



CCSO
(without report)

MINISTER OF STATE, PRIVY COUNCIL OFFICE

PRIME MINISTER

PERSONNEL WORK ACTION PROGRAMME: REPORT ON PROGRESS, MID-1984

in A13 -
... When we announced the launch of our Personnel Work Action Programme last July, you asked me to arrange to let you have a progress report after a year. This I attach. It includes a substantial section recording progress and results so far in each major department, as well as a summary of what has been achieved in particular on the highest priority tasks, across the Civil Service as a whole.

General Assessment

2. While we recognised at the outset that the Action Programme would take time to carry through to completion, and there is still a great deal to do, I personally find much of the progress that the report records very encouraging. Departments do increasingly recognise that personnel work is about efficiency, and that the object of the programme is to ensure that staff are well managed and motivated to improve the performance of government in value for money terms. There is real evidence in these reports that a major change of attitude among Civil Service managers and staff is now well under way, and that the management systems and approach which the Financial Management Initiative has created will be matched by a better prepared body of line managers with the necessary delegated authority to operate those systems with their staff in an effective way.

3. The departmental contributions to the report are interesting reading, though there is inevitably a good deal of common ground between them. I have picked up below some specific examples of the signs of change. Evidence of results is another matter: it is one thing to set up training or management development programmes, or a better appraisal system. The real results are not those activities in themselves, but their effect on the performance of departments in carrying out their businesses. The management information systems developed under the Financial Management Initiative should enable us to identify such improvements. But at the same time we shall need to monitor specifically the direction and quality of effort they put into their personnel work as the Action Programme goes forward.

The Priority Tasks

4. Our first priority task was to improve career management and training. There is good evidence of progress generally; and it is particularly interesting, for example, to see how the Scottish Office (among others) have targeted particular fields of work such as finance work, nationalised industry sponsorship and information technology for particular attention, even at quite junior levels. Others, like the Lord Chancellor's Department, have identified key specialist posts for which people need to be developed - in their case, Court Administrators. When it comes to broader based management development work, the Ministry of Defence have done a great deal with training and career development, including exchanges with industry, linked to succession planning and assisted by a computerised personnel management information system. This is a path on which many departments are now set.

5. Turning to individual performance, the new approach to staff appraisal and reporting, with tighter report standards based much more on actual performance on the job, is well launched. Many departments are also improving the simplicity and openness of their reporting systems: for example the Treasury. The Home Office, among others, are asking line managers to place extra emphasis on the ability of their staff to manage resources and are providing fresh guidelines on staff reporting to help them. When it comes to dealing with inefficiency and poor performance, the departmental reports show that in the larger departments particularly line managers are increasingly being given delegated authority to deal with poor performance; particular examples are the Department of Employment group, the Customs and Excise and the Departments of the Environment and Transport, which are all pursuing this vigorously. By contrast, and I think sensibly, some of the smallest departments (such as the Treasury and the Department of Energy) are sufficiently concentrated to be able to justify a more centralised approach, though again bringing line managers much more into the process of deciding what action to take when staff fall below standard.

6. One of the high priority tasks we set was that of introducing unified grading down to Assistant Secretary and Senior Principal levels and this was done on 1 January. Some departments such as the Inland Revenue (with a high proportion of departmental, rather than general Service grades) have not found that it has made much difference to their ability to transfer staff between different kinds of post. But others have found it useful and there is considerable pressure from the big departments to extend unified grading further, down to Principal level, and a scheme for this is well advanced. It is clear, though, that it is the use of which unified grading is put rather than the re-structuring by itself which counts, and we shall need to keep a close eye on this for the future.

7. The Cabinet has now agreed in principle to introduce from 1 April 1985 an experimental scheme of merit bonuses. Officials are now working up details for your approval.

Personnel Management Responsibilities of Line Managers

8. To achieve efficiency and better value for money in the Civil Service we need to delegate to line managers much greater managerial responsibilities and hold them accountable for the discretion they exercise. This applies just as much to the responsibility for managing people as to those financial aspects covered by the Financial Management Initiative. Greater delegation is one of the main aims of our Personnel Work Action Programme, and it requires a marked change in attitudes.

9. The pace of change will vary according to departments, as of course the needs of very large employers like the MOD and the DHSS are not the same, in personnel terms, as those of the smallest departments. We have set a target of end-1984 for each Department to produce a statement of its own personnel policies and objectives. These statements will be the basis for further work in 1985 to transfer to line managers more responsibility for the staff they manage. The DHSS has already delegated to branch office managers power to promote staff to clerical levels, and to regional organisations the recruitment of junior staff (other specific responsibilities will follow later this year and in 1985). In the Lord Chancellor's Department recruitment up to Clerical Officer level is now carried out by Circuit Administrators and pilot tests are beginning on delegation of a much wider range of personnel management responsibilities.

10. I will encourage departments to agree targets for 1985 that will ensure that progress in this direction is treated as a priority matter. I expect to be able to report in 1985 substantial progress with this objective.

Other Developments

11. I am much encouraged by the general loosening of our rigid working patterns which is reported: much more part-time working, more flexibility in working hours, new working patterns, including job sharing. The Department of Education's report offers one illustration of this.

12. Finally, the recognition that high quality staff are a valuable asset to be developed with particular care is something that runs right through the report. It is not just those who are close to, or may eventually rise to the top, but those who have a key role to play in middle and upper middle management who need to be identified and have their capabilities for managing people to be developed to the full. And we still need some people who are experts in personnel matters to support line managers. The Civil Service College is now running foundation courses leading to the Institute of

Personnel Management qualification and a number of staff in key posts have already qualified. I also remain convinced of the importance of the central departments - the Cabinet Office (MPO) and the Treasury - enhancing their capacity to evaluate the quality of staff management in departments. Departments themselves, as much more authority is delegated out and down to line managers, are confronting the same questions. It is in this area that I see room for fresh thinking in the coming year and the multi-departmental scrutiny on central inspection and review capacity will be a valuable contribution to that.

13. I have shown the report in draft to Sir Robin Ibbs, who has offered some valuable comments. I am grateful for his suggestions, and share in particular his view that, while much improvement is being made in specialist personnel activities, the key to the better use of staff must lie in a much more effective contribution from and acceptance of responsibility by line managers in this sphere. Copies of this go to Sir Robert Armstrong and Sir Robin Ibbs.

e/ey

LORD GOWRIE

22 August 1984



10 DOWNING STREET

From the Private Secretary

3 September 1984

PERSONNEL WORK ACTION PROGRAMME

The Prime Minister was grateful for Lord Gowrie's minute of 22 August, in which he reported on progress with the Personnel Work Action Programme. The Prime Minister has also seen Sir Robin Ibbs' minute of 31 August on this subject.

The Prime Minister has noted with satisfaction the progress which has been made over the past year. She agrees with Sir Robin Ibbs that close attention should now be given to getting practical benefits from the systems changes that have been made.

I am sending a copy of this letter to Sir Robin Ibbs, and to Richard Hatfield (Cabinet Office).

(David Barclay)

Paul Thomas, Esq.,
Management and Personnel Office

ECU



Prime Minister:

PRIME MINISTER

Yes MB

Lord Gowrie's report is attached agree Sir Robin Ibb's advice at para 6?

JR 31/8

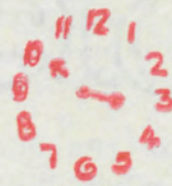
PERSONNEL WORK ACTION PROGRAMME: REPORT ON PROGRESS, MID-1984

1. Your private office asked for my observations on the progress report submitted by Lord Gowrie on 22 August. As Lord Gowrie's covering minute says, I saw the report in draft and offered comments which I am glad to hear he found valuable.
2. There has been some good progress in the past twelve months particularly in those areas which are traditionally handled by personnel divisions. With this improvement in the infrastructure, attention now needs to be focused on achieving demonstrably better performance from staff.
3. Lord Gowrie and I both believe that the key lies in line managers accepting responsibility for the performance of their staff and learning how to get the best out of them. Lord Gowrie is absolutely right to encourage departments to set targets in this area for 1985 and to give priority to achieving progress against these. This is important because benefits from delegation to line managers do not yet come through sufficiently in the detail of departmental reports.
4. There is a need to establish clear evidence that the new approach to staff appraisal described in the report has in practice tightened up reporting standards; also that the delegated authority to line managers to deal with poor performance is actually resulting in this being dealt with more effectively and expeditiously.
5. I support the intention to monitor departmental action from the Cabinet Office (MPO). However, there is a need now to establish clearly the criteria against which progress will be measured.
6. Overall my advice is that you and your colleagues should ask that attention be given increasingly in the next twelve months to getting results and to realising the practical improvements potentially available from the system changes that have been made.
7. I am copying this to Lord Gowrie and to Sir Robert Armstrong.

X)

ROBIN IBBS
31 August 1984

31 AUG 1984



Management in Confidence

PERSONNEL WORK ACTION PROGRAMME

REPORT ON PROGRESS AS AT

MID-MAY 1984

Cabinet Office
(Management and Personnel Office)

Management in Confidence

PERSONNEL WORK ACTION PROGRAMME

REPORT ON PROGRESS AS AT

MID-MAY 1984

Cabinet Office
(Management and Personnel Office)

Personnel Work Action Programme: Report on Progress as at mid-May 1984

1. Introduction

1. On 14 July 1983 the Minister of State, Privy Council Office, announced in Parliament the Government's priorities for action on personnel work in the Civil Service in the coming year. An Action Programme was prepared by the Cabinet Office (copy at annex A) setting out in detail the work to be carried out in the Cabinet Office and in departments, with timetables for completion. Before the Election the Prime Minister instructed that a report on progress on the tasks of the highest priority should be submitted to her in about a year. This paper is intended to meet that commitment.

2. The Personnel Work Action Programme set out a programme of priority and longer term tasks in support of the Government's overall aim to improve standards of personnel management in parallel with the Financial Management Initiative. Improvements in the quality of personnel management in the Civil Service are needed to achieve better value for money by all civil servants, making the best possible use of its human talents and expertise. The picture as at mid-May 1984 shows that substantial progress has already been made on the Government's highest priority tasks.

3. This paper:

a. reports and comments on progress during the period to mid-May 1984 in relation both to tasks identified by Ministers as being of the highest priority, and also to other matters selected by departments for early action;

b. summarises the priorities for action by departments in the next 12 months;

c. proposes the steps to be taken by Cabinet Office (MPO) both in carrying forward those matters within its control and in monitoring and evaluating departments' activities.

4. **Annex B** describes the activities undertaken and progress achieved by Cabinet Office (MPO) and departments in respect of those recommendations of the Review of Personnel Work and other initiatives which were not among the highest priority tasks for 1983-84.

5. As part of this review of progress the major Civil Service departments have summarised the progress they had achieved over the past 12 months, and listed those areas of work which have been selected for priority attention in 1984-85. **Annex C** to this Report consists of copies of the reports by those departments. At the end of Annex C is a summary of progress made in the smaller Civil Service departments together with a brief account of their plans for action in the coming year.

B. General Comments

6. The discretion given to departments to select for early action, in addition to the highest priority tasks, such recommendations of the Review of Personnel Work, etc as met their particular requirements has resulted in a wide spread of activity and progress against the programme targets. However, the main effort by departments has been concentrated on the following key areas:

a. the review of existing departmental policies, to develop improved personnel management practices and procedures and to set these out for the benefit of staff and line managers within the framework of a personnel management policy statement for each department;

b. the establishment of succession planning and the associated relevant experience through postings, training courses and other means including outside secondments especially at middle to senior management levels;

c. preparation for more extensive delegation and devolution of personnel management responsibilities to line managers both from the centre to departments and within departments to line managers. This is occurring especially in relation to recruitment of junior staff, action on probation and inefficiency, and career development of a majority of staff at lower grading levels. There is a close connection here with developments under the FMI, especially in delegation of authorities for management of people and resources forming part of the move towards a more sharply accountable management as a whole. The variety of departments' responses on the personnel side illustrates the differing requirements of their operations and organisations.

d. preparations for, and consultations about, the establishment of reporting and appraisal arrangements which, in parallel with developments under the Financial Management Initiative, put greater emphasis on performance than in the past;

e. improvement in the coverage and effectiveness of personnel records systems, making use of current developments in Information Technology, which becomes more essential in the context of greater delegation to line managers of responsibilities for the personnel management of staff.

7. This substantial programme of work entails not only major changes in formal personnel management systems, but in the behaviour and attitudes of civil servants, both as managers and staff, to their work. If the full potential in value for money terms of the resource management systems being developed and implemented as part of the Financial Management Initiative is to be realised, then selection, training, development and motivation, posting, appraisal and promotion arrangements have to enable managers down the line to exercise their delegated authority in respect of the staff as well as the financial and material resources for which they are accountable. Signs of success are to be found in many places and at all levels and the departmental reports reflect this. The action programme is about attitudes and behaviour as well as systems; before it is complete, any assessment of how far the intended results are being achieved must be a subjective judgement. For example, in respect of inefficiency procedures, the eventual aim is not only to give managers a quicker and more workable system, but to instil in staff the realisation that inefficiency simply will not be accepted, and so to underpin the drive for better performance. Similarly, the benefits of better career management (including training and succession planning) emerge progressively as key vacancies become easier to fill with people of the right calibre, experience and preparation: the end result is the heightened effectiveness of the areas of work in which these posts exist. A personnel strategy **does** permit short term gains to be realised; but it is only the steady pursuit of a coherent policy over time that brings the longer gains whether in terms of specific problems such as promotion blockages solved or eased, or of releasing the creative energy and commitment of staff at all levels in getting needed work done better at less cost.

c. Summaries of Progress by Cabinet Office (MPO) and by departments on Tasks of Highest Priority

Priority Task 1: Career Management and Training - to examine ways to extend existing succession planning arrangements for senior posts and to improve career management for those likely to get to the top - this was to involve in particular reinforcement of training effort. (This task is considered under 3 subject headings).

8. Succession Planning

a. The arrangements introduced in 1981 have been extended to cover a wider range of senior posts and these came into full operation in 1983. Cabinet Office (MPO) is currently conducting a review of present arrangements in the light of experience to see how the scheme might be developed to improve its effectiveness and how it might be simplified to reduce the burden on departments and on the centre, and thereby extract the maximum benefit from the resources devoted to it. New instructions will be issued after discussions with departments in May for implementation in the 1984-85 succession planning exercise.

b. Consistent progress in the extension of succession planning arrangements to key grades and posts below Grade 3 was reported by departments. Most are already operating a more systematic approach to training in relation to succession and career planning of individuals. Particular attention has been, and is being, paid to the succession to posts requiring specialised knowledge and experience, including, for example, finance, nationalised industry sponsorship and Information Technology. The benefits so far have principally been to direct more attention to planning ahead for selection to certain classes of post where this had not been done. The pay back period in terms of improved training and management development for those identified as potential successors to key postholders is necessarily a longer one, and it is to this aspect in particular that emphasis will now need to be given so as to reap the potential value of the considerable investment of effort which departments have put into setting up the system.

9. Personnel Management Policy Statements

a. Cabinet Office (MPO) guidance on departmental statements has been issued. For the centrally managed groups, the proposal has been discussed with the relevant management committees: for the Statistician Group a separate statement is being prepared. Staff in other groups will be subject to the policy statement of the departments in which they serve. A checklist of points to be covered in a training strategy was issued to larger departments in March 1984. A revised checklist will be issued to all departments by end July 1984.

b. Development of these statements has proved to be a considerable challenge, but all departments report good progress towards preparation and issue of personnel management policy statements by the end of 1984. Most statements are designed to cover all staff in the department, but some will deal separately with the requirements of specialised groups or particular grades of staff, such as Executive Officers and HM Inspectors in the Department of Education and Science, for example. Several statements, including those of the Lord Chancellor's Department and the Treasury, will incorporate desired career profiles or other manpower models. Other departments are preparing statements dealing with particular areas of personnel procedures, such as promotion eg in HM Customs and Excise. In all

cases it is planned that policy statements will be published for the guidance of staff as well as line and personnel managers. While it would be premature to assess the prospects at this stage, there are clear signs that the process of articulating policy statements and guidance for managers, has itself been productive in bringing recent management developments into focus in terms of the staff implications.

10. **Fitting people for Top Posts**

a. The recommendation on Checklists of required competence is being pursued by Cabinet Office (MPO) in the context of the career development of those identified at an early stage in their career as having the potential to rise to the senior Open Structure. The object will be to provide them with an appropriate blend of training and experience to prepare them in good time for the positions they may eventually reach. MPO aim to produce outline proposals by the end of June which can, after discussion with departments be put into action early in 1985.

The Director of the New Open Structure Course took up his appointment at the beginning of January 1984. He has prepared outline proposals for the course which have been approved by the Prime Minister. Work is now proceeding on the detailed design of the course, with the aim of starting the first course in January 1985.

The CS College has prepared and circulated a list of "Selected Courses for Assistant Secretaries, Principals and Equivalent Grades, March 1984-July 1985". The College also runs a number of seminars and courses for staff at Grade 3-5, and the scope and number of these is under constant review.

A pilot study of the knowledge and skills required by middle and senior managers in Cabinet Office is taking place, in full co-operation with departmental management. This will report by October 1984.

A new Senior Management Course for managers at Grade 5 and above was introduced in September 1983. A modular Senior Personnel Course (broadly on the lines of the Senior Finance Course) is being designed and will be introduced during 1985.

The Senior Finance Course has been extended. The course has been in high demand, with priority for attendance being given to newly-appointed Principal Finance Officers, those identified in succession plans and others with major finance responsibilities. Attendance at 5 of the modules will normally be mandatory for newly appointed Principal Finance Officers.

Departments' progress in planning and delivering FMI training has been monitored through visits by Training Liaison Officers. A video, entitled "The need for change and the Financial Management Initiative" was made available to departments in January 1984. A self-instructional package on Government Accounting will be available during the summer of 1984. The FMI has affected the focus and emphasis of a wide range of courses at the Civil Service College. In 1983-84 the College ran a series of FMI awareness seminars for senior staff. In addition, specialised courses have been provided to increase knowledge and skills relevant to the FMI (eg in finance, accountancy, audit, systems and management services).

The Financial Management Coordination Group (chaired by HM Treasury with Cabinet Office (MPO) participation) commissioned a review of departments'

needs for staff with financial skills at various depths and how these needs could be met by recruitment and training. A report was submitted in April 1984.

Cabinet Office (MPO) Training Division and the Financial Management Unit are jointly examining the training needs of managers of delegated budgets in departments. They are also working on the development of training materials based on the three reports recently produced by the Financial Management Unit. The implications for additional student days of applying the concept of a quantitative criterion to the management training of various groups of staff have been examined.

b. Emphasis has been placed by departments including, for example, D Energy, DES, DHSS and ODA, on the more systematic identification of training needs of staff, and also on the availability as well as the suitability, of training courses both within and outside the Civil Service. Reviews of existing training courses and arrangements have been carried out in nearly all departments: increasing emphasis is being placed in, eg MOD, Home Office and the Lord Chancellor's Department, upon job related and cost effective training, particularly courses on the management of resources, and on financial control and audit, including FMI aspects. Greater effort is not restricted to training only for those with the highest potential: programmes of progressive developmental, management and technical training have been developed for grades from EO (and equivalent) upwards, for example, in the Department of Energy). Among other areas in which greater effort has been aimed is that of training for personnel staff and line managers to whom personnel responsibilities are being delegated.

Priority Task 2: Staff Appraisal and Reporting: to tighten reporting standards and make the basis of staff assessment more performance orientated.

11. The Cassels' Report recommended extensive reforms to move from a service-wide standard system to one in which departments determined their own systems, within basic principles, to meet more closely the needs of their businesses. Primary emphasis was to be given to assessing and improving performance, by manager and staff discussing achievements more openly and comparing them with job objectives agreed in advance. Action on this comprised 3 stages:

- i. Cabinet Office (MPO) to determine basic principles taking account of practice outside the Service, the views of departments and national consultation with the unions;
- ii. departments to design own forms and systems, consult unions and test forms; and
- iii. departments to phase in the new systems with appropriate training.

The first stage was completed in February 1984 when, after extensive research and consultation with departments and national unions, the Cabinet Office (MPO) issued draft principles although the unions nationally still maintain some objection. Departments have begun the second stage and some have started consulting their unions. Cabinet Office (MPO) will assist them with the testing of forms and is developing guidance and training material with leading departments. Although complications during first stage delayed the testing and developing of training packages, most departments expect to be able to train their staff and introduce their new procedures and forms progressively during the 1985 reporting year as originally envisaged.

Priority Task 3: Performance Related Pay: to consider ways of introducing performance related pay into the Civil Service.

12. Options for the introduction of performance related pay into the Civil Service are being considered.

Priority Task 4: Inefficiency and Poor Performance - to improve the effectiveness of procedures to deal with inefficiency and poor performance.

13. a. The Review of Personnel work called for important changes in both centrally determined and in departmental procedures in order to enable inefficient staff to be dealt with fairly but more expeditiously than hitherto. The central procedures concerned have now been changed after the necessary negotiations with the unions. These changes shorten the minimum period during which staff should be on formal trial from 6 months to 3 months and simplify the decision making process.

The related question of the financial terms on which staff found to be inefficient are removed from employment will need to be determined as part of the review of all existing early retirement arrangements.

b. Good progress is also being made in Departments. Most have reviewed their procedures and have issued revised, simplified guidance to line managers to whom decisions on action in response to inefficiency and poor performance are being more extensively delegated. In a number of cases action is being associated with changes in present probation rules. Even where Departments have decided to retain these decisions in personnel branches, line managers are being more closely involved in such decisions and are developing a more realistic appreciation of the quality of performance to be expected from staff.

Priority Task 5: Unified Grading - to introduce a scheme for unified grading down to Assistant Secretary and senior Principal levels.

