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CABINET OFFICE

From the Minister of State

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street
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Telephone 01-233 8610

D M Barclay Esq
Private Secretary
10 Downing Street

15 June 1984

Dear David,

MPO'S MANAGEMENT DOCUMENTS FOR 1984-85

INSIDE FILE

The Minister of State, Privy Council Office has asked me to send you the enclosed copy of the MPO's Management Documents for 1984-85 for the Prime Minister's information. They describe in some detail how the MPO plans to take forward its work during the year.

Although the Management Documents have been prepared primarily for internal working purposes, copies have been sent to the Treasury and Civil Service Select Committee. They are also being made available publicly, albeit quietly.

Yours,

Sonia

MISS S C PHIPPARD
Assistant Private Secretary



CABINET OFFICE

MANAGEMENT AND PERSONNEL
DEPARTMENT
CABINET OFFICE
LONDON

For the Secretary of State
LONDON

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18 JULY 1984

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CONFIDENTIAL

**CABINET OFFICE
MANAGEMENT AND PERSONNEL OFFICE**

**MANAGEMENT DOCUMENTS
1984-85**

**CABINET OFFICE
Management and Personnel Office
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MANAGEMENT DOCUMENTS

1984-85

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CABINET OFFICE (MANAGEMENT AND PERSONNEL OFFICE): MANAGEMENT DOCUMENTS 1984-85

Introduction

1. The Management and Personnel Office (MPO) outlined in its Operating Plan for 1983-84 how it intended to take forward its work. The Operating Plan was supplemented by a set of more detailed Management Documents describing all the main activities to be undertaken during the year.

2. Although the MPO became an integral part of the Cabinet Office in June 1983, the general direction of its work remained unchanged. With the appointment of Sir Robin Ibbs as the Prime Minister's Adviser on Efficiency in July 1983, the Efficiency Unit was separated from the Management and Efficiency Group of the MPO and reconstituted as a separate Unit reporting direct to the Prime Minister through Sir Robin. The Unit has continued to work very closely with the MPO and with HM Treasury.

3. Good progress was made on all aspects of the MPO's work programme during 1983-84. For example:-

- (a) the programme of efficiency work continued to receive a high priority;
- (b) the joint MPO/Treasury Financial Management Unit continued to work with departments towards the implementation of the Financial Management Initiative;

- (c) substantial progress was made on the complementary Personnel Work Action Programme which was launched in July 1983. The Programme is designed amongst other things to clarify line managers' responsibilities for personnel matters and to sharpen the incentives for good performance;
- (d) unified grading arrangements were extended to the Senior Principal and Assistant Secretary levels on 1 January 1984. Some 100 separate occupational grades, covering nearly 6,000 senior managerial staff, were replaced by three unified grades;
- (e) the management training effort of the Civil Service College was expanded and improved, particularly in the areas of personnel management, financial management and information technology;
- (f) a Deputy Secretary was appointed in January 1984 to plan and introduce a new training course for staff entering the Open Structure (ie at Under Secretary level and above);
- (g) recruitment activity in 1983 was significantly higher than in 1982, with increases of about 20% in the number of applications received by the Civil Service Commission and in the number of vacancies it was asked to fill. The Commission was able to cope with the extra demand for its services without any increase in staff because of improved working methods and procedures;
- (h) considerable progress was made on the implementation of the MPO's own financial management arrangements. In particular, a full trial run of the MPO's new system of activity planning and resource allocation took place during Autumn 1983.

1984-85 Objectives and Activities

4. The Minister of State has agreed that the MPO will have seven major objectives in 1984-85, as follows:

- (1) To carry out in conjunction with the Efficiency Unit a programme of new efficiency work for 1984-85 and to ensure that the full benefit of current and past management and efficiency work is secured.
- (2) To assist and monitor jointly with the Treasury the implementation by departments of their plans for improving financial management and to report progress in July 1984.
- (3) To provide efficient and cost-effective central services to meet the needs of government departments, particularly in the fields of recruitment, training and health. Work in support of this Objective will include further consideration of the scope for increasing the number of MPO services provided to departments on repayment terms.
- (4) To develop, in association with other departments as necessary, central personnel management policies, particularly in the fields of retirement, redundancy, merit pay, and pay and grading structures generally.
- (5) To co-ordinate, monitor and assist with the implementation of the Personnel Work Action Programme insofar as this is not covered by Objectives 3 and 4.

(6) To carry through a new initiative to improve the quality and coverage of the Civil Service Pay and Conditions of Service Code and the Establishment Officers' Guide which are among the most important basic documents for personnel work in the Civil Service.

(7) To improve further the MPO's own management procedures covering the full range of its work.

5. During the course of the 1984-85 planning exercise, the seven major objectives were developed into a full range of activity plans and targets for the component parts of the MPO. Those activity plans, which have been agreed by the Second Permanent Secretary in discussion with Responsibility Centre Managers, are set out in the Annex. They are an essential part of the new management accounting system that is being developed within the MPO.

Resources and Organisation

6. This year's plan requires the MPO to save 10 posts to meet its 1 April 1985 manpower target of 1185 - a reduction of 26.6% compared with 1 May 1979. Attached at Figures 1-3 are an organisation chart and tables relating to costs and manpower.

Cabinet Office (Management and Personnel Office)

