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1



Prime Minister

May Lady Young

Chancellor of the Duchy of Lancaster

extend the consultation
in the draft as the
propos at x1 how?

Yes
no

kw
5/2

PRIME MINISTER

MPO's ACTION DOCUMENT

On 9 December I announced to the Sub-Committee of the Treasury and Civil Service Committee that I planned to review the tasks lying ahead of MPO and to publish an Action Document setting out what we intend to achieve and how we intend to achieve it in 1982/83.

Since then a great deal of work has gone into preparing the Action Document. This has involved not only myself, Sir Robert Armstrong and other senior managers in the MPO discussing what the major objectives for 1982-83 should be but also getting each part of the Office to review afresh its activities and objectives and the resources necessary to achieve them. We have now prepared the attached draft of the Action Document. It is at a stage when I should like to extend the area of consultation outside the Office to include some of the Permanent Secretaries of departments that will be affected by what we propose and also, on a strictly confidential basis, a number of civil service trade union leaders. But before taking this step I should be glad to know whether you are content with the shape the document is taking.

The document is drafted primarily as a management statement, on the basis that staff of MPO need to know what its priorities are to be and what will be expected of them, but that we have no objection to these things being made public; on the contrary, a clear declaration of our objectives may go a long way towards increasing public understanding of the Government's positive intentions so far as the MPO's work is concerned. This is certainly how I hope the Select Committee and the Press will regard our initiative.

The main text is supported by detailed annexes which, apart perhaps from Annex 1, are not essential reading.

David Young

BARONESS YOUNG
5 February 1982

MAILED 10/10

TO: DIRECTOR, FBI (100-442610) FROM: SAC, NEW YORK (100-100000) (P)

RE: [Illegible] (NY 100-100000) (P)

[Illegible typed text]

NY 100-100000 (P) 4 FEB 1982





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10 DOWNING STREET

From the Principal Private Secretary

8 February 1982

MANAGEMENT IN CONFIDENCE

Dear Jim,

MPO's ACTION DOCUMENT

The Prime Minister has seen the Chancellor of the Duchy of Lancaster's minute of 5 February 1982 with which she submitted the draft of the MPO Action Document.

The Prime Minister has not had time to study the draft in detail but she is content for Lady Young to extend consultation on the document to include certain Permanent Secretaries and, in strict confidence, a number of Civil Service trade union leaders. No doubt at an appropriate stage, when the draft document has been refined further, the Chancellor of the Duchy will wish to consult the Prime Minister again.

Yours wv,

Alvie Whitmore.

Jim Buckley Esq.,
Chancellor of the Duchy of Lancaster's Office.

AH

Spot
Print



Mr WHITMORE

cc Sir Derek Rayner

MPO: DRAFT ACTION DOCUMENT

1. I have seen the draft of 3 February, which the CDL has sent to the Prime Minister but not her covering minute.
2. You may find it helpful to have the attached comments. I believe that they are squarely in line with Sir Derek Rayner's views. If I have got it wrong at any point he will no doubt let you know but he will, I am sure, want to ensure that whatever is published does not obscure the fact that his own responsibility is directly to the Prime Minister.
3. If you want a letter to Mr Buckley, I will gladly provide a draft.

SP

C PRIESTLEY
8 February 1982

Enc: Commentary

Non.

This comment too late
to be taken into account
in his view of correspondence.
Mr Buckley informed.

AKW
8 Feb

MPO: DRAFT ACTION DOCUMENT

Purpose of the action document

1. As you know, Sir Derek Rayner favours the idea of a published plan of action with a tally of resources attached to it. It is a useful document for higher management beginning (in this case) with the Prime Minister herself. On the dissolution of CSD, the document will also be valuable for such outside interests as the Treasury and Civil Service Committee, as well as for internal Whitehall consumption. So we endorse publication, accepting that it has a rather multiple readership. You will notice, however, that the draft's rather rhetorical language is addressed to MPO staff.

Length and style

2. In general, we think that the document should concentrate on the action to be taken in support of the Prime Minister's broad aims as stated at the end of the quotation on page 1 and, more generally, in support of her overall concern noted in the first sentence of that quotation.

3. So we are not all that enthusiastic about the section headed THE APPROACH (paras. 2 - 8). Much of what is said is axiomatic (paras. 2 - 5); there are some knee-jerk phrases (eg "respond constructively to the need and wishes of staff themselves", para. 5); and the audit function of the MPO is the subject of some rather laborious circumlocution (para. 6).

4. There must be a risk that, when the draft is shown to departments and union officials (however selectively), MPO will come under strong "hands off" pressure from the former and a strong "more goodies for us" pressure from the latter with "I would guess" unavoidably the soggy consequences for the final version.

5. It might therefore be much better to restrict THE APPROACH to something like this:

"The MPO has three functions. First, it will provide advice and services to the Prime Minister in support of her personal responsibilities, notably in respect of senior appointments, the machinery of government and its efficiency. Secondly, it will provide central services to other Ministers and their departments, especially through the Civil Service Commission (recruitment), the Civil Service College (training), the Medical Advisory Service and the development of personnel management policy and practice. Thirdly, it will promote the improvement of Civil Service efficiency and effectiveness, through exercises for which it will be directly responsible itself and through collaboration with ^{the} Treasury and other departments, whether on Service-wide or departmental exercises."

"Although each of those functions is important, the last has a special significance. The prime responsibility for the efficiency of the government service lies with the Ministers and the senior officials who have charge of departments. The number of staff the MPO can put into the field is tiny compared with those to be found in departments. Its aim must therefore be selective action in support of the Government's policies for good management. The policy of the centre will be progressively to increase the responsibility of departments for

good management under delegated authority and to establish that this is working well by means of the timely audit and appraisal of departmental arrangements. More generally, while keeping the independent view and responsibilities of a central department, the MPO will aim to assist and to learn from the efforts of departments to improve their management for themselves. For this and other reasons, the MPO will have to make a careful choice of staff, notably from among men and women of the right quality and experience serving in other departments."

"In all its fields of responsibility - including recruitment, training, personnel management, senior appointments and efficiency - the MPO will work on the principle that people are far and away the best resource available to the Government. It will aim progressively to improve the relevant expression of Civil Service management, including the amount of responsibility placed on the individual and the conditions in which he or she works."

The MPO's resources

6. We think that at least some of the material in support of para. 9 should be included in the document - the Organisational Chart on page 5 is useful - but the whole lot, apart from para. 9 itself, might be annexed rather than put in the main text.

7. The Rayner Unit is not shown in the Organisational Chart. That is right. But it is shown separately from "Other Operations" in Figure 2, which is wrong.

The Objectives

8. As already suggested, this should be the centrepiece of the document. Our other comments are:

- (1) Objective 1(1): MPO is not responsible for the departmental scrutiny programme. Instead, therefore: "Further departmental scrutinies in the programme for which Sir Derek Rayner is responsible to the Prime Minister".
- (2) Objective 1(2): The phrase "under MPO overall direction" is vague. Instead therefore: "co-ordinated by Mr J S Cassels".
- (3) Follow-up to the 1979-81 scrutiny programmes (page 10) is not an MPO responsibility. Therefore, either delete or instead: "Sir Derek Rayner is responsible to the Prime Minister for the follow-up to the 1979-81 scrutiny programmes".
- (4) The points at (1) - (6) in para. 12 (Objective 2, Long-term programme) should not be listed as questions but as tasks. Instead therefore: "Among the tasks to be undertaken are:
 - (1) Deciding in which respects action to improve management is most pressing and what the MPO should contribute to securing it" etc.
- (5) Logically, Objective 3 (Lasting reforms) should come before Objective 2.
- (6) Objective 4(1)(ATs' "real life" experience) is a touch vague: all ATs? What "others"? And if trade unions are to be included why not business and industry, for goodness's sake?

- (7) Objective 5 (Training) seems to be a sub-set of Objective 4 (Bringing on good managers).