14. The Action Programme announced that unified grading would be extended at senior levels in the Service. On 1 January 1984 three unified grades were introduced, replacing some 100 separate occupational grades. This change has increased flexibility in the staffing of posts by making it much easier to select the best person for each job, whatever their previous occupational background. Departments have been pressing ahead with the adjustments needed in personnel procedures to enable full advantage to be taken of the structural change and these will be progressively introduced over the next few months.

A scheme of further extension of unified grading to Principal level is being considered by Establishment Officers with a view to an early report to Ministers.

D. Further Action: Priority Tasks in 1984-85 for Departments and Cabinet Office (MPO)

15. In their reports (Annex C) departments have also identified the tasks selected for priority action during the next 12 months. In general these represent the completion of the original Action Programme tasks of the highest priority, and increasing emphasis on the consequences of the greater delegation to, and within, departments of responsibility and accountability for a widening range of personnel management and financial management functions.

The most important of these tasks are:

- a. issue of the departments' personnel management policy statements;
- b. further delegation to line managers, in association with developments under the FMI, of personnel management responsibilities, including: recruitment, probation, inefficiency action, career development, postings and promotions;
- c. development of departmental training strategies and continued emphasis on training for staff with delegated financial and management responsibilities;
- d. consolidation of the extensions of succession planning arrangements, and interchange/secondments;
- e. continued development, through to operation, of improved computerised personnel record systems;
- f. implementation of necessary changes in the work of personnel divisions emphasizing their monitoring and guidance role consequent on delegation;
- g. further action on the recommendations of the Joint Review Group (Women);
- h. participation in the MPO-led scrutiny of internal talent.

In the view of Cabinet Office (MPO) such a programme of action, if substantially completed in the next year (and subject to the MPO monitoring action proposed in paras 16-19 below) would represent a satisfactory advance towards the long term improvement in effectiveness of personnel management policies in the Civil Service.

16. This departmental action will be complemented by continuing action by Cabinet Office (MPO), assisted where appropriate by the Treasury and in addition to its regular operations, in following up to completion those tasks in the Action Programme which remain outstanding. Among the most important of these tasks are:

- a. completing the wide ranging review of all premature retirement arrangements in order to provide a more coherent package of early retirement measures offering better value for money, and taking action to implement agreed changes;
- b. introducing the new course for staff entering the senior Open Structure;
- c. issuing guidance and training material associated with the new model report forms;
- d. if Ministers decide that unified grading should be extended to Principal, to press ahead with early implementation;
- e. preparing proposals for the follow up to the study on professional qualifications;
- f. carrying to implementation Ministers' decisions on merit pay when ascertained;

17. This programme, supports the main thrust of improved management techniques involving the delegation to, and within, departments of responsibilities for

the personnel management of their staff and the allocation of authority to the level at which responsibilities are exercised. This represents a very substantial task for departments. Its corollary is the obligation placed upon central departments which can be expressed as the dual responsibility:

- a. to provide expert guidance and assistance to departments, and to discover and disseminate to them examples of best practice from within and outside the Public Sector; and
- b. to evaluate departments' practice and performance against the desired standards and criteria.

18. The British Civil Service is not unique in facing such demands: some of the largest and best organisations in this country and abroad have encountered similar problems in reconciling greater delegation of management responsibilities with steady improvement in overall standards of performance. The experiences of the US Federal Government, British Petroleum, IBM (UK) Ltd and ICI indicate that no complete or perfect solution has yet been found, even though the main components of the functions involved are clear. In Cmnd 8616 ("Efficiency and Effectiveness in the Civil Service") these were expressed as follows "it is the function of the Treasury and the MPO as of the centre of any large organisation to promote high standards of administration by a combination of guidance, prescription and scrutiny".

19. Greater emphasis on the means of assisting and guiding departments amounts to a development of the tasks already carried out by Cabinet Office (MPO). However the prescription and scrutiny functions take on a new dimension when related to a much more highly devolved management (including personnel management) system. The spectrum of possible activity by Cabinet Office (MPO) in particular can range from:

- a. a flexible approach under which ad hoc reviews of particular functions in one department, or a number of departments, could be carried out by teams formed in accordance with the tasks involved, when appropriate with consultant participation, as well as departmental team members, and normally led by or on behalf of the Cabinet Office (MPO) Division having functional responsibility. A variant of this approach could consist of MPO participation in departmental reviews; alternatively (or in addition)
- b. to the setting up of more formal multi-functional management review teams which would be able to carry out a planned programme of reviews of departmental activity. This would have significant resource implications for Cabinet Office (MPO).

It seems likely however that the former approach would enable the methodology of the review to be more easily adapted to meet the specific needs of the problem or area to be covered.

20. The central departments will need to settle, in principle, by the time departmental personnel management policy statements have been issued (the end of 1984), how their share of the responsibility for carrying forward this programme is to be achieved. This will involve a programme of reviews and enquiries to be led from Cabinet Office (MPO), with the resource implications that go with that, for both central and operational departments, which will need to be considered in connection with the 1985-86 PES review.

21. A substantial part of this programme will entail providing expert advice and guidance from the centre to help departments to meet their particular needs, and to

develop further (with the help both of consultants and of good experienced managers drawn from departments) the capacity of the Cabinet Office (MPO) to provide this, across the full range of personnel management functions. Plans to bring this about are now being developed [for implementation in 1985].

Cabinet Office (Management and Personnel Office)
Whitehall, London SW1P 3AL

Report on Progress as at mid-May 1984

MANAGEMENT IN CONFIDENCE

(0 - Fraser (Objective 3) Report, follow-up action
Key to abbreviations - (PW - RPW Report recommendations

PERSONNEL MANAGEMENT ACTION PROGRAMME 5 TASKS OF HIGHEST PRIORITY

PRIORITY AREAS AND TASKS	Cross references to Fraser and RPW Reports	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
1. <u>CAREER MANAGEMENT AND TRAINING</u> : To improve career management and training by:					
a. <u>Succession Planning</u> - extending present arrangements to cover wider range of senior posts	0.13 PW.28	PM1 to consider areas for extension and invite departments to extend their arrangements accordingly. Liaise with departments	Commissioning letter, June 1983 Review Spring 1984 continuing	Departments to extend their arrangements	September 1984
b. <u>Personnel management policy statements</u> for all staff, covering career management policy; postings patterns and policies; training strategy; clarification of responsibilities.	01-12, 14 and 28 PW 25 and 48	PM1 to take stock of departmental progress in the Autumn with a view to determining completion dates. PM3 to consult departments on coverage of centrally-managed groups to write and issue policies	Autumn 1983 Summer 1983 End April 1984	Departments to prepare draft statements Departments to promulgate policy statements Departments to prepare training strategies	To be determined To be determined To be determined

FINAL DOCUMENT

Personnel Committee Report on Progress at end May 1984

Annex A

NEW FROM SHEET ATTACHED

MANAGEMENT IN CONFIDENCE

(0 - Fraser (Objective 3) Report, follow-up action
 - PW - RPN Report recommendations

PERSONNEL MANAGEMENT ACTION PROGRAMME - TASKS OF HIGHEST PRIORITY

Key to abbreviations -

PRIORITY AREAS AND TASKS	Gross references to Fraser and RPN Reports	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
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b. <u>Personnel management policy statements</u> for all staff, covering career management policy; postings patterns and policies; training strategy; clarification of responsibilities.	01-12, 14 and 28 PW 25 and 48	PM1 to take stock of departmental progress in the Autumn with a view to determining completion dates. PM3 to consult departments on coverage of centrally-managed groups to write and issue policies	Autumn 1983 Summer 1983 End April 1984	Departments to prepare draft statements Departments to promulgate policy statements Departments to prepare training strategies	To be determined To be determined To be determined

MANAGEMENT IN CONFIDENCE

PRIORITY AREAS AND TASKS	Cross references to Fraser and RPW Reports	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
c. <u>Fitting people for top posts through</u>					
- Checklists of areas of required competence;	0.29	<u>PM1</u> to invite departments to prepare checklists for each main career stream	by end 1983	Departments to prepare plans and implement.	Spring 1984 onwards
- Identifying the training needs of ASs (and equivalent) and USs:	0 31	Continued development and monitoring thereafter	Continuing	<u>Departments to review training needs at these levels in consultation with MPO as appropriate</u>	mid-1984 onwards
- Identifying financial and management training needs and developing appropriate programmes;	0 15-21	<u>Training Division and CS College</u> to review adequacy of existing AS/US training opportunities	mid-1984		
		<u>CS College</u> to review content and scope of Senior Finance Course	mid-1983	Consultations on Senior Finance Course	June 1983
		<u>Training Division and CS College</u> to clarify needs and priorities and determine contributions by CS College, departments and outside institutions	Continuing	<u>Departments to develop and introduce departmental training course, suited to their needs</u>	continuing
- specifying quantitative training criterion for those with senior management potential	0.30	<u>Training Division</u> examine the training needs for various groups; and prepare proposals in consultation with PM Divisions and departments	November 1983 - onwards	<u>Departments to adopt quantitative training criteria or objectives. The identification and timing of training.</u>	end 1983 and continuing

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MANAGEMENT IN CONFIDENCE

PRIORITY AREAS AND TASKS	Cross references to Fraser and RPW Reports	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
- a new course for staff entering the Open Structure.	0 32 and 33	Appointment of course director and support staff. Early tasks to settle the aim, length and content of the course; and the extent of non-Civil Service participation. First course to run probably - January 1985	mid 1983	To identify and release participants	September 1984 onwards
2. <u>STAFF APPRAISAL AND REPORTING:</u> the objective is to tighten reporting standards and to make the basis of assessment more performance-orientated.	PW 17-24	<u>PM2</u> (with PMRB, Training Division and CS College) to recommend revised appraisal system; consult CCSU; test model forms; issue guidance to departments and provide model training package.	March 1984	<u>Departments to advise on proposed revisions, devise own systems in accord with established principles, consult Unions, test forms, train staff, and introduce revised systems.</u>	end 1985
3. <u>PERFORMANCE-RELATED PAY</u>		<u>PM4</u> to develop proposals in consultation with departments.	End 1983		

3

MANAGEMENT IN CONFIDENCE

PRIORITY AREAS AND TASKS	Cross references to Fraser and RPW Reports	NPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
<p>4. <u>INEFFICIENCY AND POOR PERFORMANCE</u></p> <p>To improve the effectiveness of procedures to deal with inefficiency and poor performance, covering: trial periods and appeals; line management authority; the role of personnel branches; withholding of increments; abolition of compensation for premature retirement on inefficiency grounds.</p>	PW 34-41 042	<p><u>CRS Division</u></p> <p>In consultation with HMT, departments and CCSU to revise:</p> <p>i. Code paras 10546-10576, including - reducing minimum trial periods from 3-6 months; - removing requirement for a retirement board.</p> <p>ii. Sections 10.9-10.12 of the PCSPS to abolish compensation for premature retirements on inefficiency grounds.</p> <p>PM4 to review guidance on withholding increments in the context of performance related pay [see item 3]</p> <p>* Subject to the possible need for primary legislation.</p>	<p>End 1983</p> <p>End 1983*</p>	<p><u>Departments to</u></p> <p>i. Review internal procedures, particularly line management authority and role of personnel branches.</p> <p>ii. Review appeals procedure in light of revised Code provisions.</p> <p>iii. Implement revised Code and PCSPS provisions.</p>	<p>end 1983</p> <p>End 1983 onwards</p> <p>Easter 1984</p>
<p>5. <u>UNIFIED GRADING:</u></p> <p>a. To prepare and implement a scheme for unified grading down to SP level.</p> <p>b. To examine the possibility of unified grading down to Principal level.</p>		<p>PM4 to prepare and implement scheme in consultation with Departments and the CCSU.</p> <p>PM4 to examine the implications in consultation with departments and to prepare proposals.</p>	<p>end 1983</p> <p>end April 1984</p>	<p>Departments to implement new scheme(s)</p>	<p>1984 onwards</p>

MANAGEMENT IN CONFIDENCE

PERSONNEL MANAGEMENT ACTION PROGRAMME 1983: CIVIL SERVICE MANAGEMENT DEVELOPMENT IN THE 1980s - POINTS FOR FOLLOW UP

ANNEX A

(Starred items are relevant to the list of tasks of Highest Priority)

THE RECOMMENDATION + DESIRED OUTCOME	Cross Reference	NPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
<p>Points number 1-12, 14 and 28</p> <p><u>Personnel management policy statements for all staff, covering career management policy; postings patterns and policies; training strategies; clarifications of responsibilities.</u> ★</p>	RPW report recommendations 25 and 48	<p>PM1 to take stock of departmental progress in the autumn with a view to determining completion dates.</p> <p>PM3 to consult departments on coverage of centrally managed groups. write and issue policies.</p>	<p>Autumn 1983</p> <p>Summer 1983</p> <p>end April 1984</p>	<p>Departments to prepare and promulgate statements and prepare training strategies.</p>	To be determined
<p>Number 13</p> <p><u>Succession planning arrangements: to extend present arrangements to cover a wider range of more senior posts.</u> ★</p>	RPW report recommendation 28	<p>PM1 to consider areas for extension and invite departments to extend their arrangements accordingly</p> <p>Liaise with departments:</p>	<p>Commissioning letter, June 1983. Review, Spring 1984.</p> <p>Continuing</p>	<p>Departments to extend their arrangements</p>	September 1984
<p>Numbers 15-21</p> <p>To identify financial and management training needs and develop appropriate training programmes</p> <p>(continued overleaf) ★</p>		<p>CS College to review content and scope of Senior Finance Course</p>	<p>Mid 1983</p>	<p>Consultations on Senior Finance Course</p>	<p>June 1983</p>

THE RECOMMENDATION + DESIRED OUTCOME	Cross Reference	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
		Training Division and CS College to clarify needs and priorities and determine contributions by CS College, departments and outside institutions	continuing	Departments to develop and introduce departmental training courses suited to their needs.	continuing
Numbers 22-27 <u>Professional qualifications study</u> to be completed covering the use of qualifications in various areas of work (including personnel management), the development of links with outside institutes, the use of incentives; and to pursue the possibility of a qualification relevant to administrative work in the Civil Service.		Training Division to complete and present the report. Action plan to be drafted by: Action will be consequent upon the report.	July 1983 September 1983		
Number 29 <u>Checklists</u> of the areas of required competence.		PM1 to invite departments to prepare checklists for each main career stream. Continued development and monitoring thereafter.	By end 1983 continuing	Departments to prepare plans and implement	Spring 1984 onwards

THE RECOMMENDATION + DESIRED OUTCOME	Cross Reference	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
Number 30 <u>Specifying a quantitative training criterion</u> for those with senior management potential.		Closely linked with no 29. Training Division to examine the training needs for various groups in consultation with PM Divisions and Departments.	November 1983 onwards	Departments to adopt quantitative training criteria or objectives. The identification and timing of training.	end 1983 and continuing
Numbers 31-32 <u>Identifying the training needs of ASs</u> (and equivalent specialist grades) and <u>USs</u> .		Training Division and CS College to review the adequacy of existing AS/US training opportunities	end 1983	Departments to review training needs at these levels in consultation with MPO as appropriate.	mid 1984 onwards
Number 33 <u>A new course</u> for staff entering the Open Structure.		Appointment of course director and support staff. Early tasks to settle the aim, length and content of the course; and the extent of non-Civil Service participation. First course to run probably	mid 1983 September 1984	Departments to identify and release participants	September 1984 onwards

THE RECOMMENDATION + DESIRED OUTCOME	Cross Reference	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
<p>Numbers 34-37</p> <p>Mid-career entry: the intake of mid-career recruits should be expanded while still retaining the concept of a predominantly career service.</p>	Objective 3 item 43	PM1 to consider greater use of short term contracts, the resumption of DEP and US competitions, and the introduction of direct entry HEOD and AS schemes.	end 1983	None	
<p>Numbers 38-39</p> <p>The business appointments rules and the financial package offered should be reviewed to make period appointments more attractive.</p>		CRS division to revise rules taking account of Select Committee recommendations if and when these arrive.	by January 1984	Treasury to consider general financial package on offer to staff on limited period appointments.	
<p>Numbers 40-41</p> <p>Wider experience for serving Civil Servants: greater movement of civil servants should take place outside the Service on secondments, as non-executive directors and on short term attachments; and greater use should also be made of inwards secondments.</p>		PM1 has written to departments	continuing	Departments are taking action	

THE RECOMMENDATION + DESIRED OUTCOME	Cross Reference	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
<p>Number 42</p> <p>The guidance on discharging staff on grounds of inefficiency or limited efficiency should be reviewed.</p>	RPW report recommendation 39				
				See Annex B: RPW recommendations 35-41	
<p>Number 43</p> <p>Promotion prospects: MPO should pursue further ways of overcoming promotion blockages.</p>	Objective 3 items 34-37	<p>PM1 to run interdepartmental Steering Group; interim report due:</p> <p>Final report:</p>	<p>June 1983</p> <p>November 1983</p>	Not yet known	

MANAGEMENT IN CONFIDENCE

PERSONNEL MANAGEMENT ACTION PROGRAMME 1983: REVIEW OF PERSONNEL WORK IN THE CIVIL SERVICE - RECOMMENDATIONS

ANNEX B

(starred items are relevant to the list of Tasks of Highest Priority)

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS - and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
RECRUITMENT					
1. Departmental experiments with greater flexibility in operating local recruitment; to be reviewed in September 1983.		MPO (Recruitment Division): i. to amend guidance to departments ii. to review feedback	by mid-May 1983 October 1983	Departments: i. to experiment as desired, on receipt of MPO guidance and ii. to report back on outcome in	October 1983
2. Departments to have discretion to conduct their own local recruitment - from end April 1983.		In light of outcome of EOM of 7.4, MPO (Recruitment Division) to amend guidance as necessary	by August 1983	Action at departmental discretion.	
3. Repayment for collective recruitment schemes.		None.		Appropriate budgeting systems to be devised (in line with FMI plans)	
4. Departments to involve line managers more closely in local recruitment.		None		Departments to develop cost-effective ways of involving line managers in recruitment.	Continuing
5. Departments to monitor and evaluate local recruitment.		None		Departments to set up monitoring arrangements where they have not already done so.	Continuing

MANAGEMENT IN CONFIDENCE

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
6. MPO to review local recruitment arrangements.		MPO to review local recruitment arrangements	by end 1985	To cooperate with MPO in the review.	
7. EO recruitment to continue to be undertaken by the Civil Service Commission (CSC).		No change.		No change.	
8. CSC to improve quality and speed of EO recruitment, including a continuous scheme of recruitment.		Action already in hand by Civil Service Commission.	by 1984	None.	
9. Proposals for a recruitment concordat, repayment, and closer involvement of departments in EO recruitment to be worked up during the scrutiny of the CSC.		Scrutiny Report to be received by In the light of the outcome of the scrutiny, CS Commission to effect the introduction of a recruitment concordat, repayment and closer involvement of departments in EO recruitment.	November 1983	To work with the CSC implementing agreed scrutiny recommendations.	
10. Review of revised arrangements for EO recruitment.		Ministerial decisions to be made by Civil Service Commission, in consultation with departments to conduct review.	end 1983 end 1985	To cooperate with CSC in the review.	

MANAGEMENT IN CONFIDENCE

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
11. In relation to specialist recruitment, proposals for: i. repayment - to be worked up during the scrutiny of the CSC. ii. a recruitment concordat and closer involvement of departments in recruitment - to be worked up by the CSC following the scrutiny.		As recommendation 9. As recommendation 9.		As recommendation 9. To co-operate with CSC in developing proposals.	
<u>PROBATION</u> 12. Probation to be limited to 1 year, except for Administration and other Trainee grades.		MPO (Recruitment Division) to submit proposals to EOM on revised procedures and guidance in Establishment Officers Guide. MPO to consult CCSU.	November 1983 by Spring 1984	Departments to consider, adopt and implement revised procedures.	by mid 1984
13. Emphasis of probation to be on positive development of recruits and on identifying in good time those not likely to make the grade.		None.		Departments to issue guidance to line managers as appropriate.	
14. Probationers to demonstrate a capacity to reach a good standard of performance to merit confirmation of appointment.		As recommendation 12.		Departments to implement new provisions, on receipt of revised EOG guidance from MPO.	

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
15. Departmental probation procedures to be streamlined and made the responsibility of line management.		None		Departments to amend procedures and guidance, in the light of their needs.	
16. Authority for taking decisions on probation to lie with line management.		None.		Departments to amend procedures and guidance, in the light of their needs.	
STAFF APPRAISAL ★					
17. Written appraisal reports to be made annually on all staff.		None.		None.	
18. Departments to have discretion to devise their own appraisal systems and forms within a centrally-prescribed framework of general principles.		PM2 (with PMRB, Training Division and CS College) to recommend revised appraisal system; consult CCSU; test model forms; issue guidance to departments and provide model training package.	March 1984	Departments to advise MPO on proposed revision, devise own systems in accord with established principles, consult unions, test forms, train staff and introduce revised systems.	end 85
19. MPO to take responsibility for establishing principles; providing guidance on good practice; and giving expert advice on form design.					
20. The annual appraisal form to emphasise performance in the job.					

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
21. Every performance report form to include a scale rating of overall performance.					
22. Performance to be assessed against an agreed job definition including where possible, targets agreed at the outset of the year.					
23. Performance reports to be completely open, with space for individual's comments, and to form the basis of an appraisal interview.					
24. No further degree of openness in relation to the promotion and longer term potential parts of the appraisal system.		No change.		None.	
CAREER DEVELOPMENT AND POSTINGS					
25. Each department should prepare a statement of its career management policy. ★	Objective 3 items 1-4, 6-12 and 28 - also RPW Rec 48	See Annex A			
26. CDIs to be undertaken selectively, as need arises rather than as a matter of routine.		PM2 Division, MPO, i) to draft revised guidance; ii) to consult CCSU and iii) to issue revised guidance to departments (after completion of action on Recs 18-23)	in 1984	Departments to revise CDI procedures as they see appropriate.	

