one formal policy that is monitored by OHR for managing teams.

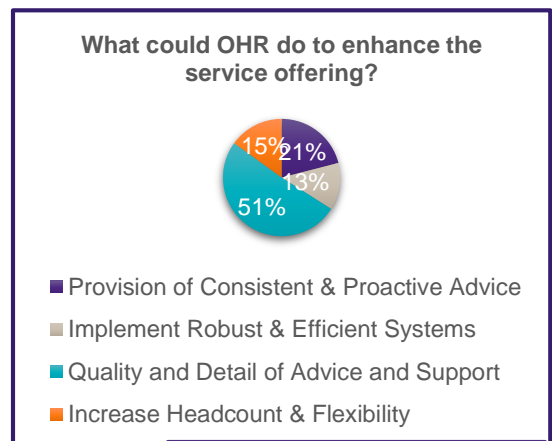
Increase Headcount and Flexibility

15% of respondents felt there were insufficient resources available for managers to steer team performance, noting that these resources can often be hard to find. Respondents

acknowledge that there is a significant demand on OHR resources, however noted the difficulty in getting enough support in this area in a timely manner. Respondents also noted the lack of capacity to be able to manage performance effectively, with some noting that performance reviews are often sporadic.

Implement Robust and Efficient Systems

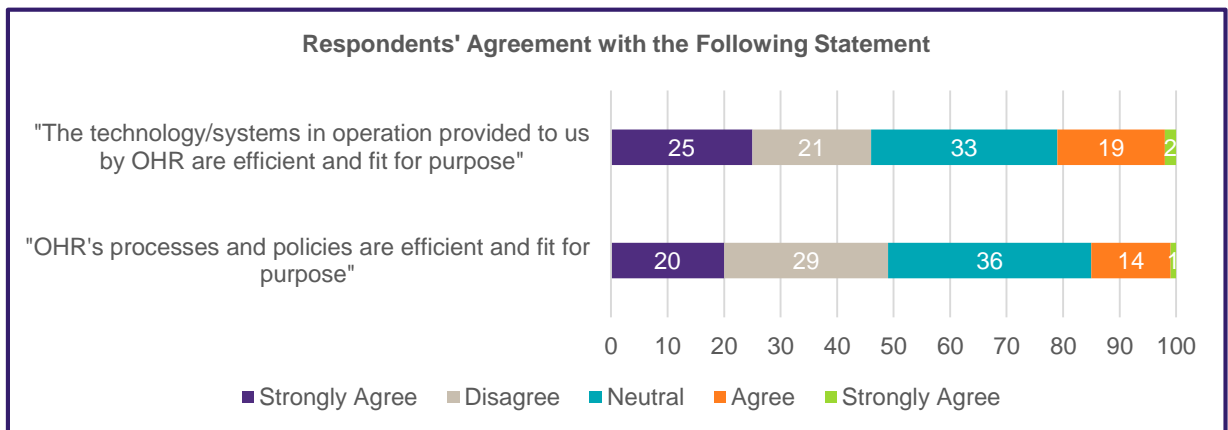
13% of respondents indicated the need for a more robust and efficient system to help manage and support performance. There was common agreement regarding the “3C’s” not being appropriate to fully support performance management, although acknowledging that it did have potential. Respondents also noted that they would like more specific performance indicators alongside the need to make performance management “less cumbersome”.



Service User Survey Results

Policies and technology

Respondents were asked to describe their level of agreement with the following statements:



"The technology/systems in operation provided to us by OHR are efficient and fit for purpose"

Almost half of total respondents (**46%**) stated an overall disagreement (21% answered "disagree" and 25% answered "strongly disagree"), while around a fifth (**21%**) of service users generally agreed that technology and systems were fit for purpose.

Of those that disagreed with the above statement, respondents were asked **what could OHR do to enhance this service offering?** The below themes emerged:

Improvements with People Information Programme (PiP)

Evidently the most common theme emerging from the service users was the need to enhance the PiP system, with almost half **47%** of respondents expressing their frustration and suggesting it needed to improve from the "clunky" and "time consuming" system it currently is. Further to this, respondents outlined the system was not user friendly and further struggled with guides because they do not reflect the actual dashboard. Respondents also noted the commonality of incorrect information existing on PiP, and service users noted having to follow up with phone calls with staff to retrieve information as a result. On a positive note, some respondents recognised that PiP does have more potential than what it is currently being utilised .

Ensure Alignment of Systems

Around a fifth (21%) of respondents discussed that they felt that overall, systems were disjointed, for example, duplication between PiP and ETARMIS (time recording) functions. Many respondents commented on programmes being slow and suggested there is a need for much faster and intuitive systems to be in place. Some respondents stated a potential misalignment between service delivery and user expectations regarding what the systems can offer.

Improvement Required in relation to Jobtrain

11% of respondents felt dissatisfied with Jobtrain, and respondents noted that there was need for "significant manual intervention" to use the system which is time consuming and inefficient for all processes. Many thought Jobtrain had too many layers and was not user friendly for those that do not operate the system. Respondents also suggested that Jobtrain could be streamlined to offer a "pre-advert" for vacancies if better implemented.

Service User Survey Results

Policies and Technology (Continued)

Increase Support and Training Offering

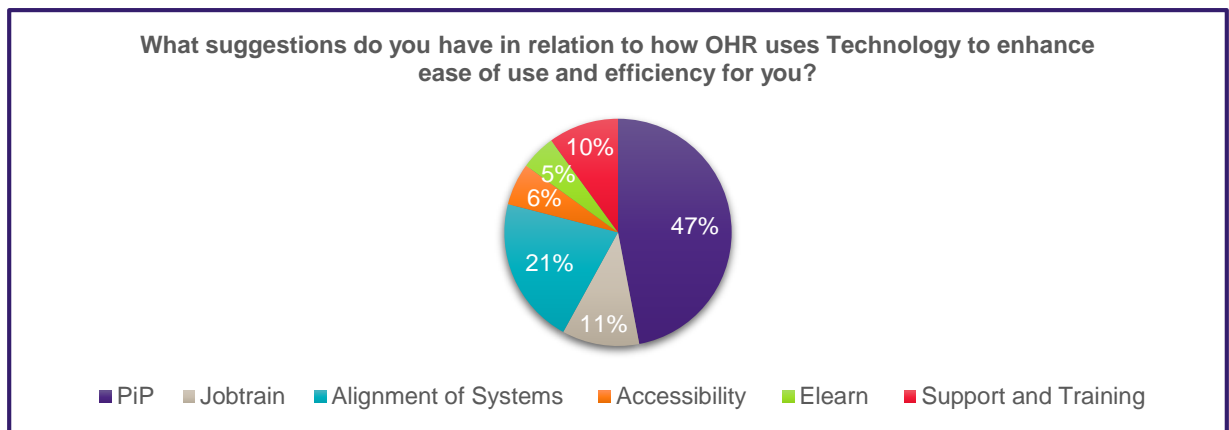
Similarly, **10%** of respondents highlighted that overall, there was a lack of support, training and detail on programmes. Some respondents felt that there is an over reliance on links to other online resources and not enough physical and tailored support by OHR in this service. Similarly, respondents remarked on leaving many IT tickets that have not been responded at all or in a timely manor. There is consensus that more hand-on and tailored training would be helpful for users that are not familiar with systems or using them daily.

Improve Accessibility

6% of respondents noted the need for the accessibility of systems and resources online to improve. Respondents mentioned the OHR webpage was hard to navigate in particular. Further to this, respondents expressed they did not have access to all platforms available, although understand in some cases this is according to their role within the organisation.

Enhance ELearn Offering

Finally, **5%** of respondents commented on ELearn providing poor content, that was disheartening for users. Some users described it as “clunky”, not user friendly and unnecessarily complicated. In particular a response held the staff organisation structure is not accurate. Its suggested users would like more tailored training specific for their role and career development.



“OHR’s processes and policies are efficient and fit for purpose”

49% of respondents stated an overall disagreement with this statement (29% answered “Disagree” and 20% answered “Strongly Disagree”). **36%** stated a neutral position whilst the remaining 15% stated an overall agreement with the statement (**14%** answered “Agree” and **1%** answered “Strongly Agree”).

Of those that disagreed with the above statement, respondents were asked “**what could OHR do to enhance this service offering?**” The below themes emerged:

Challenge Outdated Policies and Processes

36% of respondents shared their experience regarded policies and processes in OHR, sharing their view that many are “outdated and rigid” and hence not fit for purpose. A specific example was given regarding the maternity policy that was described as “incredibly stringent” because staff in service less than 2 years cannot avail of a sufficient pay for the duration of leave. It was suggested by service users that all policies should be reviewed, updated and tailored to the Isle of Man and its service users rather than what they described as “incorporating policies from other governments that are not relevant or clear”.

Service User Survey Results

Policies and Technology (Continued)

Timeliness and Consistency

29% of respondents felt that the policies and processes were slow and rigid, which impacts overall efficiency of the service OHR provided.. It was mentioned that processes need to be streamlined, alongside less duplication, inconsistencies and delays. Respondents highlighted that they would like to see policies and processes adhered to across the organisation and followed up with the appropriate consequences if not. It was suggested a professional standards team would be beneficial in this regard.

No support and Under Resourced

22% of responses commented having received poor support perhaps due to the lack of resourcing in the OHR team, in particular within recruitment. Service users also difficulty in communication between staff dealing with on boarding, which was noted as frustrating for service users. Echoing this, service users noted that they would like to see more help covering absences or vacancies. Again, respondents mentioned the requirement for more communication and support with policies and processes and less difficulty in getting advice, specifically managers coming forward requesting more support from OHR.

Accessibility

13% of respondents described the difficulty regarding the overall accessibility of policies and processes, and the need for improvement that will help service users find the right policy, and the right content in a timely manner to help with their people-related challenges.

Minor themes

There were two minor I themes that also emerged, which were regarding the need for More Training and the influence of Trade Unions. Similar to other questions, respondents highlighted that more training would be beneficial for the processes to all service users and further training to help managers who should be more comfortable with answering concerns. The small number of respondents also noted of the Trade Unions, who expressed their concern for the government working with 5 unions on one set of policies and processes. It was noted that the benefit of the unions was divided when some respondents felt supported and represented while others felt their involvement prolonged and confused policy and processes.

Data Management

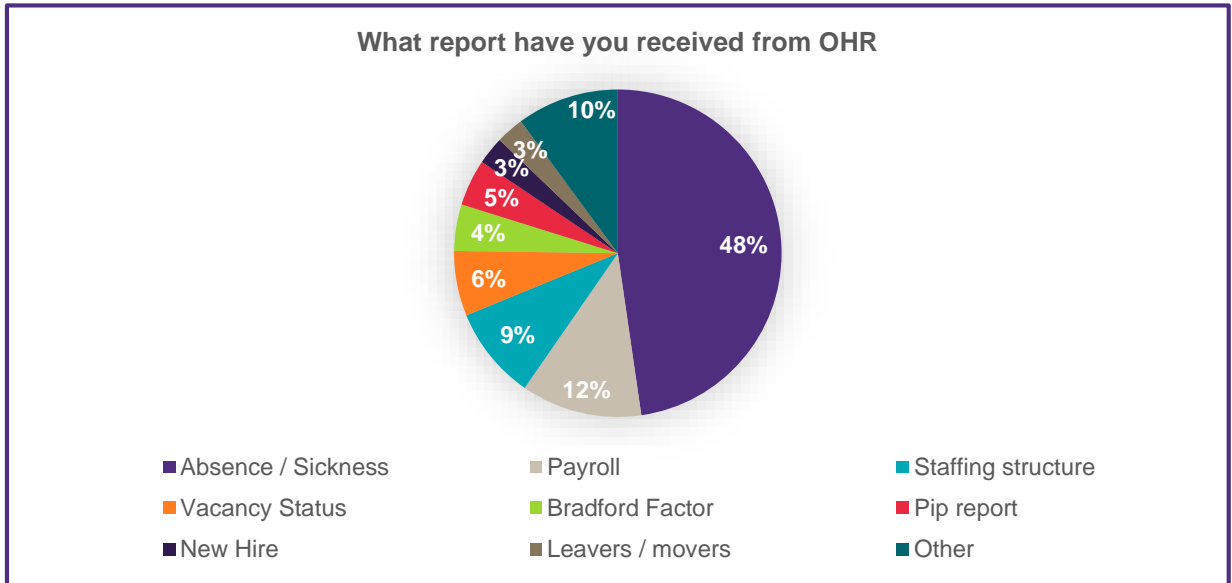
Service Users were asked to describe their experience in receiving regular reports, data or management information from OHR. Of the 256 responses received in this question, the **majority of respondents (57%) stated that they did not receive regular communications in this area.**

Of those who indicated that they did receive regular reports, the most common response (**48%**) indicated that they receive absence / sickness reports. Another **12%** receive payroll data, and **9%** receive staffing structure reports.

A breakdown of each theme can be found in the following page.

Service User Survey Results

Data Management (Continued)



Comments Themes Regarding the Usefulness of the OHR Reports

Further to this, some service users also provided further information regarding their experience in the quality of reports received:

Incorrect Reporting

12% of respondents indicated that while they receive reports, they are “sometimes” or “very often” incorrect”, and that it is “very difficult” to reconcile these issues. These inaccuracies often lead to the duplication of work.

Unclear Reports

6% of respondents highlighted that while they get reports, that often it is extremely hard to interpret them as they are “badly presented”. This makes it hard for them to understand what the report is for and what the results mean

Infrequent Reports

6% of respondents felt they while they get reports from OHR, that often these reports are infrequent and inconsistent. Participants suggested that there were often periods where they “did not receive any reports”.

Have to Request Information

5% of respondents indicated that while they get reports, that these reports weren't readily available to them, and that they “have to request it”. They suggest that this information should be readily available to them through PIP.

OHR Capability Gaps

Respondents were asked to provide a view on potential capability gaps within the OHR team, and if they could foresee any skills or capability gaps based on their future business demands. The most common themes that emerged from our analysis are described below:

Resourcing issues

12% of respondents emphasised the resourcing challenges the were viewed as outweighing any potential capability gaps within OHR. Similar to previous themes, OHR staff were described “stretched” and lacking “capacity”, due to a lack of staff and additional resourcing, which is inhibiting the OHR’s performance.

Service User Survey Results

OHR Capability Gaps (Continued)

Knowledge Gaps Specific to Service User Context

9% of respondents believe that OHR have knowledge gaps, in particular surrounding their understanding of the specific work done by the divisions within the organisation, and the complex environments they work in. Service users noted the need for knowledge that understands the nuances of their organisation or department, and a lack of that currently means that support processes can take longer than necessary. In addition to this, knowledge caps included workforce planning in specific departments.

Issues surrounding Recruitment & Onboarding

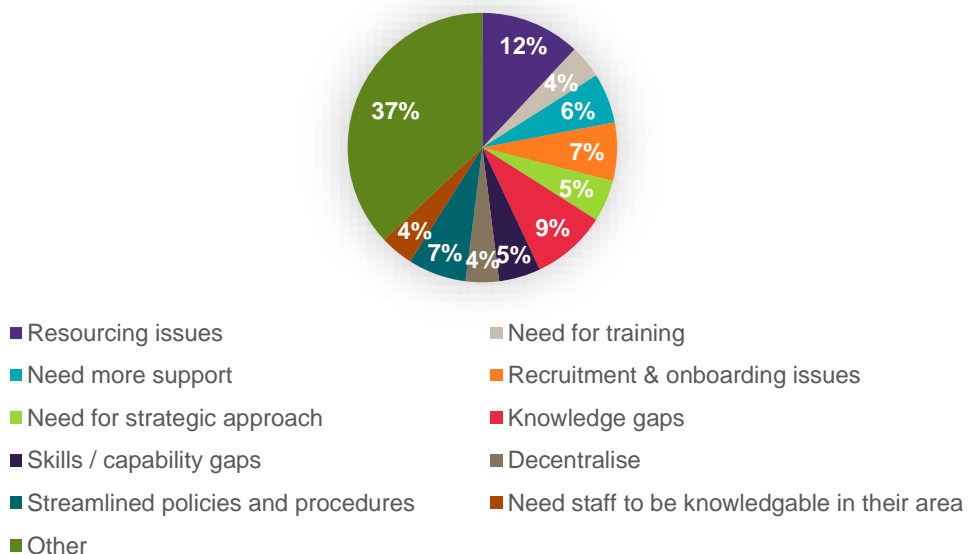
7% of respondents noted issues surrounding recruitment and onboarding. This includes processes that are too “lengthy”, in addition to a lack of communication from experienced from the recruitment team. Service users noted that the inefficiencies in this are can impact the candidates first impression of the organisation or department as a result..

Streamlined Policies & Procedures

7% of respondents believe streamlining processes and procedures, and using better technology for PIP will reduce the current capability issues there are surrounding “slow”, “outdated” processes.

Other themes found for include **the need for increased OHR support, a lack of strategic awareness in support, alongside a confirmation of general HR skills gaps that were not expanded on by respondents.** Additional themes that were identified did not individually account for more than 4% of the respondents in this question.

OHR Capability Gaps According to Service Users



Service User Survey Results

Net Promoter Score

Service Users were asked to rate the extent to which they would recommend OHR as a service to a colleague. This was assessed and measured through a Net Promoter Score (NPS). The NPS is measured on a scale of 0-10, and is calculated by subtracting the percentage of Detractors (those who answered 0-6) from the percentage of Promoters (those who answered 9-10).

The **Net Promoter Score for OHR was calculated at -56.**

Respondents who were identified as “Detractors” in this question were asked to provide a further rationale on what can be done to improve the current service offering, with a broad range of themes found in the survey analysis. Our analysis found two key areas that were most commonly agreed by service users. Which are described below:

More Efficient Processes

17% of survey respondents indicated that OHR need to give more timely responses to queries, and complete processes more efficiently. Respondents believe that “deadlines” or “timelines” could provide OHR with an understanding of how long these processes should take. Service Users noted that doing more work to streamline these processes would “get rid of all the pointless paper work” and enable OHR to be more efficient.

Improve Visibility and Frequency of Contact

10% suggested that the OHR need to “be more visible”, which may include having “regular meetings” with staff. Additionally, HR partners need to have more “presence” and “input” into the current offering. Additionally, respondents suggested that it is unclear as to what services and support they can provide.