DRAFT of 3 February 1982

THE MANAGEMENT AND PERSONNEL OFFICE: ACTION DOCUMENT, 1982/83

In the message which the Prime Minister sent to the staff of the Management and Personnel Office (MPO) when it was established, she wrote:

"I have established a Management and Personnel Office reporting to me because, as head of the Government, the Prime Minister is directly concerned with the quality of Civil Service work and management, notably with organisation, efficiency, personnel management and senior appointments, and with the quality and well-being of civil servants.

Of course we need to have effective and sensible systems in Government. But in the end it is people who make the services provided to and by Government work well. I should like all our services to be excellently run and all civil servants to have the confidence that comes from a job worth doing and well done, and to be proud that they work for the public. I look to the new Office to have as its aims improving methods of work and efficiency in the Civil Service and encouraging and helping people to give of their best."

This document describes how we shall set about our task of improving efficiency, promoting good personnel management and encouraging and helping civil servants to give of their best.

MANAGEMENT IN CONFIDENCE

THE APPROACH

2. Every government department is itself primarily responsible for its own efficiency, for its personnel management, and for the civil servants who work in and for it. Each department has to judge its own circumstances and needs, and these can and do vary widely from department to department, and within departments.

3. The central departments - the Treasury and the MPO - have complementary responsibilities and must work closely together. If, as a result of what we in MPO do, efficiency in departments and the performance of civil servants improves, that will ease the pressures on public expenditure, will assist the Treasury in their task, and will directly benefit the public. The constraints upon resources of manpower and money for which the Treasury is responsible provide an incentive to departments to make the best use of their resources, and will in their turn reinforce our own efforts.

4. The two departments together are responsible for the framework of terms and conditions which apply throughout the Civil Service and for the well-being and proper functioning of the Service as a whole. There needs to be some measure of central control so as to set standards, to maintain compatibility, and to ensure consistency and equity which are the essence of the unified Service for which we are responsible. In addition we can provide some services better done centrally than departmentally - particularly in the fields of recruitment, of training at the Civil Service College, and in the central management of staff, including succession planning for the key senior policy and management posts.

5. We have to be sufficiently aware and adaptable not to let the framework of the Service become a straitjacket for departments, but to leave room for them to manage their own affairs well, to delegate responsibility down the line and to respond constructively to the needs and wishes of staff themselves. We are there to stimulate, to encourage, to advise and to monitor progress. Our authority will above all depend on the soundness of our advice and the practical usefulness of our influence.

6. To be successful we need to know what is going on in departments. To some extent that means that we must ask them to provide us with information on a regular basis. But that is no substitute for getting out into departments and finding out at first hand: seeing departmental achievements for ourselves, and talking through problems, with those responsible for personnel management and organisation and methods, or with line managers, and with the staff themselves. By finding out for ourselves what each department has accomplished and how it is tackling its problems, we strengthen our capacity to abstract from what is special to that department so as to discover and transmit what may be generally relevant and what it may help other departments to know as they tackle their own problems. In this way we shall seek to be the means whereby effective management practices, management training and the recognition of good management will be advanced in all departments, and their benefits will be felt by both the Service and the public.

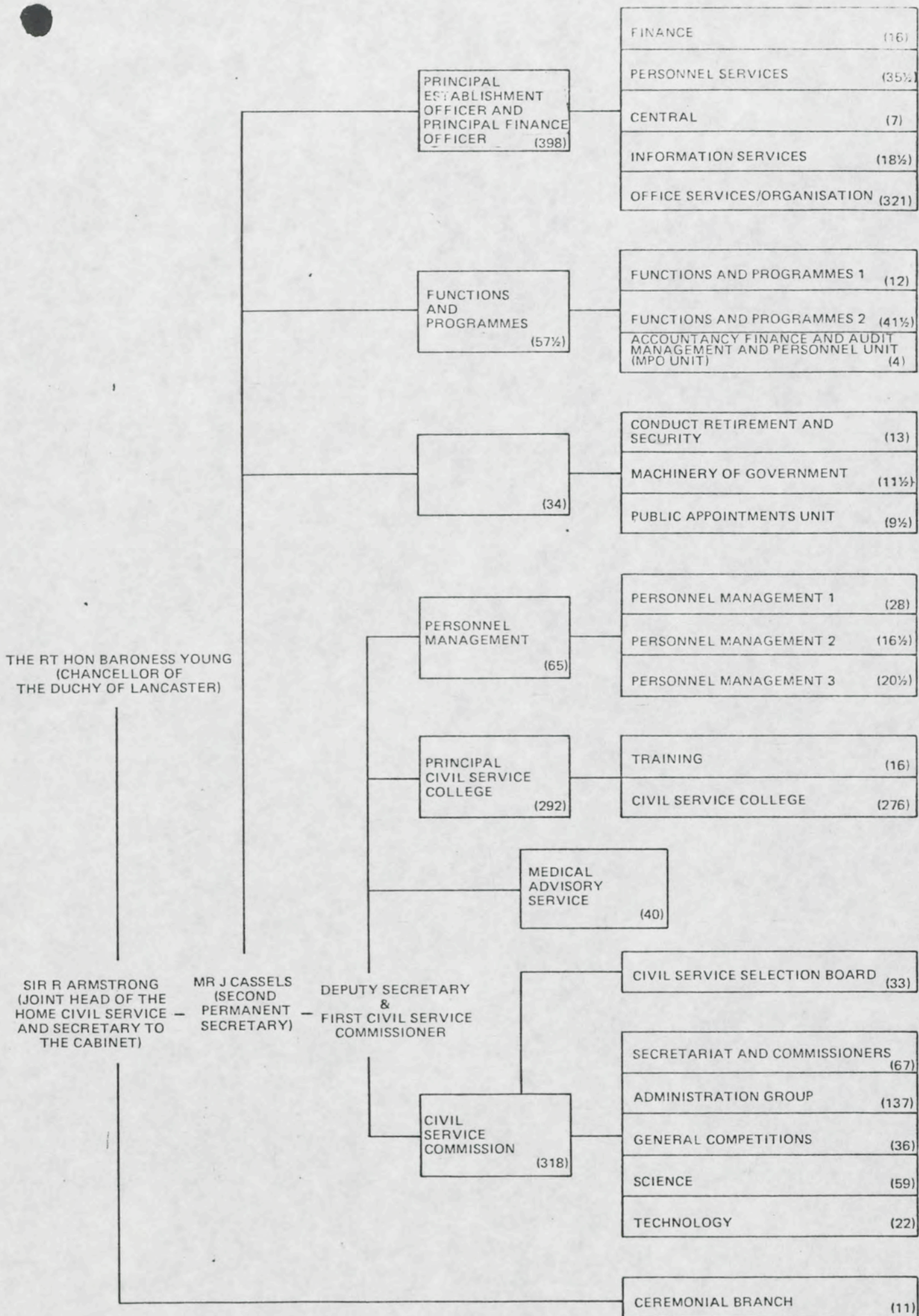
7. The exchange of information and advice between the MPO and departments, and the authority with which the MPO carries out its tasks will be strengthened by promoting interchanges of staff

between the MPO and other departments for substantial periods so that there is constant cross-fertilisation of knowledge and expertise.

8. We need also to learn from what happens in local authorities, industry, the universities and in voluntary and other organisations outside the Civil Service, by going out to see those organisations, by bringing people from those organisations to help and advise us and work with us for a time, and by seconding our own people to them where that may be helpful. The same applies to countries overseas.

THE MPO'S RESOURCES

9. Before setting our objectives for 1982/83 we must consider the resources we can bring to bear. Figures 1-4 show how responsibilities are organised within MPO, where our costs fall, how functions are distributed between the available buildings and the office space they provide, and in what proportion we draw on the diverse occupations and skills we need to discharge our tasks.