June 1984

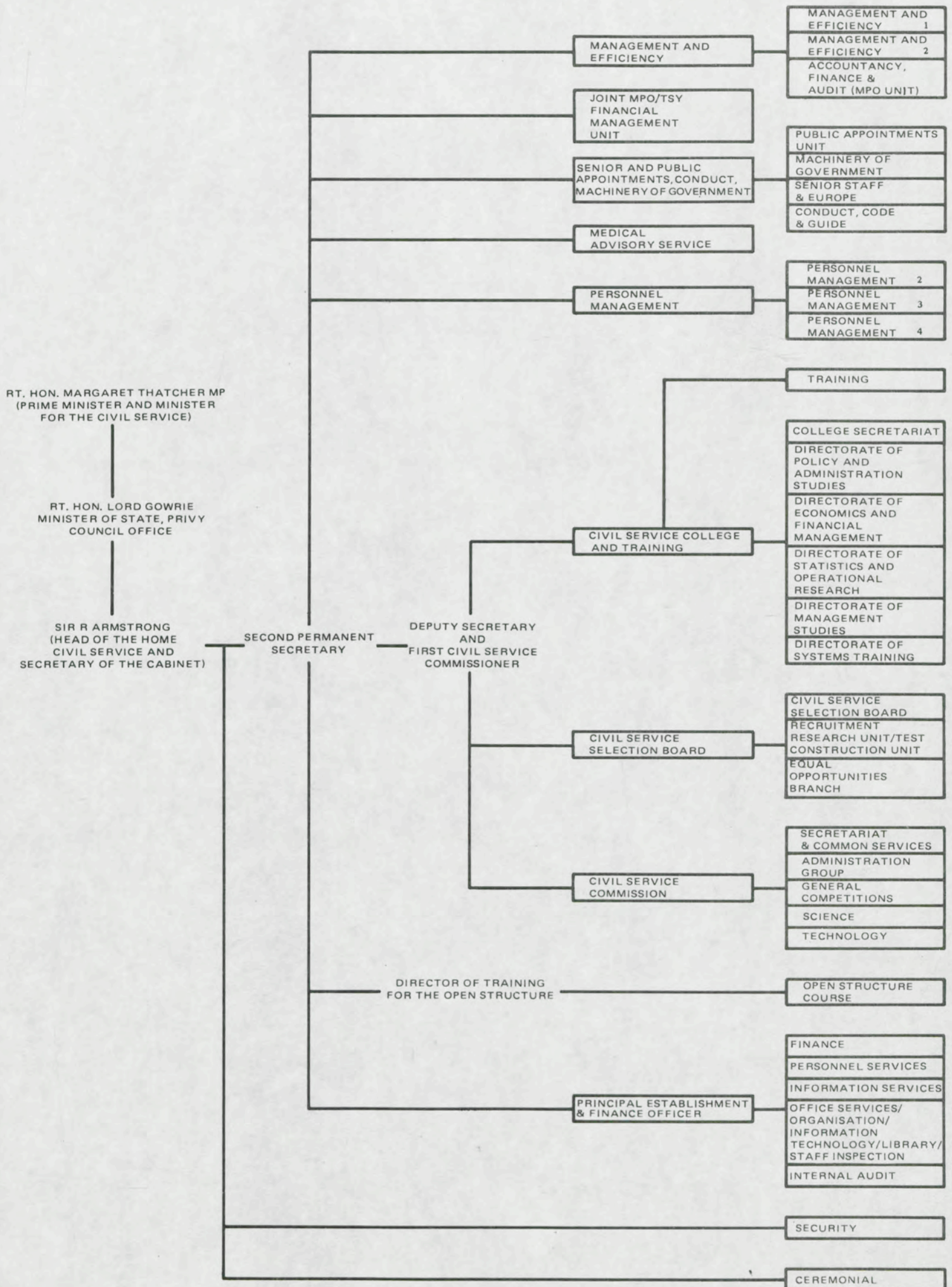


FIGURE 2

CABINET OFFICE (MANAGEMENT AND PERSONNEL OFFICE): MANPOWER AND COSTS, 1984-85

Manpower and costs in 1984-85 will be distributed as follows:

Responsibility Centre	Number of Posts at 1 April 1984	TOTAL COST, including cost of accommodation, telecommuni- cations, central typing and reprographic services and the notional cost of superannuation
		£'000
Management and Efficiency	44	1,110
Financial Management Unit (MPO element)	4	201
Senior and Public Appointments, Conduct, Machinery of Government	53½	1,220
Medical Advisory Service	62½	1,587
Personnel Management	67½	3,863 ^a
Civil Service College	204	6,866
Training	17	550
Civil Service Commission (including Civil Service Selection Board)	262	8,114
Open Structure Course	5	389
Establishment Officer's Group (Support Services to MPO)	302½	5,662
Minister's Office /Top Management	14	426
Other operations borne on MPO's Vote (including Parliamentary Counsel Office; Efficiency Unit; Security Division; Ceremonial Branch; Downing Street; Chief Whip, House of Lords etc.)	159	9,865
	<u>1,195</u>	<u>39,853^b</u>

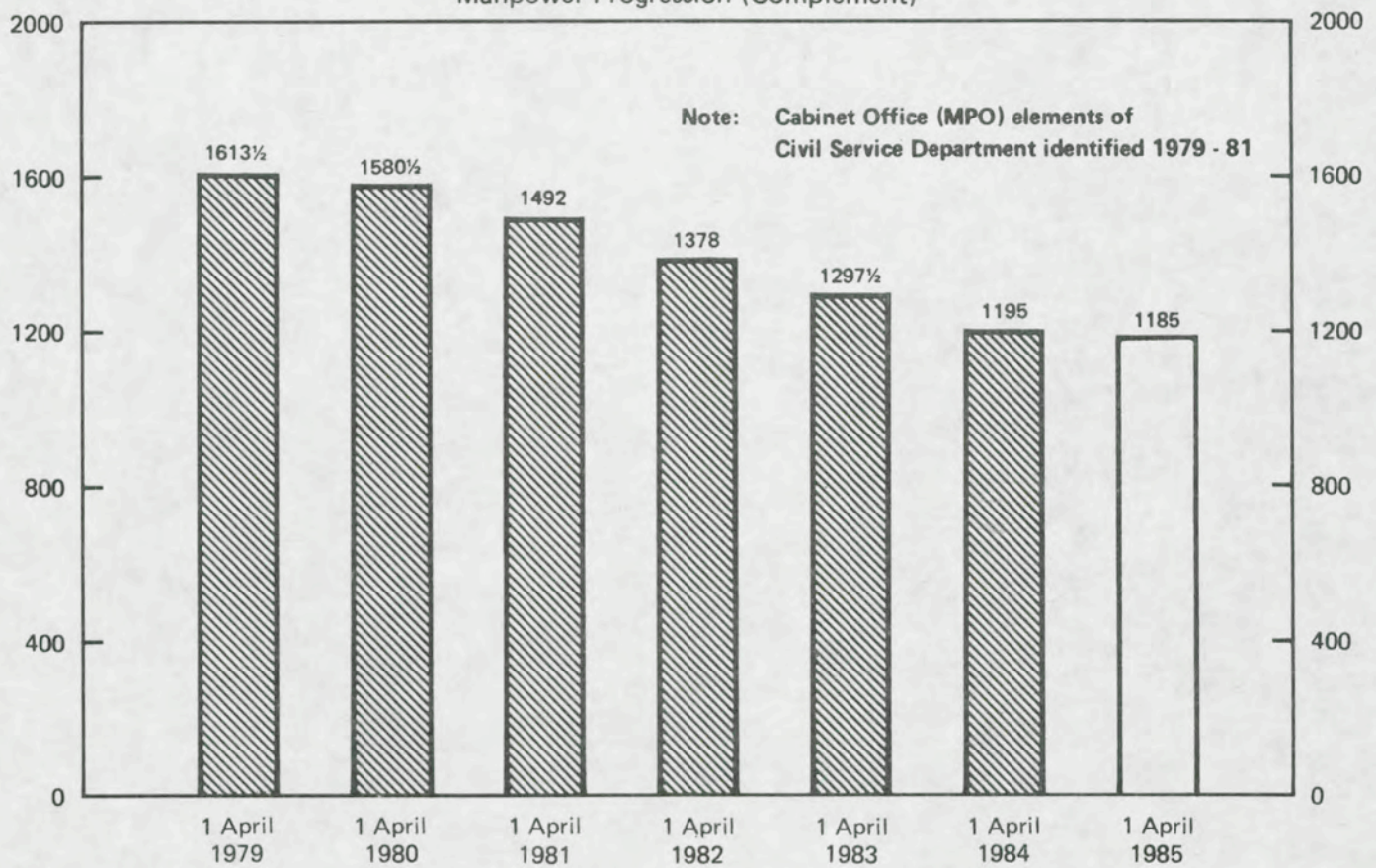
Notes

a. The total cost of Personnel Management includes £2.104m in respect of grants-in-aid to a number of organisations.