THE RECOMMENDATION+ DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
27. Mobility obligation to remain a condition of service.		None.		No change.	
28. MPO to be responsible for overseeing departmental succession plans and career development plans for certain groups of specialists and staff already in, or considered potential candidates for, the Open Structure.		None.		No change.	
29. More selectivity in circulation within departments to trawl notices.		MPO to consult further with CCSU and departments.		Departments to revise procedures and renegotiate union agreements, as necessary.	
<u>PROMOTION</u>					
30. Departments to monitor the effect and cost of greater reliance on paper boards at junior levels or interview boards at some senior levels and disseminate the results to all departments.		None.		See recommendation.	No fixed timetable
31. Departments to publish information on promotion procedures, vacancies and required experience and skills.		None.		See recommendation.	by April 1984 (but see recommendation 25 with which this may be associated)

THE RECOMMENDATION+ DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
32. Interview board members to be given more information and training.		None.		See recommendation.	Immediate and continuing
33. Trial of revised promotion pooling arrangements; if unsuccessful, abolition of routine promotion pooling exercises.		PMI Division, MPO, i. to revise the promotion pooling arrangements; consult the CCSU; and issue guidance to departments. ii. to monitor the cost and effect of the revised arrangements and review the outcome.	by end September 1983	To operate revised promotion pooling arrangements on receipt of guidance from MPO.	
<u>INEFFICIENCY</u>					
34. Framework for inefficiency procedures to continue to be determined centrally.		None. <u>Recommendations 35, 36 and 40.</u>		No change.	
35. Formal trial periods to be reduced from a minimum of 6 to a minimum of 3 months. ★		CRS Division in consultation with HMT, departments and CCSU to revise: i. Code paras 10546-10576, including reducing minimum trial periods from 3 to 6 months; removing requirement for a retirement board. ii. Sections 10.9-10.12 of the PCSPS to abolish compensation for premature retirements on efficiency grounds. * Subject to the possible need for primary legislation	end 1983 by *end 1983	Departments to: review internal procedures, particularly line management authority and role of personnel branches; implement revised code and PCSPS provisions	end 1983 Easter 1984

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
36. There should be recognised departmental procedures for appeals but these need not require a Departmental Retirement Board. ★		As recommendation 35.		Departments to review in-house appeal procedures, in light of revised Code instructions.	end 1983 onwards
37. Authority to determine inefficiency cases to rest with line management. ★		None.			
38. Personnel staff to assist and monitor line management in inefficiency cases, when they should be involved automatically. ★		None.			
39. Current discretion to withhold increments for unsatisfactory performance to be more vigorously applied. ★	Objective 3, item 42.	PM4 Division to review guidance on withholding increments in the context of performance related pay.			
40. Compensation payments in cases of premature retirement on inefficiency grounds to be abolished. ★		As recommendation 35.			

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
41. MPO to review the full range of early retirement arrangements. ★		CRS Division, MPO, to undertake the review in autumn 1983 for completion:	by Easter 1984	Departments to cooperate in the review.	
<u>IMPLICATIONS FOR PERSONNEL WORK IN DEPARTMENTS</u>					
42. Each department to develop a coherent personnel strategy tailored to its needs.		CS College to devise and offer seminars on personnel strategy - Start Autumn 1983.	continuing	As column I	by April 1984 (but see, eg recommendation 25 with which this may be associated.
43. & 44. Departments to define explicitly the division of responsibilities between line and personnel divisions, and so far as possible to enhance the responsibility of line managers for the management of their staff. Their training needs to be assessed and met.		MPO, Training division to work with departments in assessing training needs. CS College to take account in existing management courses.	continuing	As column I Departments i) to amend procedures and guidance, in the light of their needs and ii) to assess the training needs of line managers and arrange for them to be met.	continuing
45. Personnel staff to place more emphasis on providing support to line management, exercising a monitoring and coordinating function, and taking responsibility for personnel strategies.		CS College to investigate need for training on organising and managing the personnel function.	end 1983.	Departments to revise procedures and job descriptions in the light of their needs.	continuing

THE RECOMMENDATION → DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
46. All new personnel managers to undertake 3 weeks basic training at the CS College from September 1983; requirement to be reviewed by MPO's Training Division after 3 years.		i. Civil Service College to provide appropriate courses. ii. MPO, Training Division, to review the mandatory training requirement.	from September 1983 in September 1986	i. Departments to identify and release staff concerned. ii. Departments to cooperate with MPO Training Division in the review. Departments may make use of comparable training provided in their own training units.	From September 1983 September 1986
47. Departments to identify and meet personnel managers' training needs. Other than those met by the basic course.		No additional action; the CS College already provides modular courses on specific areas of personnel activity		As column I	from September 1983
48. Each department to publish an explicit statement of its personnel policies. ★	SEE RECOMMENDATION 25				
49. Departments to be responsible for own personnel policies and procedures. MPO to promulgate basic principles and advice, and audit departmental performance. ★	Recommendation 42	Continuing action for MPO CS Commission/Recruitment Division CRS, PM, CS College and Training Division.	continuing	Departments to frame personnel strategy to meet their own particular requirements.	by April 1984 (but may be associated with recommendation 25)
50. MPO initiatives to be approved by its top management and to be subject to consultation with EOM.		MPO Top Management to issue instructions.	by end August 1983	None.	

THE RECOMMENDATION → DESIRED OUTCOME	Cross references	MPO TASKS and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
51. MPO to draw up action document on RPM and related reviews.		Relevant MPO Division to draw up Action Document for approval of Minister of State - to be cleared with departments - to be subject of consultation with CCSU in Summer 1983. consultation completed:	by end August 1983 July 1983	None	
52. MPO to devise arrangements for selective audit of departmental performance.		Relevant MPO Divisions to prepare proposals for approval of Senior Management Group.	by end 1983	Departments to cooperate in devising proposals, as necessary.	during 1983
53. Increased interchange of staff between MPO and operational departments; policy to be applied fully to the PM Group of MPO.		PS Division, MPO, to take steps to increase interchange of staff, with special reference to PM Divisions.	immediate and continuing	Departments to cooperate in interchange arrangements	immediate and continuing
54. MPO to establish links with outside personnel management interests; and to consider enabling key PM staff to take appropriate courses of study.		i. All Divisions of MPO to establish outside links, as appropriate. ii. PS Division, MPO, to consider training needs of key PM staff in light of the study of Personnel Qualifications.	immediate and continuing by end October 1983.	None.	
<u>OTHER TOPICS</u>					
55. Responsibility for authorising work-related allowances to lie with line managers.				Departments to amend procedures and guidance in the light of their needs.	December 1983

THE RECOMMENDATION + DESIRED OUTCOME	Cross references	MPO TASKS - and divisional responsibilities	Completion Date	DEPARTMENTAL TASKS	Completion Date
56. MPO to review specified problems of accommodation management and establish guidelines for good practice for promulgation to departments.		<p>MPO, ME2 Division</p> <p>i. in their review of accommodation management to explore the problems reported by LCD and Home Office; to examine the extent of under or over provision of space; and to seek to extend the use of budgetary mechanisms for control of accommodation and related expenditure; and</p> <p>ii. to promulgate guidelines for good practice in accommodation management to departments.</p>	by April 1984	Departments to consider application of guidelines on good practice in accommodation management, on receipt.	

PERSONNEL MANAGEMENT ACTION PROGRAMME 1983: OTHER MAJOR INITIATIVES

ANNEX C

(Starred items are relevant to the list of Tasks of Highest Priority)

THE RECOMMENDATION + DESIRED OUTCOME	Cross Reference	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
<p>1. <u>Joint Review Group (Women):</u> report published december 1982 "Equal Opportunities for Women in the Civil Service".</p> <p>To prepare an action plan for MPO and departments on the 73 recommendations which include modifying traditional working patterns to enable more women, especially those with domestic responsibilities, to maintain the continuity of their careers. The Report proposes that increased opportunities should be made available for part-time working and job sharing. There should be improvements in maternity provisions and more facilities for child care and special leave. There are also recommendations in the areas of promotion, training, assignment and reinstatement to help more women to progress to senior levels.</p>		<p>Equal Opportunities Branch to prepare draft programme of action on JRG(W) recommendations following discussion at EOC.</p> <p>Discussion with CCSU on draft programme of action.</p> <p>Final programme of action to be submitted to Minister of State after consultation with Establishment Officers: promulgation to follow.</p>	<p>early June 1983</p> <p>by end July 1983</p> <p>September 1983</p>		

THE RECOMMENDATION → DESIRED OUTCOME	Cross Reference	MPO TASKS - and Divisional responsibility	Completion Date	DEPARTMENTAL TASKS	Completion Date
2. <u>Ethnic monitoring:</u> To conduct two further ethnic surveys of all non-industrial civil servants in two geographical areas.		<u>Equal Opportunities Branch</u> to conduct two further surveys in the North West Economic Planning Region and the County of Avon	Autumn 1983		
<u>Monitoring of race relations policy in the Civil Service</u> Report of the Joint Working Party on a review of policies and procedures to be published in the Autumn.		<u>Equal Opportunities Branch</u> To submit report, once agreed by the Joint Working Party, to Establishment Officers for acceptance of recommendations.	Early August 1983		
To ensure that appropriate steps are taken by departments to carry out the Civil Service policy of equal opportunity in regard to race.		Publication of report Guidance to departments amended as necessary	Autumn 1983 Autumn 1983		
3. <u>Atkinson Report on Selection of Fast-Stream Graduate Entrants</u> to examine and implement as appropriate recommendations to make the present procedures a more cost-effective means of identifying the best candidates for the 1980s and beyond while maintaining or improving their fairness.		<u>CSSB/AGD/RRU Working Group</u> , involving PMI and outside clients, taking account of the report on Tax Inspector Recruitment: a. to submit an action plan and timetable for examining the recommendations and for implementing recommendations agreed by the Commissioners b. to put in hand and oversee the work necessary to plan and develop changes in practice and procedure.	by early June 1983 continuing		

PERSONNEL WORK ACTION PROGRAMME:
REPORT ON PROGRESS AS AT MID-MAY 1984

Reports by Cabinet Office (MPO) and by departments on progress achieved on other Personnel Management Tasks

A. The Fraser Report Recommendations

1. Professional Qualifications Study. The Study was completed on time and its report was issued as a discussion document in September 1983. Comments have been received from departments and some outside bodies, and the aim is to announce a response by November 1984.

2. Mid-Career Entry. A competition for direct entry Principals was held in 1983. A report on the outcome and moves for the future was discussed by Establishment Officers in April prior to a submission being made to the Prime Minister. A proposal for HEOD recruitment was also discussed in April.

3. Business Appointments Rules. No final recommendations were received following the last review of the Business Appointments Rules by the Treasury and Civil Service Select Committee in 1981 and a sub-committee of the Select Committee is in process of re-examining them. The MPO, in consultation with those Departments most concerned, has been looking at the existing rules and has produced a re-draft which attempts to clarify them. This re-draft will need to be further considered within Departments and account taken of comments from the sub-committee before revised rules can be promulgated.

4. Wider Experience for Serving Civil Servants.

a. The number of Civil Servants seconded to the private sector has continued to rise as a result of recent initiatives, and increased by 25% in 1983. Although there is a limit to the extent to which the scheme can continue to expand, not least because of the capacity of the private sector to accommodate staff from the Civil Service, it will be important to maintain the momentum. The effect of interchange is of course cumulative and over the years a steadily growing number of civil servants will have gained valuable experience of the private sector and departments will have benefited from the influx of outsiders bringing knowledge and experience from the world of business into Whitehall.

b. Most departments have adopted this recommendation for urgent attention. Arrangements for secondments with organisations in industry and commerce are being actively pursued. In MOD, for example, the Secretary of State has launched a scheme to exchange some 50 people at a time between MOD and the defence industries for periods of between 6 and 12 months. Priority is being given to broadening

the industrial and commercial experience of staff in the Department of Energy through secondments and attachments. About 20% of non-technical staff at Principal level and above have been or are now on secondments to industry and commerce.

5. Promotion Prospects.

a. The report from an interdepartmental committee was sent to MPO/Treasury ministers in November. Further work has been commissioned.

b. Some departments have identified the issue as one for action in the coming year: Cabinet Office (MPO) guidance is awaited.

B. The Cassels Report Recommendations

6. Recruitment

a. Cabinet Office (MPO) action has taken place as follows:

Departmental Experiments with Greater Flexibility

(1) i. A departmental recruitment memorandum was issued in May 1983 about experiments with greater flexibility in operating local recruitment.

ii. Departments' response to a questionnaire issued in December 1983 were received by the end of March 1984 and have been analysed. The experimental arrangements allowing greater flexibility seem generally to be working well and to merit incorporation in the standard procedures. There are one or two points of detail to be clarified but, after appropriate consultation, revised guidance will be issued to departments.

Departmental Discretion on Local Recruitment

(2) A departmental recruitment memorandum giving departments discretion to conduct their own recruitment was issued in August 1983.

Review of Local Recruitment Arrangements

(3) Although no immediate action is required, the questionnaire mentioned at 1. ii, above was also designed to obtain a preliminary indication of the effects of 2 above and some other information relevant to the 1985 review.

EO Recruitment

(4) EO recruitment on a continuous basis is now under way; the boarding programme, begun in March 1984, is proceeding satisfactorily. Other detailed

measures for speeding up the system, including a number of those mentioned in the Calder report, are under consideration.

Recruitment Concordat, Repayment and Closer Departmental Involvement for Recruitment of EOs and specialists

(5) The report on the scrutiny of the Civil Service Commission was submitted in May 1984. Its recommendations are under consideration.

Review of Revised Arrangements

(6) The Civil Service Commission has written to departments with a broad outline of how it is proposed to review EO recruitment in 1985. Consideration of the detailed coverage of the review will continue throughout 1984.

(7) Extensive guidance on the conduct of departmental recruitment was issued in 5 Supplements to the Establishment Officers' Guide at the end of 1982. A further supplement concerning recruitment to the Secretarial Category was issued in April 1984. A revised and consolidated Guide section "General Principles Governing Recruitment to the Civil Service" was issued in December 1983.

b. Departments have seized with enthusiasm the opportunities for devolution of clerical and more junior recruitment to line managers, as part of the process of delegation of personnel management responsibilities. For example, in the Department of Health and Social Security local managers in its Regional organisation, as well as HQ and Provincial Central Offices, have full responsibility for recruiting clerical staff. Similar arrangements exist in the Lord Chancellor's Department and the Treasury. Nearly all have reported successful implementation of local recruitment for junior grades together with implementation of more flexible methods of recruitment eg use of Job Centres, the setting up of separate recruitment arrangements by larger departments, and repayment arrangements where combined recruitment takes place. Training effort has been needed to ensure the effectiveness of local manager participation in the recruitment process, and the overall costs of local recruitment are being subjected to review to confirm their cost effectiveness. Some departments plan a full review later in 1984 prior to Cabinet Office (MPO)'s review planned for 1985.

7. Probation

a. Probation Limit of 1 Year and Standard of Probationers. A draft revision of the Guide entry on probation has been accepted by Establishment Officers and has been sent to the Council of Civil Service Unions (CCSU) and the Trade Union side of the Joint Coordinating Committee (JCC) for comment. Implementation of the revised procedures should

begin in August 1984.

b. A number of departments have completed a review of their probation arrangements under the present rules, in several instances as part of their plans for the delegation of wider personnel management responsibilities. Revised instruction and guidance for line managers are under discussion with the unions.

8. Circulation of Trawl Notices

CCSU has been consulted and advice prepared for issue to departments

9. Promotion

a. A new streamlined promotion pooling scheme has been agreed with departments. This will be discussed with the CCSU prior to implementation in the Autumn.

b. While most departments are awaiting the outcome of consideration of revised reporting and appraisal procedures, several have already undertaken radical reviews of existing procedures for more junior level staff as part of the general thrust towards delegation of personnel management responsibilities. Several departments, including DOE/DTP, are experimenting with, and evaluating, the use of "paper" boards for CA/CO promotion. On the other hand C & E are moving towards greater use of interview boards because of the needs of their widely dispersed staff in a wide range of disciplines.

10. Implications for Personnel Work in Departments

a. The timing of the Civil Service College seminar on personnel strategy was adjusted to match the timescales of departments' work on personnel strategies. A seminar for Principal Establishment Officers will be held in July 1984 involving distinguished speakers from the private sector.

The need for training on the organisation and management of the personnel function is still under investigation. A 3 week course for new personnel managers has been established by CS College, and the Institute of Personnel Management has agreed that successful implementation of the course plus one module will qualify for the Institute's Foundation Certificate in Personnel Practice. Four courses will have been held by the end of the present academic year (one more than planned, because of high demand), and four (again one extra course) are planned for 1984/85. Other Divisions of Cabinet Office (MPO) have established and developed links with a number of outside firms, institutions and management consultants. Interchanges between Cabinet Office (MPO) Personnel Management Divisions and operational departments continue to be actively pursued: some 210 (13%) of the Cabinet Office's 1700 staff are loanees.

b. Departments have reviewed their needs for personnel management training and the availability of relevant courses in the light of current developments. In a number of cases

internal training provision is to be reviewed in the coming 12 months. Many departments are in the advanced stage of development of improved personnel record system using New Technology, and others are beginning initial studies. In the DTI, for example, completion of the first stage of their PERMIS scheme is associated with their response to the FMI. In MAFF hardware and software packages have been selected, and a pilot scheme is about to be set up.

11. Review of Accommodation Management.

Fieldwork began in January 1984 and has involved MPO association with accommodation reviews in two departments. Problems of accommodation management and plans for review have been discussed with a number of other departments and information obtained about budgetary systems at present in operation. In view of the size of Home Civil Service accommodation costs (£860 m in 1983/84 including rates) this subject has been proposed for a multi-department review as part of the 1984/85 Efficiency Programme. In order to draw upon the results of this more detailed and wide-ranging review of accommodation to produce guidelines for good practice, and to avoid duplication of effort, the multi-department review will largely subsume the planned MPO efficiency review, and management guidelines will not be issued until the main review work is complete. Because of the timetable for the multi-department review, due to end April 1985, guidelines will not be available until June 1985.

C. Other Major Initiatives

12. Joint Review Group (Women)

a. A Programme of Action was announced by means of a Written Answer on 9 February 1984 following discussions with the Council of Civil Service Unions and its submission to the Minister of State. The CCSU have formally agreed the Programme, although they expressed reservations because certain Joint Review Group recommendations have not been included and because they feel that the Programme has watered down many of the remaining recommendations. The Programme, consisting of 70 items for action, was circulated to departments by means of a General Notice on 13 February 1984. Action will be taken over the course of the year on a number of items for which the initiative rests with the Cabinet Office (MPO) or HM Treasury. The progress of departments in respect of the remaining items will be reviewed annually by the Joint Personnel Management Committee and by the Cabinet Office (MPO) as appropriate.

b. Policy statements have been issued and equal opportunity officers already designated in most departments. (They also cover race relations.) Departmental procedures are being reviewed: in DHSS a departmental policy on job sharing has been agreed with the Trade Union Side and by early April 800 applications had been received; discussions are continuing with the unions on part-time working. DES, for example, has adopted a policy of encouraging applications for reinstatement by women after they have had families, and wherever possible part-time working

is provided. Other departments, too, are active on this front.

13. Ethnic Monitoring and Monitoring of Race Relations Policy in the Civil Service

The two surveys of staff in post in the North West (Lancashire, Merseyside, Cheshire, Greater Manchester) and the County of Avon were held during November as planned, apart from certain staff in the Land Registry engaged in industrial action who were covered early in 1984. A survey of all job applicants in the areas is in hand, covering recruitment schemes run between March and August 1984. It is expected that the results of the survey of staff in post will be published shortly.

14. Monitoring of Race Relations Policy in the Civil Service

The report on the review of personnel policies and procedures was agreed by the Council of Civil Service Unions and sent to Establishment Officers in October 1983. Following final approval by the Minister of State the report was published on 16 December 1983 and departments were asked to take action as appropriate by means of a General Notice on 16 January 1984. Consequential guidance to departments is in the process of being issued although it is likely to be some months before all the consequential amendments can be made.

15. The Atkinson and Adams Report on Selection of Fast Stream Graduate Entrants

The programme of "double intakes" at CSSB in the Appointments in Administration competition, recommended by the CSSB/AGD/RRU Working Group's December 1983 submission to the Civil Service Commissioner, began in April 1984. The results of the Working Group's longer term study of the practicalities and resource consequences of modifying the Qualifying Test and CSSB stages are about to be submitted to the Commissioners.

16. The Working Group has co-opted an Inland Revenue representative for its work on the recruitment of graduate Tax Inspectors. Most of the Adams Report recommendations have been, or are being, implemented. Only a few issues remain to be resolved.

PERSONNEL WORK ACTION PROGRAMME : REPORT ON PROGRESS AS AT MID MAY 1984

Reports by Main Departments

MANAGEMENT: IN CONFIDENCE

PERSONNEL WORK ACTION PROGRAMME: REPORT TO THE PRIME MINISTER,
MAY 1984

MAFF REPORT

I INTRODUCTION

1. This report describes the progress achieved by MAFF in accordance with the Personnel Work Action Programme. It is divided into two main sections: the first describes progress made to date whilst the second covers current work and that planned for the next 12 months. In each section the paper considers separately the items of highest priority in the Action Programme and two other items of particular importance to MAFF: these are delegation of personnel work to line managers, and computerisation of personnel records.