Other themes accounted for include **the need for increased resources, development of OHR capability and knowledge and ensuring consistency of support.** However, these themes did not individually account for more than 5% of the respondents in this question.

Suggestions to Improve the Service Offering

Finally, all respondents were asked to make suggestions about how to improve the OHR service. Over 50 themes were uncovered in the survey analysis. The most frequent themes are highlighted below.

Increase Headcount

Similar to previous findings, 13% of respondents stated a need more resources within OHR. It was noted that an increase in resources would “enable” staff to work on site for longer. Additionally, respondents suggested that OHR are currently “overburdened”, and noted the positive impact of increasing resources to enable them to provide adequate support to service users.

Shift towards a Decentralised Model

13% of respondents highlighted that decentralizing staff and “dedicating them to departments”, could result in more available staff, as staff would have smaller areas of focus. It would also allow teams to have “contact with the same person at HR rather than speaking to different people”, so the HR representative would build relationships with staff.

Review OHR Systems

9% of respondents commented on the difficulty experienced in using OHR systems. Respondents noted the need to increase and improve PIPs functionality to include functions such as flextime and pay claims more efficiently on the system. Respondents also noted the complexity of systems, and called for a “simpler front-end” system, which would decrease manual processes and enable more senior members to feel comfortable and confident in accessing the system.

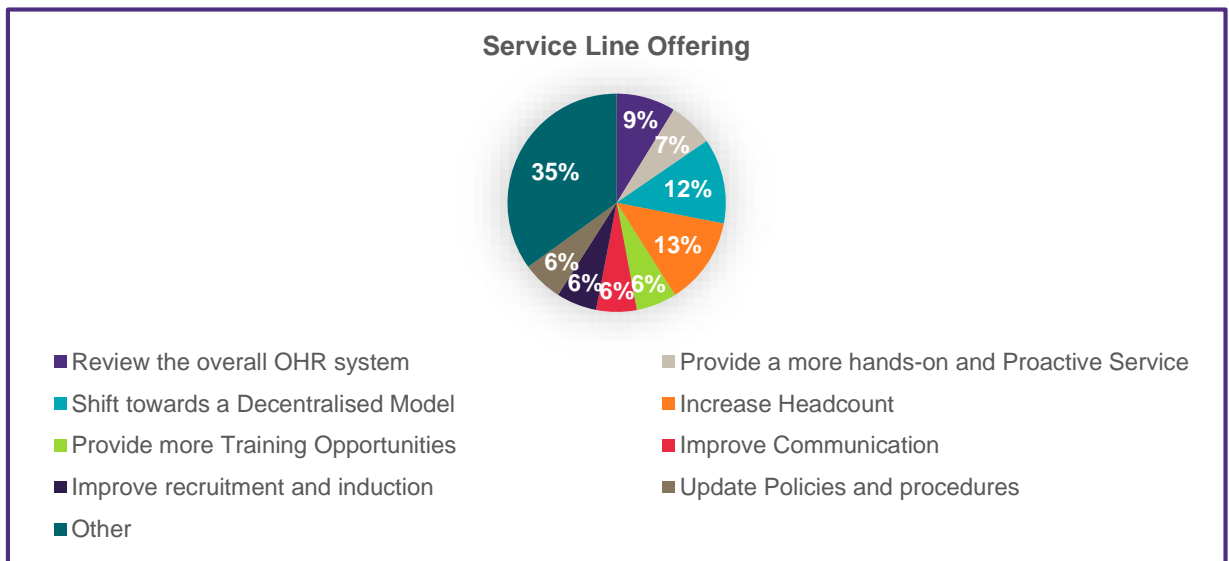
Service User Survey Results

Suggestions to Improve the Service Offering (Cont.)

Provide a More Hands-On and Proactive Service

7% of respondents that if the HR function played a more “hands-on” role with departments, it would be more beneficial, as they would be visible, and able to give “support and guidance”. This links in with the decentralisation theme also found, where service users noted the potential positivity of OHR being on-site which would give them the appropriate understanding to help make informed decisions. This would also allow staff to be able to help cases at an earlier stage and be more proactive in their support.

The other themes identified individually accounted for no more than 6% of responses, however include the need to have more consistency in responses, and that **OHR should provide more support when creating OHR policies and T&Cs**. These themes are represented by “other” in the pie chart below.



Summary

In conclusion, a representative sample was received regarding the stakeholder survey response rate. Of the 1,118 individuals who were contacted, **284** responded, equating to a **25% response rate**, representing a good representative sample for customer satisfaction. The survey results present significant findings in relation to the service user experience from OHR across various service offerings. The large majority of respondents highlight the requirement for further resourcing, communication and support for service lines to provide an efficient service in the delivery of business as usual within departments. An additional common theme arising through the service is the lengthy time it takes for OHR to respond to service users queries, causing further frustrations and upset in the current processes.

In summary, these findings agree and build upon the findings from our document review, staff survey analysis and interview phase, particularly regarding the level of resourcing and capacity to deliver within OHR and the visibility and communication that service users receive from OHR. Service users noted the difficulties with OHR being a shared service, with many respondents stating a desire for OHR to be more embedded in service user organisations and departments, and therefore, to allow for an increase in sector specific knowledge when dealing with queries. Service Users believe that this will improve service delivery through the provision of more specific and direct best practice advice, improved response times and communication as a whole.

Service User Survey Results

Summary (Cont..)

In addition to this, service users were in agreement about the difficulty in effectively using OHR systems, particularly the PiP and Jobtrain systems. Although its potential is acknowledged, respondents noted the operational difficulty, particularly when conducting processes specific to the context and nature that particular departments or organisations work in. There were numerous comments surrounding the requirement for manual workload that the system should carry out in relation to PiP.

Despite these noted pressures, there was a positive sentiment evident regarding OHR support in areas, with a recognition by service users that the OHR is “thinly stretched” and severely lacks capacity to deliver and respond effectively, which impacts the level and quality of service delivered.

Some of the respondents’ comments are listed below:

- *“OHR staff are experienced and knowledgeable however, they do not have the capacity to give Departments the time and resource which is desperately needed”;*
- *“Support from Lead in terms of training is good. There is a lack of available OHR officers to deal with actual capability issues and proceedings”;*
- *“We have a good HR advisor and I am happy with this”;*
- *“OHR do not have appropriate resources to support the organisation”;*
- *“Have the HR partners based in departments and engage more closely with teams and managers”;*
- *“HR advice is often generic and not sector specific, therefore, does not assist in making informed decisions”*

Key Strength

There is positive recognition of the hard work and effort of staff within OHR services given the high demand placed on resources.

Key Challenges

Many service users feel unsupported by the lack of communication, support and advice they receive from OHR service lines.

Various service users expressed their frustration around the implementation of many services, policies and processes across the organisation and whether they are fit for purpose.

The majority of service users acknowledge the resourcing issues in OHR services and are hopeful if these were resolved, the volume and delays in these services would reduce.

There is currently misalignment of service user expectation and what OHR can actually deliver.

Appendix 4 – HR Staff Survey Results

HR Staff Survey Results

Introduction

On Tuesday 21st November 2022, a survey was issued to all OHR staff members (a total of **150** staff). The purpose of the survey was to allow Grant Thornton to further understand the current delivery and quality of the HR services and associated HR policies and strategies within OHR for the Isle of Man Government. This allowed us to determine factors within the organisation that are currently working well, what challenges are currently being experienced, and what emerging opportunities exist.

This survey provided all OHR staff with the opportunity to be involved in the review process, and to share their views and experience of working within the organisation in order to influence outcomes and recommendations regarding OHR organisation, structure, processes and resources. Of the 150 individuals who were contacted, 107 responded, equating to a **71% response rate**. This is a strong response rate and provides a significant representation of the staff group within the OHR. The survey findings are shown in detail below.

Staff

Our survey explored a number of different factors relating to staff within the organisation. This includes representative figures regarding a breakdown by each grade/role within OHR, employees' length of service, and the respondents highest level of qualification achieved.

Breakdown by Grade/Role

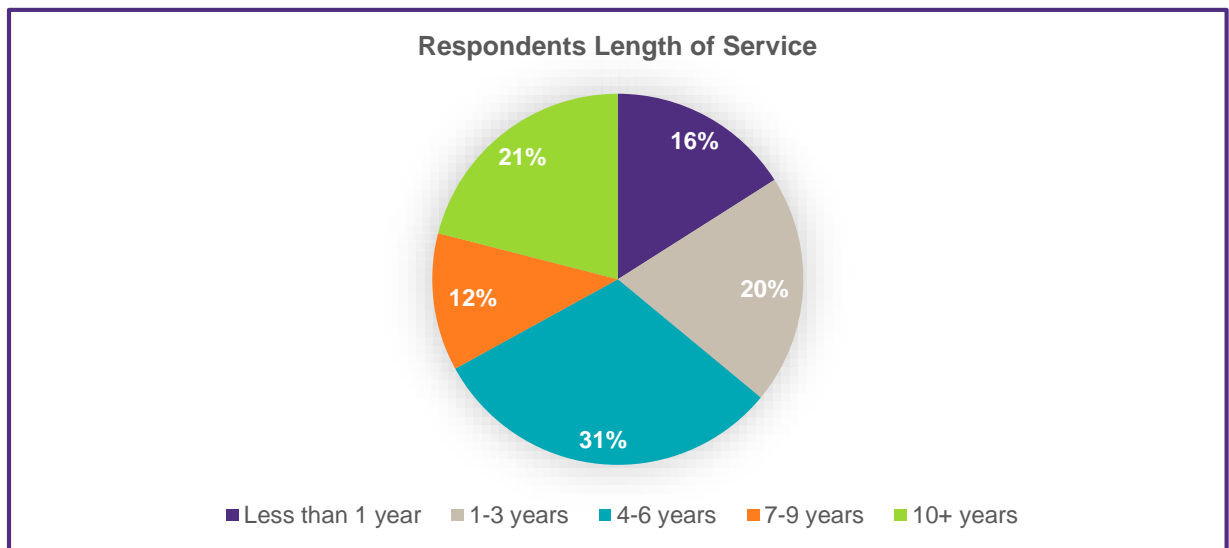
Of the **107** respondents who completed the survey, the highest representative grade within the survey was from the **AO grade at 24%**, shortly followed by the **EO grade at 20%**. Thereafter, there was a fair distribution of responses from further grades and roles outlined below. A variety of responses provided their role, without the specified grade attached.

Grade/Role	% of Total Respondents
Business Partner / Heads of Department / Senior	10
SEO	6
HEO	16
EO	20
AO	24
HR Advisor / Health and Safety Advisor (no grade provided)	9
Recruitment Team (no grade provided)	5
Staff and Welfare Team (no grade provided)	7
Other: Nurse, ELearning, Executive Assistant	3

HR Staff Survey Results

Employees' Length of Service

The large majority of survey respondents indicated that they have been employed with OHR for a period of **4-6 years**, accounting for **31%** of respondents. Thereafter, **21%** of respondents highlight that they have completed **10+ years** of service. This is followed by **20%** of respondents stating that they have been employed with OHR for a period of **1-3 years**, shortly followed by **16%** of employees who have completed **less than 1 year** of service. The **minority of respondents (12%)** stated that they have completed **7-9 years** of service. As such, the below highlights the high retention levels within OHR's current workforce, with the large majority of respondents having completed 3+ years of service.



Respondents Highest Level of Qualification

Survey respondents were asked to state their highest level of qualification achieved. At the time of completing the survey, the majority of respondents indicated that they have completed a **Bachelors Degree (32%)**. This was shortly followed by **20%** who have achieved a **professional qualification**. A more detailed analysis is provided below:

Qualification	Number of Respondents	% of Total Respondents
A level or equivalent	10	9%
Certificate	12	11%
Diploma	13	12%
Bachelors Degree	34	32%
Masters Degree	8	7%
Professional Qualification	21	20%

HR Staff Survey Results

Respondents Highest Level of Qualification (Cont..)

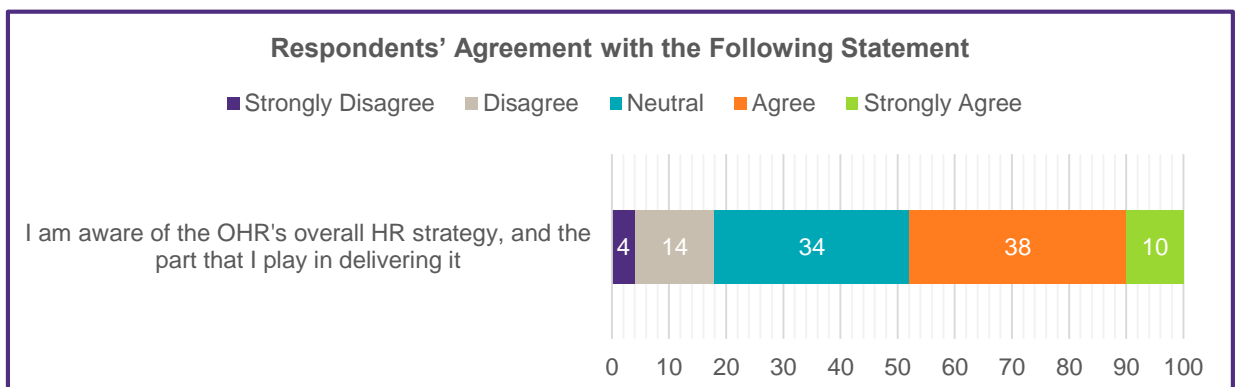
Qualification	Number of Respondents	% of Total Respondents
Fellowship	1	1%
GCSE/O level equivalent	7	7%
CSE	1	1%

Furthermore, respondents were asked **whether the above qualification achieved is related to professional qualifications**, such as CIPD. Of this, the **majority of respondents (55%)** stated that it is **not related** to their professional qualification. The remaining **45%** of respondents highlight that the **qualification achieved is related to their professional qualification**.



Mission and Strategy

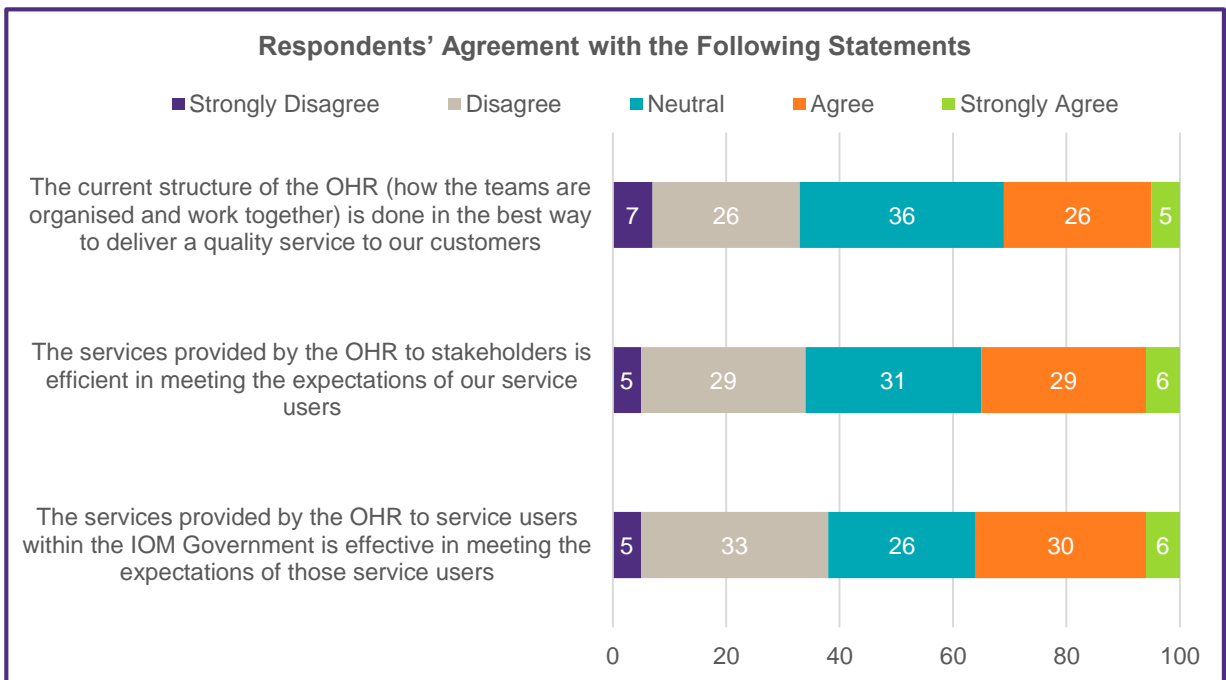
Respondents were asked to describe their level of agreement with the statement that **“I am aware of the OHR’s overall HR strategy, and the part that I play in delivering it”**. **48%** of respondents stated an overall **agreement** with this statement (**38%** answered “Agree” and **10%** answered “Strongly Agree”). **34%** of respondents chose the **“Neutral”** option, with **18%** disagreeing overall (**14%** answered “Disagree” and **4%** answered “Strongly Disagree”).



HR Staff Survey Results

Service Delivery

Respondents were presented with the below statements asking them to describe their level of agreement:



“The current structure of the OHR (how the teams are organised and work together) is done in the best way to deliver a quality service to our customers”

33% of respondents stated an overall **disagreement** with this statement (26% answered “Disagree” and 7% answered “Strongly Disagree”. 36% of respondents chose the “Neutral” option, with 31% agreeing overall (26% answered “Agree” and 5% answered “Strongly Agree”).

Of those that disagreed with the above statement, respondents were asked **what changes they would make to improve how the function is structured or organised**. The below themes emerged:

Enhance Cross Functional Working

The most common response, amounting to just over one third of respondents (36%) suggest that in order to improve the structure of OHR, there is a requirement for more collaborative working, in order to provide support for each team and prevent any duplications of workload arising. There was broad agreement from respondents that the structure is not the problem, rather, the lack of effective communication and collaboration is. As a result of the lack of communication across OHR, staff report that their efforts are not aligned, resulting in “errors” and “complaints that have been directed to the incorrect parties”. Therefore, staff believe that communication and collaboration across teams within the OHR requires improvement.