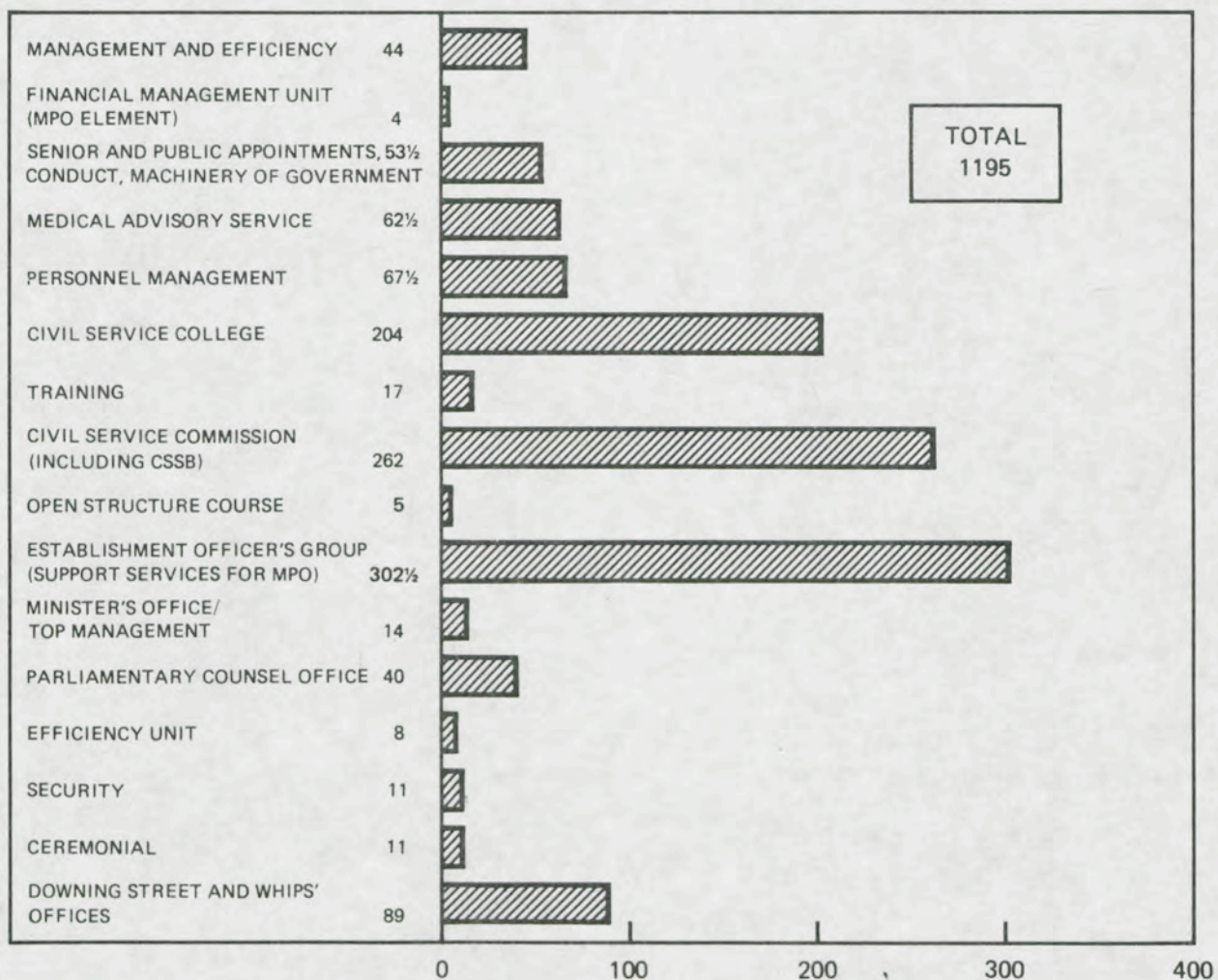
b. The total cost of £39.853m will be partially offset by receipts of about £3m during 1984-85. Of the £3m, about £2.5m will be in respect of training courses run by the Civil Service College on repayment terms.

FIGURE 3

Cabinet Office (Management and Personnel Office)
Manpower Progression (Complement)



COMPLEMENT AT 1 APRIL 1984 BY RESPONSIBILITY/ BUDGET CENTRE



MANAGEMENT AND EFFICIENCY

Number of posts at 1.4.84: 44

Total 1984-85 Cost: £1,110,000

Activity Number	Activity	MPO Objective	Timescale
Management and Efficiency 1 Division			
1	Conduct a multi-department review on departmental management of accommodation, involving co-ordination of a number of scrutinies, a report to the Prime Minister and follow-up work. Follow-up to previous multi-department reviews	1	Review due to end, February 1987 [Report to PM, February 1985]
2	Contracts and procurement procedures: including seminars for participating departments, development of community of purchasing officers.	1	To April 1986 [Report to PM, June 1984]
3	Research and Development support services: implementation of recommendations concerning delegation of responsibility for support costs.	1	To March 1985 [Follow-up report to PM, July 1984]
4	Government forms: continuing efforts to change the climate of opinion about forms.	1	To April 1985 [Follow-up report to PM, May 1984]

ME Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
	Other work		
5	Co-ordinate and promote schemes of incentives to improve efficiency.	1	To April 1987 [Report to Ministers, June 1984]
6	General oversight and re-appraisal of the dispersal programme.		To December 1986
7	Miscellaneous Tasks: Parliamentary work; briefing for Ministers and senior officials; general efficiency questions.		Continuing
	Management and Efficiency 2 Division		
	The main function of Management and Efficiency 2 Division is to undertake studies of subjects common to most departments, to recommend improvements which may be made immediately, to disseminate good practice in "Management Guidelines", to audit the implementation of the guidelines and to take any necessary action following the audit.		
1	Transport Economy Unit. Audit guidelines, provide advice and undertake executive responsibilities.	1	September 1984
2	Travel Audit overseas travel guidelines; conduct studies of inland travel; prepare inland travel guidelines; and negotiate travel discounts (air and sea).	1	June 1985

ME Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
3	Unallocated.		
4	Stores		
	Audit and conduct other follow-up work to guideline.	1	June 1984
5	Stocktaking		
	Continue studies in a range of departments and prepare guidelines etc.	1	June 1985
6	Productivity Schemes		
	Continue studies in a range of departments and prepare guidelines etc.	1	June 1985
7	Workshops		
	Begin studies in a range of departments and prepare guidelines etc.	1	June 1986
8	Training		
	Continue studies in departments; finalise and issue guidelines; and audit.	1	June 1985
9	Reporting systems		
	Provide support to PM division in the development of a new report system and JAR procedures (see PM Group, PM 2 Branch 1, activity 2).	5	April 1984

ME Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
10	Postal Services Begin studies of departmental postal systems and produce a guideline etc (commitment made to departments when switched to public methods).	1	June 1986
11	Messenger Services Complete residual work on follow-up to guideline.	1	April 1984
12	Telecommunications Complete residual work on follow-up to guideline.	1	April 1984
13	Office Services Management Continue studies in departments and prepare and issue guideline etc.	1	June 1984
14	Reprographics Continue studies in departments and prepare and issue guideline etc.	1	June 1985
15	Typing Complete residual work on follow-up to guideline; move training centres to repayment; and explore varieties of secretarial support arrangements.	1	June 1984
16	Supporting Services for Administrative work. Follow-up development of office technology guidelines etc.	1	April 1984

ME Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
17	Registries/Information Handling Continue studies in departments; provide encouragement to the Records Management Society; and prepare guidelines etc.	1	June 1985
18	Human aspects of Office Technology Develop and issue a series of guidelines.	1	June 1985
19	Micro-computer/Small Office Systems (including development of MPO small systems). Continue studies in departments; explore practical applications of software packages; develop control systems; and produce guidelines.	1	June 1986
20	Assignment work Provide "contract" assignment support to senior MPO management, the Efficiency Unit, ME1, MPO divisions, HM Treasury Expenditure divisions and other departments.	1	Continuing
21	Departmental Management Services Units Maintain central liaison and centre of excellence responsibilities for departmental management services units.	1	Continuing
22	Index of Management Consultants Revive the index of management consultants; rewrite the code of practice; and maintain links with the MCA and individual firms.	1	Continuing