II PROGRESS ACHIEVED UP TO MAY 1984

A. ITEMS OF HIGHEST PRIORITY IN THE ACTION PROGRAMME

Career Management and Training

2. MAFF has already extended its succession planning arrangements to a range of key posts outside the Senior Open Structure. Though this is an extra burden senior line managers welcome the discipline and aim to take it further down their lines. As a result of the work so far areas of potential training need have been identified and staff who appear on succession plans have been asked to undertake appropriate training to equip them for future postings. In the field of financial management training a training strategy has been prepared to support the implementation of the Financial Management Initiative in the Department. 700 budget centre and cost centre managers will be trained as a first step.

3. MAFF's Personnel Division has prepared a draft personnel management policy statement which will shortly be circulated for consultation within the Ministry. It is in part a product of the bilateral discussions that the Division has had with the line managers of all of the main groups of staff on a new approach to personnel management

in MAFF (see paragraphs 8 and 9 below). It will also need to reflect central rules and guidance on various personnel policy matters which have yet to be issued by Cabinet Office (MPO). It is intended that the policy statement will be published in a pocket guide which will be issued to all staff to inform them of personnel policies and procedures of interest to them.

Staff Appraisal and Reporting

4. A major task for MAFF's Personnel Division since the summer of 1983 has been the development of new staff report forms and procedures. Following agreement by Permanent Secretaries in October 1983 on the central principles to apply across the whole Service, the MAFF Management Board considered first drafts of a new form and procedures in December 1983. A revised draft was circulated to selected line managers and in the light of their comments a further draft has been prepared. The Departmental CCSU are being consulted. Training plans are being developed to help managers and staff use the new forms when introduced.

Performance - Related Pay

5. No Departmental action required.

Inefficiency and Poor Performance

6. MAFF procedures, particularly as regards the authority of line managers and the supporting role of personnel branches, have been reviewed during the bilateral discussions between Personnel Division and line managers (see paragraphs 8 and 9 below). Provisional agreement has been reached for most of the main groups of staff on the allocation of responsibilities for action on inefficiency and poor performance. Final agreement within MAFF is subject to the revised central guidance, and the amendments to the Code and PCSPS, which have yet to be issued by Cabinet Office (MPO).

Unified Grading

7. On the introduction of the new system of unified grading in January 1984, the Director of Establishments wrote individually to all MAFF staff in grades affected. An office notice was issued to

all staff to explain the new scheme. New procedures for promotion into and within the extended Open Structure have been prepared and the Departmental CCSU are being consulted.

B. OTHER ITEMS OF PARTICULAR IMPORTANCE TO MAFF

Delegation of Personnel Work to Line Managers

8. Because of the geographical and functional structure of MAFF the most important sections of the Action Programme for the Department were those which recommended a more precise definition of personnel management responsibilities and their allocation to line managers. The main thrust of the work on the Action Programme in MAFF has been directed towards these sections. MAFF's Personnel Division has held a major programme of bilateral discussions with the line managers of all of the main groups of staff and has prepared draft "charters" describing the arrangements for personnel work for each group.

9. Although the pattern varies from one group to another, the movement in all cases is towards giving line managers greater responsibility for personnel management decisions, with the Director of Establishments and his personnel staff placing greater emphasis on their monitoring, advisory and support role. The bilateral discussions and the draft "charters" cover all aspects of personnel work. The "charters" have provided a substantial part of the foundation for the Departmental Statement of Personnel Management policies, which is being developed in parallel with them, and will be made widely available to staff.

Computerisation of Personnel Records

10. The Report on the Review of Personnel Work in MAFF recommended that priority should be given to considering the detailed requirements for a computerised system of personnel records. This is an important adjunct to a more devolved system of personnel management. The MAFF Management Board agreed to this recommendation in April 1983. Detailed specifications for the system and the database design are at an advanced stage. The type of hardware to be used has been selected and a decision has been taken to purchase a commercial software package and to modify it to meet MAFF's specific requirements.

hardware and some of the necessary software have been purchased to set up a pilot system.

III. CURRENT WORK AND WORK PLANNED FOR 1984/85

A. ITEMS OF HIGHEST PRIORITY IN THE ACTION PROGRAMME

Career Management and Training

11. MAFF will continue to identify individuals in or likely to join the extended Open Structure to ensure that they receive appropriate training to develop their senior management potential. MAFF will implement its detailed programme of financial management training as part of its work on the FMI. At levels below the Open Structure, work will start on developing a strategy and objectives for training for each main group of staff, in collaboration with the line managers concerned.

12. It is planned that the pocket guide for staff informing them of personnel policies and procedures will be completed and issued by the end of 1984.

Staff Appraisal and Reporting

13. Work will continue on the new system of staff appraisal and reporting. After consultation with the Departmental CCSU, final drafts of the form and procedures will be prepared and tested. Detailed training plans will be drawn up when the form and procedures have been decided. The Departmental Agreement on Procedures for Staff Reports and Promotion will be renegotiated with the CCSU. The intention is that the new system will come into operation in the 1985/86 reporting year.

Inefficiency and Poor Performance

14. When the Cabinet Office (MPO) has issued revised central guidance and amendments to the Code and PSCPS, MAFF will finalise its Departmental procedures, consult the Departmental CCSU, and introduce them as soon as possible.

Finalised Grading

15. Consultations with the Departmental CCSU on the new procedures for promotion into and within the extended Open Structure will be completed and the new procedures introduced during 1984.

B. OTHER ITEMS OF PARTICULAR IMPORTANCE TO MAFF

Delegation of Personnel Work to Line Managers

16. The "charters" for all of the main groups of staff will be finalised and submitted to the MAFF Management Board for endorsement. A handbook of procedures for managers with personnel management responsibility will be prepared, setting out detailed procedures on all aspects of personnel work. The Departmental CCSU will be consulted both on the "charters" and on the handbook. The intention is to complete consultations and issue all of these documents by the end of 1984. Increased responsibility for personnel management would then be transferred to line managers as appropriate on 1 January 1985.

Computerisation of Personnel Records

17. The pilot system of computerised personnel records will be introduced during 1984/85, with the intention of bringing the full system into operation during 1985/86.

PERSONNEL WORK ACTION PROGRAMME:
IMPLEMENTATION IN THE CABINET OFFICE

In addition to the tasks contained in the Action Programme which are common to all government departments the Review of Personnel Work included two recommendations specific to the Cabinet Office (Management and Personnel Office). Recommendation 53 was that 'the present policy of increasing interchange of staff between MPO and operational departments should continue' and that 'special attention should be given to ensuring the application fully to the MPO's Personnel Management Group'. It is Cabinet Office policy to encourage such interchanges. To help secure them a formal Loan Exchange Scheme was negotiated with departments in 1982; through this interchanges are actively pursued. In the Personnel Management Group 13 key posts are filled by staff on loan from other departments. Many other posts eg in the Secretariat, the Management and Efficiency Group and the Civil Service College are also filled by staff on loan. In total some 210^{of}/Cabinet Office's 1700 staff (approx 13%) are loanees.

2. Recommendation 54 was that 'the MPO should establish continuing links with the IPM and outside professional managers to keep abreast of developments in personnel management and should consider enabling a small number of key personnel management staff to acquire deeper knowledge through appropriate courses of study'. A link has been formed with the IPM through a study of professional qualifications in the Civil Service conducted by Training Division MPO and attendance at the Civil Service College personnel management practitioner course can now lead to the award of the IPM Certificate in Personnel Practice. In addition we aim to be supporting about 6 in the first year of our own staff to study for the full IPM qualification.

3. Our approach to the Action Programme itself has been to tackle first the tasks designated as of highest priority together with a number of other items selected on the basis of cost effectiveness.

Tasks of Highest Priority

4. A draft personnel management policy statement has been prepared which sets out the aims and objectives of the Department's personnel

management policies. It describes in broad terms the structure of the Department and the respective roles of personnel and line management with full regard to the Financial Management Initiative. The statement when complete will form part of a new Handbook for Staff which will describe in detail how the personnel function will operate in the Department and the part which the staff themselves should play in it. We plan to finalise the Handbook before the end of 1984.

5. In general delegation of personnel functions to line managers is being dealt with alongside financial delegation under the FMI. During 1984/85 a start will be made on delegating certain functions eg the authorisation of substitution, some special leave and overtime. Subject to further advice from the central Personnel Management Group and others we also propose to transfer to senior line managers the responsibility for handling cases of probation, inefficiency and poor performance. The role of the Personnel Division in all these matters will be to provide expert advice, particularly in difficult cases. We intend to issue guidance to line managers as an aid to undertaking their expanded role.

6. A succession plan for the Open Structure plus key posts at Assistant Secretary level has been drawn up. In fitting people for top posts we are continuing to develop our programme of experience postings, including loans out to other departments and appropriate organisations. The Training Division in the Department has agreed to undertake a survey of our management development needs to identify the skills eg managerial, specialist, which are required.

7. To meet our financial training requirements arising from the introduction of new procedures under the FMI, a series of seminars will be held during May 1984 for all managers and key support staff who take on new responsibilities.

8. On staff appraisal and reporting we are awaiting the new model report forms to be provided by the Personnel Management Group. Once these are received we will consult our Departmental Trade Union Side and line managers about introducing a new form and any revised

procedures. The timing of progress here will depend particularly on the availability of the model forms and any associated guidance.

9. Unified grading has been extended down to and including Senior Principal (Grade 6) as from 1 January 1984; the consequential amendments to our procedures eg promotion, are being considered and will be in operation by the end of the year.

10. Before the Joint Review Group Report on Women was received the Cabinet Office launched its own study of the situation within the Department. A report has been received and is being considered with the Trade Union Side.

Other Items

11. Trawl notices: we have examined our procedures for the internal circulation of trawls. We have been able to streamline the systems with some savings in staff time and processing costs largely by being more selective in our distribution and by limiting the initial information with further details available on application.

12. Local recruitment: we have achieved worthwhile savings in staff effort by taking advantage of the flexibility permitted in the use of Job Centres. Line managers in the locations outside London are closely associated with all local recruitment. At Basingstoke the Cabinet Office mounts the local collective recruitment scheme. This has been reviewed in the context of moving to repayment. However the conclusion was that the infrequency and small scale of the operation would not justify the administrative costs of introducing a repayment scheme. Local recruitment is monitored through the local personnel section which operates the scheme.

13. Promotion: a revised agreement has been concluded with our Departmental Trade Union Side; it includes a provision for paper boards at junior level.

14. General: alongside the implementation of the Action Programme, the amalgamation of the previously separate Cabinet Office and MPO Personnel Services Divisions has led to a review, which is continuing, of personnel management policies and procedures with the aim of retaining best practice and harmonising the two systems where differences exist, eg retirement policy and methods of record keeping.

Cabinet Office

MANAGEMENT IN CONFIDENCE

H M CUSTOMS AND EXCISE

PERSONNEL WORK ACTION PROGRAMME: REPORT TO THE PRIME MINISTER

General

Momentum on implementation of the departmental action plan is being maintained although we are still obliged to wait for central guidance on some topics. Nevertheless, where possible, preparatory work is being undertaken. A general Personnel Management Policy Statement which will be issued for all staff to see is at an advanced stage of drafting and is currently under consideration by the Board prior to discussion with TUS. Clear statements of policy are to be included in each book of standing instructions where this has not already been done and the general statement will draw attention to the appropriate books for the guidance of those who may wish to consider a subject in more detail.

Recruitment

Information has been obtained from 25 centres of local recruitment in which the Department is involved and this information is now being assessed to see if any changes in recruitment arrangements are needed. In particular, consideration is being given to the continuation of collective recruitment and the possibility of introducing a repayment scheme where we recruit for others. The costs of local recruitment are being analysed with a view to identifying ways of improving cost-effectiveness. Dates for implementation must await full analysis of the information available and decisions on changes needed, if any.

Probation

The amended draft EOG section on probation was received from MPO and we have responded. At EOM on 5 April 1984 it was

agreed that there would be a special derogation for us to retain a probation period of two years for Executive Officers because of the long period of technical training required in the first year. The remainder of the revised EOG section has been accepted and the target implementation date of 1 August 1984 agreed.

Staff Appraisal

Discussions with TUS have commenced on the degree of openness to be included in the new appraisal system. Meanwhile, a review of the appraisal system has been agreed and resources for this review will be provided by Management Services, Training and Personnel Divisions. The aim of the review is to streamline the system without losing any of the significant features and trials of the new staff report form will be incorporated into the review. The report of the review will open the way for full discussion of the proposed new system with TUS. At the same time, preparations are well advanced for an enhanced training package on staff reporting. This must now await final decisions on the new system but a similar package on JAR interviews has been trialled and is ready for use. Some additional resources have been allocated to central monitoring of the operation of the appraisal system.

Career Development and Postings

These subjects are included in the general statement of policy and, in greater detail, in the relevant books of standing instructions. As an important part of career development, training available is described comprehensively in one of the books where the full range of departmental induction, vocational and management training appropriate to each grade is described. This permanent instruction is supplemented by the issue of circulars describing the availability of additional training at the Civil Service College and outside institutions. For senior staff, close liaison is established between the Heads of Training and Personnel Divisions on the one hand and the Director Personnel

and the PEO on the other. With such small numbers of fast-stream and open structure staff the needs of each can be considered individually and this consideration is now established as a regular procedure. Similarly, for those not in the fast stream nor destined for the open structure but likely to reach relatively senior levels, careful consideration is given by line, personnel and training managers.

Career development interviews are available on a selective and voluntary basis to Clerical Officers and it is hoped that discussions with TUS will enable extension of this selective facility to executive grades by January 1985. Regional training and development officers have received some training to ready them for their increased responsibilities for career guidance.

Before career management can develop fully it will be necessary to re-negotiate certain fundamental agreements with TUS to integrate more completely policies on appraisal, training, development and posting. Initial consideration is being given to this integration but it will undoubtedly encounter stiff TUS opposition.

Promotion

A comprehensive publication on promotion procedures is at an advanced stage of drafting and it is hoped to publish in July subject to consultation with TUS. This will supplement the general policy statement on the principles on which promotion is based. Meanwhile we are moving towards greater use of interviews in promotions because of the special needs of our widely dispersed staff working in a wide range of different disciplines. Conscious of the cost of an increased interviewing commitment, we are considering the use of regional sifting and promotion panels. This will be included in an overall evaluation of the relative performance of candidates promoted by interview and paper board. A firm guidance, instruction and training pattern has been established for members of promotion and selection boards.

We have indicated support for the MPO proposals on promotion pooling.

Inefficiency

We have decided to delegate authority to the 22 regional Collectors (Assistant Secretary level) and to 3 Assistant Secretaries in the main HQ locations to decide on cases of inefficiency arising in staff at EO level and below. These comprise 75% of the Department's complement. For staff at HEO level and above decisions on inefficiency will be made centrally within the Personnel Directorate for the present. Appropriate provision for appeals is to be made and we hope to reach agreement with TUS by early autumn 1984 with instructions to be issued by November 1984 and full implementation by 1 January 1985. Personnel Directorate will continue to monitor and evaluate the effects of these decisions. Further changes in respect of related subjects such as health, unsatisfactory attendance etc will be brought into line when the proposed guidance is received from MPO.

Implications for Personnel Work in Departments

The overall strategy is contained partly in the Board's Management Plan and partly in the policy statement shortly to be issued. Within these two important documents the division of responsibilities between line and personnel managers will be indicated and the support, monitoring and co-ordinating role of personnel staff will be emphasised. Special training of selected personnel managers has commenced utilising the Civil Service College and reviews of the personnel content of existing departmental training are proceeding. Feed-back from all students attending any courses containing personnel management material will be co-ordinated and measured against identified needs.

Other Topics

Changes required for the delegation of decisions on leave and special leave will be completed by autumn 1984. This is slightly later than anticipated but the effect on costs will be minimal. Trawl procedures have, in the main, been adjusted and full implementation of the desired changes should be achieved by June 1984. An approach has been made to the Treasury about delegation

of authority on purely departmental allowances but resolution of this problem must probably await the outcome of current pay negotiations, particularly in respect of clerical grades.

Conclusion

Steady progress is being made but our major thrust over the next few months will be on the revision of the staff appraisal system. No doubt we will encounter some of the same opposition departmentally as was encountered centrally but our plans are well advanced to take early advantage of any breakthrough in negotiation when we have the evidence of the MSD review to hand. In parallel with this thrust priority will also be given to the changes to inefficiency procedures and to improving career management systems for more senior staff. Training needs have been examined and we are looking closely at what is available testing various facilities with selected staff. Plans for meeting the more widespread needs for FMI training are proceeding and we hope to make a start in the autumn when results from pilot systems have been analysed.

PERSONNEL WORK ACTION PROGRAMME: CONTRIBUTION TO MPO REPORT

DEPARTMENT OF EDUCATION AND SCIENCE

1. The Department has concentrated on the "tasks of highest priority" and other areas where maximum cost benefit can be achieved and/or early action is needed for departmental reasons. Recommendations in other areas will be pursued. The following areas are being given priority.

Personnel Management Policy Statement

2. A thorough study of DES personnel management policy was undertaken, in consultation with the departmental trade union side, during the Management Review of the Department in 1979. But some of the results of that earlier work require review and some new topics need to be covered. A first draft of a new policy statement has been prepared after discussion with senior managers and its general lines have been set by the Department's Management Group chaired by the Permanent Secretary. The target is to issue the statement by the end of the year.

3. Alongside the policy statement the Department will issue a series of published documents on all aspects of the career management of specific grades, covering recruitment grades and one or two others. The Executive Officer document has been approved by senior management and will issue shortly following final consultations with the TUS. This will provide a model for the other grade documents which the Department intends to produce within the next 12 months. They will be consistent with the wider personnel policy statement.

4. A thorough review of personnel management in HM Inspectorate is in train, taking account of issues arising from the Rayner scrutiny and of changing demands on HMI. Statements on specific aspects of personnel policy are being issued to HM Inspectors as the review progresses and a consolidated document will be issued if necessary on completion of the review.

Responsibilities of Line Managers

5. The balance of responsibility for personnel management between central grade managers and line managers is being re-examined. The Department has already delegated some personnel responsibilities to "branch establishment officers" in each

Under Secretary command and more substantial responsibilities to the managers of its main outstations, for example in respect of recruitment and promotion. The controller of its second main office, at Darlington, has complete delegated personnel management authority up to EO level (with substantial involvement above that level); and the Senior Chief Inspector has extensive authority in respect of HM Inspectors. There is less scope for delegation in the London policy headquarters with its small commands and high interchange of staff, but this area is being reviewed nevertheless to establish whether any other aspects of personnel work could with advantage be passed to line managers. Conclusions should be reached by the end of this year and reflected in the personnel policy statement.

Staff Appraisal and Reporting

6. Following the publication of the Review of Personnel Work report to the Prime Minister, the Department has prepared drafts of new report forms designed to emphasise performance in the job.

A statement about procedures to be associated with the new report form is now being drafted and, as soon as it is ready, the trade union side will be consulted about both documents. The Department's training unit is designing a staff training programme which will come into effect as soon as the new forms and procedures are agreed. The objective is to test the new system in 1985 and bring it into effect in 1986.

Training

7. At senior levels (Assistant Secretary and above) a substantial proportion of staff - selected on the basis of present job and succession planning - have recently attended financial, management and information technology courses at the Civil Service College and elsewhere. The intention is now to establish more systematic ways of assessing training requirements, mainly in the context of succession planning. At more junior levels the Departmental Training Officer has reviewed the scope and balance of all the courses at the Departmental Staff Training Centre and options for external training and has reported to the Management Group. This report provides the basis for the training strategy section of the personnel policy statement. The identification of and staffing to meet financial and management training needs has taken priority in the Department's domestic training programme. New courses have been introduced for staff with responsibilities for the management of the Department's cost centres and for centrally controlled accounts.

Inefficiency and poor performance

8. DES internal practices for dealing with inefficiency and poor performance are being examined; the preliminary finding is that they are generally consistent with the recommendations of Chapter 8 of the RPW. Line managers are already involved in decisions on inefficiency cases but further study is required on the possibility of greater delegation to them (although stopping short in the headquarters office of making line managers responsible for the final decision to dismiss). The new staff report form is intended to oblige managers to be more explicit in their judgements and thus secure earlier recognition and action to deal with poor performance.

Equal Opportunities

9. In the middle management grades the proportion of women employed by DES is about three times the service-wide figure. The proportion at more senior levels is expected to rise in the next few years. The Department has adopted a policy of encouraging applications for reinstatement from women who wish to resume their careers after having a family and wherever possible to provide the opportunity for part-time work (so far up to and including Principal level).

10. Work has started on the action programme arising from the recommendations of the Joint Review Group on the Employment of Women and on the implementation of the MPO Code of Policy on Race Relations. An Equal Opportunities Officer has been appointed to cover both.

Wider experience for serving civil servants

11. A programme of exchange and secondments at levels from Assistant Secretary to HEO is being developed with local authorities, universities, Research Councils and the private sector. Exchange or one way secondments are in hand with each of these sectors. The Department intends to create a permanent system, at a level judged to be cost effective, whereby staff in the appropriate grades are on loan to outside bodies and others are loaned to serve in the Department.