The culture within OHR is described with regards to having an embedded “silo mentality”, where teams look after their own interests as opposed to the interests of the Department, working in “cliques”. As a result, staff highlight that OHR feels “very disjointed” and “separated”, providing no opportunity for cross training staff to assist with OHR’s workload in different teams. Staff suggest that a barrier contributing to the silo mentality is a result of teams working on different floors resulting in a non-existent working relationship across OHR. Additionally, staff highlight the limited knowledge they have of what other teams are responsible for, therefore, impeding the service OHR

HR Staff Survey Results

Service Delivery (Cont..)

delivers. Improving cross functional working across OHR is believed to improve how OHR works together and will allow for the achievement of a collaborative work environment. However, it is recognised that lack of time and resources available will impact upon embedding these improvements.

In addition to the reported disconnect across OHR as a whole, a small number of staff similarly highlight the disconnect they perceive between themselves and senior management within OHR.

Review the Structure to Enhance our Customer Service Offering

34% of respondents identify the requirement to review the current structure in order to enhance OHR's customer service offering, which will effectively improve how the function is organised. Similar to the above, concerns are expressed surrounding the fact that the structure is "disjointed", "top heavy" and subsequently "lacking communication between teams". A small number of comments suggest that the Executive Director has too many direct reports, which therefore impedes upon a "clearly defined management team that can steer HR in the correct direction". Additionally, staff highlight that the overall structure needs to be reconsidered and reviewed to ensure OHR is utilising its resources effectively.

Staff note that the structure of OHR was not determined around meeting the needs of OHR's customers, and that often, service users do not know who their HR team is. Respondents suggest that the structure should be organised around business units with dedicated teams servicing the end-to-end employee journey with several specialities and services available. Therefore, highlighting the effectiveness of implementing a singular and centralised HR team covering all HR services, which would improve the culture and collaboration across OHR as well as providing a more efficient and "rounded" service. Additional suggestions provided to enhance the structure of OHR and the customer service offering includes the implementation of a customer services helpdesk, who will be responsible for answering straight forward queries, and triaging the more difficult queries to the correct team. It was also noted that it is vital that OHR retains consistency in the advice and processes on a day-to-day basis, and being a centralised service further supports this.

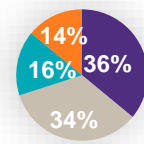
Knowledge Sharing Required

16% of respondents identify that OHR requires a wealth of specialised HR knowledge and expertise across the Department in order to provide a strong shared service to service users. Staff highlight the advantages that OHR can achieve through sharing knowledge across teams and cross training staff to ensure efficient service provision in line with employees' absences such as annual leave and sickness absence. This will result in eradicating the silo culture described previously and offer employees collaboration and developmental opportunities.

Employ more Resources

The minority of respondents (14%) suggest the requirement for OHR to employ more resources in order to improve how the Department is structured and organised. Staff raised concerns that some teams in OHR appear "severely short staffed" and "under pressure". The current workload is described as "disproportionate to the amount of staff", causing resentment amongst teams and resulting in staff completing tasks at an incorrect grade. As a result, staff highlight that it is impossible to keep up with the workload without employing additional resources. Comments provided suggest that OHR do not have "the funds, staff or resilience to work in harmony across government".

What changes would you make to improve how the function is structured or organised?



- Enhance Cross Functional Working
- Review of Structure
- Knowledge Sharing Required
- Employ more Resources

HR Staff Survey Results

Service Delivery (Cont..)

“The services provided by the OHR to stakeholders is efficient in meeting the expectations of our service users”

35% of respondents stated an overall **agreement** with this statement (**29%** answered “Agree” and **6%** answered “Strongly Agree”). **31%** chose the “Neutral” option, with **34%** disagreeing overall (**29%** answered “Disagree” and **5%** answered “Strongly Disagree”).

Respondents that disagreed with the above statement were asked **what they think should be done to improve efficiency**. This includes the below:

Employing more Resources

The majority of respondents (38%) highlight the lack of resources impeding upon OHR’s efficiency. The current working environment and service provision is described as “over stretched”, “fire fighting and reactive” as a result of the workload and limited resourcing within OHR. Staff believe that workload is added without a consideration of further resourcing. Comments emphasise that OHR is providing a reactive service as a result of limited time, whereas they believe that conducting proactive HR work would deliver a better HR service. Therefore, it was suggested that employing more resources would allow for advisers to “provide a more in depth service”.

There is recognition of the current services being as efficient as they can be with the limited resources available and the current backlog of work. As a result of this, staff report that their teams have been “in a state of backlog for a number of years”, and that “nearly every team is behind on achieving their Service Level Agreements” with little to no sign of this changing with the current staffing and budget. Staff believe that enhancing resourcing within OHR will allow for more time to work with Departments and building trusting relationships, ultimately improving the customer experience.

However, a minority of comments also stated that there is an “extremely high staff turnover in some areas”, and that OHR should focus on stability of teams to ensure that work is completed to a high standard rather than focusing their efforts on continuously training new staff.

Reviewing Policies and Processes

Just over one quarter of respondents (27%) suggest that OHR should review their policies and processes, and ensure a consistent approach is utilised across OHR when dealing with service users. Respondents indicate that OHR is a complex organisation, with a number of “ambiguous” terms and conditions, policies and processes which need to be easily understood. Therefore, highlighting the need to “streamline”, clearly define and “harmonise” the processes and procedures across Department’s. Staff emphasise that Department’s should provide input into the process review, and allow OHR to be involved in early interventions, allowing for OHR to be more proactive. Comments emphasise that allowing OHR to be more proactive will encourage a shift of focus to ensure that the service is “current, fit for purpose and following the latest trends to ensure the credibility is maintained”.

Enhance Communication

17% of respondents highlight the requirement for enhancing communication throughout OHR to improve efficiency of service provision. Similar to previous responses, staff emphasise the desire for improved communications and collaboration both, across OHR and with Service Users. Staff believe that improved communications will allow for the establishment of KPI’s and more realistic SLA’s for them to work towards. Additionally, there is a perceived disconnect amongst staff and management, with staff suggesting that management need to listen to staff when they make suggestions to improve efficiency. A small number of staff report that they do not feel heard.

HR Staff Survey Results

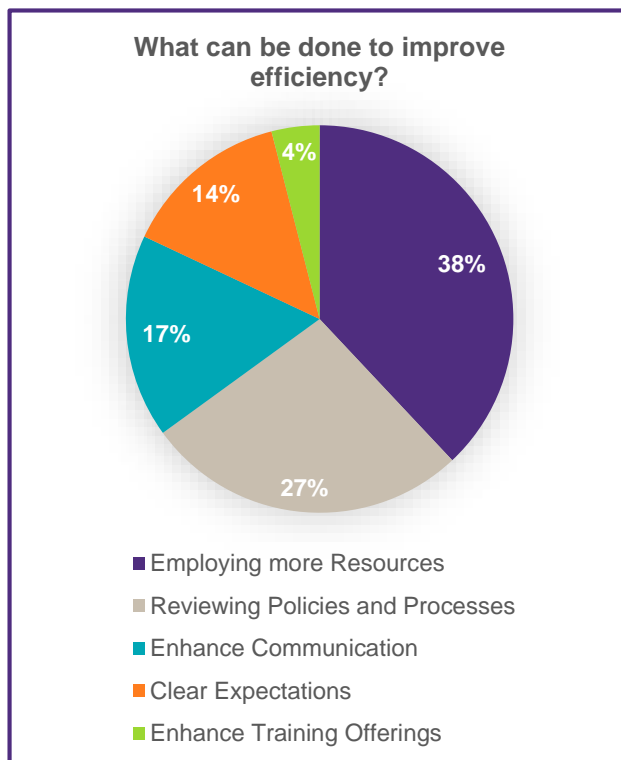
Service Delivery (Cont..)

Clear Expectations

14% of respondents would like a better understanding of the expectations OHR have of them and how they can contribute to Department planning and strategic objectives. Staff state that the expectations of service users are too high that OHR “can never deliver the service as expected”, and therefore, need to be managed to ensure consistency of services provided by OHR. In addition to ensuring clear expectations, staff highlight that there should be enhanced awareness and understanding of what OHR’s remit is. They express that this would improve the understanding for stakeholders and service users of the breadth and volume of work that OHR is responsible for providing. As a result of frustrations and over-reliance of Service Users on OHR, staff also express that there should be expectations placed on service users to follow the advice and guidance provided by OHR.

Enhance Training Offerings

The minority of respondents (4%) identify that there needs to be enhanced learning and development opportunities within OHR. In particular, staff highlight the desire for more support to develop their own skills. This involves better learning and development opportunities being provided to new starters and new managers.



“The services provided by the OHR to service users within the IOM Government is effective in meeting the expectations of those service users”

38% of respondents stated an overall **disagreement** with this statement (33% answered “Disagree” and 5% answered “Strongly Disagree”). 26% chose the “Neutral” option, with 36% agreeing overall (30% answered “Agree” and 6% answered “Strongly Agree”).

Respondents that disagreed with the above statement were asked to provide rationale for **what they think should be done to improve effectiveness**. This includes the following:

Increase Headcount

In line with the previous findings, **the majority of responses, amounting to nearly one third (30%)** report the requirement for OHR to employ more resources in order to improve effectiveness of the service provision. Resourcing has been described as the “central issue” for OHR in terms of effectiveness in meeting the expectations of service users. Staff claim that OHR is “insufficiently resourced”, resulting in OHR being more reactive in their roles as opposed to proactive HR Service providers. Staff believe that increasing the headcount will allow for the current staff to offer more time to service users, providing a more effective customer service as a result. It was reported that with the current headcount, teams will be unable to meet Service Level Agreements. Staff emphasise that consideration should be given to the resources required for continuous improvement of the service as opposed to merely focusing on the output.

HR Staff Survey Results

Service Delivery (Cont..)

Enhance Clarity of Expectations

Similarly to previous responses, **28% of respondents** suggest the requirement for improvements in relation to clarity of expectations. Staff report that OHR's senior leaders, Chief Secretary and Chief Officers of Departments, Boards and Officers need to provide clarity to the organisation and service users to reinforce the remit and role of OHR. Comments highlight the discrepancies in expectations of the shared service. Staff acknowledge that OHR is a shared service function providing support, leadership, advice and guidance, however, service users expect that the HR function to be completed end-to-end by the OHR team. Suggestions include that there should be clarity surrounding what the managers in Departments, Boards and Offices are required to do to reduce this reliance and ensure alignment in expectations. It is mentioned that service users are not aware of their own responsibilities and accountabilities in the process resulting in a heavy reliance on OHR, thus providing rationale for changing the perception of the service provided by OHR. As such, staff identified a requirement for KPI's to be clarified and communicated to Departments.

Review Structures and Processes

24% of respondents highlight the requirement to review the current structure and processes, which is a similar theme that arose in the previous question. Staff have concerns regarding the centralisation of Government services and believe that the structure needs to be revisited to structure OHR around the customer, placing advisors at the center of Departments. Additional suggestions include structuring teams so that each team has a representative for each area, in order to enable a holistic approach to providing HR service to the service users. Additionally, comments showcase that OHR need to be reminded that they are all on the same team, and should be supporting each other. In terms of processes and systems, staff believe that they need to be streamlined and simple to follow whilst utilising technology to modernise various processes.

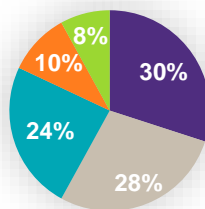
Implement More Advanced IT Systems

10% of respondents state that OHR need to utilise advanced IT systems in order to modernise internal processes. The technology implemented needs to be user friendly as comments raised make the inefficiencies in the current systems evident. One comment highlights that they receive complaints about the PIP system on a daily basis.

Enhance Cross Functional Collaboration

The minority of respondents (8%) state the need for enhanced cross functional collaboration across OHR. The points raised in relation to this were in a similar vein as the previous question in that staff want the different teams within OHR working together in "partnership", sharing knowledge and best practice.

What do you think should be done to improve effectiveness?



■ Increase headcount

■ Review Structures and Processes

■ Enhance Cross Functional Collaboration

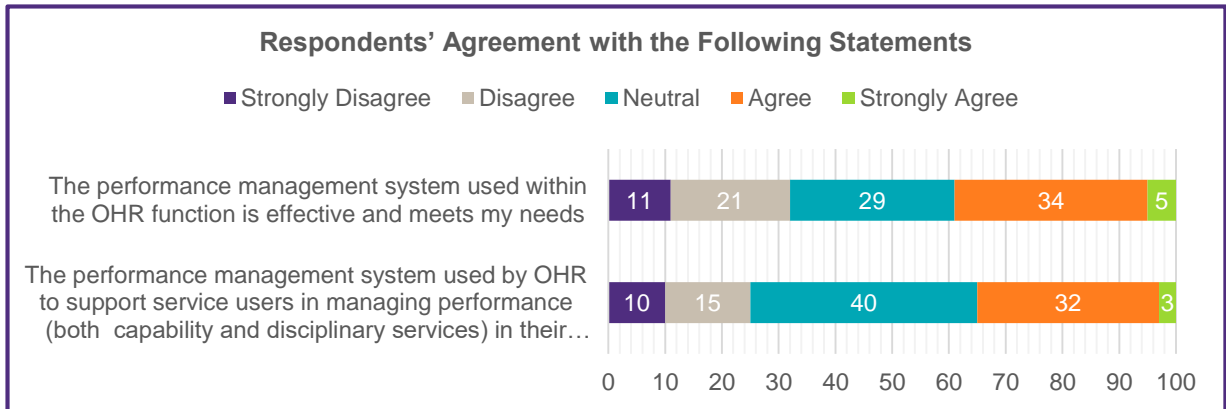
■ Enhance Clarity of Expectations

■ Implement Advanced IT Systems

HR Staff Survey Results

Performance Management and Development

Respondents were presented with the below statements surrounding the **performance management system** asking them to describe their level of agreement:



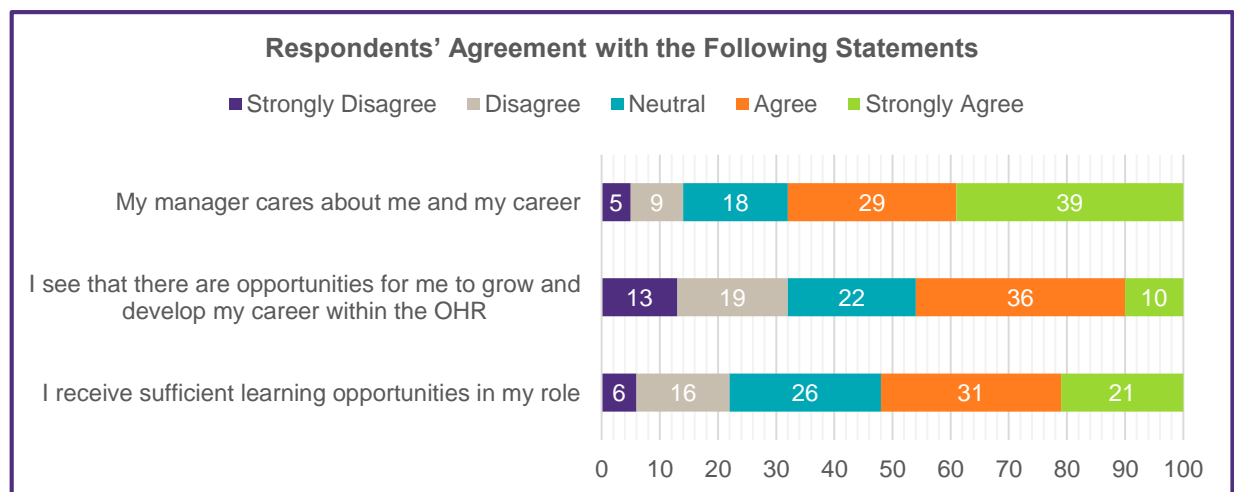
“The performance management system used within the OHR function is effective and meets my needs”

39% of respondents stated an overall **agreement** with this statement (**34%** answered “Agree” and **5%** answered “Strongly Agree”). **29%** of respondents chose the “Neutral” option, with **32%** disagreeing overall (**21%** answered “Disagree” and **11%** answered “Strongly Disagree”).

“The performance management system used by OHR to support service users in managing performance (both capability and disciplinary services) in their teams is effective and meets customer requirements”

35% of respondents stated an overall **agreement** with this statement (**32%** answered “Agree” and **3%** answered “Strongly Agree”). **40%** of respondents chose the “Neutral” option, with **25%** disagreeing overall (**15%** answered “Disagree” and **10%** answered “Strongly Disagree”).

Furthermore, respondents were presented with the below additional statements asking them to describe their level of agreement:



HR Staff Survey Results

Performance Management and Development (Cont..)

“My manager cares about me and my career”

68% of respondents stated an overall **agreement** with this statement (39% answered “Strongly Agree” and 29% answered “Agree”). 18% of respondents chose the “Neutral” option, with 14% disagreeing overall (9% answered “Disagree” and 5% answered “Strongly Disagree”).

“I see that there are opportunities for me to grow and develop my career within the OHR”

46% of respondents stated an overall **agreement** with this statement (36% answered “Agree” and 10% answered “Strongly Agree”). 22% of respondents chose the “Neutral” option, with 32% disagreeing overall (19% answered “Disagree” and 13% answered “Strongly Disagree”).

“I receive sufficient learning opportunities in my role”

52% of respondents stated an overall **agreement** with this statement (31% answered “Agree” and 21% answered “Strongly Agree”). 26% of respondents chose the “Neutral” option, with 22% disagreeing overall (16% answered “Disagree” and 6% answered “Strongly Disagree”).

Respondents were then asked the question “If you think that OHR should be doing more to develop its people, then please tell us what you think needs to change”. The below themes emerged:

Targeted Learning and Mentoring Opportunities

The most common response (29%) recommended that OHR implement targeted learning and mentoring opportunities for their staff in order to develop them further. It was noted that due to the current workload and lack of resources, it is difficult for staff to partake in personal professional development opportunities, and that it is often “neglected”. It was described that staff need the time to attend both formal and informal training events to include learning on the job and shadowing opportunities. Similar to previous feedback, staff would like OHR to take a “one team” approach, and to utilise cross training opportunities.

Therefore, respondents emphasise that both, senior managers and line managers need to “encourage, motivate and support staff” to partake in such opportunities whilst also sharing their breadth of experience through mentoring and allowing staff to shadow them in order to build skills and confidence. Staff report the desire for targeted learnings and mandatory trainings to be implemented. To ensure completion of targeted learning, it was suggested to implement a set number of continuous professional development hours for all staff. Staff highlight the desire for managers to provide “more positive, regular and constructive feedback” with clear pathways of development and development plans in place.