ME Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
23	Suggestion schemes Draw up plans for full delegation of central responsibilities to departments.	1	June 1984
24	Links with Civil Service College Maintain links with the Civil Service College to ensure central messages are carried into training courses and to make more professional assignment officer training.	1	Continuing
Accountancy, Finance and Audit Unit (MPO)			
1	Assist on implementation of MPO Management Accounting System.	7	Full implementation on 1.4.85
2	Assist ME2 on preparation, follow-up and seminar presentations of management guidelines.	1	Continuing
3	Assist AFA (Tsy) and the Efficiency Unit on the Annual Scrutiny of Running Costs and identification of long-term cost trends.	1	Continuing
4	Provide accounting advice to ME and other parts of the MPO.	1, 7	Continuing

FINANCIAL MANAGEMENT UNIT

Number of MPO posts at 1.4.84: 4

Total 1984-85 Cost (MPO): £201,000

Activity Number	Activity	MPO Objective	Timescale
1	<p>The joint Treasury - Cabinet Office (MPO) Financial Management Unit was set up in 1982 to assist Departments in preparing their programmes of work for improving financial management. The Prime Minister announced on 31 January 1984, in answer to a Written Parliamentary Question, that the unit's work had been of great value to Government Departments, and that it had been decided to extend its life until the end of 1984. The unit's position will be reviewed in the summer of 1984.</p> <p>Provide advice and assistance to departments to help ensure the continued development of programmes of work in response to the Financial Management Initiative (FMI), particularly:</p> <ul style="list-style-type: none"> a. in providing advice on how to get greater value from the current rounds of top management systems: b. in the study of how to improve the handling of programmes of expenditure, concentrating on how responsibilities of policy divisions may be sharpened for securing value for money in programmes; and c. in the further development of budgetary control systems concentrating on assisting departments in ensuring that top management systems become the top of a hierarchy of budgets. 	2	April-December 1984
2	Liaise with and advise other areas of MPO and the Treasury.	2	April-December 1984

Financial Management Unit Cont'd

Activity Number	Activity	MPO Objective	Timescale
3	Contribute to courses and seminars at the Civil Service College and in departments, including assisting the MPO Training Division in the development of generalised FMI training material.	2	April-December 1984

SENIOR AND PUBLIC APPOINTMENTS, CONDUCT, MACHINERY OF GOVERNMENT

Number of posts at 1.4.84: 53½

Total 1984-85 Cost: £1,220,000

Activity Number	Activity	MPO Objective	Timescale
Public Appointments Unit			
1	Maintain the Central List of people who might be considered for full or part-time public appointments; pursue all appropriate ways of strengthening the Central List by seeking and receiving advice from all sources including the public, representative organisations and government departments.	3	Continuing
2	Provide advice to departments whose Ministers are responsible for public appointments by suggesting against their specifications names of people from the Central List, or by advising on candidates under consideration who have been recommended to departments from other sources.	3	Continuing
3	Provide advice to the Head of the Home Civil Service on public appointments (other than Civil Service appointments).	3	Continuing
4	Co-ordinate, as necessary, policy and information relating to public appointments; advise departments on procedures; and other miscellaneous tasks.	3	Continuing

Senior & Public Appts, Conduct, MG Cont'd

Activity Number	Activity	MPO Objective	Timescale
Senior Staff and Europe Division			
1	Provide advice to the Head of the Home Civil Service on senior appointments.	3	Continuing
2	Provide advice, guidance and direction on matters affecting the Open Structure, including individual cases.	3	Continuing
3	Operate and develop the annual Succession Planning round.	3	Continuing
4	Co-ordinate Whitehall work on staffing of the European Communities and the promotion of good quality British candidates for appointments.	3	Continuing
5	Operate interchange schemes with foreign Civil Services (French, German, Canadian, Irish (annually); others (ad hoc)).	3	Continuing
6	Stimulate and monitor interchange with outside organisations.	3	Continuing
Machinery of Government Division			
1	Provide advice to the Head of the Home Civil Service and to departments on the allocation of departmental responsibilities and associated questions.		Continuing
	Preparation of quarterly 'List of Ministerial Responsibilities'.		Quarterly
2	Undertake research and provide advice on constitutional issues, including Ministerial accountability, Civil Service and Crown status etc.	3	Continuing

Senior & Public Appts, Conduct, MG Cont'd

Activity Number	Activity	MPO Objective	Timescale
3	<p>Advise on Non-Departmental Public Bodies (NDPB) policy and management. Particular tasks are:</p> <ul style="list-style-type: none"> a. co-ordination of annual departmental reviews of NDPBs; co-ordination of reviews of MPO's own bodies; reporting on reviews to Minister of State and Prime Minister; b. revision of MPO's Guide on NDPB's (new edition to be published jointly with Treasury); c. Production of annual 'Public Bodies' report. 	3	<p>Continuing</p> <p>Issue revised Guide by Summer 1984</p> <p>Data collected April-September 1984; publication in December 1984</p>
4	<p>Advise on relationship between Executive and Parliament (eg Select Committees, PCA, House of Commons Disqualification). Individual tasks are:</p> <ul style="list-style-type: none"> a. day-to-day advice to departments on practice and precedent; b. consideration of policy issues eg extension of jurisdiction, scope, terms of reference of the PCA; c. maintenance of associated legislation and guidance. 	3	<p>Continuing</p> <p>Continuing</p> <p>Intermittent</p>
5	<p>Undertake policy work and provide advice on release of official information.</p>		Continuing
6	<p>Provide a focus of MPO contact with Treasury and Civil Service Select Committee (and other Committees to whom MPO are submitting evidence).</p>		Continuing

Senior & Public Appts, Conduct, MG Cont'd

Activity Number	Activity	MPO Objective	Timescale
7	Undertake central co-ordinating and editorial tasks, including briefing, speeches etc on MPO and Civil Service topics where no other MPO division is clearly in the lead.		Continuing
8	Provide guidance to departments, not covered above: a. Maintenance of existing manuals, eg Statutory Instrument Practice. b. Consideration of requirements for new guidance.	3	Intermittent Intermittent
Conduct, Code and Guide 1 Division			
1	Improve the quality and coverage of the Civil Service Pay and Conditions of Service Code and the Establishment Officers' Guide.	6	Continuing
2	Run the Interdepartmental Communications Group. a. Edit and undertake production work associated with the Civil Service Code, Establishment Officers' Guide and the seven associated series of Circulars and Notices. b. Exercise financial control and distribution control over the Code, Guide, and associated series of circulars and notices.	6	Continuing

Senior & Public Appts, Conduct, MG Cont'd

Activity Number	Activity	MPO Objective	Timescale
Conduct, Code and Guide 2 Division			
1	Provide advice to Ministers and departments on conduct and discipline matters, including appeals procedure.	4	Continuing
2	Provide advice to Ministers and departments on the political activities of civil servants and the appointment of special advisers.	4	Continuing
3	Provide advice to departments and other MPO Divisions (written/oral) on policy and the interpretation of rules governing specified non-financial terms and conditions of service.	4	Continuing
4	Draft Notices/Circulars, model letters of appointment and amendments of the Code/Guide on specified non-financial conditions of service.	3, 6	Continuing
5	Miscellaneous tasks: PQs; comments on department's reviews; preparing ad hoc statements; briefs; progress reports, etc.		Continuing
6	Formulate policy on Civil Service Appeal Board matters.		Continuing