MANAGEMENT IN CONFIDENCE

PERSONNEL WORK ACTION PROGRAMME: PROGRESS ACHIEVED IN THE MINISTRY OF DEFENCE AS AT MID-MAY 1984

1. Tasks of Highest Priority

Item 1: Career Management and Training

a. Succession Planning. Succession plans were produced in 1983 for all posts at Grade 3 (Under Secretary) level and above and for posts at Grade 4 level for specialists. These will be revised and updated during 1984. The possibility of preparing similarly detailed succession plans for other key posts within existing personnel management resources is being kept under regular review.

b. Personnel Management Policy Statements. The announcement made by the Secretary of State for Defence on 12 March 1984 about his proposals for the future defence organisation, which were subsequently published as Defence Open Government Document 84/03 is likely to have considerable implications for personnel management policy within the Ministry of Defence. The details are still being worked out. The departmental training strategy is being updated to take account of these changes and also training needs arising from the Financial Management Initiative, the professionalism study and other internal studies of management/development training.

c. Fitting People for Top Posts. Substantial progress has been made in identifying training needs for senior management staff, particularly those who feature in succession plans. Priority has been given to financial management training. A study has been carried out with the objective of identifying further training needs, not only of finance staff but also of other types of staff including line managers who have responsibilities for the control and management of resources. The recommendations of

this study are now being considered in the light of the introduction of Staff Responsibility Budgets from 1 April 1984 and the planned introduction of Executive Responsibility Budgets in a rolling programme from 1 April 1985. For administrators, training needs in the areas of computer appreciation and personnel management are now being identified. A record of the job experience of administrators has been added to the Department's computerised Civilian Personnel Management Information System (CIPMIS). This is proving a valuable aid in identifying training needs. Consideration is being given to enlarging this facility to cater for specialist grades.

Item 2: Staff Appraisal and Reporting

Line managers and the Departmental Trade Union Side are being consulted about the proposed new departmental staff reporting and appraisal system. It is the intention to hold trials of the new forms and procedures later in the year, with the aim of introducing the revised arrangements during the 1985 reporting season.

Item 4: Inefficiency and Poor Performance

Departmental procedures have been reviewed in the light of existing central guidance. The decision has been taken to delegate responsibility to line managers for approving the premature retirement on inefficiency grounds of non-mobile non-industrial staff and industrial staff with more than 5 years service). Responsibility for defending such decisions on appeal to the Civil Service Appeals Board and Industrial Tribunals will also be delegated and a programme of training courses for local managers likely to be involved with CSAB hearings has been drawn up. Delegation will take effect towards the end of 1984, as set

as departmental guidance notes for line and personnel managers have been prepared in the light of the revised central guidance yet to be issued by the Cabinet Office (MPO). The Departmental Trade Union Side has been consulted about these proposals and their comments are awaited. The future policy for mobile grades has yet to be determined but if responsibility for the personnel management of certain grades is transferred to line managers, delegation of decisions in inefficiency cases will probably follow.

Item 5: Unified Grading

Departmental personnel management procedures for the implementation of unified grading down to Grade 6 (Senior Principal level) have been considered and proposals have been put to the Departmental Trade Union Side for comment. No organisational changes are considered necessary, at least for the time being. Many posts in the Enlarged Open Structure will continue to carry some form of "labelling" which will determine the qualifications and experience needed by the individuals best suited to fill them. But posts are being identified which can be thrown open to any member of the enlarged unified structure, regardless of previous occupational grouping. Career development arrangements will be modified progressively to enable the identification and development of those of the highest potential, regardless of occupational background. The extension of unified grading down to Principal level has also been studied. The Ministry of Defence, as the major employer of PSOs and PPTOs, has reaffirmed its support for this further development which is seen as bringing substantial benefits to the Department.

Annex A: Civil Service Management Development in the 1980's

On the initiative of the Secretary of State for Defence, a scheme was launched at the National Defence Industries Committee last year to exchange some 50 people at a time between the MOD and the defence industries for periods of between six and twelve months. This scheme has been slow to get off the ground because both sides have had difficulty in identifying suitable people in sufficient numbers for secondment but contacts have been established and some arrangements for exchange are well advanced. Further efforts are being made now to ensure that momentum is not lost. The Ministry of Defence has made a significant contribution for some time to the Civil Service-wide secondment with industry scheme.

Annex B: Review of Personnel Work in the Civil Service

- a. Recruitment. The Ministry of Defence has continued to participate in the co-ordinated recruitment arrangements where these exist. Local recruitment schemes have been monitored during the financial year 1983/84 and the results are now being evaluated. MPO proposals are awaited on future central recruitment arrangements for EO's and specialist grades.
- b. Probation. Departmental procedures will be reviewed in the light of the revised Establishment Officers' Guide section on probation (EOG(84)7). It is doubtful that the shorter probation period can be implemented on 1 August 1984. It may be necessary to defer this until a revised package of probationary procedures, including the delegation of end-of-probation decisions to line managers, is ready and has been agreed with the Departmental Trade Union Side. The end of 1984, when delegation in inefficiency cases is expected to take place, may be a more realistic date.
- c. Career Development and Postings. The more selective use of career development interviews and changes in the trawling system have been

examined as part of the study referred to under Item 1b.

- d. Promotion. No major changes in promotion arrangements are envisaged before the introduction of a new staff reporting and appraisal system. If responsibility for personnel management of *certain mobile grades* is transferred to line management, there will be a greater degree of delegation for promotions. More emphasis is being placed on the training of and provision of information for Board Members.
- e. Implications for Personnel Work in Departments. Ministry of Defence personnel management courses have been revised to reflect the new concepts recommended in the Review of Personnel Work and greater emphasis is being placed on the training of newly appointed Personnel Management staff.

Annex C: Other Major InitiativesItem 1: Joint Review Group (Women)

Following publication of the Programme of Action on 9 February 1984, the Policy Statement has been published to all employees and an Equal Opportunities Officer designated. A statement of progress likely to be achievable within the Ministry of Defence is being prepared as a basis for discussion with the Departmental Trade Union Side.

Item 2: Race Relations Policy and Ethnic Monitoring

The Race Relations Policy Statement has been published. Action is in hand to review departmental policies and procedures to ensure that personnel and line managers are aware of their responsibilities in regard to the avoidance of racial discrimination. Agreement has been reached with the Departmental Trade Union Side on a Code of Practice for safeguarding the confidentiality of ethnic data held on computerised personnel records. An encouraging response was received from MOD staff to the ethnic surveys held last autumn in the North West and Avon.

A. TASKS OF HIGHEST PRIORITY

CAREER MANAGEMENT AND TRAINING

a. Succession Planning

Senior Management is considering proposals for a broadly based career stream approach offering a number of Senior Management openings at Grade 3 level and above. The proposals envisage identifying "starred principals" and adopting a more structured approach to succession planning and selective use of Management Development Programmes. Subject to their being consistent with the guidance to be issued by MPO the new arrangements should come into effect by the target date of September 1984.

b. Identifying Training needs of A/Ss and U/Ss - Financial and Management Training Needs

The Group has published a digest of good quality senior management and developmental training courses, within and outside the Civil Service.

The digest identifies postholders, down to Principal level, who would benefit from these courses. These arrangements will need to take account of the guidance on quantitative training criterion, for those with senior management potential, to be issued by MPO. We propose to undertake a formal analysis in 1985 of management training needs for DE HQ staff.

c. Open Structure Course

The Group has identified Senior staff to send on these courses.

STAFF APPRAISAL AND REPORTING

Senior Management has endorsed in principle the proposals of the Departmental Management Working Group established to consider and implement the RPW and RSWP recommendations within the Group. The Group will be adopting separate report forms for performance appraisal and promotability assessment, to be completed simultaneously each year. Staff will be able to see their performance appraisal and JARs will be undertaken by the Reporting Officer. Senior line managers, regional personnel specialists and the DE Grade Trade Union Side are being consulted about the new report forms developed by the Working Group. A programme of trial testing should be completed by October with the aim of introducing the new reporting arrangements in June 1985 - 6 months before the completion date in the Action Programme.

INEFFICIENCY AND POOR PERFORMANCE

Management has agreed detailed proposals which streamline procedures for dealing with inefficiency and delegate authority to line management. The proposals and accompanying guidance to staff and managers will be finalised when MPO issue central guidance, at which time discussions will be held with the Group Trade Union Side.

Subject to the MPO guidance being issued shortly, we aim to implement the revised procedures before the end of 1984.

UNIFIED GRADING

The new Open Structure is already operating throughout the Group and the necessary changes to posting and promotion procedures are being developed with the Heads of Profession. A Grade 6 Review, reflecting the extension of unified grading, is underway.

PERSONNEL MANAGEMENT POLICY STATEMENT

A draft policy statement, which takes account of the experience gained in operating the new procedures and policies introduced under the RPW Action Programme, will be put to the Group TU Side in the Autumn with the aim of issuing an agreed statement before the end of the year. Much of this hinges on the introduction of key changes in personnel policies. We are also looking more generally at how we give staff and line/personnel managers usable and up to date guidance on personnel issues.

B. OTHER WORK UNDERWAY

WIDER EXPERIENCE FOR DE GROUP STAFF

The Group is actively pursuing a policy of creating more secondment opportunities. The Permanent Secretary is writing personally to a number of firms about the Group's secondment programme and a brochure explaining it will shortly be published. Senior managers are being asked to identify suitable staff for secondment and posts which might be filled by inward secondment of people from outside the Civil Service.

RECRUITMENT

Local recruitment procedures are operating well and, on the evidence available, appear to be more efficient and cost effective than the centralised arrangements which previously operated. Monitoring arrangements have been introduced and a full review is planned for Autumn 1984, prior to MPO's planned review in 1985.

The DE Group is particularly interested in EO recruitment (the Group has produced a video for use by CSC Board Chairmen) and awaits the CS Commission proposals for closer involvement of departments and its review of revised arrangements for EO recruitment; we wish to be closely involved in these initiatives and have given early consideration to the issues involved.

PROBATION

Guidance and instructions incorporating the recommendations of the RPW have been prepared and will be discussed with the Group TU Side in August/September, subject to prior completion of MPO negotiations with the CCSU. The new procedures are expected to come into operation in October/November 1984.

CAREER DEVELOPMENT AND POSTINGS

The DE Group is one of 7 departments involved in the study of career development for staff who have the potential to reach ^{at} least principal level. Earlier work on this had been undertaken by a departmental Working Party on career Development, set up in October 1983 following the Group's internal review of personnel management. The Review Team on Career Development will complete its work in late June 1984. This work will lead to significant changes in the DE Group Management Trainee Scheme.

In common with other departments the DE Group finds it difficult to fill posts [at SEO level and below] in Greater London. An information pack to attract staff to London has now been published and this, coupled with articles in house journals and the use of shortage panels, is intended to help tackle this problem.

PERSONNEL MANAGEMENT COURSES

We have identified 25 personnel managers who will be studying for the IPM foundation course during 1984/85.

Equal Opportunities for Women

A departmental Joint Review Group is making good progress in carrying forward the MPO- CCSU recommendations. Following the earlier publication of a general policy statement and guidance notes on job allocation and promotion, new guidance and instructions aimed at encouraging greater availability of part-time work will shortly be issued. Priority is also being given to restatement, special level and training and it is hoped to reach agreement on these issues before the end of May.

The Department is funding a short research project into why women fare less well than men in promotion; the study will look at promotion from EO to HEO and follow on from the MPO funded study on promotion from CO to EO. The Group is also represented on the Working Group on Alternative Working Patterns.

Race Relations Policy

The ethnic surveys conducted in Avon and the North West met with an encouraging response rate of 85% in the DE Group and have provided a sound basis for further action.

A thorough review of the Group's policies and procedures was completed in March following the publication of the MPO/CCSU Review of Policies and Procedures and prior to the CRE Code of Practice taking effect on 1 April. Additional instructions and guidance have been issued and equal opportunity officers, with responsibilities for both sex and race, designated in each part of the Group. We intend to hold a short seminar for equal opportunity officers later in the year.

Retirement, Redeployment and Redundancy

We are looking carefully at our policies in each of these areas with the aim of developing our procedures to meet changes in staffing levels.

MANAGEMENT IN CONFIDENCE

DEPARTMENT OF ENERGY
PERSONNEL WORK ACTION PROGRAMME

The Department of Energy is carrying out a programme of personnel work tailored to its practical needs.

2 The Department has about 1,100 staff, most of them in one building. The business of the Department is concerned with energy supply and demand and includes a high concentration of difficult policy and technical issues of importance to the economy. In personnel terms the Department needs a high proportion of able administrative and professional staff who can tackle these issues successfully.

3 The Department's programme of personnel work covers the main areas of the Fraser and Cassels Reports but gives priority to those aspects which particularly relate to its needs. These include the development of commercial, industrial and professional expertise among staff, a vigorous training programme with particular reference to financial management and the preparation of a personnel management policy statement which updates and clarifies responsibilities.

DEVELOPING STAFF EXPERTISE

4 The Department attaches importance to recruiting staff with relevant backgrounds where possible. Thus:

- a. some 275 staff, about 25 per cent of total manpower, are in technical and professional posts: for instance, petroleum specialists, gas and electricity engineers, economists and scientists;
- b. some 15 per cent of the Department's Principals and non-technical Grade 5 staff were employed in industry before joining the Department;
- c. over two-thirds of Principals with a degree have it in a scientific or numerate subject, law or economics. The same applies to around half those non-technical Grade 5 staff who have a degree.

5 The Department is developing the career management of its staff with a view to broadening their industrial and commercial experience through secondments and other attachments. Thus:

- a. around 20 per cent of the Department's non-technical staff at Principal level upwards either have been or are at present on secondment to industry or commerce;

b. between 5 and 10 per cent of the Department's Principals are normally inward secondees from industry or commerce;

c. attendance on training courses arranged by outside bodies, particularly private sector companies and business schools, is encouraged where possible. Over 25 per cent of Principals and non-technical Grade 5s have now been on such courses.

6 The Department will continue to develop this policy over the next year.

TRAINING

7 The Department has carried out a thorough review of its training programme with particular reference to the need to strengthen financial management. Training occupies a central role in a variety of recent reports and initiatives. The Fraser report, the Cassels report, the Financial Management Initiative, the Department's own scrutiny of running costs, the introduction of unified grading, the initiative on equal opportunities for men and women - all place weight on training. The Department's exercise aims to draw their conclusions together and devise a coherent plan for following them through.

8 The Department has approached the task from three angles.

9 First, grade training. The aim has been to define the core of basic training which is regarded as appropriate for all members of each grade. One conclusion has been the desirability of developing a course on the management of resources, to be conducted in-house by the Department itself. The aim of this course, designed for officers from Executive Officer to Principal, will be to encourage greater cost consciousness and efficiency and to improve managerial skills including the management of staff. Discussions are in hand with the Director of Management Studies at the Civil Service College and with Cabinet Office Training Liaison Officers.

10 Second, job-specific training. The content of every post throughout the Department from Executive Officer to Assistant Secretary has been analysed in terms of its training needs. This includes in particular the skills required for the monitoring of nationalised industries, the control of programme expenditure (the Department is responsible for the administration of some £1200 million of Vote-funded programmes) and the executive management of running costs. This exercise has also covered more specialist training needs such as computer work, information technology, operational research, statistics, internal audit, home defence planning and international policy.

11 Third, career development training. The analysis described above is an important input into the identification of areas of required competence in the development of staff to occupy senior management posts. The exercise has covered technical, scientific and

professional posts across the Department and is designed to facilitate the implementation of unified grading.

PERSONNEL MANAGEMENT

12 Work is well advanced on the preparation of a departmental statement on personnel management. This will comprise a statement of general policy underpinned by a series of more detailed notes on specific aspects of personnel management. These will be issued individually to each member of staff.

13 The restatement of the Department's personnel management policy will reflect not only recommendations in the Cassels Report but also the extension of unified grading and the programme of action on equal opportunities for women. Separate exercises are well advanced on revised arrangements for probation; staff appraisal and reporting; career interviews; and promotion to grades 5 and 6 taking account of the extension of unified grading.

14 Both the FMI and the Cassels Report identify a need for line managers to be more accountable for the effective deployment and management of staff under their control. The Department's statement on personnel policy includes greater participation by line managers in decisions affecting staff: for example, membership of recruitment panels, responsibility for the selection of inward secondees (including Business Advisers), and decisions on confirmation or termination of appointments at the end of probation service, and more meaningful involvement in identifying the career development requirements of staff.

THE WAY AHEAD

15 The next phase of the Department's personnel initiative beyond May 1984 will comprise implementation of the training strategy, with particular emphasis on the working up of the internal course on the management of resources, further development of retirement policy and the introduction and testing of new reporting and appraisal procedures. In addition, the Department attaches importance to tackling the serious problem of promotion blockages which it faces and the allied need to encourage and bring on young talent.

Department of Energy

PERSONNEL WORK ACTION PROGRAMME - DRAFT PROGRESS REPORT FOR DOE AND DTp -
MAY 1984

1. This note summarises progress by these departments on the items included in the Personnel Work Action Programme. There are several areas where action by departments awaits prior steps centrally.

PERSONNEL MANAGEMENT POLICY STATEMENT

2. A career development policy statement was published for administration group grades in 1974 and was updated in 1982 with a further notice putting more emphasis on the advantages of longer postings and more specialisation. A further statement - or statements if appropriate - on administration group and other grades will be issued by the end of 1984 : our aim will be to reflect the latest policy on as many as possible of the other items in the Programme, notably on probation, staff appraisal and inefficiency.

SUCCESSION PLANNING

3. Succession plans have been produced for all Deputy Secretary posts and for all "key" Under Secretary posts (including PEO/PFO posts) in the Departments. Job Descriptions and career plans have been made for all the staff concerned and in respect of all other Under Secretary posts.

4. A scheme has also been prepared for succession arrangements for senior posts in the finance Directorates of DTp, DOE(C) and the PSA (covering Assistant Secretary and Senior Principal posts and possible successors among Principals). Job descriptions (including skill/specialist requirements) have been drawn up showing likely dates for next vacancies and indicating training requirements for postholders.

5. A similar scheme has been made in respect of the Nationalised Industry Sponsor Divisions.

STAFF APPRAISAL

6. Now that central discussions between MPO and CCSU on proposed revisions in the reporting and appraisal system have been concluded, work has commenced on the preparation of departmental forms and guidance. It is intended that these should be ready for introduction for all reports due in 1985 and onward.

INEFFICIENCY

7. Guidance from MPO on revised procedures is awaited, notably on the shortening of trial periods and on compensation. In the meantime, we have completed a review of our present procedures which has been promulgated to managers. New guidance to managers has stressed their role in cases of inefficiency - in particular, their responsibility to seek to correct performance which falls below the required standard and to report for further action cases in which the desired improvement does not occur. The need to distinguish issues of conduct and discipline from performance and inefficiency has been emphasised to line managers, and personnel staff alike.

UNIFIED GRADING

8. These departments have implemented unified grading for grades 5 and 6 with effect from 1 January 1984. We are pursuing its further extension in consultation with other departments.

SECONDMENTS

9. These departments have an active secondments programme. Over the 12 months up to March 1984, we have arranged 87 outward and 17 inward secondments. These have included an Under Secretary/Local Authority Chief Executive exchange.

RECRUITMENT

10. These departments have taken no steps to withdraw from the established co-ordinated inter-departmental schemes for local recruitment outside London. We agree with the conclusion by PEOs on 7 April 1983 that such co-ordination is beneficial and, where departments (notably DHSS and IR) have withdrawn, we are discussing alternative arrangements with other departments. Recruitment carried out by DOE and DTp is already closely monitored; and line managers are involved wherever practicable. Generally, we have found it necessary to make use of the experimental measures authorised for a more flexible operation of local recruitment schemes only when recruiting for posts at DVLC Swansea and associated offices in South Wales.

11. Proposals for the improvement of EO recruitment are awaited from the Commission. We have supported the proposal that the Commission should interview on a 5-day week and undertaken to provide members for this heavier workload.

PROBATION

12. We have contributed to discussion of the proposed new guidance issued by MPO. New guidance to line managers has been issued in PSA. Full implementation of the proposals throughout DOE, DTp and PSA awaits the formal promulgation by MPO of revised procedures. A review of procedures is well advanced, however, and we expect to be able to implement them throughout the Departments when the central guidance comes into effect on 1 August 1984. While it is intended that decisions on the confirmation of probationers will continue to be taken by a personnel officer, guidance is planned for managers making clear that the decision will largely turn on the attention they have given to training the probationer up to a fully satisfactory standard; and on the reports they provide on the performance during the probationary period.

CAREER DEVELOPMENT AND POSTINGS

13. These departments have discontinued programmed career development interviews for some time and they are now arranged as the need arises.

14. On trawls circulated from other departments, our policy is to make them known to our staff wherever possible : this does not represent an un-due burden. The main problem is with the release of specialists such as ADP staff who are difficult to replace : it is made clear on all trawl notices that release may not be easy.

PROMOTION

15. We have run a CA/CO Board on which some candidates were passed without interview. This approach to boarding is considered to have been a success on this occasion. We have found that reporting standards at all levels are poor; if uncorrected, this tends to undermine confidence in paper boarding. It is not proposed to extend paper boards to higher levels at present, although the case for doing so will remain under review in the light of progress on improving reporting standards.

16. We have overhauled our training for board members and are running a heavy programme of courses.

17. We have contributed to proposals for revising the promotion pooling system for administration group grades put forward by MPO. In our view, a more radical review is required if the scheme is to regain its usefulness.

IMPLICATIONS FOR PERSONNEL WORK IN DEPARTMENTS

18. Our personnel management policy is subject to continuous review in the light of our needs. We are also reviewing the scope for increased delegation of responsibility to line managers, including the grading of posts in their command.

19. We are developing an on-line computer system to store personnel data in a form more readily accessible to personnel officers. The pilot study, which is going well, is due to be completed by the end of June.

TRAINING

20. We are reviewing our training strategy and priorities, in the light of a departmental report which proposed greater emphasis on defining and meeting present and future departmental requirements. We already run a course for career development officers, which is being reviewed and revised and are also making use of the new course at CSC Sunningdale.

EQUAL OPPORTUNITIES

21. The Civil Service policy statements on equal opportunities for men and women and on racial discrimination have been published. These departments participated in the ethnic surveys in Avon and the North West last November. The policy statements largely reflect departmental practice but our procedures are being reviewed, especially with a view to implementing further recommendations of the Joint Review Group on Women.