Footnote

This chart shows the line of management responsibility for MPO staff. The number of staff at 1 April 1982, shown in brackets, does not correspond to the staff figures shown in the annexes since these also include an element for common services staff attributed to each command.

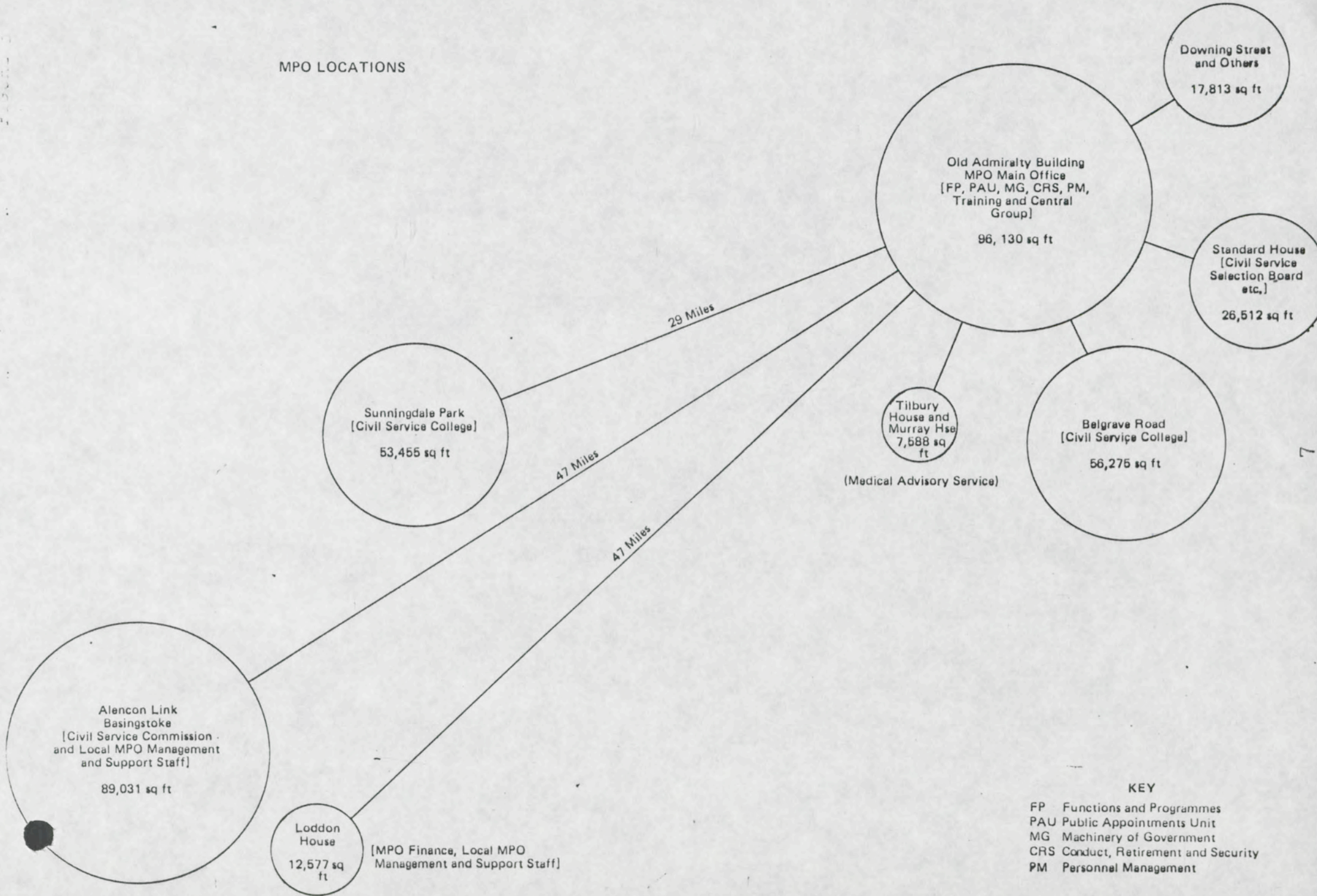
FIGURE 2

MPO's staff and costs in 1982/83 will be distributed as follows:

<u>Organisational Unit</u>	<u>Number of Staff 1.4.82</u>	<u>Total Cost, including notional costs of common services, accommodation etc</u>
Functions and Programmes	76	£ 1,320,000
Rayner Unit	6	£ 138,000
Public Appointments Unit	12½	£ 226,000
Machinery of Government	15½	£ 246,000
Conduct, Retirement and Security	17	£ 249,000
Personnel Management	88	£ 1,446,000
Civil Service College	318½	£ 6,446,000
Training	21	£ 410,000
Civil Service Commission	391½	£ 9,805,000
Medical Advisory Service	53	£ 1,127,000
Central Group ?	141	£ 1,930,000
Ministers Office/Top Management	17	£ 293,000
Other operations borne on MPO Votes (including Ceremonial; Downing Street; Chief Whip, House of Lords etc.)	141½	£ 4,042,000
Total	1298½	£27,678,000

The management responsibility for common services staff lies with Central Group, but in this Figure and in the Annexes these staff and their costs have been attributed to the divisions they serve.

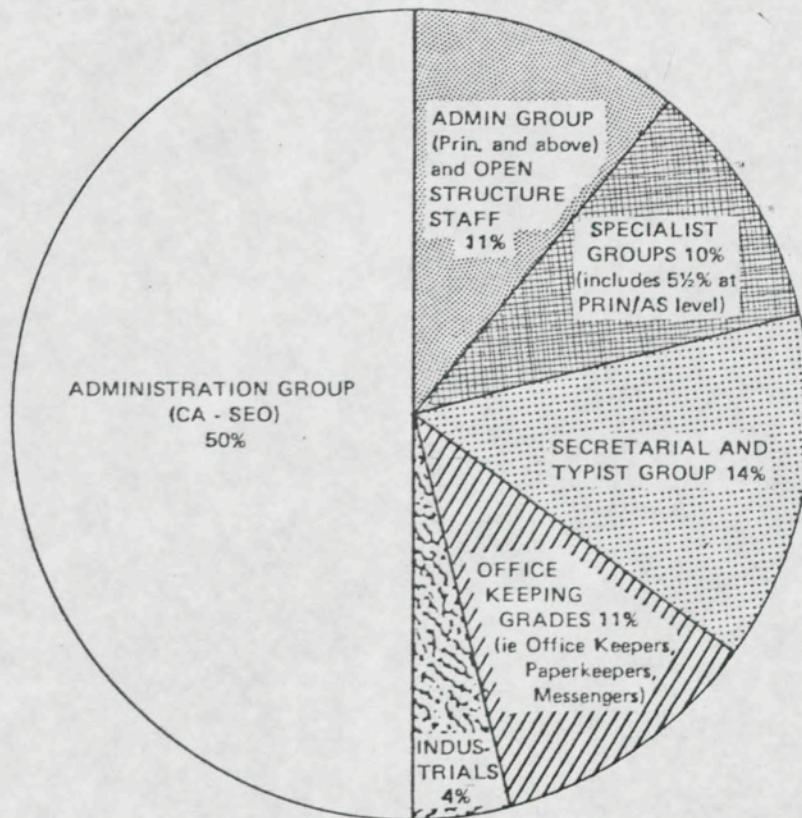
MPO LOCATIONS



KEY

- FP Functions and Programmes
- PAU Public Appointments Unit
- MG Machinery of Government
- CRS Conduct, Retirement and Security
- PM Personnel Management

PROPOSED DISTRIBUTION OF STAFF IN MPO AT 1.4.82



THE OBJECTIVES

10. Our resources are finite and we plan to reduce them. By the end of 1982/83 our staff numbers will have fallen from nearly 1300 to 1215 and our goal for April 1984 is 1,142, in line with the Government's target of 630,000 for the whole Civil Service. However much we prune inessential tasks we must continue to discharge a baseload of work: operations that already exist and that serve a necessary purpose require time and effort to keep them in good repair. For example, recruitment competitions must be run from month to month, the demands that arise from the day to day press of government business must be met. And so in setting our objectives within our resources we need to be selective and to give special emphasis to the things that require most urgent attention and the things on which we have most to offer. A summary of our review of our work is given in the Annexes attached to this Action Document. The eight major objectives that we have identified and which we shall pursue in 1982/83 are as follows.