Medical Advisory Service Cont'd

Activity Number	Activity	MPO Objective	Timescale
2	Provide advice to the Civil Service Commission and departments on medical aspects of recruitment (6,000 referrals annually).	3	Continuing
3	Provide advice to management on medical aspects of sickness absence (48,000 referrals annually), including: <ul style="list-style-type: none"> a. advice on placing individuals temporarily or permanently incapacitated in suitable employment; and b. advice on declining efficiency or behavioural problems where ill health is believed to be the cause. 	3	Continuing
4	Provide advice to management on the medical aspects of retirement. Provide medical retirement certificates (3,800 annually) and medical evidence to Appeal Boards and Industrial Tribunals (50 annually).	3	Continuing
5	Establish CSMAS policies, including: <ul style="list-style-type: none"> a. building up a regionally based occupational health nursing service along the lines planned; b. improving communications between CSMAS and management; c. meetings with Staff Side representatives centrally and locally. 	3	Continuing Full operation of new service by July 1984 Continuing Continuing

Medical Advisory Service Cont'd

Activity Number	Activity	MPO Objective	Timescale
6	Advice on health overseas, including: <ul style="list-style-type: none"> a. health screening of individuals posted abroad; b. health education of travellers; c. immunisation clinics; d. standards of medical facilities; e. costs of medical treatment abroad; f. arrangements for emergencies abroad and repatriation; g. medical and nursing cover for conferences and important visitors. 	3	Continuing
7	Conduct research into causes of ill health in civil servants including: <ul style="list-style-type: none"> a. collaboration with other research organisations; b. analyses of causes of retirement on medical grounds; c. review of sickness absence, in particular of civil servants in the unestablished health category. 	3	Continuing Full report by October 1984
8	Review the provision of occupational health and hygiene services in the Civil Service in collaboration with MOD PE Civilian Medical Services.	3, 7	By April 1985 [Interim report by September 1984]

Medical Advisory Service Cont'd

Activity Number	Activity	MPO Objective	Timescale
9	Maintain professional competence by postgraduate medical training, nursing training, clinical attachments, hospital consultancies.	3, 7	Continuing
10	Undertake health education at the workplace; arrange induction and retirement courses; provide Welfare Officer training and Safety Officer courses; train Local Medical Officers and Assistant Divisional Medical Officers.	3	Continuing

PERSONNEL MANAGEMENT

Number of posts at 1.4.84: 67½

Total 1984-85 Cost: £3,863,000 (including £2,104,000 in respect of grants-in-aid to a number of organisations)

Activity Number	Activity	MPO Objective	Timescale
1	<p>Personnel Management 2 Division</p> <p>Maintain contact with outside organisations, including management consultants, and with personnel staff in other departments, including some representational work as Welfare Adviser.</p>	3, 4, 5	Continuing
2	<p>Branch 1</p> <p>Revise the staff reporting and appraisal system:</p> <p>a. prepare and issue pre-tested model forms, guidance and training material;</p> <p>b. support departments in pioneering design and launch of their new appraisal systems;</p> <p>c. validate the mechanics of the new system; and</p> <p>d. monitor and review the effect of the revised appraisal and reporting system, including job planning and greater openness.</p>	<p>4, 5</p> <p>4, 5</p>	<p>September-December 1984</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p>

Activity Number	Activity	MPO Objective	Timescale
3	<p>Local Management Co-operation</p> <p>Monitor and review interdepartmental experiments set up by EOM in 5 towns on more effective sharing of information and resources.</p>	4	Spring 1985
4	<p>Gather and disseminate information on efficient and effective approaches to Personnel Work, including comparisons between departments and with outside bodies.</p>	4, 5	Continuing
5	<p>Miscellaneous tasks, including a watching brief on new technology, follow-up to Review of Personnel Work on career development and Joint Review Group (Women) on postings systems; and ad hoc work on briefing, speeches, etc.</p>	4, 5	Continuing
Branch 2			
6	<p>Promotion Policy.</p> <p>a. Give day to day advice to departments about Service-wide rules and guidance on promotion, regrading, lateral movement, and opportunity posts.</p> <p>b. Complete review of guidance on temporary promotion.</p> <p>c. Complete remaining work arising from JRG(W) report, including (with PMRB) further research into promotion of women.</p>	3, 4	<p>Continuing</p> <p>Summer 1984</p> <p>Autumn 1984</p>

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
7	<p>Staff Welfare.</p> <p>a. Co-ordinate welfare work throughout departments, including:</p> <p>i. arranging 6 meetings of CWOs from main departments;</p> <p>ii. arranging 3 meetings and 1 conference of WOs from small departments, etc;</p> <p>iii. contact with working groups of CWOs;</p> <p>iv. with CWOs and WOs, contributing to and ensuring distribution of, "Welfare News" (6/year), "Welfare Officers Manual" (amendments), directory of welfare officers;</p> <p>v. answering day to day queries on welfare from departments.</p> <p>b. Supervise grants or grants in aid to CSRF, CSBF, CSSC, LHA: implement results of review of those bodies (with Finance Division);</p> <p>c. Give advice to departments on child care policy, and finish revision of guidance on day care (arising from JRG(W) report);</p> <p>d. Miscellaneous tasks, including secretariat to Joint Welfare Committee.</p>	3	<p>May, July, September November 1984; January, March 1985</p> <p>May, September December 1984; March 1985</p> <p>Continuing</p> <p>WOM amendments, April 1984; directory of WO's April, November 1984</p> <p>Summer 1984</p> <p>June 1984</p> <p>Continuing</p>

Activity Number	Activity	MPO Objective	Timescale
8	<p>Communication between management and staff.</p> <p>Encourage the improvement of written and oral communications throughout departments, including:</p> <p>a. compilation and distribution of guidance on style and impact of written communications, eg office notices;</p> <p>b. with Information Division (and Treasury), production of periodic broadsheets on personnel management topics for Service-wide distribution;</p> <p>c. with Information Division (and Treasury), appointment and supervision of consultants in study of Civil Service management communications; and</p> <p>d. arrangement of exchange of information between departments on internal communications reviews and activities.</p>	<p>3, 4</p> <p>3, 4</p> <p>3, 4</p> <p>3</p>	<p>Continuing</p> <p>Continuing</p> <p>Summer 1984</p> <p>Continuing</p>
9	<p>Motivation and involvement of staff.</p> <p>a. Maintain exchange of information between departments on initiatives in this field.</p> <p>b. Prepare new briefing material and consider reconvening seminar.</p>	<p>3</p> <p>3</p>	<p>Continuing</p> <p>Summer/Autumn 1984</p>
10	<p>Miscellaneous briefing for Ministers and senior officials, and related work on Civil Service morale, industrial relations and other personnel management topics.</p>	<p>3, 4</p>	<p>Continuing</p>

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
	Research Branch		
11	Conduct research and development of new appraisal practices, including testing forms and establishing a framework for assessing the effect of greater openness.	5	Continuing to April 1985
12	Conduct research on equal opportunities issues (Sex and Race), including study of the reasons for differences in promotion rates between men and women, and the allocation of men and women to duties.	5	December 1984
13	Analyse training needs in connection with Training Reviews.	4	As required
14	Miscellaneous tasks, including provision of behavioural science advice to MPO and Treasury divisions and other government departments; review of literature; and contact with behavioural scientists outside the Civil Service.	4	Continuing
	Job Satisfaction Team		
15	Carry out projects in government departments and agencies, involving: <ul style="list-style-type: none"> a. seminars on motivation and organisational change for managers, staff and trade union representatives; b. interviewing to identify issues for action; and c. support in developing and testing organisation, managerial and procedural improvements, including communications and teamwork. 	3, 4	Comprehensive review of projects in Autumn 1984
	Future projects are being explored with DOE, MOD, DHSS and MSC.		