PERSONNEL MANAGEMENT ACTION PROGRAMME : DIPLOMATIC SERVICE

The Diplomatic Service is fully committed to establishing better and more effective personnel management procedures, consistent with the principles underlying the Action Programme. Although the Programme has been drawn up for the Home Civil Service, we shall adapt its recommendations, wherever possible, to meet our own requirements.

DELEGATION OF RESPONSIBILITY

We consider this to be a fundamental theme of the Action Programme and of particular relevance to the Diplomatic Service. Over 50% of the members of the Service are overseas at any one time, scattered among 213 Posts covering 164 countries. Over half of these Posts have a

UK-based staff of no more than 6. Inevitably Heads of Mission and their Heads of Chancery assume responsibility for personnel management. As well as around 2,750 UK-based staff, this delegation affects some 6,900 locally-engaged staff who, in almost all respects, are the direct analogues of the clerical and ancillary workers in large home departments.

i. LOCALLY-ENGAGED STAFF

The Head of Mission is already responsible, subject to general guiding principles, for all of the key areas of personnel management which the personnel review identified as suitable for delegation. These include recruitment and dismissal, provision of any necessary local training, and ensuring that staff are properly managed and motivated. As part of our FMI programme, we have already delegated considerably discretion on local expenditure to Heads of Post. This has been extended in the current financial year to local casual labour and overtime as a possible first step towards delegation of responsibility for all local staff costs.

ii. UK BASED STAFF

The fragmented and widely dispersed structure of the Diplomatic Service creates both opportunities and

obstacles. The concept of a career Service and the tenets of fair and open competition rule out the involvement of overseas Posts in hiring UK-based staff. It would in any case be neither practical nor cost-effective. Similarly we do not think it would be right to delegate to Heads of Mission responsibility for the termination of service, whether during probation or afterwards. Diplomatic Service officers are expected to perform a wide variety of tasks under many different circumstances and performance in any one job would not necessarily provide sufficient evidence on which to judge an officer's overall potential. We consider it unavoidable that decisions of this kind must continue to be taken centrally if we are to maintain the necessary degree of coherence and consistency.

However, this still leaves a considerable burden of personnel management responsibility with heads of Mission who must motivate and get the best out of their staff, provide or arrange for any on-the-job training that may be necessary and, through the reporting and job appraisal system, ensure that the progress of staff is properly monitored. Indeed the Head of Post's responsibility must extend beyond the normal managerial ones to include the personal well being and security of his staff and their families.

In those areas where our organisation most closely resembles the Home Civil Service we already have substantial delegation. The Director of Communications

is responsible for the personnel administration of almost 1,100 staff in our Communications Division at Hanslope Park. There is full delegation of responsibility for recruitment, probation, career development, promotion, inefficiency and matters of leave, attendance etc with consultation with central departments over difficult individual cases or where matters of general principle are involved. There was similar delegation to the Chief Passport Officer for the administration of the Passport Office until responsibility for it was transferred to the Home Office on 1 April.

PRIORITY AREAS AND TASKS

i. Career Development

a. Career Plans

Formal career planning procedures have been operating in the Diplomatic Service since 1970. Career plans for individual officers are drawn up and revised regularly during the course of an officer's career. The basic inputs are the annual Confidential Reports, job appraisal interviews, career development interviews prior to posting overseas or during home leaves and an annual questionnaire in which officers are invited to state personal choices as regards Post and duty, together with any special circumstances which may have to be taken into account.

b. Policy Statement

These procedures have been drawn up in consultation with the Trade Union Side and have, in the past, been circulated to staff. In the context of the Action Programme we plan to issue not later than Autumn 1984 a revised statement which will explain the way in which the personnel departments are organised, career plans drawn up and postings decided. Within the last 12 months we have also issued separate statements covering particular aspects of career development for example, the assessment system used in our promotion procedures, and the operations of the special unit which handles the postings of junior Diplomatic Service officers. We consider that this modular approach which pays particular attention to the needs of particular groups of staff is a useful one which should complement any general statement.

ii. TRAINING

Training is an integral part of the career planning process. Managers are required to report on training needs in the annual Confidential Reports and Personnel Departments consider this aspect in revising the career plans of the individual officers. All career plans are circulated automatically to the Head of Training Department and increasingly individual officers are

invited to attend courses on the basis of training recommendations made.

a. Organisational Needs

We are particularly conscious of the need to provide training for organisational needs. Throughout their careers officers are required to attend appropriate training before taking up jobs involving functions with which they are unfamiliar, for example accounts and administration, or commercial work or consular work. Management training is regarded as specially important. In addition officers may be given background training in specific subjects eg European Communities or economics or International Relations; and attend courses such as those run at Defence Colleges in the United Kingdom and elsewhere, and at Business Schools.

b. Language Training

The extensive language training programme has recently been examined by an outside consultant and his report is now being implemented. The effect of this will be the strengthening of the already considerable knowledge within the Diplomatic Service of Western European Languages to the extent that officers will acquire a command of at least two of these languages.

c. Financial Management

Financial Management training needs have been identified and an appropriate programme developed. Where these needs cannot be covered by internal FCO courses, generalist officers are encouraged to attend courses organised by the Civil Service College. The College also provides for most of the FCO's specialised needs eg internal audit, investment appraisal and Government finance and accountancy. To supplement this Finance Department in the FCO plan to produce a guide to monitoring and estimating for issue to all spending departments and to organise regular one-day seminars for staff in these departments.

d. Senior Grades

Diplomatic Service officers about to enter the Senior Grade (ie Senior Open Structure) are likely to have had a different range of job experience from their Home Civil Service contemporaries and most of them will be going on to do a rather different sort of job: about 85% of senior grade appointments are overseas as are about 75% of the DS4 posts from which the promotees will be drawn. We are considering carefully whether the new course for senior management staff entering the open structure would be suitable for Diplomatic Service staff and have asked the organisers to keep open the possibility of our sending DS officers on the programme. We hope that the course could include some consideration of the interaction between

foreign and domestic policy and have offered any help that might be needed in developing this idea, including the provision of speakers.

e. Training Strategy

The overseas commitments of the Diplomatic Service may make it difficult to establish mandatory training criteria for Diplomatic Service members. Training will have to be taken when officers are available in the United Kingdom or during their leave periods but we are working on the formulation of a general training strategy which will set out clearly the aims of the training programme and patterns of training that are desirable for officers in various grades or following various career development paths. This would form part of our overall career policy statement.

iii. INEFFICIENCY AND POOR PERFORMANCE

Diplomatic Service procedures are closely modelled on those set out in the Establishment Officers' Guide and the Civil Service Pay and Conditions of Service Code. Our procedures were reviewed during 1983 in light of experience of individual cases but we would expect to revise them again to reflect any changes which may be made in the Code and Guide to improve the effectiveness of methods for dealing with inefficiency and poor performance.

STAFF REPORTING AND APPRAISAL

The present Diplomatic Service reporting form reflects many years of development in close consultation with the Trade Union Side. It provides for an assessment of both performance and potential and, consistent with the objectives of the action programme, emphasises current performance in the job. Most recently a separate section has been added dealing specifically with managerial qualities.

Because of the central role of staff reporting and appraisal in both career development and line management a comprehensive hand-book covering reporting procedures has been produced and is made available to all reporting officers. This is supplemented by a training course for all staff who move into management grades.

The Department is working towards the implementation of its own Action Programme which embraces action on the CO(MPO) Tasks of Highest Priority as well as in areas which are seen as a Departmental priority. The DHSS Action Plan requires urgent action to be taken in seven main areas. These are:

- a) Recruitment;
- b) Probation arrangements;
- c) Staff Appraisal (MPO Priority Task No 2);
- d) Career Development and Postings (MPO Priority Task No 1);
- e) Promotion;
- f) Inefficiency (MPO Priority Task No 4);
- g) Greater Devolution of Personnel Functions to line management.

Separate action has been taken on MPO Priority Task No 5 (Unified Grading) (see para 9).

2. There are two topics (Probation, Inefficiency) where the need for action is seen as sufficiently pressing to require this Department to begin consultations on amended procedures to the fullest extent allowed within the current central rules, pending a fuller review to be undertaken when MPO rules are revised.

3. In all these areas the underlying theme has been to place more responsibility for personnel management decisions with line management, and to delegate that authority to the lowest appropriate level in the management chain. Because of the diverse nature of the Department it has not proved possible to make uniform progress in all parts; but some 75% of the staff are contained within the Regional Organisation where the greatest progress in delegation has been achieved. A summary of progress is set out below.

RECRUITMENT

4. Following a successful experiment with local recruitment in two Social Security regions, DHSS local offices have been withdrawn from collective schemes and local line management have full responsibility for the selection of clerical staff for their own offices. New instructions and guidance have been drawn up and training in recruitment interviewing given to local office staff. The working of these procedures is being closely monitored. Recruitment of clerical staff is already devolved to Headquarters and the two Central Offices of the Department in the provinces.

PROBATION

5. Proposals have been drafted to delegate to local office managers authority to monitor progress of probationers and if necessary to dismiss unsatisfactory probationers with less than 52 weeks' service. The proposals would allow local managers to dismiss in virtually all cases where a probationer's work performance, attendance record or conduct are regarded as unsatisfactory. The guidance continues to emphasise line management responsibility for the training and positive development of new recruits. These proposals have been put to the Department Trade Unions Side and discussions are taking place with a view to implementation by October 1984.

6. The scope for introducing similar procedures in other parts of the Department, particularly the larger management units, is being examined further, and there will be a fuller review on receipt of the revised Central principles.

STAFF APPRAISAL

7. Action is proceeding in parallel with MPO/CCSU discussions. Advantage has been taken of the discretion available to Departments to devise their own appraisal and reporting arrangements within the centrally prescribed framework. The Department staff appraisal system will embrace separate reports on performance and promotability. Performance Reports, which will be fully disclosed to staff, will concentrate on performance of pre-determined objectives and levels of achievement and will be completed annually. Separate Reports on promotability will be completed as required for officers under active consideration for promotion and will concentrate on personal qualities and ability. Provision is being made for a maximum period to elapse without completion of a report on promotion potential to ensure that talent does not go unremarked.

8. Proposals and draft forms have been developed and put to Departmental Trade Unions. Discussions are continuing and it is intended that first trials of the forms will take place later in 1984 with full implementation in 1985.

CAREER DEVELOPMENT AND POSTINGS

9. Action has been taken in accordance with MPO arrangements to extend succession planning arrangements in the Department to all Under Secretary and selected Assistant Secretary posts. Unified grading has been introduced for all levels down to Senior Principal.

PERSONNEL POLICY STATEMENT

10. A draft statement of DHSS Personnel Management Policy together with a specific statement on career development arrangements has been put before Departmental Trade Unions and discussions continue. When these statements have been promulgated - mid-1984 - the main Departmental management units (Headquarters, Central Offices, the Regional Organisation) will prepare statements of career management policy for staff within those units. Career development policies will be developed centrally for centrally-managed professional groups but within the Department, Heads of Profession will build on these and the Departmental policy statement to produce their own career development arrangements.

11. The existing arrangements for secondments to the NHS, other Government Departments and non-Service organisations continue to be used. These arrangements will be kept under review and expanded to include the private sector if opportunities for this can be developed.

TRAINING

12. Training Branch has drawn up a conspectus of training available currently, both within the Department and externally, in disciplines relevant to FMI. Senior line managers have carried out an analysis of their own and their staffs' training needs and have provided Training Branch with a detailed schedule of their requirements. Where these are not met by existing programmes, Training Branch will consider, with the line management concerned, appropriate alternative arrangements.

PROMOTION

13. An internal review of Departmental arrangements for promotion into the grades of HEO, SEO and Principal has taken place and proposals for new arrangements are under discussion with Departmental Trade Unions. The new proposals delegate to the Controllers of the major management units within the Department responsibility for the selection and authorisation of officers for promotion, giving more immediate line management input to the promotion of officers to serve in their units. Action has also been taken to improve the matching of promoted officers to the vacancies to which they are to be assigned.

14. Responsibility for promotion to clerical posts in local offices within the Regional Organisation has been delegated to local office managers. These promotions are determined without interviews; a review of promotions at clerical levels in the other major units within the Department is being conducted with a view to switching from interviewing to "paper boards".

15. The arrangements for selection and training of Chairmen and members of interviewing boards are being considered as part of a general review of the training needs of personnel staff and line managers.

INEFFICIENCY PROCEDURES

16. An internal review of the procedures for dealing with inefficiency and poor performance has been carried out which identified a number of improvements which can be pursued within existing guidelines pending completion of the MPO revision of central rules. Detailed proposals have been drawn up which include simplified guidance, fewer formal warnings, shorter timescales, reduced levels of monitoring, and increased involvement and responsibility of line management in handling cases. These proposals are being put to Departmental Trade Unions and discussions continue with a view to implementation before the end of 1984. Consideration will be given to any further changes required as a result of amendments to central guidelines.

DEVOLUTION OF PERSONNEL FUNCTIONS TO LINE MANAGEMENT

17. In addition to the specific changes set out above which call for greater delegation of responsibility to line managers, action has been taken in a number of other areas to increase line management authority. These include:

- a) decisions on special and annual leave - proposals are with DTUS with a view to implementation in August 1984;
- b) monitoring and initiation of action on sick leave - proposals to be developed for implementation in 1985;
- c) claims for payment of standard mileage allowances for extended journeys - implemented.

CONTINUING ACTION

18. Action will continue to ensure that the items set out above are implemented within the specified timetable. Action will also be taken on other recommendations contained within the Report of the DHSS Review of Personnel Management. These areas are internal to DHSS and centre on streamlining procedures, reducing record keeping, and shifting the emphasis in Personnel Branches to monitoring and providing guidance to line management in the exercise of their primary responsibility for management of the staff in the units.

19. A working party is in existence which is charged with reviewing the training implications of this shift in emphasis, and developing a training strategy to ensure that the proposed changes are implemented efficiently.

OTHER MAJOR INITIATIVES

Joint Review Group (Women)

20. A Departmental policy on job-sharing has been agreed with the Departmental Trade Unions and as a result job-sharing is now available; at the beginning of April some 800 applications had been received of which over 300 have so far been accepted as feasible. Discussions with DTUS are continuing on part-time working.

21. The Department has co-operated with MPO and the City University in a research project to establish why women fare less well than men in securing promotion.

Ethnic Monitoring

22. A Departmental Equal Opportunities Officer has been appointed. The Department has also participated in the recent MPO Survey of Ethnic Minority Civil Servants in the North West and Avon Planning Regions.

PERSONNEL WORK ACTION PROGRAMME

HOME OFFICE REPORT

A number of priority items are being handled at central level by the MPO. The Home Office has been contributing to discussions on these with other departments. The following report ignores those matters on which the MPO is taking the lead and picks out only the most significant items from the detailed action plans which are currently being put into effect.

1. Succession Planning

We have extended arrangements for succession planning to a range of key posts in the extended Open Structure and the position is reviewed at regular intervals.

Implemented/ongoing

2. Personnel Management Policy Statement Career Management Policy Statement

A draft statement which covers career management as well as other personnel policies has been prepared and is currently the subject of discussion with management and the TUS. Its publication is being delayed until the end of the year so that it can be combined with the issue of a new "Guide to Line Managers". This will deal primarily with the role of line managers in managing personnel to achieve the most effective working of the department and will cover all the areas included in the Cassels Report except recruitment. (All recommendations on recruitment which can be implemented without action by the central departments have already been implemented in the Home Office or are subject to discussion with the TUS and will be implemented from May 1984 onwards).

Our objective is to provide a fairly concise booklet backed up by a series of detailed notes of guidance on particular aspects of work, eg ASRs, promotion procedures, disciplinary action. The timescale of progress on different aspects varies, eg a joint Official Side/TUS working party on promotion procedures will report in June 1984; a review of disciplinary matters, efficiency and inefficiency, will be completed in September. The target is to produce the

"Guide to Line Managers" with its supporting documents and prefaced by the personnel policy statement by the end of the year.

December 1984

3. Staff Appraisal and Reporting

A new ASR form has been devised in the light of central guidance, placing considerable emphasis on the management of resources and the achievement of objectives. This is currently the subject of consultation with management and the TUS. It will be issued in time for use in the 1985 reporting cycle, together with revised notes of guidance for line managers.

1985 cycle

4. Financial and management training

We have introduced a programme of one-day seminars for staff at Principal level and above which cover the main aspects of financial work and also a two-day course in financial management for more junior staff.

Management training is being restructured on a modular basis so that staff may receive training relevant to their level of authority but taking account of previous experience. Work on the modules is progressive but the aim is to introduce the new programme fully from January 1985.

Our consideration of training has gone wider than these two issues since the organisation and management of training has been subject to a separate scrutiny. The provision of training is being reorganised with a greater emphasis on job-related help designed to make staff fully effective more quickly. The content of specialist courses is also being reviewed to see if they can be made more cost effective.

Financial training	Implemented/ongoing
Management training	Progressive/full effect January 1985
Re-organisation of training	June 1984
Review of specialist courses	Dec 1984

In addition to the priorities identified by the reports on management and personnel work we are giving priority to a review of the scope for the further computerisation of personnel management records. This will not only lead to staff savings but will also provide a more effective management information base and increase the efficiency of the personnel department. The initial study will be completed in June 1984.

PERSONNEL WORK ACTION PROGRAMME
(PWAP): INLAND REVENUE

Introduction

1. Work on the implementation of the PWAP is being carried out against the background of several major organisational changes in the department - including the computerisation of PAYE - all designed to increase effectiveness and efficiency, but all of them also making heavy demands on personnel (and other) resources. The choice of priorities is therefore important.

2. In some areas, particularly financial training and parts of career development, significant progress has been made. In others, including the priority tasks concerned with probation, inefficiency and staff appraisal, there have been obstacles to progress. Revised departmental guidance on probation and inefficiency is well advanced, but we shall not be able to move towards implementation until the final version of the new Code is available; and some aspects are likely to meet with strong trade union opposition. The continuing debate about the new appraisal forms between MPO and the CCSU has held back effective departmental action.

A more detailed account of the position under the various headings of the action programme follows.

Financial Training

3. A training programme has been organised and is under way and on schedule. Training needs have been identified. Briefing and background notes are being prepared. Several senior officers have attended and others will be attending the senior finance course. Within the department specialist training is being provided for staff operating the new FAMAS. A series of seminars for line managers has been arranged. These cover the whole field including the development of top management systems, management and financial information systems, and refer to the introduction of delegated budgeting.

Probation and inefficiency

4. There is a common thread in the recommendations related to these two subjects and we are taking them together. Consultations with management across the department have taken place and a working party is coordinating the draft of new departmental instructions.

We should be able to apply the principles of the revised Code on probation (recently received from MPO) within the department. On inefficiency we are still awaiting a draft of the new central code, but have been acting on the assumption that it will follow closely the path we had envisaged. We are expecting to open discussions shortly with our trade union side; up to now we have been prevented from doing this by their refusal to talk while consultations were continuing between MPO and CCSU.

5. We are in favour of delegating to line management responsibility for taking decisions on probation and inefficiency, and reducing the involvement of personnel sections to an advisory role. But this leaves many practical issues to be sorted out with the unions because of the structure of the department; for example the wide variety of our functions means that the heads of local offices range from HEO to Assistant Secretary. There is therefore a lot of detail to be discussed with the unions to show that we are providing a fair and coherent plan for decision taking on dismissals.

6. Probation and inefficiency are being treated as top priority topics, and we hope to be able to introduce

the new procedures fairly quickly after the publication of the new central codes.

Staff appraisal

7. Work on designing new report forms has been held back by the MPO/CCSU discussions. The unions' objection to the basic concept of the new forms means that we shall need to have full discussions with them. We are keen to improve reporting standards further; but for this it is essential to have an appraisal system which enjoys the confidence of all levels of management as well as staff. We therefore want to avoid being driven into a position where the new system has simply to be imposed; in our view it will be well worthwhile to try to carry the unions with us. This means that negotiations are likely to be lengthy, but we shall press ahead as fast as possible. Our aim will be to introduce a new system in 1985.

Career management

8. Following a review last year, a major restructuring exercise for the merger of our Collection and Taxes staff groups (covering about 85% of the staff of the department) is well advanced. The review report, which was issued to the staff, contained major sections on career development; and over 100 Collection

staff have already been selected for training as tax inspectors. A statement on career development for fully trained inspectors in the light of the reorganisation of our tax office network was issued last year. Discussions with the unions are continuing on these matters; and because of the major organisational changes mentioned in paragraph 1, we shall for the time being concentrate our efforts on career development aspects related to those changes.

9. We have reviewed our policy on career development interviews. Less than 2 per cent of the staff are interviewed each year and we see no scope for further savings. We shall be concentrating on improving the quality of the small number of interviews which have been identified as less than satisfactory.

10. On succession planning, the centrally prescribed arrangements for senior staff are already being implemented. At other levels there is already a substantial amount of succession and career planning work, and we shall be building on this.

11. For trawls, we already have a policy of selected issue; we publish only those where we are reasonably confident that some of our staff have the appropriate qualifications. We are

however considering whether greater selectiveness is possible.

Recruitment

12. A review of our procedures has been carried out and head office monitoring began on 1 April. Plans are being prepared for further delegation to and involvement of line management; but at present these cannot be implemented because we do not have the staff resources at local level for this work. The position is being kept under review. Collective schemes on a repayment basis were introduced on 1 April.

Non-financial management training

13. Over the last year we have been reviewing the effectiveness of our management training by reference to achieved results, and we believe there is scope for improvement. We are setting up 2 reviews, covering general departmental training arrangements and more specifically the training of tax inspectors; management training will be included in these.

14. We shall be reviewing the adequacy of training arrangements for personnel managers. At present we rely almost entirely on the use of Civil Service College courses, on a selective basis.