Objective 1

11. We shall carry out the practical programme of efficiency work already announced by the Chancellor of the Duchy of Lancaster on 9 December 1981:

- (1) Further departmental scrutinies under the general direction of Sir Derek Rayner.
- (2) Three Government-wide reviews under MPO overall direction as follows:

- a) A co-ordinated programme of resource control reviews: there will be reviews of the use and control of resources in various executive operations, including Defence, the Property Services Agency and the Prison Service.
- b) A co-ordinated programme of projects to help departments improve their systems of estimating, monitoring and controlling their running costs.
- c) A review of personnel work in nine departments covering more than half the Civil Service, to see generally whether this work is being carried out cost effectively and to the satisfaction of management and staff, and in particular whether responsibilities are distributed in the best possible way between personnel divisions and line managements, and whether systems adequately cater for the requirements of the work and for the needs and motivation of staff.

We shall also be in close touch with departments, again under the general direction of Sir Derek Rayner, on the follow-up to the 1980 and 1981 scrutiny programmes.

(See Programmes at Annexes 2A 1, 2 and 4; 3 B 2 and 3.)

Objective 2

12. We shall, in consultation with the Treasury and with other departments, establish a long-term programme for securing the highest professional standards in the management of the work of central Government. The statement of principles of good management in Annex I to this memorandum will be the basis of this work. Among the issues to be addressed are:

- (1) in what respects is action to improve management most pressing and how can the MPO best contribute to securing it?
- (2) in the light of (1), what should be included in the efficiency strategy for 1983?
- (3) how can departments most usefully incorporate annual scrutinies in their own management audit programmes?
- (4) how can sufficient freedom and adequate incentives be given to departmental managers to improve efficiency?
- (5) in particular, what practical arrangements can be made to enable some of the savings from improved efficiency to be applied towards providing a better working environment?
- (6) what changes may also be desirable in the framework of requirements laid down by the Treasury and the MPO

within which departments have to operate?
(See Programmes at Annex 2 A 3, 2 B, 2 C, and 2 F.)

Objective 3

13. We shall in collaboration with Sir Derek Rayner and the Treasury complete the work already begun on lasting reforms in central Government. Among other things this means:

- (1) clarifying and codifying the managerial authority and responsibilities of Ministers and Permanent Secretaries;
- (2) clarifying the nature, purpose and objectives of financial management in Government;
- (3) issuing guidance on management accounting;
- (4) improving training in financial management both for finance officers and for line managers;
- (5) strengthening internal and other forms of audit.

(See Programmes at Annexes 2 E, 2 G; 3 B 1; 6 B 1 and 2, and 6 S.)

Objective 4

14. We shall review the selection, training and career management of managers in the Civil Service, with a view to raising standards of management and encouraging and helping civil servants to equip

themselves with the experience and skills needed to manage to high standards. In particular, and with a view to early action, we shall consider:

- (1) how to enable Administration Trainees and others to gain firsthand experience where the work of Government impinges on the lives of the public, for example across the counter in local offices or in similar work with local authorities, voluntary organisations or Trade Unions;
- (2) how to enable more recruits to acquire early in their careers a variety of professional skills relevant to management;
- (3) how to develop career management so as to encourage a greater depth of knowledge in particular aspects of departmental work, if necessary at the expense of breadth of experience;
- (4) as a corollary to (3) how to broaden the skills and experience of those in mid-career who are expected to reach the highest levels of management;
- (5) how far we can and should go in recruiting managers from outside in mid-career, at Assistant and Under Secretary level, either on short-term secondments or on permanent transfer;

- (6) as a corollary to (5), how far we can and should go in making arrangements to enable civil servants in mid-career to take up posts in outside employment, either on short-term secondments or on permanent transfer.

(See Programmes at Annexes 5 B 1, 2 and 3, 5 C 2, 7 and 12, 5 G 2; 6 A 2, and 6 F.)

Objective 5

15. We shall develop the contribution that improved training can make to the efficiency of the Civil Service. In particular we shall:

- (1) study the relevance of the qualifications offered by the various institutions outside the Civil Service to the work of Civil Service managers and consider whether the pattern of training at the Civil Service College should prepare staff for such recognised qualifications;
- (2) make arrangements for the Civil Service to benefit from and contribute to the new training policies announced in "A New Training Initiative: A Programme for Action" (Cmd. 8455), in particular by developing new forms of planned work experience, training and related further education for young entrants to the Civil Service.

(See Programmes at Annex 6 A 3, 6 C, 6 K, 6 L and 6 V.)

Objective 6

16. We shall promote improvements in the Civil Service's practice as an employer designed to enhance motivation and performance of civil servants. In particular:

- (1) the review of personnel work (paragraph 11 (2) c) above) will contribute to this;
- (2) we shall encourage greater delegation of work, more participation in management, and initiatives for better and more productive ways of doing work;
- (3) the effectiveness of the occupational health advisory service provided by the Civil Service Medical Advisory Service will be increased.

(See Programmes at Annex 2 A 1; 4 0; 5 A, 5 D 2 and 3, 5 E; and 8.)

Objective 7

17. We shall seek to ensure that the Civil Service sets an example of non-discrimination in employment:

- (1) A review group set up jointly with the unions on employment opportunities for women in the Civil Service will report later this year.
- (2) An experimental census of the ethnic composition of

some grades in a limited geographical area will be undertaken in the autumn, and reported in the spring of 1983, with a view to establishing a sound statistical method for racial monitoring in the Civil Service.

- (3) A Code of Practice advising departments how they should help both disabled entrants and newly disabled serving officers has recently been issued. During the coming year MPO will build on this base to develop the Service's policy on the employment of the disabled in accordance with the Government's decision on the recommendations in the Manpower Services Commission's report on the review of the quota system.

(See Programmes at Annexes 6 T; 7 H.)

Objective 8

18. We shall take steps to improve the management and cost effectiveness of the MPO itself. The MPO will be one of the departments in which the scrutiny of systems for estimating, monitoring and controlling running costs (referred to in paragraph 11 (2) b) above) will be carried out.

(See Programmes at Annexes 6 H; 9 B, 9 C, 9 F 1 and 2, 9 G, 9 H 1, 9 J, 9 K 4, 9 L and 9 M.)

CONCLUSION

We are a relatively small department and we must continue to devote resources and skill to the inescapable task of maintaining the

central management of the Civil Service in good order. In setting our main objectives for the coming year we have accordingly been selective. Our aim has been to put together a practical programme to which we can immediately set our hands. We believe that this approach offers the best prospect of success in discharging the overall task that the Prime Minister remitted to the MPO - to improve efficiency, to promote good personnel management and to encourage civil servants to give of their best.

DEFINITION OF PRINCIPLES TO BE APPLIED BY ANY WELL-MANAGED DEPARTMENT (see OBJECTIVE 2)

IDENTITY AND AIMS

- The nature and purposes of the department's tasks clearly defined and made explicit by top management;
- Top management committed to a documented strategic plan for developing and maintaining well-managed operations;
- Organisation of work so as to recognise clear lines of responsibility and effective functional links.

LINE MANAGEMENT

- Clear objectives for managers at each level discussed and agreed and, wherever possible, expressed in terms of
 - resource inputs (money; staff; other)
 - outputs (numerical; qualitative; relationship with resource inputs);
- Authority for and requirement on managers to control their resources and secure agreed results through delegation down the line;
- As short a chain of command as possible;
- A management information system which provides relevant cost and other information to managers at each level at intervals necessary for timely responses to be made;
- Formal planning and budgeting arrangements (which incorporate appraisal of out-turn against previous plan and budget).