Activity Number	Activity	MPO Objective	Timescale
16	Identify and set up new projects. Miscellaneous tasks, including publicity for job satisfaction work, development of methodology and training for MPO and departmental JS practitioners, contributing to MPO policies, secretariat to JPMC(JS) and maintaining contact with other projects.	3, 4	Continuing
	Personnel Management 3 Division		
	Branch A		
1	Provide the central control for and co-ordination of 5 Management Committees (Legal, Information, Research, Economist, Statistician), including organising 10 meetings per year (2 for each group), preparing MPO papers and briefing and dealing with all MPO matters relating to the Groups.	4, 5	Continuing
2	Provide advice to departments and other divisions and the Head of PM3 Division on general personnel management topics affecting specialists and in particular on matters affecting the following groups: Economist, Statistician, Research Officer, Information Officer, Legal Grades, Librarians. This includes responding to trade union requests.	4, 5	Continuing

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
3	Undertake central co-ordination of structure review work for all those Groups and Departmental Grades not covered by other Branches of PM3, including action arising on general structural issues and new cases.	4	Continuing
4	Provide central assistance with the re-deployment of surplus staff, particularly in the Research Officer Category.	3	Continuing
5	a. Mount, as required, promotion panels for accelerated promotion to Senior Legal Assistant within the Legal Group (England and Wales) and provide Secretariat services.	3	2 per year
	b. Mount the in-service scheme for the selection of Articled Clerks, and provide backing services.	3	1 per year
	Branch B		
6	Provide advice within MPO and to departments on all aspects of personnel policy affecting the Administration Group.	3, 4, 5	Continuing
7	Keep under review all entry points to the Administration Group; make changes in the specifications for recruitment given to the Commission where this is necessary to meet the needs of the Service generally.	4, 5	Continuing

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
8	Ensure that the promotion system within the Administration Group contained in the Promotion in the Administration Group (PAG) agreement reflects the present-day needs of the Service.	4, 5	Continuing
9	Devise ways in which the staff within the Administration Group can be developed to realise their full potential.	4	Continuing
10	Devise personnel policies within the ADP and Accountancy functional specialisms which while meeting the needs of departments in these particular areas are compatible with their presence within the Administration Group.	4	Continuing
11	Undertake follow-up action recommended in the Promotion Blockage Committee report.	4	Continuing
12	<p>Conduct a scrutiny into the means of identifying and developing staff in the various occupational groups who have the potential to rise to at least Principal. The work of the central MPO team will involve:</p> <ul style="list-style-type: none"> a. co-ordinating the efforts of 7 individual departmental teams; b. visiting various departmental regional offices and outside organisations; c. preparing a study plan together with a synopsis of the study findings midway through; and a final report. 	1	Summer recess

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
	Branch C		
13	Provide the secretariat for 2 Management Committees (Doctors and Psychologists) - 4 meetings a year. Liaise with contacts in both professions on Medical Officer and Psychologist Class matters generally.	4, 5	Continuing
14	<p>Routine administration of centralised schemes:</p> <p>a. Doctors' Individual Merit Promotion Panel (likely 1 day's boarding, February 1985). Cartographic Draughtsmen efficiency bar examination (1 day's examination, February 1985; 100 candidates from 12 departments).</p> <p>b. Placement of surpluses for the groups and classes listed in Activity 16 below (approximately 70 per annum expected).</p> <p>c. Briefing and general support work.</p>	3	Continuing
15	Discussion/correspondence with unions, central and employing departments on day-to-day matters concerning Medical Officers, Psychologists, Cartographic Draughtsmen, Reproduction A and B grades, Photoprinters, Instructional Officers, and Process and General Supervisory grades.	4, 5	Continuing

Activity Number	Activity	MPO Objective	Timescale
16	Undertake central co-ordination of reviews of structure and general procedures for the following groups and classes: Instructional Officers, Photoprinters, Cartographic and Recording Draughtsmen, Process and General Supervisory, Veterinary Officers, Medical Officers, Reproduction Grades A and B, Psychologists and Actuaries. Branch D	4	Continuing
17	Senior Professional Administrative Training Scheme (SPATS).	3	Candidates selected and the Civil Service College training completed by end 1984
18	Advise departments on the interpretation of existing policy for the P&T Group and related specialist grades. Provide secretariat services to the Management Committee for the P&T Group and the Working Party on Science and Technology (3 meetings per year; draft and issue 15-20 papers per year).	4	Continuing
19	Undertake structural review of the P&T Group and related groups (DOAs and Tracers) including the development of policy in agreement with departments, negotiation with trade unions, and implementation of changes. (Includes 8-10 interdepartmental and/or union meetings, preparation of 6-8 papers.)	4	To be reviewed at end of 1984
20	Undertake structural review of the Radio Technician and Telecommunication Technical Officers, including the preparation of policy measures, agreement with departments and implementation in consultation with the trade unions. Includes 4-6 meetings with departments and trade unions and the preparation of 4-6 papers.	4	Completion of review by mid 1984

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
21	<p>Introduce and monitor two separate linkage schemes for Photographers and Graphics Officers, aimed at the better management of these groups. Involves 4-5 meetings with Management Steering Committees; the preparation and oversight of one training seminar; the carrying out of a first review of both schemes.</p>	4	Initial review to be completed by end 1984
22	<p>Administer interdepartmental trawling arrangements for all grades and provide central assistance with the re-deployment of surplus staff (includes redundancy, compassionate and compulsory transfers) in the following groups and classes:</p> <ul style="list-style-type: none"> Professional and Technology Telecommunications Technical Officers Radio Technicians Tracers Drawing Office Assistants Photographers and Graphics Officers Marine Services Group 	3	650 trawls completed by end 1984
23	<p>Branch E</p> <p>Develop and promulgate central policy for the personnel management of the Science Group and related classes including staff in the fringe bodies. Advise others in MPO of this policy and continue liaison on it with the IPCS. Seek advice from committees including the Management Committee for the Science Group, the Working Party for Scientists & Technologists (Science Panel) and the Department Operational Research Committee. To this end some 50 papers will be written and 15 meetings held annually. Arrange committee membership and circulate briefings and minutes.</p>	4, 5	Continuing