Increase Headcount

Similar to previous themes, 21% of respondents emphasise the need for an increase in headcount for OHR as a result of the current workload and under resourcing, to enable staff to take the opportunity for personal development. Resourcing is currently described as “restrictive” and a hindrance to allowing for adequate development opportunities of OHR staff in line with adequate quality assurance.

Succession Planning

19% of respondents believe that embedding a proper succession planning approach with consideration given to workforce planning within OHR will allow for further development of staff. It is described that staff often leave as they cannot see a future or progression above their current role. It was commented by one member of staff that if they were wishing to progress they would have to look outside OHR, and by others that there needs to be “less nepotism”.

HR Staff Survey Results

Performance Management and Development (Cont..)

Enhance Training Budget

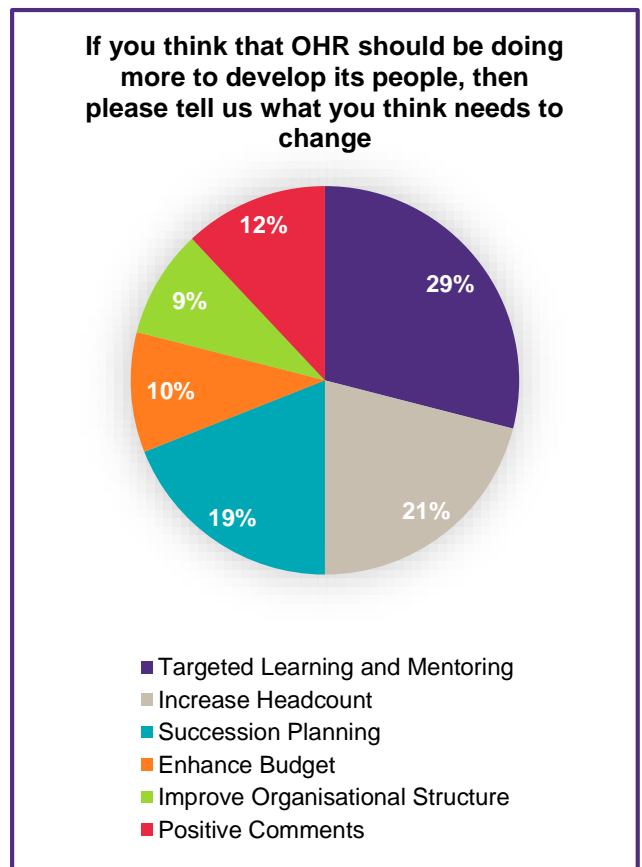
10% of respondents comment that OHR needs a dedicated training budget to support staff development. Staff raise that training budgets are limited and one comment raised that OHR only has the budget for one person to complete the CIPD Level 3 course per year. The limited training budget and time available to staff is said to limit OHR's overall ability to support staff through professional qualifications.

Improved Organisational Structure

Similar to previous responses, 9% of respondents acknowledge that a review to the structure may be necessary. Comments highlight the need to integrate teams, to have representatives with the various specialities in one team to create a cohesive approach to service users in addition to encouraging the development of staff. This is believed to allow for cross training and shadowing opportunities for staff to expand their HR knowledge. Additionally, comments raised highlight the requirement to reduce the level of "micromanagement" and place more trust in staff.

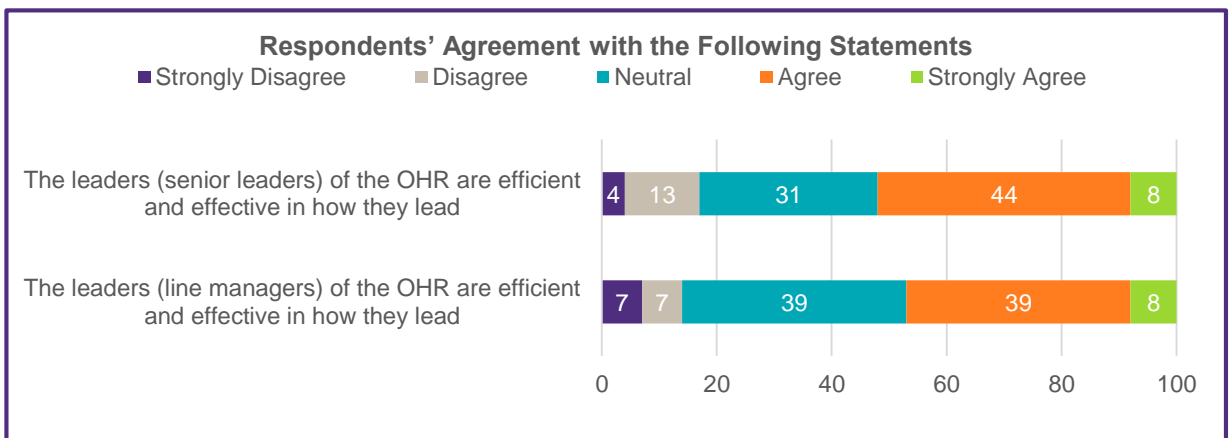
Positive Comments

12% of respondents highlight positive offerings from OHR in terms of developing its people. This includes that staff receive plenty of opportunities to develop their career. However, it was acknowledged that other teams vary in terms of the learning and development opportunities provided to staff.



Leadership

Respondents were presented with the below statements asking them to describe their level of agreement:



HR Staff Survey Results

Leadership

“The leaders (senior leaders) of the OHR are efficient and effective in how they lead”

52% of respondents stated an overall **agreement** with this statement (44% answered “Agree” and 8% answered “Strongly Agree”). 31% of respondents chose the “Neutral” option, with 17% disagreeing overall (13% answered “Disagree” and 4% answered “Strongly Disagree”).

Those that disagreed with the above statement were asked “What do you think the leaders of the function should be doing differently?”. The key findings emerging from this are provided below.

Provision of Guidance and Promotion of OHR

The majority of respondents (30%) highlight the requirement for senior leaders to provide more guidance and support to staff across OHR. However, the perception prevails that senior leadership are too busy, resulting in a communication barrier from the top down, where staff “feel like everything happens without their input”. As such, staff note that they need clear priorities and direction from senior leaders. As a result of the lack of support, staff highlight their risk averse nature in bringing issues to their manager. Comments state that senior leaders also need to promote the value of OHR to the wider Government, and to be more in touch with the teams that make up the OHR. Staff believe that this will also enhance the credibility of OHR.

Review of the Structure

28% of respondents highlight the requirement to review the structure of OHR to improve the leadership. Respondents note that over the last twelve-eighteen months OHR has lost “majority of its senior management team, all at director level” which has impacted upon both structure and the service delivery of OHR. However, other comments highlight that the structure of OHR is “top heavy” and emphasise the inefficiencies in the current structure highlighting that the current Interim Executive Director has 16 direct reports. Therefore, staff believe that the structure should be reviewed as senior leaders often get caught up in operational tasks as opposed to strategic workload.

There is acknowledgement that leadership is varied throughout OHR, with some leaders being better managers, and that staff believe the leaders are doing the best they can with the resources available. Therefore, staff suggest that they need to identify where leaders need support to develop their leadership and management skills.

Shift in Leadership Style

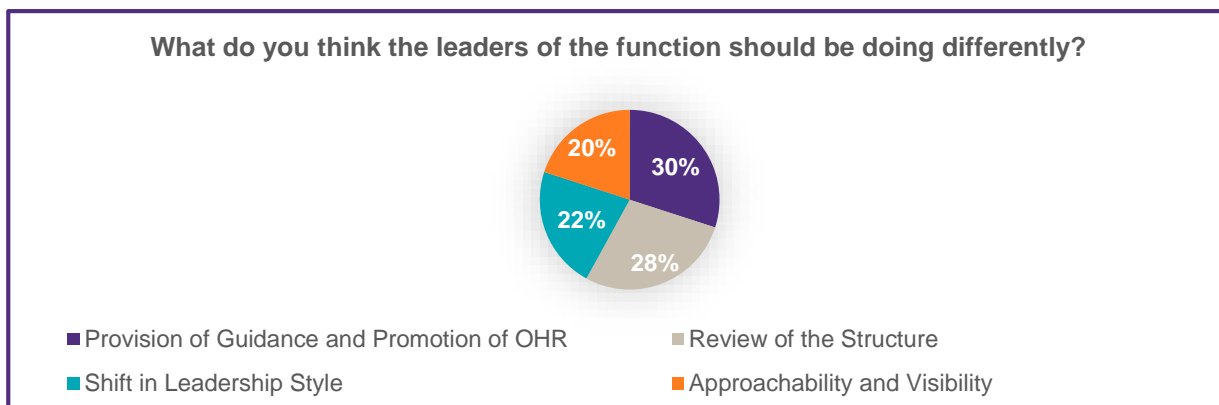
22% of responses emphasise that the current senior leadership are too “reactive”, and that they are too involved in the day to day operational running of the organisation. Staff report that they need to be more “proactive and strategic”, and less “autocratic and laissez faire” in their approach to leadership. It was reported that staff believe senior leaders do not have the time to consider the long term consequences of their decisions and that more effective communication from the top down is desired. It is also acknowledged that due to the “current workload and the environment, it is difficult to see any actual leadership”.

Approachability and Visibility

The minority of responses (20%) report that the senior leaders need to be more “visible”, “accessible” and supportive. In line with this, staff believe that the senior leaders need to recognise those at lower grades, “have a genuine interest in staff” and show acknowledgement for work well done. It was also commented that some senior leaders need to listen to staff and that some of the leaders are disconnected from the service in that they do not understand the needs of the business.

HR Staff Survey Results

Leadership (Cont..)



“The leaders (line managers) of the OHR are efficient and effective in how they lead”

47% of respondents stated an overall **agreement** with this statement (39% answered “Agree” and 8% answered “Strongly Agree”). 39% of respondents chose the “Neutral” option, with 14% disagreeing overall (7% answered “Disagree” and 7% answered “Strongly Disagree”).

Those that disagreed with the above statement were asked “**What do you think the leaders of the function should be doing differently?**”. The key findings emerging from this are included below:

Lead and Coach

The majority of respondents (45%) note in a similar response to the previous question that line managers need to be more “visible”, “present” and that they need to actually lead rather than trying to please everyone. In line with this, staff believe that line managers need to stop “micromanaging” and place a focus on being good role models, embedding a more honest and open culture through utilising feedback and coaching mechanisms and providing clarity on direction. Staff report the perception that currently managers are focusing on tick box exercises as opposed to communicating with teams on their purpose, plans and how their work contributes to the “bigger picture”. Additional comments were presented in terms of the lack of direction in general for OHR which then has fed down through the management structure.

However, a small number of staff highlight the difficulties for managers in leading their teams, and highlight that in general, OHR have supportive managers who want to tackle issues and ensure OHR is a great place to work.

Encourage Cross Functional Collaboration and Communication

27% of respondents report that line managers need to implement open lines of communication whilst also encouraging cross functional collaboration across OHR. Staff acknowledge that communication has improved this year, however, there are areas for improvement. The workforce is described as “segregated” as a result of the siloed ways of working. Respondents believe that OHR needs more opportunities to “cross pollinate, to understand each others roles and impact better” and to appreciate the experience and knowledge on other teams. Staff highlight that the focus of managers needs to shift towards viewing OHR as one function to eradicate the silos. Therefore, there is an apparent desire to seek out more collaborative ways of working. Additionally, staff comment that they would like more consistent communication and to be heard by managers.

HR Staff Survey Results

Leadership (Cont..)

Encourage Consistency

One quarter of respondents (25%) raise awareness of the different management standards across OHR and point out that roles should be more transparent. An example provided of the lack of consistency is that some members of staff have regular one to one performance discussions with their manager, whilst others report the infrequent nature for them in receiving feedback. Additionally, staff highlight the lack of consistency is a result of the group being “disjointed” with a mix of leadership attitudes and approaches. However, staff also acknowledge that line managers are doing their best and that they are passionate about what they do.

Enhance Recognition

The minority of respondents (3%) report that line managers need to celebrate work well done and acknowledge the work completed by their team. It was commented that managers are sometimes too focused on targets, and miss the opportunity to manage and interact with their team. Staff have a strong desire to feel valued and appreciated.

Organisational Culture

Respondents were asked to **describe the culture of OHR**. **56%** of responses expressed positivity around the current culture and working environment, with **34%** highlighting challenges with the current culture. Additionally **10%** acknowledge that the culture is variable throughout OHR.

Positive Culture

The large majority of respondents (56%) resonate with a positive culture within OHR. The culture is described as being safe, supportive, respectful, open, inclusive, encouraging and that the culture is similar to that of a family. OHR was described by many as being “a great place to work”, where staff have a strong sense of belonging and that they resonate with the impact of their role and the difference they are making to the Island. Staff commented that they are able to openly express themselves and that their wellbeing is prioritised and considered in line with their work and decisions that are made. Additionally, it was noted that the culture is driven by staff who are committed to the service they are providing to their customers, and that there is a shared sense and common purpose that they “are all in it together”.

Negative Culture

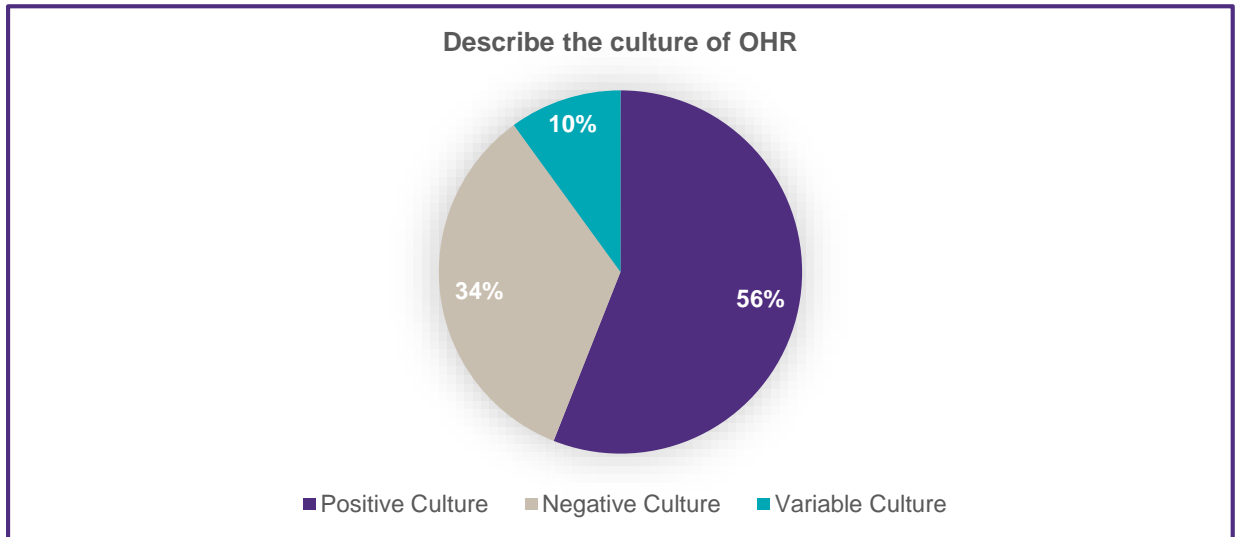
Of the responses **expressing concerns (34%)** in regards to the current culture, the comments are largely surrounding the silo culture and mentality that prevails, the lack of cross divisional cooperation, the presence of the “them and us” mentality and cliques. Staff describe it as “old fashioned” and “autocratic”, relying on “outdated practices” with staff that are “unwilling to change”. Respondents highlight that morale is low, with staff feeling demotivated, demoralised and frustrated. Reportedly, there are elements of blame culture present across teams, resulting in a risk averse culture. The environment within OHR is described as being “unsettled”, and the thought prevails that with more staff, the culture and OHR would flourish.

Variable Culture

The **remaining responses (10%)** acknowledge that the culture varies depending on the division, as a result of the siloed nature of OHR and the lack of cross functional collaboration. Staff believe that OHR is “disconnected”, “segmented” and “divided”. A small number of staff note that the culture of OHR is not the issue, rather, problems are “borne out of the structure” and the “extremely limited resources”, high workload and processes.

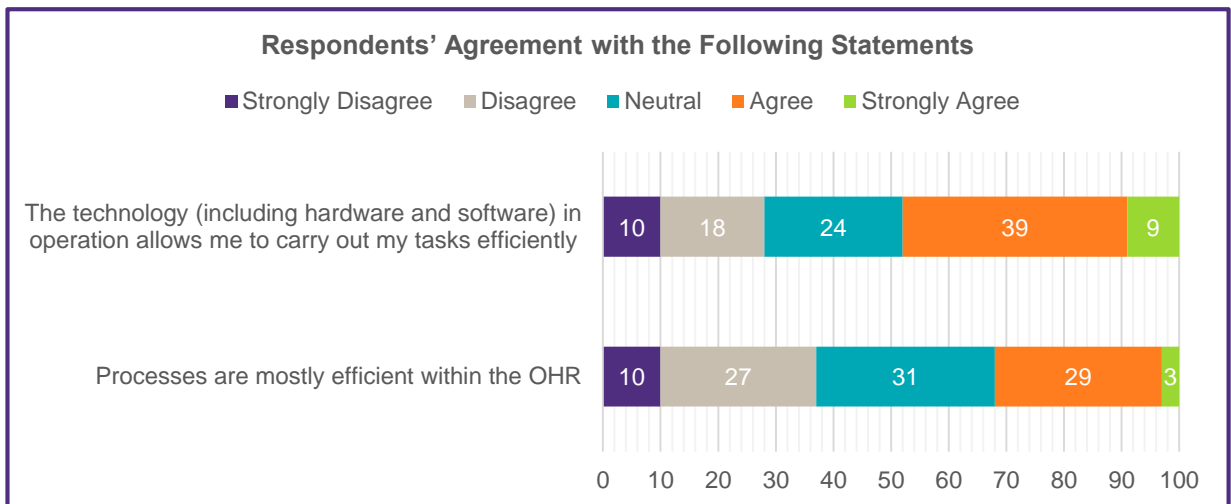
HR Staff Survey Results

Organisational Culture (Cont..)



Systems and Processes

Respondents were presented with the below statements asking them to describe their level of agreement:



“The technology (including hardware and software in operation allows me to carry out my tasks efficiently”

48% of respondents stated an overall **agreement** with this statement (**39%** answered “Agree” and **9%** answered “Strongly Agree”). **24%** of respondents chose the “Neutral” option, with **28%** disagreeing overall (**18%** answered “Disagree” and **10%** answered “Strongly Disagree”).