Because of resource constraints it has not been feasible to introduce departmental personnel courses (though all officers attend training courses before conducting appraisal interviews).

Promotion

15. With small exceptions, promotions in all parts of the department except the Valuation Office are made by "paper" boards (no interviews) because it is more economical. We are monitoring the costs of the promotion boards in the Valuation Office and some savings have been achieved by reconstituting the boards with fewer members and lower grades. A small number of staff attend Civil Service College courses, and the Valuation Office provide some internal training on interview boards; there are no plans for expansion of those arrangements.

Equal opportunities and race relations

16. Copies of the Joint Review Group report on equal opportunities for women and of the Race Relations Review have been distributed within the department. The two policy statements have been circulated to all members of staff, and arrangements are being made to incorporate them in instruction manuals and recruitment material.

Attendance at many departmental training courses is mandatory so that women and ethnic minorities are fully represented. On those courses where selection lies largely in the hand of line management we have introduced a monitoring system. Training courses generally cover conscious and unconscious discrimination.

17. In the context of the Joint Review Group report we made proposals to our trade union side in December for the introduction of greatly expanded opportunities for part-time working throughout the department; and this subject is also covered in the recently negotiated New Technology Agreement with the IRSF. Discussion of this, and of the other matters raised in the report, will begin with the unions shortly.

Unified grading

18. Unified grading down to and including Senior Principal level was introduced into the department on 1 January. Modifications of the personnel management arrangements are under consideration and any necessary changes will be discussed with the unions. Because of the highly technical nature of much of the department's work the scope for practical application in the department is limited, and so far as its objectives are feasible they are already largely achieved by means of secondments. (The position of the

handful of staff left outside the unified structure will be considered further as soon as the results of the Treasury staff evaluation and job weighting exercise are available.)



LORD CHANCELLOR'S DEPARTMENT

PERSONNEL WORK ACTION PROGRAMME : PROGRESS REPORT

Succession Planning

1. In addition to identifying successors for senior appointments, the Department is actively seeking to identify staff suitable for appointment to the fast stream. It is also singling out for attention individuals who appear to have potential to succeed in time to key posts, such as Courts Administrator, and those with aptitudes for specialist posts, for example in audit, information technology, and financial control.

Personnel Management Policy Statement

2. A Personnel Management Policy Statement is being prepared and will be promulgated by the end of the year. It will stress the increasing role of line managers in personnel matters and clarify the respective roles of individual members of staff, office managers, Courts Administrators, Circuit Administrators and Circuit and HQ Personnel Branches in assessment and career development. Key elements of the career development programme, such as Annual Reports, Job Appraisal Reviews (JARs) and Training will be explained. The Statement may contain some sample career profiles. The main areas of work in the department will be summarised, the scope for interchange of staff explored, and targets for ideal posting periods in various grades identified. Recruitment, promotion and retirement policies will be described.

3. A draft statement has been considered already by

management and staff representatives, and an ad hoc joint committee has been established to produce the final document.

Staff Appraisal and Reporting

4. Proposals are being drawn up for a new staff report form. Special attention is being given to the extent to which its contents should be open to the subject of the report, the way in which past performance will be appraised and how future performance can be targeted. These proposals will be discussed shortly with the Trade Union Side.

Recruitment

5. Circuit Administrators have responsibility for local recruitment up to CO level. Some recruitment boards are held in cooperation with other departments, others are run by the Circuit Office and a number, particularly for bailiffs and typists, are delegated to the local office manager in question. Office managers are being given greater training in selection interviewing.

6. The Department is playing a greater part in the recruitment of Executive Officers by setting out its requirements to the Civil Service Commission more specifically and by releasing more staff to sit on recruitment boards.

Career Development of Executive Officers

7. The guidance on the induction, training, posting and development of Executive Officers, particularly direct entrants, is being revised in order to help fit them to meet the needs of the department and to ensure that the best use is made of their talents.

Devolution of Personnel Work to Courts Administrators

8. The devolution of certain personnel functions from Circuit Offices to Courts Administrators has been proposed. The functions in question are:-

- a. responsibility for career interviewing of EOs and below, including bailiffs but excluding Direct Entrant EOs;
- b. responsibility for career cards and files, including the programme of career interviews for EOs and below;
- c. organising and conducting induction courses for new entrants;
- d. the scrutiny of reporting standards;
- e. the follow up of matters arising from JARs;
- f. monitoring the performance of new entrants, excluding Direct Entrant EOs, during their probationary period;
- g. giving authority to office managers to hold a local recruitment board for staff up to CO level;
- h. responsibility for authorising temporary promotion, overtime, further education, the employment of casual staff and applications for special leave.

9. A pilot scheme to test these proposals is to be introduced in the Midland and Oxford Circuit in June; it will last for 18 months. Some strengthening of the Courts Administrators' staff will be necessary; increases will be contained within the existing Circuit manpower ceiling.

Training

10. A review of training, in conjunction with the Management and Personnel Office, is under consideration. Training packages for staff in Finance, Internal Audit and the Information Technology Unit have been prepared; similar packages for administrative staff are under consideration. A review of training for selection and promotion board members has been carried out; current courses now fully meet the department's needs. An agreed policy on training of new personnel officers is being implemented. Under this arrangement, all new personnel officers at HEO level and above will take the 3 week Course run by the Civil Service College. Officers taking the Course will be encouraged to study for the IPM Diploma but this will not be mandatory.

New Technology

11. Improved recording and retrieval of personnel information is essential if personnel management and manpower planning is to be carried out more efficiently. Consideration is being given to the use of departmentally based micro-computers.

Manpower Planning

12. Closer attention is being paid to the age distribution of staff in particular grades and work areas, together with other relevant factors, such as wastage rates, in order to help determine departmental policy in relation to future recruitment, retirement and posting of staff.

NORTHERN IRELAND OFFICE

Introduction

1. The Northern Ireland Office (NIO) employs both Home Civil Servants (HCS) and Northern Ireland Civil Servants (NICS). Implementation of the Personnel Work Action programme which is being coordinated for HCS by MPO has to be related also to the parallel exercise being coordinated for NICS by the Department of Finance and Personnel.
2. Paragraph 1.18 of the Cassels Report recognised that the application of its recommendations would have to be tailored to the needs and structures of individual departments. Relevant characteristics of the NIO include the relatively small size of the department itself (4,500 staff including nearly 3,000 prison service grades) and the small size of the HCS contingent within it, which numbers less than 200 and is clearly too small to merit the degree of delegation to line management envisaged for larger departments, particularly those with regional and local offices.
3. An important feature of the NIO's strategy has been to involve line management in consideration of the Cassels report and of its relevance to the department. As the NIO wishes to operate similar policies throughout the department, a consultation paper was agreed between the Northern Ireland Office and the NI Department of Finance and Personnel and used by the Permanent Under Secretary in discussions with senior line management (Assistant Secretary equivalent and above) at meetings in London and Belfast. The paper concentrated on staff reporting and appraisal, probation procedures, promotion, and the general question of delegation of authority from the Establishment Divisions to line management.
4. The general consensus emerging from the meetings was that while line managers would welcome a greater involvement in personnel management, individual divisions were too small to discharge effectively the full range of personnel activities that might be delegated in larger departments. The NIO therefore proposes to

retain responsibility at the centre for recruitment and for decisions regarding probation, inefficiency, career development and postings. Line management will be encouraged to contribute to decision making to the maximum extent that is practicable.

5. The following paragraphs refer exclusively to developments and work in hand in respect of the HCS group within the Northern Ireland Office.

Succession planning

6. The NIO has been dependent on loans from other departments to fill most of its open structure posts. By agreement with the MPO the department operates a modified form of succession planning, which includes all Under Secretary and Deputy Secretary posts. Succession planning for certain of the Assistant Secretary posts, including the head of the Resources Control Division, will be introduced into the 1984 exercise.

Identifying training needs

7. The identification of training needs has focussed primarily on financial training as part of the department's response to the Financial Management Initiative (FMI). Six HCS staff in the grades of Assistant Secretary and Under Secretary attended finance orientated courses in 1983. A review of management training needs for fast stream personnel including ex-fast stream Principals, is currently in hand.

Staff appraisal and reporting

8. Because of its size and dependence on other departments for loans and secondments, the NIO does not wish to devise its own staff appraisal forms, but to adopt a format common to other departments. It will therefore await further central guidance before implementing a revised appraisal system. In the light of the consultations with line management the department has, however, decided its preferred method of appraisal interviews and disclosure of performance ratings. Discussions with the Trade Union Side on openness, greater attention to performance, the nature of appraisal interviews and other related issues are in progress.

Personnel management policy statement

9. Work on a personnel management policy statement is in hand with the assistance of the MPO guidance of 3 February 1984.

Wider experience for serving civil servants

10. While the NIO has not seconded any officer to industry or the private sector, an active policy of secondment and import has been pursued with other Government Departments in Whitehall and with the other Northern Ireland Departments. Initially all posts at Assistant Secretary and Under Secretary level were filled from outside the NIO, but in recent years there have been promotions to both grades from the permanent cadre of NIO officials. The small scale and policy orientation of those divisions which are manned mainly by HCS results in a dearth of posts which give line management experience of managing or directly influencing large administrative units. To enable officers of promise to achieve a wider experience of public administration, the policy of secondment to other Government Departments has been used extensively for middle management grades (Principal and SEO) and, following the Review of Personnel Work, has now been extended to the HEO grade. While this policy will continue, it has to be balanced by the Northern Ireland Office's need to provide a high quality service to Ministers. It follows, therefore, that the availability of good quality staff from other departments for loan to the NIO is an essential ingredient of the policy's success.

Priorities in remainder of 1984

11. NIO's priorities in 1984 will be the Action Programme's recommendations on staff reporting and appraisal, the production of a personnel management policy statement, succession planning and the identification of training needs.

PERSONNEL WORK ACTION PROGRAMME : ODA PROGRESS REPORT

TASKS OF HIGHEST PRIORITY

1. Career Management and Training

a) Succession Planning

In addition to existing succession planning arrangements in the three senior grades of the Open Structure, ODA has reviewed staffing requirements below grade 4 level and has identified a number of more demanding or specialised posts, particularly at grade 5 level, for which succession planning arrangements are desirable.

b) Personnel Management Policy Statements

ODA will be discussing informally with the Trade Union Side the issues to be covered in the Personnel Policy Statement before detailed drafting commences. This should help to avoid producing a statement which is little more than a bland declaration of intent.

There has already been useful progress on a number of the topics which are likely to be covered in the Statement, although we still await a first meeting with the Trade Union Side about the statement itself. Relevant areas on which work is already well advanced include policy on equal opportunities, which has already been agreed and publicised; new promotion procedures for ODA's two headquarters locations; revision of staff report forms for which a draft drawing on recent central guidance has been prepared for discussion with the TUS; the departmental training strategy, formulated following a review in 1983.

/This

This training strategy has been broadly endorsed by senior management and comments have been received from the TUS. The strategy envisages much greater involvement by line managers in the planning of training requirements for their staff; the specification of mandatory and optional courses for each individual grade; the computerisation of staff training profiles; and close links between the development of training courses and the development of the Financial Management Initiative and new personnel management initiatives. We envisage that the training profile of individual officers will form part of the Annual Staff Report.

Our work on the FMI is being separately reported, to form part of the forthcoming White Paper. But it may be noted here that as part of that work we shall be making a major effort to develop specified objectives and measures of output for administrative and advisory grades, to help define the role of the individual in achieving the priorities of the department.

In addition to further work on the issues noted above, ODA will be identifying and seeking to agree with the Trade Union Side other subjects to be treated in the Personnel Management Policy Statement. These will certainly include recruitment, postings policy, and other aspects of career development work. We also await promised central guidance on other points which should be covered in the Statement, including probation, inefficiency issues and early retirement.

2. Staff Appraisal and Reporting

New ASR forms have been drafted as indicated under 1(b) above. We anticipate difficult negotiations with the TUS on both format and openness of reporting. Once internal agreement has been

/reached

reached on both points, widespread further training will be necessary both on completion of reports and on conducting JARs, to ensure that the new approach to reporting is properly understood and is implemented with reasonable consistency.

3. Performance-related Pay

Central guidance awaited.

4. Inefficiency and Poor Performance

ODA has reviewed internal procedures and has confirmed that these are consistent with existing Code provisions. Further central guidance is now awaited.

5. Unified Grading

The extension of unified grading down to the new grade 6 has been implemented and ad hoc promotion procedures have been applied to initial vacancies at grades 5 and 6. The creation of the extended Open Structure has significant implications for promotion procedures, and these are being discussed with the Departmental TUS, taking account of the experience of ad hoc arrangements to date.

OTHER ITEMS, NOT COVERED UNDER "TASKS OF HIGHEST PRIORITY"

Financial Management Training

An intensive series of seminars has been undertaken, to explain the detailed implications of the FMI for ODA operations to all levels of staff.

Special training has been agreed and is under way for staff employed on audit work. Staff interested in specialist

/accountancy

accountancy training are being identified, as are administrative posts where accountancy skills and experience would be a valuable asset.

Wider experience for serving Civil Servants

Initial staff exchanges with a merchant bank have taken place. In addition, we continue to have five staff at Principal level and above on secondment to international development banks and institutions. Discussions are also in progress with other private sector concerns and with the Commonwealth Development Corporation about the scope for further staff exchanges.

Training of Personnel Staff

Personnel staff are undergoing Civil Service College courses. One new member of the Personnel Division is already undertaking training leading to an IPM qualification. Similar training opportunities will be expanded.

PERSONNEL WORK ACTION PROGRAMME REPORT ON PROGRESS SCOTTISH OFFICE

INTRODUCTION

1. The Scottish Office (SO) was one of the 9 Departments to conduct a departmental scrutiny forming part of the multi-departmental review co-ordinated by Management and Personnel Office (MPO). The Departmental Trade Union Side (DTUS) has been involved in consultation and discussion, both on the elements of the Departmental scrutiny and of the central review, from an early date.
2. Consultation with DTUS has, for the most part, been constructive and a good measure of agreement has already been achieved concerning action arising from recommendations which were of a local nature. In certain other areas eg appraisal, where local action has been delayed pending the outcome of exchanges at national level between MPO and the Council of Civil Service Unions (CCSU) nevertheless a good deal of work of a preparatory nature has been undertaken.
3. The SO approach appears in one major aspect to be at some variance from the centrally recommended policy, namely that part directed towards substantial delegation of personnel work from central personnel divisions to line managers. The SO Departmental Scrutiny Team took the view that, as a highly centralised policy department with relatively few large blocks of staff, delegation, apart from adding to the existing loading on line management, would be likely to result in a loss of overall efficiency. It is however also relevant to add to that comment, the fact that, as well as being able to avoid the personnel management problems associated with a dispersed department, the SO has for some time now established in a number of important areas of personnel management work a degree of operational partnership between line managers and personnel divisions; assignments for example are made only after discussion and, whenever possible, with agreement on both sides and line managers already have authority to move staff around in their own command. The DTUS in SO have strongly supported the view that the existing SO structure and procedures best serve the needs of both management and staff and that no fundamental changes should be made. With the advent of the Financial Management Initiative (FMI), due to come into operation fully on 1 April 1985, line management responsibilities for personnel as for other matters will be considerably sharpened within the existing partnership arrangements operating between line and centre.
4. In all other areas SO strategy is more precisely in line with the recommendations contained in the central review and good progress is being made both in planning and in implementation. The following paragraphs set out action to date and the current state of preparedness on some of the issues to which a significant degree of priority has been attached.

PERSONNEL MANAGEMENT POLICY STATEMENT

The Department is preparing, for production by the end of the current year, a Personnel Management Policy Statement which will give a strategic overview of our objectives for the main elements of personnel management eg assignment, training, appraisal, promotion. An important aim is to identify the respective roles in career development of Personnel Divisions, line management and individuals, stressing that considerable responsibility rests with individuals themselves. So many elements of personnel management are still undergoing major changes that it is difficult to make much progress with drafting, and consultations with the Unions on the draft cannot begin until the direction which the Department is to take on appraisal has been clarified, that being a central element of personnel management. It is envisaged that consultation will begin in the summer.

STAFF APPRAISAL AND REPORTING

6. Departmental progress here has inevitably been limited by the failure nationally to reach agreement on a frame work of general principles within which Departments will have certain freedoms to devise systems appropriate to their own needs. However senior SO management have already agreed that the performance section of the revised appraisal form should be open to all staff who wish to see it and that reporting on performance and promotability will continue, as now, to be conducted on an annual basis. A good deal of effort has been directed towards the preparation of a SO model form and supporting papers and these are effectively ready to be tested now. Our ETUC, who have been kept in the picture, have however made it clear that, while matters remain unresolved nationally, they do not wish to consider further the testing of these forms. Without a resolution of outstanding differences between MPO and CCSU implementation at Departmental level will not be easy and, pending a policy line from CCSU and individual Trade Union HQ it is difficult to forecast the prospects for locally negotiated implementation of a revised system.

7. The training requirements for staff are fully appreciated and contingency plans have been drawn up to try to ensure that an effective programme can be mounted and carried through prior to the introduction of any new system.

EQUAL OPPORTUNITIES

8. The policy statement on equal opportunities for men and women in the Civil Service has been issued. Central policy requirements covering areas such as promotion and training were already being met in the SO but a joint sub-committee

of the General Purposes Committee of the Departmental Whitley Council has also been established to consider other major items contained in the Programme of Action. The department has too forwarded contributions on the experience of part-time working to the Working Party on alternative work patterns set up by MPO.

9. The race relations policy statement has also been issued to all staff although little action was called for in SO as procedures already in operation matched those recommended in the Report. Compared with certain areas in England the ethnic group population in Scotland is very small and this has, to date, been reflected in the composition of the Scottish Office workforce.

SUCCESSION PLANNING ARRANGEMENTS

10. Staff with a background appropriate to financial work have been identified down to Principal level and detailed plans have been laid for succession to AS posts in that area. Similar plans have been made for Nationalised Industry Sponsor Division and preparations are in hand for succession to senior ADP posts. Arrangements in respect of succession planning for most of the large number of PTS groups in the Scottish Office have existed for some time.

WIDER EXPERIENCE (INCLUDING INCREASED INTERCHANGE) FOR SERVING CIVIL SERVANTS

11. Fresh contacts, particularly with outside industries, are currently being pursued and a circular letter has been issued to all staff at Principal, SEO and HEOD levels to help identify those interested in periods of temporary service in other Government Departments, EEC Institutions and outside organisations. The response has been encouraging although no great interest is being shown in the specific Whitehall opportunities now identified, other than those in central Departments, most staff preferring the prospect of loan or secondment to locally based interests. One HEOD has however recently taken up a one year assignment with MPO and efforts in this area will continue. During 1983 a total of 18 outward assignment to other organisations took place. However the difficulties now experienced in obtaining the release of good quality staff at a time of manpower reductions may affect this picture in future.

INEFFICIENCY/POOR PERFORMANCE

12. We are currently awaiting the outcome of discussions at national level before considering any formal amendments to Departmental policy. Meantime however Personnel Divisions are pursuing a more rigorous approach, within existing policy boundaries, towards cases involving poor performance and limited efficiency. Encouragingly, a more realistic appreciation by line managers

performance problems has also recently become evident.

LOCAL RECRUITMENT

13. Prior to 1 January 1984 SO policy was to participate in co-ordinated local recruitment wherever possible and to assist the co-ordinating Department by providing chairmen and members of selection panels. On that date DHSS and D of E withdrew from their co-ordinating roles and since then, in the areas formerly covered by these Departments, SO have dealt directly with local Job Centres. Involvement to date has been largely limited to a number of recruitment exercises for outstationed Administration Group staff but results have been highly satisfactory and local line managers have appreciated the opportunity to select their own staff with the PM role being confined to ensuring that applicants meet the required standard. Some ad hoc recruitment using Job Centres has also been undertaken for junior professional and technical grades.

14. From 1 April 1984 Inland Revenue, who act as the co-ordinating Department for the Edinburgh area will charge Departments for these services and it is expected that Department of National Savings, who act as co-ordinator for the Glasgow area, will do likewise. The bulk of Scottish Office recruitment takes place in the Edinburgh area and the Department is currently considering whether to continue to participate in co-ordinated arrangements there or whether, in light of experience at outstations, to assume responsibility for direct recruitment. Important considerations here, other than convenience, will include cost and staff resources.

UNIFIED GRADING

15. The application of the extension of unified grading to grades 5 and 6 with effect from 1 January 1984 has been implemented although discussions with central Departments continues over a number of exclusions. Departmental arrangements were discussed fully with all trade union interests and promotion boards have already been mounted under the revised procedures for hitherto administration or professional areas. No particular difficulties have as yet arisen but in view of the large number of PTS groups in the Scottish Office we would see difficulty in relation to the extension to principal level.

CONCLUSION

16. Scottish Office management subscribe unreservedly to the importance of properly developed personnel management policy and to the need to ensure that sufficient resources are allocated to carry them through. The implementation of RPI recommendations will therefore continue to be afforded a very high priority and the Department looks forward to tackling those areas which have to date been held up pending national level discussion.

PROGRESS IN IMPLEMENTING THE PERSONNEL WORK ACTION PROGRAMME

Report by the Department of Trade and Industry

GENERAL

1. A major personnel management achievement in the Department this year will be to complete the introduction of the first stage of the computer-based Personnel Management Information System (PERMIS). This will form one part of the department's overall Management Information System, a key element in its response to the Financial Management Initiative. PERMIS will promote Personnel Management Division's primary aim of providing the Department with staff in the numbers required, possessing the skills and experience needed to carry out their tasks efficiently, and ensuring that the most able staff are deployed on the Department's highest priority tasks. The increase in the division's effectiveness will also assist progress on a number of Action Programme objectives. When PERMIS is fully developed, it will also result in a reduction in numbers employed on this work.