FINANCIAL MANAGEMENT

- A regime which ensures that the relation between finances and continuing operations is clearly defined and closely controlled;

- The use of management accounting to assist managers to reduce costs, improve efficiency and make good decisions.

PEOPLE

- Commitment to fairness and openness with all staff;
- A conscious policy to make full use of ability and energy of staff at each level;
- Good communication by management down the line and readiness to consult freely;
- The use of coaching, training and communication to enable staff to perform as effectively as they are capable;
- Readiness to listen to complaints and suggestions from staff and their representatives;
- Recognition of good performance and appropriate action on bad performance;
- Purposeful and far-sighted career management.

MARKETING AND PUBLICITY

- Promotion to the outside world of the department's work so as to gain understanding and support;
- Openness/publication of information (internally and externally).

KEEPING OPERATIONS TIGHT

- Regular reviews/scrutinies in depth of policies and programmes;
- Complementing/manning kept under constant surveillance and control;
- Audit instruments of good quality (financial audit; staff inspection; management services).

WORKING ENVIRONMENT

- Policy of making full economic use of office technology/modern office machinery;
- An appropriate standard of working environment.

2. FUNCTIONS AND PROGRAMMES

Staff Nos: 76 (including 18½ common services staff attributed to the command)

Total cost: £1,320,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>A. Efficiency Strategy 1982</p> <p><u>Programmes</u></p> <p>1. Take the lead in the oversight, co-ordination and follow-up of:</p> <p style="padding-left: 40px;">a. programme of Resource Control Reviews;</p> <p style="padding-left: 40px;">b. review of personnel work;</p> <p>Studies completed, reports submitted to central Ministers and follow-up action taken as necessary, thus securing immediate and continuing improvements in the efficiency with which resources are used in the activities in question (with substantial quantifiable reductions in costs); drawing out general lessons for improved management of the functions in question, including a firm basis for their future resourcing; and making a significant contribution to the development by MPO of general policies for good management.</p> <p>2. Support Rayner Unit in central co-ordination and promotion of programme of departmental scrutinies.</p> <p>3. Forward planning of efficiency work.</p>	<p>April 1983</p> <p>April 1983</p> <p>Continuing</p> <p>April 1983</p>	<p>High</p> <p>High</p> <p>Medium</p> <p>High</p>	<p>1</p> <p>1, 6</p> <p>1</p> <p>2</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>To secure Ministerial agreement to coherent programme of efficiency work for 1983 by Autumn 1982.</p> <p>4. Follow-up and consolidation of implementation of complete efficiency reviews.</p> <p>To secure full implementation of agreed recommendations of R & D support services review and continue monitoring of statistics review; to see that good progress is made in implementing the forms review in departments and report on that to Ministers, with recommendations for further action; to monitor implementation of recommendations of scrutinies with particular bearing on MPO objectives.</p>	<p>April 1983</p>	<p>High</p>	<p>1</p>
<p>B. Contribution to other major studies in departments to improve management, organisation and efficiency.</p> <p><u>Programmes</u></p> <p>Complete studies and take necessary follow-up action to secure immediate and continuing improvements in the efficiency with which resources are used in the area studied; and to contribute general lessons which make significant contribution to the development by MPO of general policies for good management, in particular by improving management practice, organisational structure and control arrangements.</p>	<p>April 1983</p>	<p>Medium</p>	<p>2</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>C. Reviews of activities common to a number of departments.</p> <p><u>Programmes</u></p> <ol style="list-style-type: none"> 1. To improve cost effectiveness and identify cost savings in stores, transport, typing and tele-communications, by completing specific studies with departments, attached where appropriate to Resource Control Reviews. 2. To promulgate general lessons and standards for the efficient management of messenger services, typing, telecommunications and transport. 3. To monitor the action taken by departments on 2. if necessary including further specific studies. 4. To start specific studies similarly on travel, office services, training and other common activities as resources permit. 	Continuing	High	2
<p>D. Office Technology</p> <p><u>Programmes</u></p> <ol style="list-style-type: none"> 1. Advising on management organisation and systems aspects of developing office technology; <ol style="list-style-type: none"> a. to ensure that information technology plays its part in improving efficiency; 	Continuing	High	6

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>c. with Treasury, Rayner Unit and the College, to help develop views on the training by the field forces involved in management audit; and to continue with the College to develop and improve training for management services personnel.</p> <p>F. Funding of knowledge from scrutinies, reviews, studies etc; contribution to dissemination of good practice and the development of policies for good management.</p> <p><u>Programmes</u></p> <ol style="list-style-type: none"> 1. Drawing on departmental studies and lessons emerging from efficiency studies, to agree with departments policies for good management practice, and to assist departments with implementation, adapted to their particular circumstances. 2. To ensure this knowledge is appropriately reflected in training courses for managers. 3. To add to and improve the paper on wider lessons from scrutinies etc and consider further with departments how, through training and in other ways, these can get across to line management. 	<p>April 1983</p>	<p>High</p>	<p>2</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
I. Providing a service for small "parish" departments - O & M work, study officers for scrutinies etc.	Continuing	Phasing out of this activity: large departments to be encouraged to provide service for their small satellite departments	
J. Miscellaneous Tasks <u>Programmes</u> 1. Editorship of Management in Government. 2. Oversight of departmental staff suggestions schemes and awards to inventors. 3. General policy on the use of management consultants and advice on individual assignments and firms. 4. Dispersal.	Continuing	Baseload	

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>C. Follow-up to efficiency work in 1981 and earlier <u>Programmes</u></p> <ol style="list-style-type: none"> 1. Report to PM on scrutiny programme 1981 and earlier programmes. 2. Report to PM on Review of Administrative Forms. 3. Review of supporting services for R&D. 		<p>High</p> <p>High</p> <p>High</p>	

4. PAU/MG/CRS

PUBLIC APPOINTMENTS UNIT

Staff Nos: 12½ (including 3 common services staff attributed to the command)
 Total Cost: £226,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
A. To advise the Joint Head of the Home Civil Service and, through him, the Prime Minister, on proposals made by Ministers for major public appointments.	Continuing	Baseload	
B. To determine, co-ordinate and disseminate, as necessary, policy and information relating to public appointments, and advise departments in particular cases.	Continuing	Medium	
C. To provide departments with a focal point on public appointments matters generally.	Continuing	Baseload	
D. To provide information about candidates under consideration or to suggest additional names.	Continuing	High	
E. To provide assistance to departments in filling full-time posts.	Continuing	Low	

MACHINERY OF GOVERNMENT

Staff Nos: 15½ (including 4 common services staff attributed to the command)

Total cost: £246,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
F. To consider and advise the Head of the Home Civil Service on machinery of government issues with a view to maintaining and improving the organisation and allocation of work.	Continuing	High	
G. To advise and guide other departments, generally and individually, on organisational issues and procedures for operating the Government machine.	Continuing	High	
H. To initiate, contribute to and co-ordinate where necessary, the consideration of constitutional issues.	Continuing	High	
I. To advise Ministers and other departments on matters relating to the policy on disclosure of official information.	Continuing	High	
J. To advise on policy on and service machinery for relationships between Parliament and the Executive.	Continuing	High	

CONDUCT, RETIREMENT AND SECURITY DIVISION

Staff Nos: 17 (including 4 common services staff attributed to the command)