Respondents who stated an overall disagreement with this statement were asked to **provide suggestions on what OHR can do to improve the technology utilised**. The themes are outlined on the following page.

HR Staff Survey Results

Systems and Processes (Cont..)

Invest in Modern Technology

The **large majority of responses (73%)** state that OHR need to invest in modern technology. Staff highlight that the current systems and technology in place are not intuitive, user friendly, nor fit for purpose, and that they require “a lot of manual intervention” as the technology is described as being “outdated”. The current technology is described as being “dysfunctional”, time consuming and open to manual errors. A number of comments highlight that the PiP system requires work arounds as it does not cater for all terms and conditions across the Isle of Man Government. Therefore, staff emphasise that technology needs to be revisited to meet the needs of the service, as it is acknowledged that “technology lets us down a lot”. Staff suggest that implementing a bespoke single HR system with the functionality for training, recruitment, appraisals and personnel records management would be helpful. Staff believe this will reduce the errors, streamline processes, ensure accountability and allow OHR to be more proactive in their approach.

Training

13% of respondents highlight the requirement for OHR to roll out training in regards to each system used within OHR to improve overall knowledge and use of the technology already implemented. Respondents claim that staff do not know how to use the current technology effectively, in particular the PiP system. Staff believe that OHR need to invest more in the build, roll out and development of technology to ensure it is utilised properly and consistently. Training has been described as “poor”, with no “standardised practical training” available. Respondents report that there are no IT experts in OHR, therefore, staff are learning how to use the technology off someone on their team resulting in errors and gaps in knowledge being inherently passed down.

Integration of Systems

8% of respondents note that currently the systems do not complement or interact with each other and the various functions. Respondents highlight that there are currently too many systems that are not integrated or intuitive in the way that they work. This is said to result in information being duplicated in multiple areas. As a result, staff highlight that reporting functionality is difficult and time consuming.

Streamline processes

6% of respondents state the requirement to streamline and automate processes in order to make the technology more efficient. It was acknowledged that multiple processes still require manual input when the system should be automating the various tasks.

“Processes are mostly efficient within OHR”

37% of respondents stated an overall **disagreement** with this statement (**27%** answered “Disagree” and **10%** answered “Strongly Disagree”. **31%** of respondents chose the “Neutral” option, with **32%** agreeing overall (**29%** answered “Agree” and **3%** answered “Strongly Agree”).

Respondents who stated an overall disagreement with this statement were asked to provide suggestions on **what OHR can do to improve the processes**. Staff pointed to the below themes:

Streamline Processes and Ensure Consistency

The majority of respondents (61%) highlight that processes are long winded, manual, inconsistent, time consuming and “fractured” between teams. Staff note that there are multiple unnecessary processes, checklists and approvals required as a result of the risk averse nature of OHR, describing it as “overkill”. Respondents acknowledge that “one size does not fit all”, whilst other comments raise the point that processes should be streamlined and “linear for all Government Departments”. A small number of staff acknowledge that some work has been done to improve processes already, however, it is impeded upon by the lack of resources and time, and the high workload in OHR.

HR Staff Survey Results

Systems and Processes

Improve Technology and Training Provision

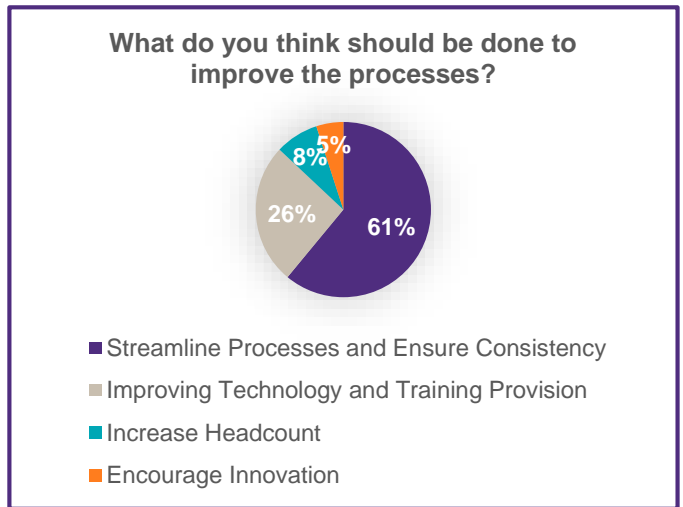
Just **over one quarter of respondents (26%)** state that minimal training is provided during the implementation phase of revised processes. Staff believe the processes need to be re-designed to take into account the improved use and implementation of modern technology, best practice and simplification. Therefore, ensuring the processes are less labour intensive and manual going forward, allowing OHR to “embrace technology and automation”. Staff believe there are numerous benefits from implementing a centralised system. Additionally, staff note the importance of providing training to ensure there is alignment and understanding from each employee.

Increase Headcount

8% of respondents emphasise that the processes will not improve unless the processes are reviewed and complemented with sufficient resources to support and refine systems and process development.

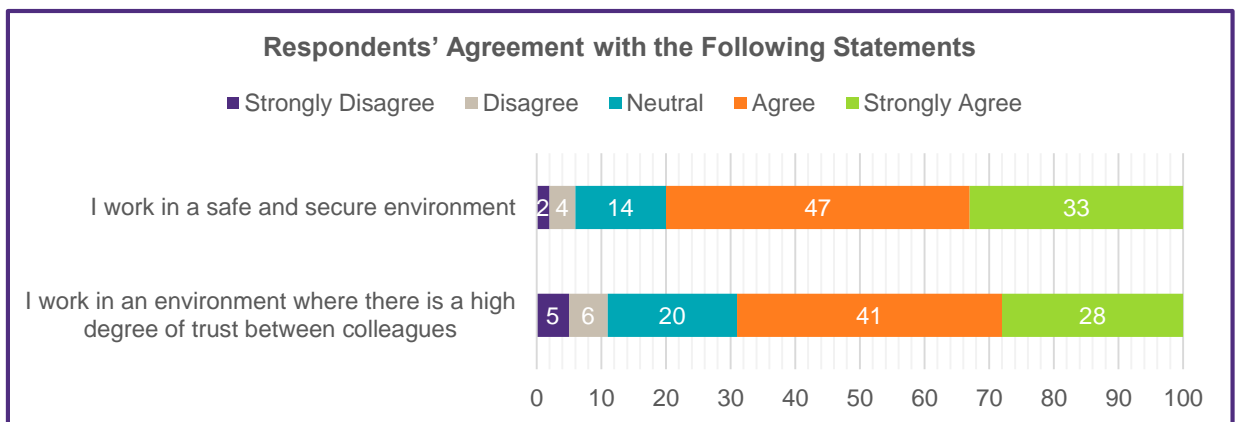
Encourage Innovation

5% of respondents note that OHR needs to encourage staff to be innovative and creative in the review of their processes to improve effectiveness.



Work Unit Climate

Respondents were presented with the below statements asking them to describe their level of agreement:



“I work in a safe and secure environment”

80% of respondents stated an overall **agreement** with this statement (**47%** answered “Agree” and **33%** answered “Strongly Agree”). **14%** of respondents chose the “Neutral” option, with **6%** disagreeing overall (**4%** answered “Disagree” and **2%** answered “Strongly Disagree”).

HR Staff Survey Results

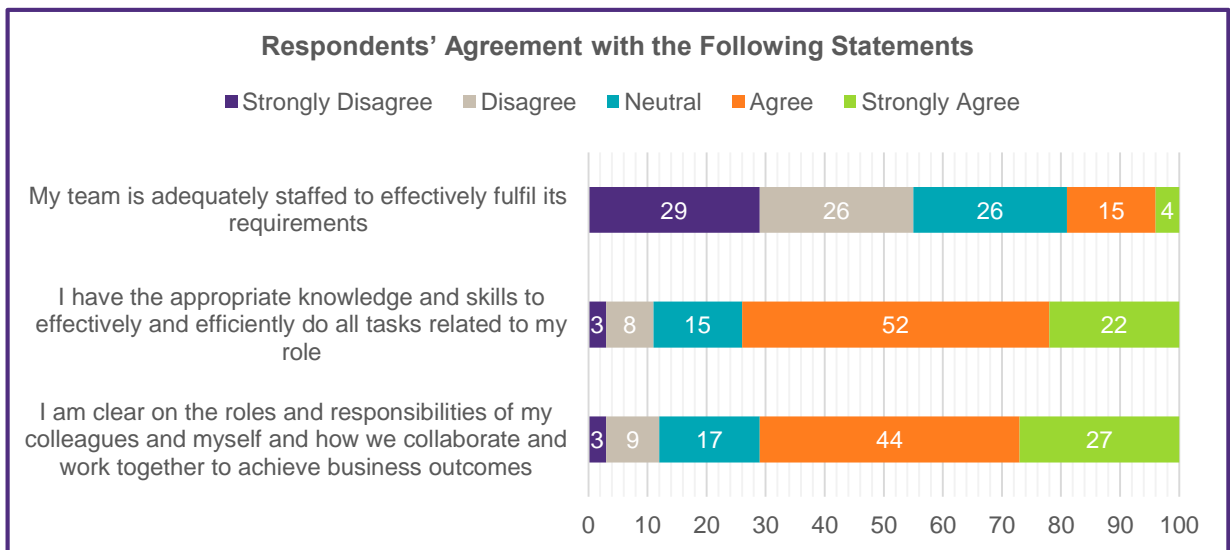
Work Unit Climate

“I work in an environment where there is a high degree of trust between colleagues”

69% of respondents stated an overall **agreement** with this statement (41% answered “Agree” and 28% answered “Strongly Agree”). 20% of respondents chose the “Neutral” option, with 11% disagreeing overall (6% answered “Disagree” and 5% answered “Strongly Disagree”).

Task Requirements, Individual Skills and Abilities

Respondents were presented with the below statements asking them to describe their level of agreement:



“My team is adequately staffed to effectively fulfil its requirements”

57% of respondents stated an overall **disagreement** with this statement (26% answered “Disagree” and 29% answered “Strongly Disagree”. 26% of respondents chose the “Neutral” option, with 19% agreeing overall (15% answered “Agree” and 4% answered “Strongly Agree”).

Respondents who stated an overall disagreement with this statement were asked to provide suggestions on what OHR can do to improve staffing in their team. Staff pointed to the below themes:

Increase Headcount

Similar to previous survey queries, the majority of respondents, amounting to **nearly two thirds (62%)** highlight the requirement to increase OHR’s headcount to improve the staffing in their team. Staff believe that their “extremely high volume of work” is getting “higher on a weekly basis”, resulting in a lack of resilience across OHR due the lack of resources available. It has been highlighted in previous responses that as a result of OHR being insufficiently resourced, OHR’s work is reactive as opposed to proactive. Therefore, increasing the headcount with the required specialist skills will allow OHR to be more proactive in their ways of working.

A number of staff commented that when there are any sickness absences, the teams do not have the resilience or staffing to keep on top of the current workload to meeting expectations or the current SLA’s. Additionally, staff highlight that vacant roles need to be recruited for in a timely manner in order to reduce the increased workload for the remaining team.

HR Staff Survey Results

Task Requirements, Individual Skills and Abilities (Cont..)

Implement Permanent Roles and Increase Funding

16% of respondents believe that a lack of investment and an “under appreciation” of the work that OHR does has resulted in OHR having less than what is described as “basic staffing levels”. Therefore, staff note that funding should be made available as teams are struggling to meet their current workload as it is described that they are “greatly underfunded”. Additional comments acknowledge that OHR should be employing staff on a permanent basis as opposed to LTA’s or temporary contracts, which are costly and ineffective. It is highlighted that investments need to be made in recruitment and retention. One comment showcased that their team has decreased in staffing numbers in comparison to their position 5 years ago, therefore, not taking into account the additional workload of OHR and staffing the teams accordingly.

Review Processes and Technology

In a similar vein to previous survey queries, **15%** of respondents note that OHR need to review the current processes and technology, which would inform better ways of working and validate the requirement for additional staffing. Staff believe that there is a need to match the expectations of OHR to their resourcing to ensure that OHR is set up for success, moving away from the current “fire fighting” mentality.

Encourage Communication and Cross Functional Collaboration

The **minority of respondents (7%)** state the desire for enhanced communication and cross functional collaboration across OHR, which would in turn, result in improved cross-training of staff in different teams. Staff believe that this will ultimately contribute to reducing a small portion of the staffing issues currently in OHR as more staff could be located where the high workload is. Staff comment that this will also improve the culture within the organisation, as they work together as one team.

“I have the appropriate knowledge and skills to effectively and efficiently do all tasks related to my role”

74% of respondents stated an overall **agreement** with this statement (**52%** answered “Agree” and **22%** answered “Strongly Agree”). **15%** of respondents chose the “Neutral” option, with **11%** disagreeing overall (**8%** answered “Disagree” and **3%** answered “Strongly Disagree”).

Respondents who stated an overall disagreement with this statement were asked to provide suggestions on **what skills or knowledge development would help them to improve in their role**. Staff pointed to the below themes:

Enhance Training and Self Development Offerings

Almost one half of respondents (48%) highlight the requirement for OHR to increase their learning and developing offerings to staff in order to improve their skills and knowledge development. Staff note that they would like more time for self development, guidance on career paths and promotion of opportunities to further their skills. Instead, staff comment that they are given checklists to complete work as opposed to sufficient training to ensure understanding. Similar to previous questions throughout the survey, it has also been acknowledged that there is a limited budget for training offerings.

Improve Shared Knowledge of Workload and Support

36% of respondents note that knowledge management is limited in OHR. Staff would like to feel more supported by their managers, as currently they report that their manager has “unrealistic” expectations of what they should be able to do. It was commented that staff have “been left to work things out” for themselves. To support this, staff suggest encouraging exposure, shared knowledge and support through shadowing opportunities.

Clearly Defined Roles

The **minority of respondents (16%)** state that having more defined roles would help improve skills and knowledge development across OHR. It was also noted that priorities are continuously changing, therefore, making it difficult to assess staffs ability to meet the priorities.

HR Staff Survey Results

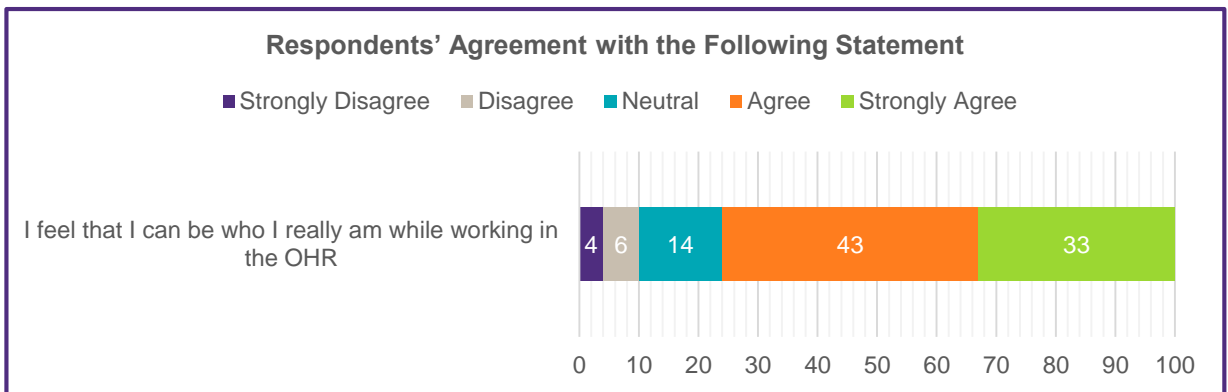
Task Requirements, Individual Skills and Abilities (Cont..)

“I am clear on the roles and responsibilities of my colleagues and myself and how we collaborate and work together to achieve business outcomes”

71% of respondents stated an overall **agreement** with this statement (44% answered “Agree” and 27% answered “Strongly Agree”). 17% of respondents chose the “Neutral” option, with 12% disagreeing overall (9% answered “Disagree” and 3% answered “Strongly Disagree”).

Individual Needs and Values

Respondents were presented with the below statement asking them to describe their level of agreement:

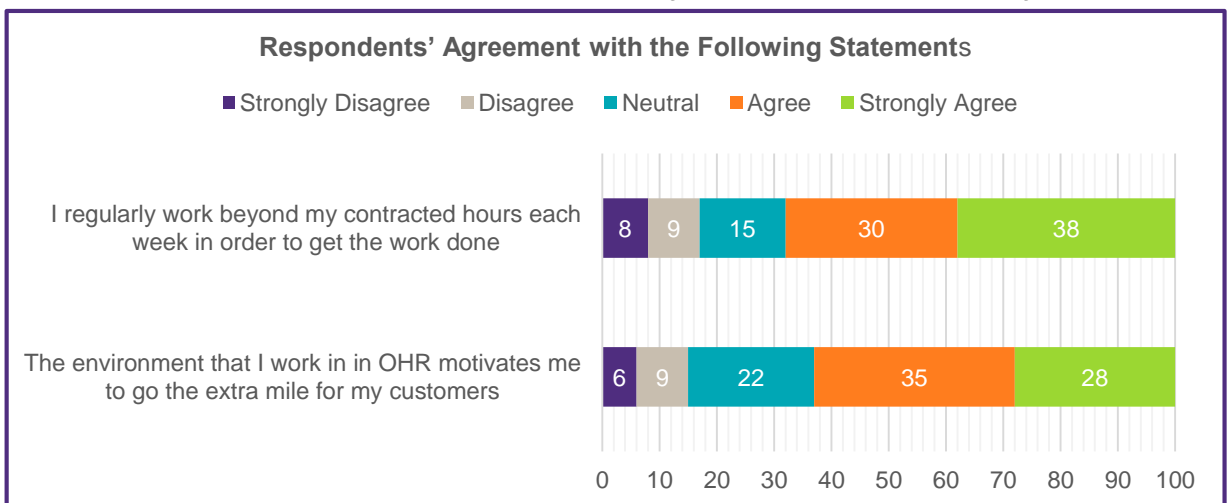


“I feel that I can be who I really am while working in the OHR”

76% of respondents stated an overall **agreement** with this statement (43% answered “Agree” and 33% answered “Strongly Agree”). 14% of respondents chose the “Neutral” option, with 10% disagreeing overall (6% answered “Disagree” and 4% answered “Strongly Disagree”).