Activity Number	Activity	MPO Objective	Timescale
24	Run the Individual Merit Promotion (IMP) Scheme to include the discussion of eligibility, criteria and standards; the arrangement of Panel membership, meetings and interviews; and the preparation of briefs and minutes. Some 50 nominations will be considered annually in parallel with a review of the status of some 30 IMP holders.	3	Continuing
25	Resolve central personnel management issues involving individual members of the Science Group including personal promotions (about 10 a year) and interdepartmental transfers of high flyers and surplus officers (about 50 a year).	3	Continuing
26	Review the Secretarial Category, in particular: a. examine the grading of operators of word processors and electronic typewriters; and b. examine the matrix of allowances payable to operators of word processors and electronic typewriters.	4	April 1985
27	Undertake inspections of Typewriting Training Centres (23).	3	Continuing
28	Central administration of the Secretarial Category, including: a. organising the annual conference of Typewriting Training Superintendents (1) and attending that and Typewriting Training Centre Regional Seminars (5); b. chairing and providing a secretariat for Training Superintendents' Working Group (most work done by correspondence; meetings ad hoc);	3	Conference in May 1984; Seminars continuing Continuing

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale															
	c. preparing test papers (33) for various typewriting tests; and		Continuing															
	d. participating in conferences etc (3) organised by other parts of MPO and by HM Treasury in which an input on the Secretarial Category is necessary.		Continuing															
29	Undertake structure work as required in the groups and classes listed in Activity 30 below.	4	Continuing															
30	Answer both written and oral enquiries from, and give advice to, others within MPO, other departments and the trade unions in connection with the personnel management and related matters for the following groups and classes:	3	Continuing															
	<table border="0" style="width: 100%;"> <tr> <td style="width: 33%;">Secretarial</td> <td style="width: 33%;">Messenger</td> <td style="width: 33%;">Communications Operating</td> </tr> <tr> <td>Data Processor</td> <td>Paperkeeper</td> <td>grades</td> </tr> <tr> <td>Office Keeper</td> <td>Stores Officer</td> <td>Telephonist</td> </tr> <tr> <td>Security Officer</td> <td>Teleprinter Grades</td> <td>Translator</td> </tr> <tr> <td>Cleaner</td> <td>Museum Grades</td> <td></td> </tr> </table>	Secretarial	Messenger	Communications Operating	Data Processor	Paperkeeper	grades	Office Keeper	Stores Officer	Telephonist	Security Officer	Teleprinter Grades	Translator	Cleaner	Museum Grades			
Secretarial	Messenger	Communications Operating																
Data Processor	Paperkeeper	grades																
Office Keeper	Stores Officer	Telephonist																
Security Officer	Teleprinter Grades	Translator																
Cleaner	Museum Grades																	
31	Review of external typewriting qualifications.	3	October 1985															
	Staff Transfers Unit																	
32	Provide central assistance with the re-deployment of surplus and non-dispersing staff. (No forecasts of surpluses are available for 1984/85. MOD and HSE are both involved in Dispersal. MOD have not yet indicated if the STU will be needed but HSE have forecast that there may be non-dispersing staff for the STU to re-deploy.)	3	Continuing															

31

Activity Number	Activity	MPO Objective	Timescale
33	Provide central assistance with compassionate transfer cases (about 800 cases).	3	Continuing
34	Advise on the practical aspects of policy affecting surplus, non-dispersing and compassionate transfer cases.	3	Continuing
	Trawling		
35	Administer interdepartmental trawling arrangements for all grades. Advise departments on the interpretation of current trawling policy (about 500-600 trawls per annum).	3	Continuing
36	Advise on the practical aspects of policy affecting trawling.	3	Continuing
	Personnel Management 4 Division		
1	Unified Grading. Prepare and implement plans to extend unified grading to Principal level.	4	April 1985
2	"Megaw" and Pay. Represent MPO interests in the development of post-Megaw pay arrangements and in current pay questions.	4	Continuing
3	Merit Pay. Prepare and implement merit pay schemes.	4	Up to April 1985 and beyond

PM Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
4	<p>Policy Administration.</p> <p>a. Provide advice and guidance on all aspects of retirement and redundancy policy, including the personnel aspects of privatisation.</p> <p>b. Process departmental applications for premature retirements/redundancies.</p>	4	Continuing
5	<p>Policy Review.</p> <p>Complete, where necessary, reviews of age and premature retirement policy.</p>	4, 5	May 1984
6	<p>Implementation of Policy Change.</p> <p>Develop and introduce changes in early retirement arrangements resulting from Activity 5 above.</p>	4, 5, 6	Spring 1985
7	<p>Provide the secretariat for 12 main EOMs and a Conference; and 3 EOMs (Small Departments) and a Conference.</p>	3, 5	Continuing
8	<p>Staff support to the Head of the PM Group on co-ordinating, reviewing and reporting work on the Personnel Work Action Programme.</p>	5	Continuing

CIVIL SERVICE COLLEGE

Number of posts at 1.4.84: 204

Total 1984-85 Cost: £6,866,000

Activity Number	Activity	MPO Objective	Timescale
1	<p>Basic Work Programme</p> <p>Run the planned programme of approximately 4,685 course days, 74,800 student days and earn £5,059,000.</p> <p>a. Directorate of Systems Training: 2,000 course days, 30,000 student days and earn £1,676,000.</p> <p>b. Directorate of Economics and Financial Management: 610 course days, 11,600 student days and earn £781,000.</p> <p>c. Directorate of Management Studies: 750 course days, 13,500 student days and earn £1,102,000.</p> <p>d. Directorate of Statistics and Operational Research: 435 course days, 6,500 student days and earn £515,000.</p> <p>e. Directorate of Policy and Administration Studies: 890 course days, 13,200 student days and earn £985,000.</p>	3	March 1985
2	Undertake related research, advisory and consultancy work, including teaching help to departments.	3	March 1985

Civil Service College Cont'd

Activity Number	Activity	MPO Objective	Timescale
	Review Activities		
3	Carry out research in support of the efficiency strategy and ensure that College courses promote the lessons of that strategy.	2, 3	Continuing
4	Complete the review of general developmental courses, taking note where developmental training at the College and in departments fits into the career development of middle managers; adjust College training accordingly.	1, 3, 5	August 1984
5	Clarify the role, aims and future strategy of the Public Administration sub-directorate, taking account of changing demand for training and current central policies for the improvement of Civil Service management.	3	July 1984
6	Ensure College activities continue to support FMI.	2	March 1985
7	Review training needs of generalists in economics and accountancy in conjunction with Treasury.	3	September 1984
8	Develop courses directed towards professional audit and accountancy qualifications.	3	September 1984
9	Ensure College activities continue to support the Personnel Work Review.	3, 4	March 1985

Civil Service College Cont'd

Activity Number	Activity	MPO Objective	Timescale
10	Review and improve College arrangements for the validation and evaluation of courses.	3	September 1984
11	Assess the training needs of new members of College teaching staff in order to make the most efficient use of their knowledge and experience.	3	September 1984
12	Undertake market research of training needs of the Science and P & T Groups in statistical and related topics (when current similar work on administration groups is finished).	3	March 1985
13	Undertake research into numerical analysis required by managers following the introduction of the FMI and use the findings to develop job relevant training courses.	2, 3	March 1985
14	Review, in consultation with the CSO and government departments, the role of the College in training in statistical computing.	3	December 1984
15	Review and develop further education/training for senior officers in information technology.	3	Continuing
16	Develop further training in telecommunications in support of the recommendations of the report on "Strategic Study of Government Administrative Telecommunications".	3	September 1984
17	Review and develop training in micro-computers.	3	July 1984