Total cost: £249,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
K. To formulate and monitor civil service security policy and to advise the Head of the Civil Service and, through him, the Prime Minister.	Continuing	Baseload	
L. To ensure the Civil Service is in a position to respond in civil emergencies and to co-ordinate the Civil Service aspects of contingency plans.	Continuing	Baseload	
M. To co-ordinate policy and advice to Ministers on those aspects of the Parliamentary Commissioner Act which affect civil servants.	Continuing	Baseload	
N. To advise Ministers, senior management and departments on civil service policy on matters of conduct and discipline, particularly in relation to business appointments, political activities and special advisers.	Continuing	High	
O. To advise Ministers and senior management of departments on retirement including premature retirement, redundancy and appeals on procedures; on the interpretation of this policy in relation to individual cases; and on the need for revision.	Continuing	High	6
P. To provide advice to senior management and to other departments on questions relating to the non-financial conditions of service, including secondment, reinstatement, mobility, flexible working hours and public and privilege holidays.	Continuing	Baseload	

5. PERSONNEL MANAGEMENT

Staff nos: 88 (including 21 common services staff attributed to the command)

Total cost: £1,446,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>A. To establish broad policies (and rules where necessary) concerning the personnel management of all general service groups.</p> <p><u>Programmes</u></p> <p>1. Providing advice, guidance and direction on matters affecting the Open Structure and Executive Directing Bands, the Administration Group and specialist groups.</p> <p>2. Providing secretariat for Management Committees of specialist groups; and also for the Working Party on Science and Technology.</p> <p>3. Secretariat for Individual Merit Promotion schemes: the SPAT Scheme: and selection of Scientific Counsellors.</p> <p>B. To ensure that senior posts, and particularly those in the Open Structure, are staffed by people equipped by training and experience to carry out the work as efficiently and effectively as possible.</p> <p><u>Programmes</u></p> <p>1. To encourage departments to identify staff with appropriate potential at an early stage (Principal and equivalent) and plan their postings and training accordingly.</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p>	<p>Baseload</p> <p>Baseload</p> <p>Baseload</p> <p>High</p>	<p>6</p> <p>4</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>2. Building on the existing succession planning arrangements, to develop, in consultation with departments, arrangements for planning, for staff identified as likely to reach the Open Structure, a programme of postings within the Service, exchanges with other organisations, and formal training which would be provided as appropriate inside or outside the Service; and to monitor the progress made in implementing the programmes.</p>	? by mid 1983	High	4
<p>3. To re-introduce the direct-entry Principal competition and open up recruitment above that level to enable the Civil Service to bring in a wide range of talent, skills and experience; and to consider a direct-entry HEO(D) competition.</p>		High	4
<p>C. To operate, develop and improve procedures for making the best use of people. In particular:</p> <p><u>Programmes</u></p> <p>1. To develop managers by planned programme of seminars, and to follow-up with departments.</p> <p>2. To keep the AT/HEO(D) scheme running.</p> <p>3. To operate promotion pooling.</p> <p>4. To encourage EO career development.</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p>	<p>High</p> <p>Baseload</p> <p>Baseload</p> <p>High</p>	<p>4</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
5. To review trawling policy following Commission withdrawal from certification of staff recruited under delegated procedures.	First half 1982	Medium	
6. To examine Personal Rank as a possible alternative to merit pay.	By end 1982	Low	
7. To ensure that specialists likely to reach the higher levels of the Service receive training and experience in administration and management.	Continuing	High	4
8. To review SPATS.	First half of 1982	Medium	
9. To encourage departments to implement the Holdgate Report on the Scientific Civil Service. Further work on development of technological generalists.		High	
10. Review with IPCS of ASO grade.	First half of 1982		
11. Facilitating the return to full effectiveness of civil servants whose efficiency has been reduced by personal or health troubles.			
a. Advising on welfare matters: central coordination of Welfare Service, including training.	Continuing		
b. Campaign to help problem drinkers - fresh guidance to be issued to departments.	January 1982		

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>c. Review, with MAS, of procedures for referring cases to MAS.</p> <p>12. Advising the Joint Head of the Civil Service on Senior Appointments.</p> <p>13. Providing advice, guidance and direction on individual cases in the Open Structure; the Executive Directing Bands; and the Administration and Specialist Groups.</p> <p>D. To encourage a more open style of management for the better motivation of staff and greater involvement of staff in the organisation and control of their work; and to encourage the development of departmental programmes. In particular:</p> <p><u>Programmes</u></p> <p>1. Visits to departments to discuss progress with developing departmental plans.</p>	<p>By April 1982</p> <p>Continuing</p> <p>Continuing</p> <p>Follow-up action to be completed by mid-1982. Further stages beyond mid-1982</p>	<p>High</p> <p>Baseload</p> <p>High</p>	<p>4</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
2. Job Satisfaction Team Programmes.	Continuing	Medium	6
3. Experiments in local cooperation between departments for the more effective use of people and of material resources.	Specific to each experiment	High	6
4. Working party on reporting system, review of promotion rules.	Mid-1982		
5. Review of team briefing experiment to improve communications.	Mid 1982		
E. To continue rationalisation and consider development of better grading structures.		Low	6
F. To introduce saving or cost-cutting measures in the personnel management field. In particular:			
<u>Programmes</u>			
1. To review role of Typewriting Training Centres.	March 1983		
2. To review methods of assessing fees charged by TTCs to non-Exchequer bodies.	September 1982	-	

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>G. Central Services</p> <p><u>Programmes</u></p> <p>1. International</p> <p>a. To coordinate Whitehall work on staffing of the European Community Institutions, promote appointment of good quality British candidates.</p> <p>b. To set up exchange schemes with the French and Irish Governments.</p> <p>c. Advice and information to overseas visitors etc.</p> <p>2. Monitoring interchange schemes (other than above)</p> <p>a. with other governments</p> <p>b. with industry</p> <p>c. between Home and Diplomatic Services.</p> <p>3. Trawling arrangements</p> <p>a. vacancy trawling</p> <p>b. central assistance with redeployment of surplus and non-dispersing staff and compassionate transfer cases.</p>	<p>Continuing</p> <p>Mid 1982</p> <p>Continuing</p> <p>Continuing</p>	<p>Baseload</p> <p>High</p> <p>Baseload</p> <p>Low</p>	<p>4</p>

6. CIVIL SERVICE COLLEGE, TRAINING DIVISION

CIVIL SERVICE COLLEGE

Staff nos: 318½ (including 42½ common services staff attributed to the command)

Total cost: £6,446,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>A. To improve the professionalism of Civil Service managers by providing high-quality training, backed by appropriate research and marketing effort, in subjects and skills which are of wider than purely departmental relevance.</p> <p><u>Programmes</u></p> <p>1. To run the planned programme of about 600 central courses and seminars amounting to about 3,600 course days and approaching 64,000 student days.</p> <p>2. To monitor closely the progress of the recently introduced new style fast-stream training and to report on it to MPO management.</p> <p>3. To review the aims, market, scope and content of multidisciplinary courses (other than the fast-stream ones) and to make recommendations on possible changes or developments.</p> <p>B. To promote and provide training for Civil Service managers in subjects and skills which the central departments wish to see more widely used in the interests of good Civil Service management. In particular:</p>	<p>August 1983</p> <p>April 1983</p> <p>September 1982</p>	<p>High</p> <p>High</p> <p>Medium</p>	<p>4</p> <p>5</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p><u>Programmes</u></p> <p>1. To design and introduce a course designed to give senior administrators appropriate background knowledge of financial management.</p> <p>2. To review the scope of present College courses in accountancy and audit and to consider what changes are necessary and what gaps need to be filled.</p> <p>C. To strengthen the teaching base and build up College links with departments by using staff time not needed for training courses either to give specialist advice on demand or to conduct research projects which promise to improve work performance. Review to be made of existing research, and other non-teaching work, to ensure relevance to College aims and adequacy of measurement, control and publication arrangements.</p> <p>D. To promote, through training activities, improved understanding of one another's roles and skills, and therefore more effective co-operation, amongst administrators and professional and specialist groups.</p> <p>E. To promote, through training activities, better understanding by UK civil servants of the work and management methods of colleagues in other developed countries, in other parts of the public sector, and in industry and commerce.</p>	<p>September 1982</p> <p>September 1982</p> <p>September 1982</p> <p>Continuing</p> <p>July 1982</p>	<p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>3</p> <p>3</p> <p>5</p> <p></p> <p></p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>F. To provide a forum for the inter-departmental and wider discussion by senior officers of current policy or management issues where this promises to help the conduct of public business.</p>	Continuing	Medium	4
<p>G. To provide training for departmental training staff and to support the work of Training Division in promoting the wider and more effective use in the Civil Service of sound modern training methods, including computer assisted learning.</p>	Continuing	Baseload	
<p>H. To make maximum cost-effective use of the College's staff and accommodation. In particular:</p>			8
<p><u>Programmes</u></p>			
<p>1. To devise with departments a scheme for part repayment by Government departments for attendance at some College courses.</p>	April 1983	High	
<p>2. To review with departments and Training Division the arrangements for making potential students aware of College courses, for identifying needs for new or modified courses, and for identifying and correcting weaknesses in College performance, and to recommend what changes might be helpful.</p>	April 1983	Medium	