Motivation

Respondents were presented with the below statements asking them to describe their level of agreement:



HR Staff Survey Results

Motivation (Cont..)

“I regularly work beyond my contracted hours each week in order to get the work done”

68% of respondents stated an overall **agreement** with this statement (30% answered “Agree” and 38% answered “Strongly Agree”). 15% of respondents chose the “Neutral” option, with 17% disagreeing overall (9% answered “Disagree” and 8% answered “Strongly Disagree”).

Respondents who stated an overall agreement with this statement were asked how many extra hours they work each week in order to get their work done. The options were between 0-5 hours, 6-10 hours, 11-15 hours or more than 15 hours. 100% of respondents selected the answer **0-5 hours**.

“The environment that I work in in OHR motivates me to go the extra mile for my customers”

63% of respondents stated an overall **agreement** with this statement (35% answered “Agree” and 28% answered “Strongly Agree”). 22% of respondents chose the “Neutral” option, with 15% disagreeing overall (9% answered “Disagree” and 6% answered “Strongly Disagree”).

Respondents who stated an overall disagreement with this statement were asked **what would need to change to help improve their motivation in their role**. Staff pointed to the below themes:

Culture and Common Purpose

The majority of respondents (29%) state that having a common direction and purpose and good departmental culture across OHR would help to improve staff motivation. This would allow for staff to understand where their role fits and what their contribution is to the overall goal of OHR. Within this, staff highlight in order to improve the culture and common purpose of OHR, OHR need to encourage cross-functional collaboration and working in partnership as one team, eradicating the “them and us” mentality.

Workload and Realistic Expectations

27% of respondents emphasise that the workload across teams within OHR needs to be reviewed as it is “ever growing” without a view to increasing resources, therefore, leading to unrealistic expectations which is dampening staff motivation. Staff raise concerns that they are constantly “overwhelmed” with workload.

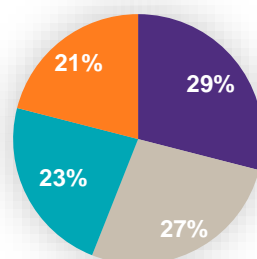
Recognition

23% of respondents suggest that increased recognition or acknowledgement of staff throughout OHR would greatly improve their motivation. Staff report that they do not feel valued, and that they would like to see “more appreciation and respect”. Additionally, staff note that there is a lack of measurement and achievement of performance which inhibits motivation and progression.

Personal Factors

The minority of respondents (21%) note that they are motivated through internal and personal factors alone, as the overall working environment of OHR does not promote or encourage this.

What would need to change to help improve your motivation in your role?

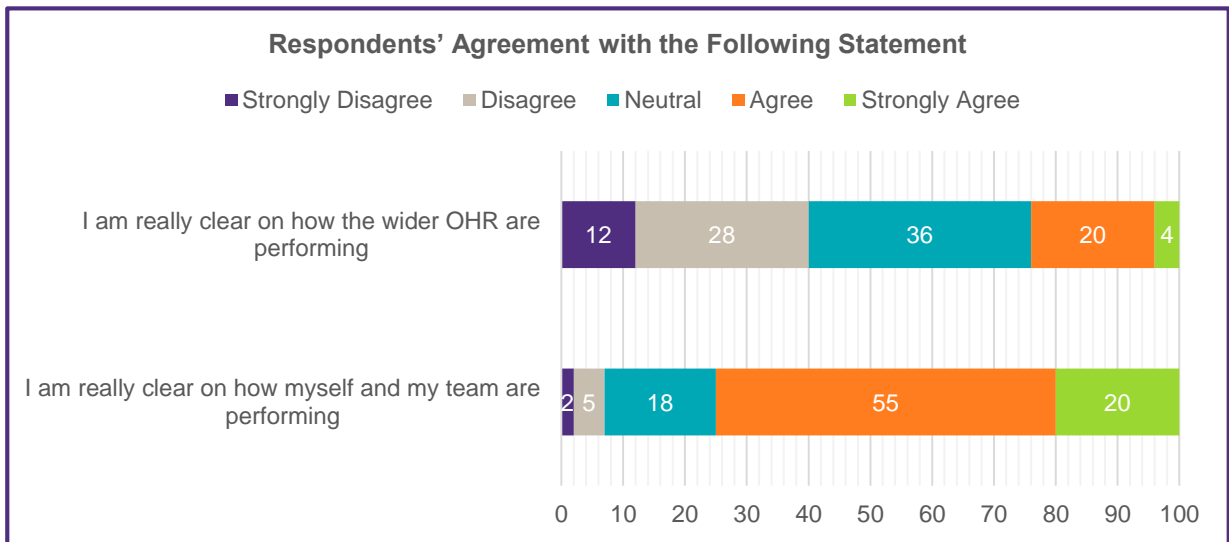


- Culture and Common Purpose
- Workload and Realistic Expectations
- Recognition
- Personal Factors

HR Staff Survey Results

Organisational Performance

Respondents were presented with the below statements asking them to describe their level of agreement:



“I am really clear on how myself and my team are performing”

75% of respondents stated an overall **agreement** with this statement (**55%** answered “Agree” and **20%** answered “Strongly Agree”). **18%** of respondents chose the “Neutral” option, with **7%** disagreeing overall (**5%** answered “Disagree” and **2%** answered “Strongly Disagree”).

“I am really clear on how the wider OHR are performing”

40% of respondents stated an overall **disagreement** with this statement (**28%** answered “Disagree” and **12%** answered “Strongly Disagree”). **36%** of respondents chose the “Neutral” option, with **24%** agreeing overall (**20%** answered “Agree” and **4%** answered “Strongly Agree”).

Suggestions

Respondents were asked to provide **ideas or suggestions that they would like to make in relation to how the OHR operates both now and into the future**. The below themes emerged:

Structure and Resourcing

The majority of respondents (32%) highlight the requirement to restructure the teams in OHR and ensure there are adequate resources, which has been a common theme throughout the survey. Staff note that they would like “a more coherent structure that eliminates inefficiencies and enables a more rounded service”. It was commented that a full review is required to ensure that resources are located in the right area as opposed to historical or legacy placement of resources. This should include the review of teams that are currently well resourced, but are not essential operationally to OHR. Similar to previous queries, staff believe having teams with the various specialities would be beneficial for the customer.

HR Staff Survey Results

Suggestions (Cont..)

Enhance Communication and Cross Functional Collaboration

Over one quarter of respondents (26%) in a similar vein to previous survey responses state the requirement for enhanced communication and collaboration across OHR and between the different teams. Better working relationships is believed to improve awareness of OHRs remit, therefore, improving how OHR work together. It was reported that staff would like more frequent and transparent communications “bulletins, newsletter, quarterly and monthly briefings” with meaningful reports on performance and clear future plans. Improvements have been acknowledged over the past 6 months, where “trust in OHR leadership has grown” as a result.

Embedding efficient Processes

20% of respondents note in a similar vein to previous responses the requirement to implement lean processes, and utilising modern technology. This is in regards to both OHR and also with external Departmental processes for approvals, training and PIP skills. Staff note that the processes should be simple, clear and better communicated across OHR.

Clarity of Expectations

11% of respondents acknowledge that they need clear SLA's with customers in all areas, and to have greater clarity on what Departments should expect from OHR and vice versa. This would therefore allow for enhanced buy-in from Departments, Boards and Offices and raise awareness around how OHR can support them and their role.

More Development Opportunities

11% of respondents state their desire for more and “fair” opportunities across OHR, to include that of training opportunities across the board. Comments emphasise that implementing a structured training plan would be beneficial.

Summary

A strong representative sample was received regarding the survey response rate, with the majority of OHR staff **(71%)** participating. The survey results presented significant findings in relation to the current staff experience of workload, the overall resourcing demand within the OHR and the requirement for enhanced communication and cross functional collaboration across OHR. The large majority of respondents highlighted the requirement for adequate staffing and resourcing to support delivery of business as usual tasks and to respond to current work pressures. The majority of respondents **(68%)** highlight that they regularly work beyond their contracted hours in order to get their work completed.

In summary, these findings agree and build upon the findings from both our document review and interview phase, particularly regarding the high workload and the requirement for more resources, communication and cross functional collaboration across OHR. There were additional challenges mentioned in regards to the structure and processes which staff believe need to be reviewed.

Despite these noted pressures, there were also positive findings taken from the survey, with the majority of staff in agreement that they work in an environment where there is a degree of trust between colleagues **(69%)**. Further, **80%** of respondents were in agreement that they work in a safe and secure environment and **76%** of respondents are in agreement that they can be themselves at work. This indicates a positive and accepting work unit culture within OHR. However, staff called out a number of key areas which they believe need to improve.

Some of the respondents' comments are listen below:

- *“OHR is a brilliant office, everyone is so hardworking and they take pride in pleasing everyone they can”;*
- *“I personally have a strong sense of belonging to OHR and the Isle of Man Government and that the work I do is making a difference to the Island”;*
- *“A fantastic, hard working team – however, due to the pressures of workload and responsibilities, morale can dip and people are often stressed and feeling that they need to work extra hours to meet demands”;*

HR Staff Survey Results

Summary (Cont.)

- *“There is always open dialogue and for people to express themselves”;*
- *“Senior leaders are often pulled into operational matters, I’d expect the senior leaders to be more strategic in their approach”;*
- *“I am frequently drawn into operational matters. I want to spend more time with my team and our service users to understand their needs and enable proper development and succession planning. As teams we need to spend more time reflecting on what we do and how we do it and developing the skills we need accordingly”;*
- *“The leaders of the function need to appreciate the pressures the team are under”;*

The key strengths and challenges for OHR emerging from the survey results are:

Key Strengths

Overall positive interpersonal experiences with the majority of staff reporting that there is a friendly, welcoming, supportive and inclusive culture, where staff have described OHR as a great place to work.

There is a general view that employees are purpose and customer driven, largely driven by self-motivation.

Key Challenges

The majority of staff stated that their team is not appropriately staffed to effectively fulfil its requirements and their current workload.

Staff expressed concerns that the leaders of OHR are overly involved in the operational running of OHR, as opposed to having a strategic outlook and being more proactive.

Staff have concerns surrounding OHR’s current structure, processes and systems and whether they are fit for purpose.

Appendix 5: Document Review Findings

Document Review Findings

Introduction

Throughout the document review phase, Grant Thornton received 200+ documents from OHR. These documents provided context to key factors when considering OHR's current position, including relevant organisational and staffing data. The document review process found relevant data and information against the various elements from the 'Burke & Litwin' Model noted above.

Mission and Strategy

When considering the current state regarding OHR's HR Service Provision and strategic planning, our review found a number of outputs related to how the organisation plans to position itself in the future, with the most relevant being OHR's **Fit for the Future** documentation, Existing HR Strategies and Corporate Plans documentation including **Our Island Plan 2022**, **People Strategy 2018-2022** and the **People Strategy HR Service Delivery Plan 2022-2023**.

These plans reaffirm the vision for the future for OHR:
"Empowering people to deliver quality public services."

OHR clearly outline its **objectives for 2022-2023**, which are closely aligned with the Island Plan and the Government's vision to build a secure, vibrant and sustainable future for the Island nation. They link with all the areas of focus set out in the Island Plan as well as the Principles of one government. This includes:

- Building great communities;
- An Island of health and wellbeing;
- A strong and diverse economy;
- An environment we can be proud of; and
- Outstanding lifelong learning and development opportunities for all.

The above objectives are linked to the People Strategy themes and commitments from OHR:

Theme One: Attract and Hire

OHR have embedded the objective to have pro-active and competitive recruitment. This will be achieved through targeted bespoke recruitment strategies for hard to recruit roles and utilising a pro-active approach to recruitment. In order to achieve this, OHR have committed to supporting targeted bespoke recruitment strategies for Manx Care and DESC and hard to recruit roles, improving time to hire and quality appointments. Additionally, OHR have committed to working with DfE and external agencies to identify skills shortages and assist in the development programme.

Theme Two: Retain, Engage and Develop

To ensure achievement of the objective of providing outstanding lifelong learning and development opportunities for all OHR have committed to implementing career development frameworks, talent management and succession strategies. This will be achieved through producing clear career development offerings that incentivises people to join the public service, and developing coaching programmes and initiatives to support career development.

Additional objectives throughout this team are for OHR to focus on investing in succession management, and developing senior leaders across both, internal and external secondments. As a result, this will encourage leaders of OHR to empower their teams through providing regular and constructive feedback, taking steps to address any performance issues that might arise.

OHR are committed to ensuring resources are used effectively in the best interests of serving our people. This will be achieved through supporting new and improved ways of doing things, via process and system improvements. Some examples include the integration of PiP to deliver a cohesive self-service OHR, providing up to date and on time people analytics to improve and support decision making and the improvement of systems to reduce manual intervention and improve efficiency.

Document Review Findings

Theme Three: Reward and Recognise

OHR are striving to embed a performance driven culture, through implementing leadership qualities and performance appraisals and ensuring consistent communication throughout. This, alongside the reward strategy in place will continue to allow OHR to hire and retain staff. This can be achieved through ensuring competitive pay and reward systems. To achieve this, OHR have committed to reviewing and regarding ESO's within the PSC, implementing a defined contribution scheme, developing a parental leave policy for PSC and developing a policing on the management of TOIL.

Theme Four: Healthy and Well

OHR have instilled the objective to have a resilient and healthy workforce. To achieve this, OHR has set out that they will develop initiative to improve mental well-being, deliver a texting service for Occupational Health appointments to reduce waiting times and the return to work. Alongside this, OHR have committed to action and review of various policies. Within this pillar, OHR have committed to progression the Equality, Diversity and Inclusion of the organisation through implementing supportive mechanisms and policies alongside the removal of reemployment after the retirement policy.

OHR's mission and strategy complements the **overarching vision for the Isle of Man:**

"To build a secure, vibrant and sustainable future for our Island nation."

The strategic objectives outlined translate into multiple actions across Government to make the vision to a reality. The **core objectives** are outlined below:

- **Secure** – We have an island where everyone feels safe, our economy is secure, our health and education systems support everyone and we have housing, food, energy, and transport security;
- **Vibrant** – Our island is vibrant, diverse and welcoming, providing excellent educational, recreational and economic opportunities for all, and our businesses are able to grow with confidence, accessing the skill sand people required now and into the future.
- **Sustainable** – We look after and nurture our Island and our resources, driving forward our local agenda towards a fair, inclusive and sustainable society and environment.

The **PSC Annual Report 2021** highlights the key responsibilities of the Commission in respect of the overall Government workforce, to include the below:

- **People Strategy** – To provide oversight of the continued development and implementation of the Public Services People Strategy;
- **Corporate HR Policies and Procedures** – Develop and review corporate HR policies and procedures for approval by the Council of Ministers and monitor their consistent application across Government; and
- **Accountability** – Ensure that Accountable Officers and the Office of Human Resources are subject to appropriate levels of review and scrutiny in their delivery of the People Strategy and implementation of corporate HR policies and procedures.

The **Public Service People Strategy** was launched as a five year strategy in 2018, highlighting how the Public Service wants 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. Highlights of the **2020-2021 strategic achievements** are outlined below:

Theme One: Attract and Hire

- There has been an enhancement of the Public Service **employer brand**, which is evident through the increase in the average daily reach of people viewing the careers page.
- **Pro-active and competitive recruitment programmes** are in place, which includes a fast-track scheme for graduates within the Civil Service. Pro-active recruitment techniques have been facilitated through to development of the employee referral scheme among many other contributing factors.
- There has been a focus placed on **enhancing skills and information for hiring managers**, in order to find the best candidates. This includes the facilitation of masterclasses, in-house recruitment webinars and launching a recruiters network.

Document Review Findings

Theme Two: Retain and Engage

- **LEaD Training and Engagement:** LEaD reviewed and launched a revised corporate induction programme, which now provides a blended learning experience to complement the new ways of working since the COVID-19 pandemic. Alongside this, an updated prospectus was launched to provide a central, accessible access hub containing everything regarding Learning, Education and Development. This is inclusive of training opportunities, information on coaching networks and recent studies and information.
- **PSC Policies and Procedures:** PSC implemented a harmonised Grievance procedure in 2020 in addition to the Redeployment and Redundancy procedure.

Theme Three: Reward and Recognise

- **Industrial JEGS:** This programme aims to ensure that all manual and craft staff who transferred into the PSC in 2015 are appropriately graded and paid with regard to equality legislation.
- **Information Governance:** PSC have been implementing controls which have effectively resulted in a trend of reduced risk of data breach. Only 2% of data breaches were reportable in 2020/21 compared to 28% in 2019/20.
- **Payroll:** The payroll team has placed a focus on maintaining and enhancing accuracy. The average payroll accuracy rate was reported during the period of 2020/21 from a range of 97.34%-99.91%, which is above the CIPD benchmarked accuracy rate of 97%.

Theme Four: Healthy and Well

- **Mental Health:** PSC recognised National Stress Awareness Month in April 2020, with 28 sessions scheduled covering a variety of topics.
- **Sickness Absence:** The number of staff who have taken no absence due to sickness has risen by 10%, despite the pandemic. The average number of days lost per FTE was reduced from 15.43 in 2019/2020 to 13.19 in 2020/2021. The groups that were identified as taking a higher number of days as sickness absence are PSC manual and craft, public transport and NJC staff alongside Department's such as DHSC, DOI and DHA. An interesting commonality amongst these are that a higher proportion of staff would not have been able to work from home during the period, thus more significantly impacted by the pandemic and sickness absence.
- **Casework:** There was a reported 26% reduction of cases being opened across the year concerning absence in 2019/2020.
- **Health, Safety and Welfare:** The welfare service provided support to staff throughout the pandemic, operating a front-line health worker support telephone line seven days per week. There was reportedly a rise in referrals in July following the return to work.

Theme Five: Redesign and Develop

- **Organisational Development:** The Organisation development and design team have delivered ten bespoke workshops across 7 Departments, Boards and Offices to support organisational effectiveness in implementing cultural and strategic transformation through the people and structures of the Public Service.
- **New Public Service:** Work is underway exploring how the public service can learn from, maintain and embed the positive ways of working which were implemented in response to the COVID-19 pandemic.

Leadership

It was reported in the **Fit for the Future Review** that there are differences in expectations at a senior level, and inconsistencies in the role of the manager in raising issues with HRM and taking ownership for their resolution.