2. Working relations between line managers and personnel managers have been strengthened by the reorganisation of personnel management work in the department to focus responsibility for meeting the staffing needs of each line division at a single point. Regular review meetings are now held with divisional line managers for forward planning of staff movements to meet the expected needs of the division. Major meetings have also been held with both line and personnel management to discuss the whole range of recommendations in the Review of Personnel Management Work, and to consider in particular the scope for further delegation to line management, a theme which underlines a number of the individual proposals.

TASKS OF HIGHEST PRIORITY

Career Management and Training

3 On succession planning, we have established formal plans to cover all posts at Grade 3 level and above, and are extending our planning to certain Grade 5 posts requiring special expertise, in the main personnel and financial management and nationalised industries work. Individuals identified in the plans are, wherever possible, given suitable training to prepare them for the proposed postings, and particularly in the case of younger staff, the Department is aiming to develop their careers so as to provide suitable experience and background. Periods of secondment to private sector companies, and other methods of improving financial and commercial understanding, are particularly important in this respect.

4 A statement on Personnel Management Policy was issued to all staff last year. The statement drew attention to the personnel responsibilities of line managers as well as personnel managers and emphasised the need for close co-operation between them. The statement described career management and postings policy in the department, emphasising the need to work towards longer postings for most administrative staff at headquarters so as to increase expertise.

5 On training, particular attention is being given to seminars on the Financial Management Initiative which, starting from senior levels, are now being provided for all staff down to clerical levels. FMI sessions are included on all Management, Introductory and Workskills courses.

Staff Appraisal and Reporting

6 On staff appraisal and reporting, the main issue is the extent to which the Department should move towards open reporting. Consultation

with line managers has revealed widely differing views. These are being considered, and we shall want to consult further with managers and TUs before deciding on the next steps. We are also reviewing our staff appraisal procedures. New notes for the guidance of reporting and counter-signing officers will have to be written, and a major training effort undertaken before the new arrangements can be launched.

7 We are continuing to seek to improve reporting standards. This subject is covered in all the review meetings with line management and we intend to provide improved feedback from personnel managers. An increased effort has been put into training reporting officers.

Inefficiency and Poor Performance

8 We are carrying out a review of procedures to enable us to handle cases more speedily and effectively. Decisions on proposals to delegate to line managers of major outstations authority to take decisions on inefficient officers in non-mobile grades, including decisions to dismiss, should be taken shortly. New guidance for line managers will be drawn up once these decisions have been taken and the proposed revisions of the PCSPS have been agreed centrally.

Unified Grading

9 Following the extension of unified grading to Senior Principal level at the end of last year, we have drawn up proposals for revised procedures for postings within, and promotion into, the extended Open Structure. We shall shortly be consulting our Trade Unions about these proposals, which are designed to ensure that all eligible staff are considered, and are seen to be considered, on an equal footing. We hope to hold our first promotion reviews under the new procedures later this year.

OTHER TASKS

Recruitment

10 On recruitment we are experimenting with more flexible procedures, which have generally been found to be helpful. We are now undertaking more of our own recruitment for outstations, with local management closely involved.

Probation

11 We have been reviewing our probation procedures in the light of the proposal to reduce the probation period for most staff, with the accent for all recruits being on positive development to a high standard. We are considering delegating authority to confirm appointment of non-mobile staff to line management in major outstations.

We will prepare new guidance to line managers once these decisions have been taken and the proposed revisions to the Establishment Officers' Guide on probation have been centrally endorsed.

Training

12 We have prepared a training strategy which, in addition to the training for all grades on the Financial Management Initiative recorded in para 5 above, lays particular emphasis on training on information technology. The recently formed Information Technology Training Unit has already made a significant contribution to the educational and training needs arising from the Department's major computer projects. This contribution will be expanded over the next few years. The Unit has also set up a computer training suite aimed at providing a wide range of practical Information Technology training.

Career Development

13 For the development of scientific and engineering staff in the Department, an action plan has been prepared which aims to widen career development opportunities for technological staff in the Department and to promote a more positive role for them in the Department's policy work. An important element of the plan - namely a scheme for training along the lines of that for HEODs in order to produce a cadre of young technological generalists - is well underway.

14 The Department is also participating in the interdepartmental scrutiny of internal talent. We attach a great deal of importance to improving the arrangements for identifying young people of high potential and ensuring that that potential is developed to the full.

15 In the light of the decisions on the delegation of responsibility for inefficiency action and confirmation of appointment, we shall review our arrangements for career management of non-mobile staff in out-of-London offices with a view to achieving greater delegation to line management. New guidance and training for line managers will be required.

Wider Experience for Civil Servants

16 We are continuing an active programme to provide wider experience for serving Civil Servants by interchange and secondments to industry,

commerce and other government departments and organisations. We intend to increase significantly our outward secondments of specialist and executive staff this year. We welcomed the opportunity provided by the direct-entry Principal competition to bring in a number of people with experience of industry and commerce.

Training of Personnel Managers

17 We have run several in-house training courses for personnel managers. The more senior personnel managers, and those who intend to specialise in personnel management and related subjects, will also be attending the Civil Service College courses for personnel managers.

Equal Opportunities for Women in the Civil Service and Race Relations Policy

18 We are publishing the policy statement on equal opportunities for men and women and the programme of action, which have been agreed by the Management and Personnel Office (MPO) and the Council of Civil Service Unions (CCSU) in response to recommendations made in the report of the Joint Review Group on Employment Opportunities for Women in the Civil Service. We have also promulgated the race relations policy statement which has been prepared by the Management and CCSU members of the Joint Working Party on Race Relations in the Civil Service. All recruitment advertising originated by the Department now includes a statement that the Civil Service is an equal opportunities employer, and the Department has designated an Equal Opportunities Officer. We are considering the other recommendations on these subjects, taking into account the resource implications.

19 The Department has participated in the ethnic monitoring of non-industrial civil servants employed in the North West Economic Planning

Region and in the County of Avon and will be participating in the ethnic monitoring of non-industrial recruitment in both areas.

AGEMENT IN CONFIDENCE

HM TREASURY: PERSONNEL WORK ACTION PROGRAMME: PROGRESS REPORT

KEY POINTS

Work is under way on a statement of personnel management policies to be issued to all Treasury staff. The target date for completion is mid-1984. The statement will cover, inter alia, the objectives of personnel management; personnel management in practice; the responsibilities of line management; career prospects and postings policies; and training. As background, a manpower model for Treasury fast-stream staff has been developed, and this will be extended to all Treasury staff during 1984. The progress of this work will depend on plans, now well advanced, to handle more and better personnel information on an on-line computer system, a project which is also being used to review, streamline and systematise personnel procedures. These three related operations are the essential basis for improved personnel work. Other main changes in hand are as follows.

SUCCESSION PLANNING

2. Succession planning was extended in 1983 to all the necessary posts, including the 8 key Senior Principal posts which require specific skills and experience.

TRAINING

3. Department-wide familiarisation seminars on the Treasury's financial management system should be completed in the Autumn. In addition a study has begun of ways to improve the existing training programme for staff in public expenditure divisions: this study will also examine whether the training approach adopted for public expenditure work can be applied to other policy areas.

STAFF APPRAISAL AND REPORTING

4. A revised report form has been prepared, with the main objectives of sharpening the emphasis on achievement and resource management, and radically simplifying the whole appraisal and reporting process. It will broadly maintain existing practice on disclosure. This work encompasses new procedures for handling reporting and appraisal both in the line and in Personnel Division. Discussion with the unions and with line managers will begin shortly, with the aim of testing and introducing new procedures by 1 January 1985. Agreement with our Unions will largely turn on the progress of central discussions with CCSU.

EFFICIENCY AND POOR PERFORMANCE

5. The Treasury's initial view is that decisions on dismissals should remain with personnel branches; indeed, that the size and practical circumstances of the department would make it an expensive mistake to do otherwise. We wish to review other aspects of our procedures and practice once central instructions on the proposed changes in the rules are received.

WIDER EXPERIENCE FOR SERVING CIVIL SERVANTS

6. No additional action is proposed: the Treasury already has a full and successful programme of secondments to industry, commerce, other government departments and other governments.

RECRUITMENT

7. *The Treasury now recruits independently in London, Basingstoke and Chessington.*

For 1983 the Treasury at Norwich established links with HMSO and the Inland Revenue: these departments have now withdrawn from the collective recruitment arrangements and in future the Treasury will undertake its own clerical recruitment at Norwich.

PROBATION

8. Detailed probation arrangements such as the timing of reports on progress during the first year are being overhauled and we are considering in which areas of the department it would be sensible to leave the final decision on probation to line management. Decisions will be reached by mid-1984.

DELEGATION TO LINE MANAGEMENT

9. For major personnel decisions - eg recruitment, dismissal, promotion - greater delegation to the Chessington Computer Centre, Central Computer and Telecommunications Agency and the Civil Service Catering Organisation is under consideration. We see little scope for significant delegation of these major decisions to the much smaller commands within the headquarters Treasury. For other personnel decisions a comprehensive review is under way with the emphasis on leaving as many decisions as possible with the line. The aim is to complete this review in time for its results to be included in the statement of personnel management policies.

10. As part of the Treasury's work to improve financial management we are introducing this summer (subject to review after 2 years in the light of costs and benefits) an annual staffing review between line and personnel management. The objectives are to give line management greater certainty as to staff resources at their disposal during the planning period; to provide more stability in the staffing of individual commands; and to enable line and central management together to identify key points for action in the coming year.

JOINT REVIEW GROUP REPORT ON WOMEN

11. The Treasury had carried out its own study on this subject (before the Joint Review Group study); had agreed the recommended changes with its unions, and prepared a statement of policy. Implementation was delayed at the request of the Cabinet Office (MPO) pending the preparation and publication of the JRG Action Programme, which covered the same ground. The recommendations are largely being implemented already, but the statement of policy (which will now be discussed with the unions and issued) is an important factor in making them fully effective.

PERSONNEL WORK ACTION PROGRAMME: WELSH OFFICE

The Welsh Office is a multifunctional department of some 2,200 staff. About 1,400 of these staff are based in Cardiff, where most of them are engaged on work similar to that of headquarters divisions in Whitehall departments; about 500 are located out of Cardiff in five reasonably substantial offices; and the remainder are widely scattered in small groups over a considerable number of locations. The diversity of functions and working environments imposes some constraints upon the Department's arrangements for personnel management, and means that such arrangements cannot always be applied in a uniform manner across the whole department.

The following paragraphs describe the work which is in hand within the Welsh Office in connection with the Personnel Work Action Programme:

(a) Recruitment

The heads of the five main out-of-Cardiff offices, to which reference has already been made, are now responsible for their own recruitment of clerical, typing and messengerial etc staff. Recruitment in Cardiff, and for other locations, is undertaken by Personnel Management Division, the previous arrangements under which another Department took the lead in organising most Civil Service recruitment in the Cardiff area having now come to an end.

(b) Probation

Discussions are in progress with the Trade Union Side concerning some "notes of guidance" which it is intended to issue to line managers. These are intended to permit line managers to undertake most of the procedures which have to be operated for those on probation, including where appropriate the giving of oral and written warnings, subject to the requirement to consult Personnel Management Division at specific stages, particularly in cases of difficulty where non-confirmation of an officer's appointment appears to be a possibility.

(c) Personnel Management Policy Statements

Work is in hand on the preparation of a Personnel Management Policy Statement, and the next stage will then be to discuss it with the Trade Union Side. Effectively the main problems of personnel management in the Welsh Office derive from the multi-functional nature of the Department and the small size of some of its functional groups, including some responsible for major areas of policy. A balance has to be struck between the desirability of allowing staff to spend fairly lengthy periods in particular areas of work in order to build up expertise and knowledge and the need which sometimes arises for them to move to other quite different areas of work in order to meet urgent staffing requirements arising in these areas or in the interest of their career development - for example on promotion.

(d) Career Development, Annual Reporting, Promotion and Succession Planning

It is hoped that general guidelines for the policy to be adopted on postings of staff, which it is envisaged may involve seeking to identify staff who are willing to specialise in a particular area of work, in the sense that over a period of a decade or so they would expect to spend not less than about two thirds of their time in this area, will emerge from the work which is in progress on the preparation of a Personnel Management Policy statement.

The Department's practice as regards career development interviews is that these may be arranged at any time at the initiative of the officer concerned; they are normally conducted by the appropriate Grade Manager in Personnel Management Division. However, the appropriate Grade Managers in Personnel Management Division are increasingly seeking to take the initiative by calling up for interview staff for whom postings are under consideration, particularly when such postings involve promotion following promotion boards; and it is also being found that an increasing proportion of those who have been unsuccessful at promotion boards are tending to seek career interviews following the announcement of the results. This too is being encouraged to the extent that resources are available to cope with the resultant demand for interviews.

Efforts are continuing to improve standards of annual staff reporting within the Department; and to undertake more comparative analyses of annual staff reports within Personnel Management Division so that divergencies of reporting standards can be identified and corrected. Steps have been taken to introduce a more standardised format for the reports made by promotion boards upon individual candidates so as to identify more clearly the conclusions which the Board has drawn from the annual staff reports on the one hand and the interview performance on the other hand. In parallel with this, efforts are being made to improve the feedback to line managers from promotion boards, especially where this seems to throw useful light upon reporting standards, and more generally to improve the availability to line managers of information about their staff held by Personnel Management Division which will enable them to contribute more effectively to the career development process.

The Department is seeking to build upon the work undertaken each year as part of the central Service-wide succession planning exercise by extending the planning exercise to lower levels so as to increase the benefits to be derived.

(e) Training

Work is in hand on plans which it is hoped will enable the provision of training particularly at middle to senior management levels to be approached in a more systematic manner. Draft statements of what appear to be the training needs of the different functional areas of the Department, identifying where possible specific courses of value which are available at the Civil Service College and elsewhere, have been drawn up and will be further refined in discussions with senior line managers; and the training records of staff at the appropriate levels will be issued to the staff concerned on a regular basis for verification as well as being given to their line managers so that they can give more attention to any apparent gaps that should be filled. It is also hoped to integrate these arrangements with the internal succession planning exercise so that future postings can be taken into account in deciding upon the training which an officer should be undertaking.

(f) Inefficiency Procedures

In parallel with the efforts being made to improve standards of annual staff reporting, steps are being taken to increase knowledge among line managers of the procedures which have to be followed in inefficiency and limited efficiency cases. They have also been given a greater role in these procedures and it is now the practice for the oral and written warnings prior to the formal placing of an officer on a trial period to be given by the appropriate line manager.

(g) Inward and outward secondments of staff

Efforts continue to promote secondment of Departmental staff to outside employers, and staff at middle management levels have recently been invited to state whether they are interested in being considered for any opportunities which may arise. A number of inward secondments of staff have also been arranged.

Over the next twelve months the principal specific targets will be the preparation of a Personnel Management Policy Statement and the establishment of the improved arrangements for planning the training of staff at middle to senior management levels; in addition to following up as necessary within the Department the various initiatives contained in the Personnel Management Action Programme which are at present being carried forward mostly by the central Departments.

WS

MANAGEMENT IN CONFIDENCE

PERSONNEL WORK ACTION PROGRAMME

REPORT OF PROGRESS MADE IN THE SMALLER GOVERNMENT DEPARTMENTS

1. The original participants in the Review of Personnel Work (*Cassels Report*) and the fieldwork for the Civil Service Management in the 1980's (FRASER) Report, were drawn mainly from large departments. The findings and recommendations of the two reports tended to reflect this situation, but there were underlying principles of general relevance suitable for application across the Civil Service, that departments could tailor to their needs.

2. This section of the report concentrates on the progress made in those departments which are members of Establishment Officers' Meetings (Small Departments) (EOM(SD)). The size of these departments varies considerably. The smallest has only 30 staff and the largest 8,000 but most have less than 1,000 staff, in single locations, a factor which needs to be borne in mind when progress is being considered. The structure of these departments also dictates, to some extent, the relevance of various recommendations. For example few of the departments have more than a handful of posts at Grade 6 or above, and some have their senior posts filled by larger departments with which they are linked eg Office of Fair Trading (OFT) with Department of Trade and Industry (DTI). Hence many items of the Action Programme are not readily applicable, particularly in such fields as succession planning and fast stream career development for senior staff.

3. Departments are, however, conscious of the need to review their personnel management procedures and progress has been good on those items of general relevance. In some cases departments had identified and were implementing changes, prior to publication of the RPW and Fraser reports. Export Credits Guarantee Department (ECGD) had identified the need for greater delegation of responsibility to line management and has been able to make good progress on a number of aspects, even without the support of their Trade Union Side.

In other departments eg HM Stationery Office (HMSO) and the Royal Mint, Trading Fund operation was already tending to concentrate

responsibility and accountability in the hands of line managers. The further impetus provided by the Cassels and Fraser reports was therefore welcomed.

TASKS OF HIGHEST PRIORITY

Personnel Management Policy Statements

4. A good start has been made on the development and implementation of personnel management policy statements. Most departments have completed their initial draft statements and are ready to begin consultations with their TUS. Some departments have been able to progress further and have already begun these discussions, eg OFT, Land Registry, and ECGD. The coverage of the statements varies from department to department depending on their size and structure. At the National Investment and Loans Office (NILO) they are combining their statement with details of the department's history and functions plus a graphic picture of the branch structure. It is anticipated that this will be of use not only to current staff but also as an induction package for new recruits.

5. The Scottish Courts Administration (SCA) is subject to recommendation for a major organisational change which may flow from the implementation of the Grieve Committee report and has been unable to make early progress under this item. Their intention, however, is to have a plan of action, covering all those recommendations applicable to the SCA, for implementation on completion of consultations on the future of the department.

Staff Appraisal and Reporting

6. All departments are actively considering the type of report form they will adopt for future use. The intention amongst departments is to introduce the new forms in the next reporting round. This will vary in each department but introduction should be completed by end 1985.

7. Some of the larger departments are well forward with their arrangements. The Department of the Director of Public Prosecutions (DPP) has already begun consultations with their TUS and both the Land Registry and the Department for National Savings (DNS) expect to do so shortly. At HM Stationery Office (HMSO) a shorter and more relevant form had already been introduced at Principal level and above to supplement the standard report form. New forms will be based on this but will cover all grades. It is anticipated that many of the smaller departments will adopt one of the Cabinet Office (MPO) model forms.

8. The aim for all departments is to tighten reporting standards and annual monitoring of reports will be a significant feature of the new procedures. The Treasury Solicitor's Department has identified some disparity in reporting standards, and, with the help of Cabinet Office (MPO) in-house seminars have been provided for reporting and countersigning officers.

Inefficiency and Poor Performance

9. Work in this area is well advanced and most departments have reviewed and revised their procedures. The Charity Commission issued revised guidance in October 1983, in which they stressed the importance of clear and open lines of communication between line and personnel managers to enable prompt and effective decisions to be made.

10. In general revised procedures encourage greater line management involvement and accountability, especially in relation to probation periods. Probation procedures are being streamlined and with the implementation of new procedures line managers are being given the responsibility of telling staff what is required of them, giving oral and written warnings, and for the decision to retain or dismiss.

11. A firmer line is being taken not only on performance during probation periods but also during the remainder of service. The Crown Office is considering the introduction of formal one year probation periods following promotion. HMSO have revised their

procedures for withholding or withdrawing increments and have shortened their timescale for dealing with sub-standard staff. At the Treasury Solicitor's Department increments are paid subject to certificates of satisfactory performance and are withheld when line managers are unable to sign the certificates; they are restored only in consultation with the line manager and the subsequent authority of the Treasury Solicitor.

OTHER TASKS

Training

12. Departments are concentrating considerable effort on the training and development of their staff. In particular training for the Financial Management Initiative (FMI) has received much attention. Most departments have covered the groundwork on FMI training and some have drawn up plans for more detailed training on specific aspects. The Office of Population Censuses and Surveys (OPCS) have created a new Principal post to head their FMI unit, to provide the necessary impetus for full introduction of the FMI. Generally emphasis is being given to increased professionalism amongst staff, including personnel staff, in all departments and interested members are being encouraged to study for professional qualifications. At the DPP the training needs of Grade 5 staff are under review. At the Crown Office an Assistant Solicitor post has been created to concentrate on the training and development of senior legal staff in the areas of management and financial awareness.

Delegation

13. Whilst there has been little scope for delegation in the smaller departments the larger ones have made considerable progress in this area. Line managers are now involved in all aspects of recruitment at clerical levels and below, including interview boarding. Those departments with regional networks eg Land Registry, DNS, have given their regional offices considerable delegated authority in recruitment matters. At HMSO line managers authorise substitution and determine temporary promotions, they can also move

staff within their line commands and play a major role in other postings; consideration is also being given to transferring the responsibility for personnel management of certain specialist groups entirely to line management. The Royal Mint is particularly forward having delegated to line managers most aspects of personnel work referred to in the RPW report.

Promotion

14. Some departments have already completed major reviews of their promotion procedures. The review at the Registers of Scotland has resulted in a change from paper boards to interview boards but at HMSO the reverse is true. Here, paper boards are used below CA and above Principal level and are to be held on a trial basis for SEO(Tech) to Principal (Tech). The changes reflect the differing needs of two totally different departments; on the one hand we have HMSO with over 4,000 staff whilst the Registers of Scotland have barely 600.

CONCLUSION

15. Virtually all the departments have mentioned that a shortage of resources has prevented them from making as much progress as they would have liked. This particularly so in the smaller departments where personnel units sometimes consist of only four or five staff. Nevertheless, each department has concentrated on those aspects of the Action Programme which are particularly relevant with the result that real progress has been made. Departments are agreed that the exercise has presented them with an excellent opportunity for bringing all current personnel policies and procedures up to date to reflect the rapidly changing needs of the 1980's