TRAINING DIVISION

Staff Nos: 21 (including 5 common services staff attributed to the command)

Total cost: £410,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>I. Training liaison, advice and development</p> <p><u>Programmes</u></p> <p>1. The provision of a training liaison and advisory service to departments to maintain and improve the efficiency and effectiveness of their training - by regular visits and other contacts.</p> <p>2. Use of the annual Departmental Training Officers' Conference, working groups, interim seminars and events for DTOs and training staff to identify and consider major training issues.</p>	<p>October 1982</p>	<p>Baseload</p>	
<p>J. Statistics, costs and cost consciousness</p> <p><u>Programmes</u></p> <p>1. The development and simplification of the Civil Service training statistics so as to enable departments and the MPO to make more efficient and effective use of training resources.</p> <p>2. Development of more accurate and effective systems for ascertaining the costs of training and for enabling departments and MPO to make constructive use of this information.</p>	<p>April 1983</p> <p>December 1982</p>	<p>Medium</p> <p>Medium</p>	

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>K. Training scrutinies and reviews</p> <p><u>Programmes</u></p> <p>1. Promote, organise and manage scrutinies into departmental training activities, to be undertaken by departments and MPO jointly, to identify critical issues, options for the use of resources, and lead to better decisions about training.</p> <p>2. Encourage, promote and participate in more thoroughgoing departmental training reviews in selected departments.</p> <p>L. Study of what the Civil Service's provision for 16/19 year olds should be, in the light of the Government's New Training Initiative.</p> <p>M. Joint use of training resources</p> <p><u>Programmes</u></p> <p>1. To investigate the potential for joint use of training resources by departments and to put proposals to the DTO Conference.</p> <p>2. To set up, operate and evaluate two separate schemes for joint use of training resources by departments.</p>	<p>December 1982</p> <p>March 1983</p> <p>April 1983</p> <p>November 1982</p> <p>November 1982</p>	<p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p>	<p>5</p> <p>5</p> <p>5</p> <p></p> <p></p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>N. Validation and evaluation</p> <p><u>Programmes</u></p> <p>Collect and assess more information on the validation and evaluation of training both from Civil Service and external experience. Create a reference set of validation and evaluation approaches, techniques, and instruments in current use. Aim through working party of DTOs to provide a credible and useful set of validation and evaluation principles and procedures.</p>	<p>June 1982</p>	<p>High</p>	
<p>O. Management training and development</p> <p><u>Programmes</u></p> <p>Maintain regular contact with College and external training organisations on current thinking and developments in management training and management development; assess the value and relevance of these for Civil Service training and where appropriate promote and develop them.</p>	<p>Continuing</p>	<p>Baseload</p>	
<p>P. Continue to encourage and develop effective training of Civil Service trainers</p> <p><u>Programmes</u></p> <p>1. Follow-up of the Civil Service Training of Trainers report.</p>	<p>Continuing</p>	<p>Baseload</p>	

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>2. Encouraging specific activity on the selection, role and training of management trainers in the Civil Service (with MSD in the College in the lead).</p> <p>Q. Training methods and technology</p> <p><u>Programmes</u></p> <p>Keep abreast of developments, eg through study of literature and by external contacts; consider their potential for improving the efficiency and effectiveness of Civil Service training; in the light of this provide advice to departments and encourage and assist them in awareness, understanding, adoption and use of relevant modern training technology and methods.</p> <p>R. Small departments and small groups training</p> <p><u>Programmes</u></p> <p>Monitor and review the effect of the decision that other government departments should provide this training instead of the College.</p> <p>S. Training in financial management</p> <p><u>Programmes</u></p> <p>1. Co-operate with the Civil Service College and AFA Division in the identification of training needs and advise on the most effective ways of meeting them.</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p>	<p>Medium</p> <p>Medium</p> <p>High</p>	<p>3</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>2. Commission and take lead responsibility for the development and evaluation of the first module of a self-instructional package on principles of government accounting. Set up trials of first module in departments.</p>	January 1983	High	3
<p>T. Equal opportunities</p> <p><u>Programmes</u></p>		Medium	7
<p>1. Encourage and assist DTOs to adopt policies leading to more effective race relations training.</p> <p>2. Monitor and evaluate experimental management training for "women only".</p>		Medium	7
<p>U. Further education</p> <p><u>Programmes</u></p>	Continuing	Baseload	
<p>1. Establish and monitor the "essential regional co-ordination" arrangements following the closure of the Regional Office.</p> <p>2. Publish "teaching kit" and "case studies" on Civil Service for the Business Education Council's public administration studies.</p>			
<p>3. Maintain and increase our close relationships with BEC to ensure that approved courses of study are geared to our needs.</p>			

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>V. Study of the potential relevance of "professional" qualifications for administrators</p> <p><u>Programme</u></p> <p>To consider the relevance of what the various institutions and bodies now offer; to consider whether the pattern of training at the Civil Service College could be geared to provide a coherent long term training pattern which led to a recognised qualification; and to assess the resource implications.</p>	<p>April 1983</p>	<p>High</p>	<p>5</p>

7. CIVIL SERVICE COMMISSION

Staff Nos: 391½ (including 73½ common services staff attributed to the command)

Total cost: £9,805,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>A. Recruitment</p> <p><u>Programmes</u></p> <p>1. Conduct centralised recruitment for appointments at broadly Executive Officer and equivalent grades and above as follows (numbers approximate);</p> <ul style="list-style-type: none"> a. Administration Group Division (35,000 applicants for 2500 vacancies) b. Science Division (11,000 applicants for 500 vacancies) c. Technology Division (7,000 applicants for 700 vacancies) d. General Competitions Division (16,000 applicants for 500 vacancies) <p>2. Monitor recruitment carried out by departments under delegated authority and certify candidates for appointment.</p>	<p>Continuing</p> <p>Continuing</p>	<p>Baseload</p> <p>Baseload</p>	
<p>B. Advice and Instructions</p> <p><u>Programmes</u></p> <p>1. Preparation of new Civil Service Order in Council to enable the Commission to withdraw from responsibility for local recruitment. The opportunity will</p>	<p>Autumn 1982</p>	<p>High</p>	