In 2021, as part of "**The Happiness Index**", a survey was issued to OHR, the wider Isle of Man Government and the Cabinet Office in relation to **leadership**. The survey received a 39% response rate from OHR staff, and 19% response rate from the wider Isle of Man Government.

Document Review Findings

Survey respondents were asked a total of 14 questions, of which the below received the **highest scores**:

- My Supervisor/Manager is open to my ideas;
- My Supervisor/Manager listens to me and considers my views;
- I have confidence in the decisions made by my supervisor/manager;
- My supervisor/manager tells me when I have done a good job; and
- My supervisor/manager communicates effectively.

The below questions received the **lowest scores**:

- Senior managers are aware of the challenges we face in our team;
- Overall, I have confidence in the decisions made by my senior managers;
- My supervisor/manager deals with poor performance effectively;
- Senior management are open and honest in their communication with staff; and
- Senior managers in my Department are sufficiently visible.

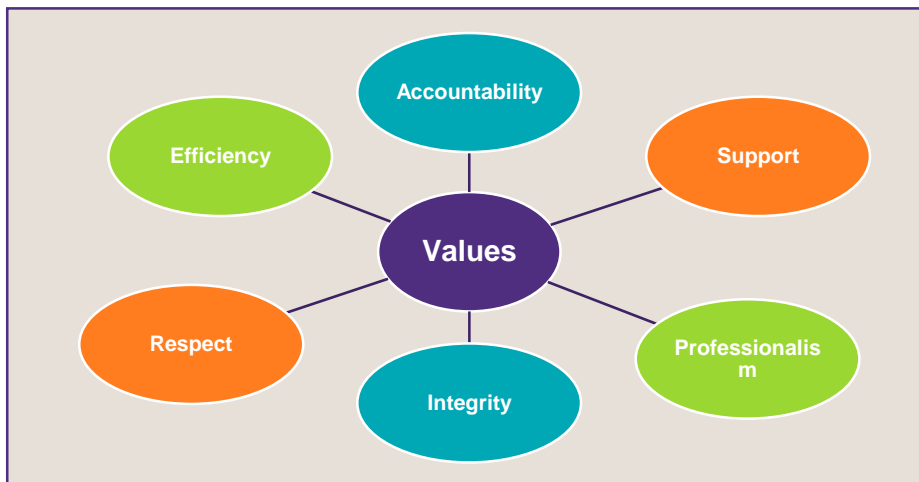
Team happiness scores were reported positively, with each team scoring from 6-8 on a scale of 1-10.

Overall, there seems to be a disconnect from senior management to staff, as respondents report that they feel listened to by their direct supervisor/manager, however, they do not feel the same with senior managers. There is a perceived disconnect within the workforce as staff report that senior manager are unaware of the challenges faced in their teams, and there is a perceived lack of communication and visibility from the top down.

Organisational Culture

Shared Values

Within OHR's **People Strategy HR Service Delivery Plan 2022**, six core values have been communicated that will underpin and guide the work of OHR as a public service body:



- **Accountability** – We acknowledge our responsibility to the Isle of Man public service and are proud to deliver bold, creative, and innovative outcomes;
- **Support** – We are a friendly, approachable, customer-focused service; advising and assisting with energy, empathy, understanding and encouragement;
- **Professionalism** – We are committed to consistently deliver knowledgeable, high-quality specialist information and guidance;
- **Integrity** – We are open, honest and trustworthy and can be relied upon to uphold the principles of fairness and to respect confidentiality;

Document Review Findings

- **Respect** – We value all and recognise difference, acting with consideration and kindness; and
- **Efficiency** – We provide a consistent, accurate, effective, prompt and reliable service to the Isle of Man Government.

The **Isle of Man People Qualities Framework** was implemented to support positive personal development for every individual within the public service. The qualities were determined in 2013 by focus groups of employees from across the organisation. The framework clearly maps the progress for each quality or behavior from the level expected of each employee at every level and grade. It is an aspirational framework for personal development, which are utilised alongside the competency framework. The framework is said to be utilized for designing jobs, recruitment, personal development, performance management, succession planning and conducting one-to-ones. It represents the need to balance the three C's:

- The **capability** of an individual – their form and ability to deliver tasks – the extent of an individual's ability; their capacity and potential;
- With their **character** – their personality and level of emotional intelligence – the way a person thinks, feels and behaves;
- In order to create genuine **credibility** – the quality of being believed in; having positive standing and authority.

Our **Island Plan 2022** highlights the “One Government” approach that requires everyone across the public service to have certain considerations at the forefront of public service delivery. This highlights that our culture should be one of **People First**.

In the Report of **HR Function Review** published in 2010, it was highlighted that there was a requirement to change the culture, and to transition from the risk averse mindset and ways of working that has been embedded. It was reported that the risk averse and inflexible culture evolved as a result of the blame culture reportedly present. Therefore, there was a requirement for transforming the culture to one that actively engages our staff and encourages them to strive to deliver ever improving services, which is more service delivery oriented. The report concluded with the view that focus was required on HR Management across the Public Service and to realise the strategic role of HR within government.

In 2021, as part of “**The Happiness Index**”, a survey was issued to OHR, the wider Isle of Man Government and the Cabinet Office in relation to **culture**. The survey received a 64.5% response rate from OHR staff, and 49.6% response rate from the Cabinet Office.

Survey respondents were asked a total of 13 questions, of which the below received the **highest scores**:

- How committed are you to helping the organisation succeed?
- How clear are you on the requirements of your job?
- How clear is the link between your role and the success of the org?
- How satisfied are you with the level of freedom you have in your role?
- How satisfied are you with the amount of learning opportunities on offer?

The below questions received the **lowest scores**:

- How inspired are you by your organisation?
- How well does your organisation keep you informed?
- How much do you feel valued as an individual?
- How satisfied are you with the opportunity to progress your career here?
- Overall, how happy are you at work?

Overall, there was a positive response in terms of the connectedness and commitment of staff to OHR. Staff report that they are clear on the duties required of their role and the link that they have to OHR as an organisation, and helping OHR to achieve success. However, there is a reported lack of communication and keeping staff informed. This was similarly reported in the leadership survey issued to staff.

Document Review Findings

Another survey issued as part of “**The Happiness Index**” is in relation to **People Qualities**. The survey received a 65% response rate from OHR staff, and 49.6% response rate from the Cabinet Office.

Survey respondents were asked a total of 10 questions, of which the below received the **highest scores**:

- How often do you apply the values to your everyday work?;
- How much do the Department/Board/Office values align with your personal values?;
- How much do you believe in the values?;
- Overall, how happy are you at work?; and
- To what degree do your leaders behave in ways that reinforce the stated values?

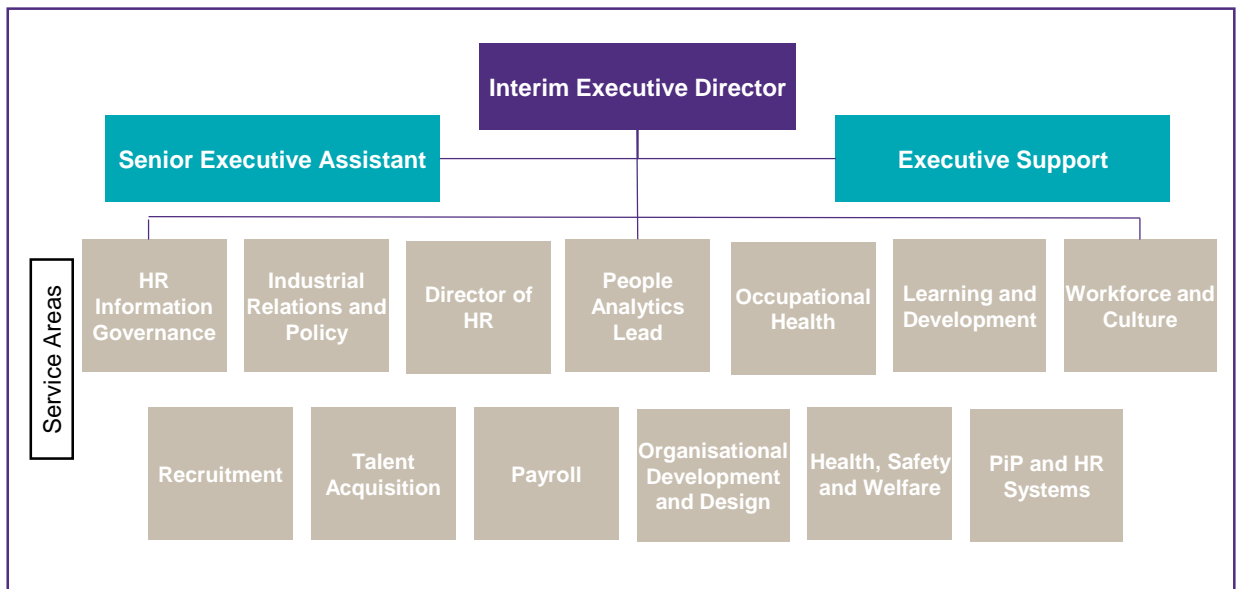
The below questions received the **lowest scores**:

- How clearly have the values been communication?;
- How well do you know specific behaviours to live the values?;
- How well do you know the core values of the Dep/Board/Office?;
- How well do they live the values it promotes?; and
- To what degree do your leaders behave in ways that reinforce the stated values?

The survey data reports that employees have a connection to the organisational values, in that they apply the values in their day-to-day role, they believe in the values and there is alignment between staffs personal and organisational values, which are outlined on the previous page. However, a common theme emerging from the survey data issued in 2021 is the lack of communication as a whole.

Organisational Structure

OHR’s current reporting structure includes the following:



As a result of the findings provided previously in the **Fit for the Future review**, the report suggests that in order for HRM to deliver the modern, relevant and service-led activities required, the Office needs to revise its current model of HRM provision. It was recommended that OHR moves from the current Business Partner approach to a model of High Impact HR. However, it was reported to enable this, the Office would need to be restructured and its service redesigned.

Document Review Findings

Options were identified in terms of a restructure of OHR within the report. This included both a restructure of the organisation of OHR and the redesign of the services provided. The restructuring of the teams was said to allow for OHR to change the way that it operates by increasing the connectivity of its teams to become one HR.

Research from the report suggests that the average ratio of HR staff to employee should be 1.4:100, taking into account customer headcount, organisational and caseload capacity. However, there was said to be no acknowledgement in OHR of the complexities, as the number of staff is based solely on headcount. As a result of the current resourcing of teams, the report highlights the inconsistency in service provision and a degree of inequity among teams. It was reported at the time of review, the ratio ranged from 1:285 to 1:449.

The report discussed that some of the teams would like to undertake more transformational HR duties, but the demands of the customers have prevented them from doing so. As such, they have been unable to develop further skills and competencies outside of the traditional transactional services.

It was recommended in the report for OHR to be redesigned into a strategic, customer-led and service driven team. This would allow for greater clarity of HR roles as well as creating capacity for HRM to improve their customer knowledge, increase consistency of services and grow capability by working towards demonstrating a range of success factors.

The **Reform of Employment Structures** Report within the Other Organisational Reviews folder, which was published in 2012. The report stated that there was a need to create a more flexible, service delivery orientated and positive culture which is empowered to challenge the status quo, take appropriate risks and facilitate operational decision making at local levels. However, it was noted that the large number of different employment arrangements within the Isle of Man Government creates an impediment to efforts to refocus the culture.

Additionally, the review highlighted the need to improve implementation of people strategy, HR policies and initiatives that will simplify and standardise employment arrangements. As such, OHR have responded by publishing their People Strategy and associated actions alongside this, and since the formation of OHR in 2011, majority of the recommendations within this report have been progressed. This includes the pooling of HR Transactional services, delegation of Civil Service Commission functions and the introduction of HR Business Partners.

Management Practices

The **HR Function Review** document which was published in 2010 highlighted that at the time of publishing, the leadership of HR across the Public Service was unclear, lacks cohesion and governance.

Within the documents provided in the **Industrial Relations** folder, the **PSC Delegation of Functions** document highlights the functions of the wider Isle of Man Government, including the functions of the Commission pursuant to the powers conferred in the Act. It highlights the reserved functions which are not to be delegated and only the Commission may deal with, alongside the delegation of functions by the Commission to other roles in the Government.

Systems (Policies and Procedures)

OHR provided documents in a folder called "**Other Org Reviews**", alongside a business case in support of the modernisation of IT in respect of the HR systems, in particular in relation to HR and Payroll systems which was prepared in 2013. In 2013 within the "Transforming Government Programme", they were identified as candidates with significant need for change to improve and deliver operational efficiency.

The review highlighted that the existing configuration of Oracle is poor, and that as a result, a number of configuration design requirements have been omitted or been completed incorrectly. Some examples provided throughout the documents include the fact that there are multiple hierarchies, a lack of security models, poor position related data, partial set up of the Training Administration module and the omission of Absence Balances.

Document Review Findings

The document highlighted that there is a lack of basic understanding of Oracle, which was not helped with the fact that OHR have no Oracle Subject Matter Experts, while local knowledge is required to administer the processes. Further inefficiencies in the current system include the significant amount of double entry and handling of data, which has led to the same checks being performed by both the Department and the receiving SSC. As a result of the above, the risk of data error is reported to be high, with a high reliance on payroll or the department to input into the manual processes.

As such, it was highlighted that a quick win for OHR is the implementation of a tactical Software as a Service (SaaS) solution to replace the current manual, spreadsheet and email based processes for recruitment. The benefits of such include the following:

- Improved data integrity;
- Reduction in data handling;
- Replacing paper forms with electronic forms;
- Workflow rules governed by the system; and
- Automated identification of process exceptions.

The **Report of HR Function Review** document, which was published in 2010 highlights that the system that was in use during that period was not delivering the services efficiently for the Isle of Man Government. It reported that staff were confused by the system, unions were frustrated by it and managers were discouraged from using it as a result. As such, the report concluded that there was a need for a more simplistic and relevant system. Of which would empower staff and to allow unions to be more actively engaged in helping the Isle of Man Government to help its workforce to deliver better services, and allow managers to manage effectively.

Additional findings in this report include the requirement to invest in improved technologies and simplified procedures. This was said to directly reduce administration time and produce the relevant management information, to assist in making strategic decisions.

The **HRM Information** document received outlines details in relation to the PiP electronic HRM system, eLearn Vannin, Omnidox and Jobtrain. PiP is the main HRM system implemented in OHR which has the functionality for providing electronic payslips, personal and employment information, absence history and reporting and linking through to payroll adjustments and expense claims. It also provides for a helpdesk function to allow queries or requests for assistance to be managed appropriately.

Jobtrain is the current recruitment and applicant tracking system utilized in OHR. There is acknowledgement that this system could be improved, with an additional cost. The additional features that could be implemented to improve efficiency of the service and the recruitment process within OHR include video interviewing system, PiP/iTrent integration and the implementation of automatic right to work checks.

All of these systems are utilised by the Isle of Man Government, however, none of the systems interact with each other. There are opportunities for OHR to implement a more user-friendly process through the implementation of one system that has the functionality to do each of the different tasks. It is acknowledged that there is work underway to allow for the learning management system in place (eLearn Vannin) to host an add on to host eLearning training courses.

As described in the PSC annual report 2021, HR processes were streamlined with the introduction of PiP, achieving on average a 50% reduction of process steps. The functionality has increased to include the following:

- Annual Leave, TOIL and Flexi requests;
- Sickness absence recording;
- Special leave recording;
- Mileage and expense claims;
- Dashboard analytics for managers;

Document Review Findings

-
- Employment and position changes for managers; and
 - Leavers.

An extensive suite of policies were provided from OHR, with **68 HR Policy documents**, and an additional **217 documents** in the **All Policy and Process** documents folder. This contained an overview of Service Level Agreements, processes in place for staff to follow, recruitment process, procedure guides and templates for payroll and process maps for PiP changes.

The KPI document surrounding the **Occupational Health Mid Year Report 2022** highlights a challenge as the implementation of a new web-based occupational health specific software system (eOPAS), which has been reported as being a priority for a number of years.

Work Unit Climate

In 2018, OHR undertook a **Fit for the Future Review**. The aim of this review was to evaluate the current functions and services provided by HR Management, HR Policy and Corporate Services in the OHR and to make recommendations for ensuring that these areas are in a position to meet the corporate and departmental needs of the Isle of Man Government.

The HR shared services team was created in 2011 and a HRBP model was introduced. However, prior to this review taking place, issues were reported in relation to accessibility, availability, communication, timeliness of service delivery and inconsistent advice. Since this period, the Isle of Man Government has undergone significant transformation, resulting in subsequent service needs and expectations changing for OHR. As such, the review was undertaken to ensure that the function will meet the needs of the modern and evolving public service.

The review included the following:

- A review of the current services and function provided;
- A service needs assessment of HR requirements;
- Analysis of the current service offering in comparison to that uncovered in the service needs assessment;
- Development of options for future HR provisions; and
- Recommendations for the future of HR service provision and function.

The review uncovered a **need for HRM to be more strategic**, and that its ability in 2018 was significantly hindered by the way in which the office was delivering. In particular, the review found that the following has impacted perceptions of OHR's performance and its ability to bring value to the Isle of Man Government:

- A lack of clarity of expectations;
- A lack of knowledge of departments;
- A lack of meaningful analysis and insight from data; and
- A lack of coordination and communication.

Document Review Findings

The key findings of the Fit for the Future report are attached below:

Findings
All services provided by HRM are considered to be “very important”
There is disparity in the perceived effectiveness of services provided by HRM
HRM is meeting only some of the needs of the Isle of Man Government
HRM is “kind of” contributing to the Isle of Man Government
There is a need for greater clarity of HRM roles and expectations
Understanding of Departments and their environments need to be improved
The collection, analysis and communication of data should be developed
The capabilities and capacity of teams should be grown
Access and accuracy of OHR’s systems should be enhanced
Consistency of services should be increased
Communication and coordination between OHR teams is lacking
There are some issues with timeliness/quality of areas in OHR (e.g.. Recruitment) that are not in the scope of this review

It was recommended for OHR to put in place mechanisms for the following to enhance its work unit climate:

- Greater clarity of roles and expectations;
- Improving understanding of Departments and the environment in which they operate;
- Developing the use of data and its contribution to insight;
- Growing the capabilities and capacity of teams;
- Enhancing access and accuracy of systems;
- Increasing consistency of services; and
- Developing healthier team coordination.

Respondents within the report Fit for the Future highlighted that the move to a shared HR service resulted in the prevalence of “silo thinking”.

Additional findings in relation to the work unit climate were found in the Report of **HR Function Review** document which was published in 2010. This highlighted that there was a very mixed HR approach across the Government, where many of the HR team were focused on reactive admin activity. At the time of publish, it was reported that not all areas of Government had a designated HR job role.

In 2021, as part of “**The Happiness Index**”, a survey was issued to OHR, the wider Isle of Man Government and the Cabinet Office in relation to **Shared Purpose**. The survey received a 45.8% response rate from OHR staff, and 21.3% response rate from the Isle of Man Government.

Survey respondents were asked a total of 21 questions, of which the below received the **highest scores**:

- Committed to delivering a good/satisfactory customer service;
- When I talk about my Department I say we rather than they;
- I work beyond what is required in my job to help my Department to achieve its objectives; and
- I am motivated by the work I do.

Document Review Findings

The below questions received the **lowest scores**:

- Departments work well together across the Isle of Man Government;
- I believe the Chief Officers have a clear vision for the future of the Isle of Man Government;
- I feel that change is managed well;
- The reasons for change are clearly communicated to me; and
- Overall, how happy are you at work?

Overall, the survey reports a positive connection between staff and their Department. However, when reviewing cross-departmental collaboration across the Isle of Man Government as a whole, staff report unsatisfactory results. This is consistent with the findings throughout the document review that collaboration across the Isle of Man Government needs improvement, in line with OHR's relationship with Departments. This includes the requirement to improve OHR's knowledge of the Department, Boards of Offices that they work alongside.

In 2021, as part of "**The Happiness Index**", a survey was issued to OHR, the wider Isle of Man Government and the Cabinet Office in relation to **Equality and Wellbeing**. The survey received a 37.5%% response rate from OHR staff, and 16.3% response rate from the Isle of Man Government.

Survey respondents were asked a total of 15 questions, of which the below received the **highest scores**:

- How clear are you on what you need to do to feel safe and healthy?;
- How positive are your daily interactions with co-workers?;
- To what extent do you feel that you belong in this organisation?;
- Overall how happy are you working here?; and
- To what extent do you feel people of all backgrounds can join and thrive in this organisation? (age, disability, ethnicity, gender, sexual orientation, religion)

The below questions received the **lowest scores**:

- How often do you feel stressed out at work?;
- To what extent do you feel your mental and physical wellbeing is supported by us?;
- How full of energy do you feel in life?;
- How would you rate your level of physical fitness?; and
- How likely are you to speak to someone at work if you are experiencing issues?

Document Review Findings

Tasks and Individual Skills

There is currently no learning and development policy in place within OHR. However, since the appointment of the Head of Learning and Development in January 2022, LEaD have been seeking to focus on identifying meaningful metrics, and seeking to establish the best way to capture these. Additionally, LEaD have committed to implementing improvements to include the following:

- Developed a more robust evaluation approach, to allow for evaluation after each specific module of an intervention, rather than at the end of a full programme;
- Committed to data collection regarding Development and Assessment Centres to establish how successful these initiatives are in terms of numbers of successful promotions being directly attributable to the learns from the programme; and
- Undertaking peer reviews and buddying up of each team members delivery style or course delivery to enable improvement but also to create increased resilience within the team in terms of covering a broader range of programmes.

The internal courses provided by OHR, found on the website include the following:

- Introduction to Government;
- Induction Courses (Arranged internally by departments);
- General courses of service-wide relevance; and
- Specialised courses.

Courses provided externally are provided by the following providers:

- The Isle of Man College;
- UK Civil Service College or Centres of Learning
- Specialist training Centres (Both on and off the island)

The **PSC Annual Report 2021** highlights the leadership week sessions that were facilitated, alongside the number of participants that attended. See below:

Session	Number of participants
Communication and Strategic Planning	29
Finding Safety in Scrutiny	18
Ice Cube to Slush Puppy	47
How Neuroscience Can Support Adaptive Leadership	16
ILM First Line Managers Development Programme Taster	22
ILM Leadership Development Programme Taster	11
Leading to Change or Change to Lead	25
Leading Through Uncertainty: Applying One Rule and Three Questions	20
Recruitment Masterclass: Using Social Media	2
The Happy Chappy Guide: The Chemistry of Communication	33
Working Together Through Crisis	32
Systems Thinking	15

Document Review Findings

Session	Number of participants
Effective Communication: Facilitation Skills	9
Effective Communication: Listening Skills	4
Lightning Lunchtime talk – Development opportunity programme	2
Lightning Lunch – Leadership Academy	2
Overcoming Personal Barriers	6
Adaptability and Resilience	21
Total	254

The Learning Education and Development Learning Events that occurred throughout 2020/21 are below:

Learning Event	Number of events delivered	Number of participants
Adjustment to Retirement	2	34
Administration and Monitoring of Sickness Absence	3	31
Agenda and Minutes	3	19
Introduction to lean processing	2	9
Aspiring Middle Managers Development Centre	1	4
Aspiring Senior Development Centre	1	5
Customer Service: Being “Great in Practice”	2	12
Customer Service: What “Great” Looks like	2	14
Building Resilience	4	26
Writing Public Service Documents: Business Cases	1	9
Chairing Meetings	3	8
Coaching Skills	3	21
Communicating Face to Face	3	11
Control of Substances Hazardous to Health (COSHH)	5	84
Dementia Capable Care: Behaviours	1	10
Data Protection Principles	1	3
De-Escalation	1	5
Effective Communication: Writing Skills	2	12

Document Review Findings

Learning Event	Number of events delivered	Number of participants
Effectively using your time	3	10
eLearn Vannin Managers Training	1	1
Emergency First Aid	10	63
Engagement at Work	3	15
Facilitation Skills	1	4
Fire Awareness	5	47
First Aid at Work	4	26
First Aid at Work Requalification	1	12
First Line Management Development Programme (6 days)	3	33
Having Difficult Conversations	2	18
H&S: What you need to know	6	56
High Performance Essentials People	3	15
High Performance Essentials Processes	2	7
ILM Assignment Tutorials	1	2
Impact Analysis	1	1
Improving Wellbeing and Resilience During COVID-19	3	19
Introduction to Coaching and Mentoring	6	44
Introduction to Data Breaches	1	7
Introduction to Data Protection Principles	1	10
Isle of Man Government Corporate Induction	1	38
Leadership Development Programme	2	28
Lightning Lunchtime talk – Development Opportunity Programme	1	2
Lightning Lunch – Leadership Academy	1	2
Living Our Vision and Values	3	15
Managing Health and Safety	2	6
Managing Organisational Risk	1	3
Managing Risk	3	28

Document Review Findings

Learning Event	Number of events delivered	Number of participants
Managing the Political Interface	1	10
Models of Coaching	2	15
Isle of Man Government Meet and Greet	1	25
My Computer	3	6
Overcoming Personal Barriers	3	13
Paediatric First Aid	3	15
PowerPoint for Work	5	10
Programme for Government	2	14
Project Management Tools	2	8
Project Management An Introduction	3	24
Remote Management Challenges Post COVID-19	4	10
Remote Management Communications Post COVID-19	1	6
Remote Management Tools Post COVID-19	4	14
Safer Food	4	35
Safer Object Handling	3	14
Safer People Handling Instructor Refresher	1	11
Skills for Making Tough Decisions – Processes	1	4
Skills for Making Tough Decisions – People	1	6
Strategic Thinking	1	4
Stress Awareness	3	37
Supporting Change Module 1 Understanding Change	4	17
Supporting Change Module 2 Managing Change	4	13
Supporting Change – Change Management	3	11
The Art of Influencing	2	8
The Change Curve, understanding the impact of changes brought about by COVID-19	1	5
The Positive “No”	2	15
The Power of Feedback	1	5

Document Review Findings

Learning Event	Number of events delivered	Number of participants
The Power of Reflection	1	1
The Power of Self	2	13
The Public Purse	1	7
The Role of Personality and Emotional Intelligence	2	12
The Role of Power	2	7
Understanding Insights Discovery	1	6
Using Reflection for the Challenges of working during COVID-19	1	4
Writing Public Service Documents: Reports	2	5
Word for Work	4	12
Health & Safety in Workplace Level 2	2	14
Basic Life Support for Department of Infrastructure	8	83
Total	216	1427

The Isle of Man Government provided an extensive suite of learning and development initiatives in the year of 2020/2021, with a total of 1,427 employees attending a session. In addition to the above, eLearn courses were also provided to employees to partake in.

Document Review Findings

Individual and Organisational Performance

7 documents were provided in relation to the **Performance Management System** utilised by OHR.

The **Leadership Qualities** document is a framework which builds on the following qualities to help set out how we lead effectively across the public service:

- Self-Awareness;
- Challenge;
- Strategic;
- Trust; and
- Critical Thinking.

The above qualities support as well as drive the overarching vision for the Isle of Man Government – “*Working together for the Isle of Man*”. The framework was implemented to provide the foundation for performance management for all leaders in the public service. It is in place to help managers in conducting performance management and appraisal meetings throughout the year. It contains a list of behaviours under each of the qualities to demonstrate how employees can live these qualities on a daily basis.

The **Performance Appraisal Portfolio** contains guidance for managers in preparing for performance conversations with their direct reports throughout the year. Each meeting will focus on each of the leadership qualities identified, where the employee provides evidence that demonstrates that they have demonstrated these qualities and the associated behaviours and values. The employee will provide a rating and evidence beside each behaviour identified in the document. Thereafter, the manager and employee will agree and document the development areas for the employee, what they should focus on over the next 12 months alongside actions or objectives they would like to achieve. It was highlighted that there should be a minimum of six meetings annually between the manager and employee to discuss the leadership qualities and their progress.

Additionally, managers are provided with a one-to-one template from the Learning and Development team which provides **question prompts** and **key areas for discussion** to help managers to prepare for the conversation. This includes questions such as:

- What went well this year?;
- What was your biggest challenge/something you wish had gone better?;
- How can I help you?; and
- Any reflections on what you would like to bring forward for next year?

Alongside the above, OHR provided 9 documents in relation to **KPI Data on Performance**. KPI's were provided for the Occupational Health Service, Recruitment, Corporate and HR Performance. In relation to **recruitment KPI's**, this document provides performance indicators surrounding the following:

- Time to hire;
- Candidate satisfaction;
- Applications received;
- Hiring manager satisfaction;
- Retention;
- Recruitment Quality;
- Adverts received;
- Sourcing team efficiency; and
- SLAs – sourcing team and appointment team.

These performance indicators were measured individually such as time to hire was less than 30 days, satisfaction score higher than eight and fewer than five candidates withdrawing from the recruitment process.

Document Review Findings

Individual and Organisational Performance

The Occupational Health Service has the following 8 response standards that it aims to achieve according to each core service outlined below. The majority of the standards were met and some achieved well within the target, it was reported on average the waiting time for an initial appointment was 6 working days from management/self-referral. Also, most reports were issued on average 2 working days following the appointment. Further it was reported, OHS met quarterly objectives and implemented a successful text messaging system to avoid wasted appointments, that is proving beneficial.

Service	Standard
Pre-employment health screening	Have a 90% initial response rate within two working days of receipt
Initial appointment following management/self referral	10 working days from referral
Appointment with nurse for advice	Five working days from request
Telephone enquiries	Within five working days
Written Reports	Dictated within one working day of assessment, dispatched within five days of dictation subject to consent
Contamination incident advice	Within two working hours
Urgent reports	Telephone or email advice on day of assessment
Urgent requests for appointments	Within two working days of receipt

Listed in the table below is the 12 Corporate and HR performance indicators with their targets adjacent. People Analytics requests, Data Subject requests and both PSC & MPTC Job Evaluations standards have met the targets.

Performance	Target
Applicants shortlisted to interview invite sent by SLA adherence	More than 80%
Verbal offer to offer sent	80%
Start date received to conformation sent by SLA	80%
Employment changes tickets SLA Adherence	90%
OH first appt offered SLA adherence	Within 10 working days – 90%
Employment ticket adherence	90%
Welfare first assessment SLA adherence	Within 10 days
PSC and MPTC job evaluation SLA adherence	90%
Payroll accuracy monthly and weekly	97%
Monthly Police pensioner payroll accuracy	97%
People Analytics requests completed by month	90%
Data Subject Access Requests completion deadline	100%

Document Review Findings

The percentage of work which met or exceeded the SLA level for the sourcing team has increased since the first report that was issued highlighting data from August 2021-March 2022, and the KPI recruitment document from April 2022 onwards. There were no other large discrepancies identified between the reports.

In terms of OHR's overall SLA adherence in terms of recruitment, the variation ranged from 69%-88% between the months of April 2022-September 2022.

Additional documents providing information surround OHR's performance was found in the "**Other Organisation Reviews**" folder, of which the documents were published in 2013. The review of the **Occupational Health Provision** to the Staff of the Isle of Man Government was commissioned in response to concerns raised by Internal Audit. As at 2013, the main provider of occupational health services to Government Departments was the Occupational Health and Safety Service of the Department of Health, with a WTE reported at 7.35.

The review found that the provision of occupational health services across the Government was fragmented, inequitable and inconsistent. The services were described as being reactive, with a lack of direction and ownership from Departments. As a result, it was the Government's aim to create consistent arrangements for the provision of occupational health and to improve the wellbeing of staff while reducing levels and cost of sickness absence. As a result of the diverse range of occupations within the Isle of Man Government, staff are exposed to a diverse number of hazards for one employer to look after.

It was recommended for the implementation of central service level agreements for services at the same standard across all Departments, to be monitored at Department level through OHR staff, safety advisers and occupational health key workers. The recommendation for future service provision of the Occupational Health Service concluded that the Isle of Man has sufficient resources and expertise within the Department of Health to utilise the current occupational health providers. Additionally, it was recommended that the financing of the service should be simplified.

The Review of **HR Shared Services** was published in 2012 in order to assist with the implementation of a shared services function and to ensure there is clear definition, accountability and delineation for all transactional process between OHR Shared Services and the client Department or Board. The shared services function was established as a result the Transforming Government Programme in respect of Human Resources, Finance, Procurement and Estates. The key issues and findings with respect to HR Shared Services are provided below:

- **Service Level Agreements:** The absence of specific details about service levels to provide key performance indicators means that HR and Departments cannot monitor performance effectively. Additionally, it was reported that there is a lack of clarity as to who within HR Shared Services was responsible for particular HR functions. It was suggested that majority of the issues identified as a result of this review can be addressed by more informative SLA's, providing service specifications and relevant service levels with clarity of who will deal with specific HR functions.
- **Business Relationships:** It was reported that in a small number of meetings, the purpose of the HR Shared Services was queried, while there was uncertainties expressed in relation to if the service was there to support or control the business.
- **Employee Relations:** In general, Department's and Board's were reasonably satisfied with the support provided by HR Shared Services in relation to Employee Relations issues. Employees raised concerns that they were not clear about who is responsible for making strategic and policy decisions within OHR.
- **Employment Services:** Throughout this function provided within HR Shared Services, a common concern emerged surrounding the recruitment services provided. It was reported that they received a number of complaints about the length of time recruitment was taking and being asked for the same information, or additional information well into the recruitment process, causing further delays. The Departments' concerns raised was in relation to their lack of involvement and communication with OHR throughout the process.
- **HR Processes and Transaction Services:** It was reported that there was a need to improve management reporting and to provide information to management on a proactive basis. It was suggested that OHR should provide Department's with procedures with checklists to ensure that all relevant tasks have been completed/

Document Review Findings

Within the **Payroll Team Resource Review** that was conducted in September 2021, it was highlighted that year on year there have been cuts to resources within the team, which has had a detrimental effect on the service delivered and of the reputation of OHR. Additionally, it was reported that a number of staff on the team are on limited term contracts, creating less security for the team due to the ongoing risk of key staff members leaving for more secure roles.

The work undertaken by the team at the time of publish was described as being very transactional, which does not always meet the needs of their customer/service user efficiently. Thus, impacting upon organisational performance. Due to the lack of resources within the team, it was reported that the team have no time for development or project work. As such, the report recommended an increase in FTE per grade, alongside the costing for each proposed.

External Environment

In the **Fit for the Future Review**, it was reported that external stakeholders highlighted the need for OHR to understand the needs, culture and nuances of Departments and offer advice based on this “deep” understanding.

OHR provided documents surrounding Industrial Relations as part of the document review. This includes the **PSC Delegation of functions**, Code of Practice on the **Recognition of Trade Unions 2001**, **PSC Arbitration Agreement 2015**, **PSC Governance Framework 2016**, **PSC JCC Constitution 2019** and **PSC JNC Constitution 2015**.

Within this, it set out the various operative delegation of functions by the Commission, and the reserved functions which are not to be delegated, and only the Commission are to deal with. Additionally, an overview of the statutory functions of the Commission, Chairman and members was included in the Governance Framework.

The Code of Practice on the Recognition of Trade Unions 2001 includes guidance to both, employers and trade unions on the approaches to the recognition of trade unions. It was implemented in order to promote the improvement of industrial relations across the public service. It ensures that all staff are aware of their rights in relation to trade union recognition under the Employment Act 1991. It was highlighted that the traditions and framework of law within the Isle of Man encourages voluntary resolution of issues. The arbitration agreement clearly articulates the terms and conditions if the case of an industrial dispute was to arise.

Within the **Reform of Employment Structures** Report, it was highlighted that there is concern within the Government at the propensity of Trade Unions to delay and disrupt attempts to modernise working practices and conditions of service, rather than to engage constructively in the necessary process of change. This results in Government being slow to react.

Summary

In conclusion, a review of all available documents within OHR has explored key information regarding the 'As-Is' state, particularly regarding OHR's Strategy, Structure, the External Environment, Organisational Culture, Systems, Task Requirements, Individual Skills & Abilities and Individual & Organisational Performance. Firstly, the organisation has set out a clear strategy regarding how it envisions its approach to work, with key documents including its People Strategy and Delivery Plan and Our Island Plan 2022, all detailing its vision, objectives and key strategic priorities and themes. These strategic priorities in particular set out a comprehensive roadmap of goals and deliverables. A consistent theme emerging from the employee engagement surveys was the lack of communication in the organisation as a whole, thus, OHR should focus on increasing communication from the top down, ensuring all staff feel valued and included.



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