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE												
<p>be taken to consider whether the provisions of the Order in Council require further revision.</p> <p>2. Preparation of recruitment instructions and advice for departments who will be taking full responsibility for their own local recruitment.</p> <p>3. Implementation of changes in Civil Service nationality rules as a consequence of British Nationality Act 1981.</p> <p>CIVIL SERVICE SELECTION BOARD, RECRUITMENT RESEARCH UNIT AND EQUAL OPPORTUNITIES</p> <p>C. To assess rather over 1,000 candidates shortlisted from around 10,000 applicants to fill graduate appointments as follows (numbers approximate);</p> <table data-bbox="395 1008 1231 1226"> <tr> <td>Inspectors of Taxes</td> <td>100</td> </tr> <tr> <td>*Administration Trainees</td> <td>45</td> </tr> <tr> <td>*Diplomats</td> <td>20</td> </tr> <tr> <td>Statisticians</td> <td>25</td> </tr> <tr> <td>Economists</td> <td>10-15</td> </tr> <tr> <td>*Planning Inspectors</td> <td>Not yet known</td> </tr> </table> <p>*For these entries the final selection decision is made by a separate Final Selection Board.</p>	Inspectors of Taxes	100	*Administration Trainees	45	*Diplomats	20	Statisticians	25	Economists	10-15	*Planning Inspectors	Not yet known	<p>Autumn 1982</p> <p>Vesting date of new Act (probably 1 Jan 1983)</p> <p>Continuing</p>	<p>Baseload</p>	
Inspectors of Taxes	100														
*Administration Trainees	45														
*Diplomats	20														
Statisticians	25														
Economists	10-15														
*Planning Inspectors	Not yet known														

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
D. To perform a similar function in respect of certain other organisations, including the Northern Ireland Civil Service and the Hong Kong Administrative Service.	Continuing	Baseload	
E. To act as an 'assessment centre' for serving civil servants and diplomats.	Continuing	Baseload	
F. To offer expert advice, so far as resources permit, to bodies such as the Home Office Unit at CSSB (who are concerned with Police, Prisons and Fire Service selection boards).	Continuing	Low	
G. To provide expert psychological advice on all aspects of the Commission's selection procedures and to conduct research into improved selection methods.	Continuing	Baseload	
H. Equal Opportunities <u>Programmes</u> 1. To produce and publish, jointly with Civil Service trade unions and departmental management, a report and recommendations for consolidating improvements in the treatment of women in the Civil Service. 2. To plan, conduct and analyse an experimental census of certain non-mobile staff.	 November 1982 Autumn 1982 - conduct census April 1983 - report conclusions	 High	 7

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>3. In conjunction with individual departments, to carry out a review of the procedures for recruitment, training, allocation to duties and promotion.</p> <p>4. To develop the Civil Service's policy on the employment of disabled people, in accordance with the Government's decision on the recommendations in the Manpower Services Commission's report on the review of the quota scheme.</p>	April 1983		

8. MEDICAL ADVISORY SERVICE

Staff Nos: 53 (including 13 common services staff attributed to the command)

Total cost: £1,127,000 (including notional cost of common services, accommodation etc)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>To help prevent ill health attributable to work in the Civil Service</p> <p><u>Programmes</u></p>			6
<p>1. Advice to Management on medical problems causing prolonged or frequent absence of employees, on modifications of working conditions and on premature medical retirement.</p>	Continuing	Baseload	
<p>2. To replace the 38 sick bay nurses throughout the Service by 20 nurses who, with occupational health experience or training will undertake health enquiries in delegated recruitment grades.</p>	End 1982	High	
<p>3. To revise procedures and improve communications between CSMAS and management. Re-write appropriate section of Establishment Officers Guide.</p>	Continuing By Spring 1983	High	
<p>4. Surveillance of sickness absence of civil servants and liaison with Safety Officers and Welfare Officers.</p>	Continuing	Baseload	
<p>5. To reorganise the current methods of collecting data on sickness absence and its cause to enable CSMAS to provide soundly based advice to departments.</p>		High	
<p>6. Advice on the medical problems of civil servants serving overseas.</p>	Continuing	Baseload	
<p>7. Advice to the Civil Service Commission on medical aspects of recruitment.</p>	Continuing	Baseload	

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
8. Advice to non-exchequer bodies.	Continuing	Baseload	
9. Medical examinations, apart from Foreign and Commonwealth examinations, of groups of civil servants at special risk.	Continuing	Baseload	
10. Maintenance of professional expertise by hospital consultancies, by attachment to various clinics and attendance at National and International Conferences. Liaison with health education, pre-retirement and similar associations.	Continuing	Baseload	
11. Research into the causes of morbidity in the Civil Service.	Continuing	Medium	
12. Training of sessional doctors, nurses, Local Medical Officers, Welfare Officers, health education in the Civil Service, teaching of Postgraduate students, first aid lectures and examinations.	Continuing	Baseload	

9. CENTRAL GROUP

Staff Nos: 141 (although the management responsibility for common services staff lies with this command, these staff and their costs have been attributed to and are shown under the commands they serve)

Total cost: £1,930,000 (including notional cost of common services staff, accommodation etc).

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
CENTRAL DIVISION			
A. To conduct MPO's day to day relations with the Select Committee in the best interests of Ministers.	Continuing	Baseload	
B. To assist top management in planning and controlling work of MPO, and to introduce a new planning system.	New planning system by end 1982	High	8
C. To conduct such reviews of MPO's work or such <u>ad hoc</u> tasks as top management may from time to time require.	As required		8
D. To brief the Chancellor of the Duchy of Lancaster as Cabinet Minister with particular responsibilities for the Civil Service on matters where there is no lead interest elsewhere in MPO.	Continuing	Baseload	
OFFICE SERVICES/ORGANISATION/LIBRARY AND INFORMATION GROUP			
E. To maintain necessary common service functions for MPO in London and Basingstoke.	Continuing	Baseload	
F. To reduce accommodation costs and related common service costs. In particular:			
<u>Programmes</u>			
1. To reduce the range of buildings occupied by MPO.		Medium	8

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>Programmes Contd</p> <p>2. To contract MPO divisions into more compact areas of OAB to leave usable, self-contained space.</p> <p>G. To review regularly, the organisation, methods of working and complementing of the Office. To advise top management on the means of securing, and effects of implementing economy cuts. To stimulate the introduction of new technology.</p> <p>H. To improve the operating efficiency of MPO registries; and increase job satisfaction and raise morale of the staff. In particular:</p> <p><u>Programmes</u></p> <p>1. To reorganise the MPO registry service on the basis of more and smaller registries integrated fully into their divisions.</p> <p>2. To introduce an inspection system by the Chief Registrar's representative.</p> <p>I. To maintain a central management library service and provide facilities for the circulation of official communications.</p> <p>J. To identify the scope for reducing library and communications costs.</p>	<p>Continuing</p> <p>Continuing</p>	<p>Medium</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>Baseload</p> <p>Medium</p>	<p>8</p> <p>8</p> <p>8</p> <p>8</p>

Annex 9
(Cont'd)

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>FINANCE DIVISION</p> <p>K. To control and account for expenditure on the functions of MPO.</p> <p><u>Programmes</u></p> <p>1. PES. To prepare and justify forecast expenditure programme for the MPO within the Annual Public Expenditure Survey.</p> <p>2. Estimates. To prepare and submit to the Treasury for approval the Estimate of expenditure in the following financial year.</p> <p>3. Appropriation accounts. To prepare and submit to the C & AG an account of the sum expended in the previous financial year.</p> <p>4. Running costs. To conduct a scrutiny of the Office's systems for estimating, monitoring and controlling its running costs.</p> <p>PERSONNEL SERVICES DIVISION</p> <p>L. To ensure that at all times the MPO has the right number of staff and of the right quality, to support the priority aims and tasks of the Office.</p>	<p>Feb-July</p> <p>Sept-January</p> <p>April-July</p> <p>End 1982</p> <p>Continuing</p>	<p>Baseload</p> <p>Baseload</p> <p>Baseload</p> <p>High</p> <p>Baseload</p>	<p>8</p> <p>8</p>

POLICIES AND PROGRAMMES	TIMESCALE	PRIORITY	SUPPORTS MPO OBJECTIVE
<p>M. To increase the number of exchanges between staff in MPO and those in other departments, in order to give MPO staff necessary outside experience. The new policy to be agreed initially by Permanent Secretaries, and then machinery for implementing it to be set up.</p>	<p>Policy to be established and machinery set up by end 1982</p>	<p>High</p>	<p>8</p>