Activity Number	Activity	MPO Objective	Timescale
18	Review and adjust systems training in the light of privacy legislation.	3	September 1984
19	Improve refectory facilities in the London Centre.	3	March 1985
20	Review the information needs of management and teaching staff of the College and consider implications for the computer-based management information and accounting system and the communication of information within the College.	3	December 1984
21	Ensure that the contracted-out arrangements for hotel and catering facilities at Sunningdale are introduced satisfactorily and with due regard to comparable services at institutions which compete with the College.	3	Continuing
22	Review the College's annual planning cycle, in particular the awkwardness of having to work in both academic and financial years, and consider what changes are desirable.	3	September 1984
23	Consider whether the system of repayment by departments for immediately job-relevant courses introduced in April 1983 should be extended to some or all developmental courses and make arrangements accordingly.	3	March 1985
24	Ensure that College courses available to high-fliers at Principal and equivalent, Assistant Secretary, and Under Secretary levels support the current MPO initiatives designed to improve the career development and professionalism of such staff including the course for newly appointed Under Secretaries.	3	Continuing

Training Division Cont'd

Activity Number	Activity	MPO Objective	Timescale
2	<p>Financial Management Training</p> <p>Provide guidance and assistance to departments on identifying and meeting training needs; co-ordinate, monitor and review progress in departments on FMI training.</p> <p>Where necessary, develop training material centrally, including</p> <p>a. completion and issue of self-instructional package on "Government Accounting": begin review and up-date; and</p> <p>b. preparation of a video to promote understanding of the general principles of the FMI.</p>	2	<p>Continuing. Progress report by July 1984</p> <p>Issue package by July 1984</p> <p>July 1984</p>
3	<p>Personnel Management Action Programme (PMAP)</p> <p>a. Provide guidance and assistance to departments on identifying and meeting training needs; undertake other training related work arising from the PMAP. Co-ordinate, monitor and review progress in departments.</p> <p>b. Consider "Qualifications" Report, leading to decisions and first stages of implementstion.</p>	3, 5	<p>Timetable as in PMAP</p> <p>Decisions by late Spring 1984. Implementation continuing</p>
4	<p>Training Reviews</p> <p>Promote and co-ordinate a programme of departmental training reviews:</p>	1	Continuing

Training Division Cont'd

Activity Number	Activity	MPO Objective	Timescale
	<p>a. make up to 6 new starts in 1984-85 (some involving use of training consultants);</p> <p>b. follow-up reviews after report stage;</p> <p>c. produce with Management and Efficiency Division 2 Management Guidelines from review experience; and</p> <p>d. audit Guidelines by joint Training Division and Management and Efficiency teams.</p>		<p>Deadlines for individual reports</p> <p>Guidelines to Departments by July 1984</p> <p>Progress Report on audit by March 1985</p>
5	<p>Training Costs and Statistics</p> <p>Collect, collate, present and examine Civil Service training costs and statistics for 1983-84. Promulgate revised key ratios and performance indicators for use with departments.</p>	3	October 1984
6	<p>Office and Information Technology</p> <p>Help departments to deal with training needs arising from the increasing use of new technology. In particular, help departmental training organisations to contribute to improved general awareness; to managing innovation and change in this area; and to making effective use of operating equipment and systems.</p>	3	Continuing

Training Division Cont'd

Activity Number	Activity	MPO Objective	Timescale
7	<p>In particular:</p> <ul style="list-style-type: none"> a. mount an Information Technology development project on the training implications of new technology. Aim to provide practical guidelines; and b. run 2 workshops for Trainers <p>Training Technology and Methods (Includes computer based training, distance and open learning)</p> <p>Investigate and evaluate developments; advise departments and encourage them to participate in experiments and trials and to make use of developments likely to be of value.</p> <p>In particular:</p> <ul style="list-style-type: none"> a. mount training development project using Open Learning and Computer Based Training Methods; b. upgrade Educational Technology Exhibition; and c. run 2 workshops for trainers on Computer Based Training Methods. 	3	<p>January 1985</p> <p>Summer 1984 and Spring 1985</p> <p>Continuing</p> <p>Start by Autumn 1984</p> <p>By September 1984</p> <p>Spring 1984 and early 1985</p>

Training Division Cont'd

Activity Number	Activity	MPO Objective	Timescale
8	<p>Training of Trainers</p> <p>Liaise with MSC, College (TRG), departments and outside organisations to enable further steps to be taken to improve the effectiveness of trainers (including management trainers). In particular run 3 trainers workshops.</p>	3	Continuing
9	<p>Validation and Evaluation of Training</p> <p>Work with departments (through the Working Group on the Evaluation of Training) and consultants to develop and use better methods of validation and evaluation; handover training programme for staff engaged on this work to CS College (TRG).</p>	3	College to take over training programme by September 1984
10	<p>Developmental and Management Training</p> <p>Maintain contacts on current thinking and development in management training and management development; facilitate the introduction in selected departments of approaches and techniques likely to bring substantial benefit (eg coaching skills for line managers); disseminate the knowledge and experience gained across departments, eg by workshops.</p>	3	Run 5 workshops by end March 1985
11	<p>Equal Opportunities</p> <p>Ensure that training makes an appropriate contribution to the implementation of the Government's policies on equal opportunities; encourage departments to develop and implement more effective race relations training. In particular, run a seminar and 2 workshops.</p>	3	Continuing By end December 1984

Training Division Cont'd

Activity Number	Activity	MPO Objective	Timescale
12	<p>Further Education (FE)</p> <p>a. Provide advice to departments; advise and assist Regional Co-ordinators for FE; conduct FE training seminars; provide Chairmanship and Secretaryship of CSCFE.</p> <p>b. Establish a Working Party of Departmental Training Officers to report on the provision for Adult Further Education.</p>	3	Continuing Report by March 1985
13	<p>Youth Training Scheme (YTS)</p> <p>Monitor and review effectiveness of YTS arrangements in the Civil Service; assist departments, where necessary; and give advice on application of the national framework agreement.</p>	3	Continuing. Review to be completed by December 1984
14	<p>Training Framework for Young Civil Servants</p> <p>Determine how Civil Service training and education can more effectively equip young staff for specific jobs and working life in line with objectives 1 and 2 of the New Training Initiative.</p>	3	January 1985

CIVIL SERVICE COMMISSION

Number of posts at 1.4.84: 262

Total 1984-85 Cost: £8,114,000

Activity Number	Activity	MPO Objective	Timescale
Secretariat Branches 1 and 2			
1	Co-ordinate planning, estimating, monitoring and costing activities on behalf of the Civil Service Commission.	7	As required during period
2	Complete initial review of all Civil Service Commission's major forms and initiate and undertake assessment of procedures studies.	1, 7	March 1985
3	Participate in reviews including: a. age limits; b. probation and trial service; c. support services for administrative work and scrutiny of the Civil Service Commission; and d. preparatory work for reviews of EO recruitment and departmental recruitment during 1985.	3 5 1, 3 3, 5	Continuing Summer 1984 Action plan on support services report to Minister by end April 1984. Scrutiny report expected May 1984 Continuing
4	Deal with sex and race discrimination and medical appeals, including Industrial Tribunal cases; and contribute to policy in these fields.		Continuing

Activity Number	Activity	MPO Objective	Timescale
5	Consider the application of the Job Release Scheme to the Civil Service and the recruitment aspects of the Job Splitting Scheme and the Youth Training Scheme.	3	Continuing
6	Undertake other recruitment policy and co-ordination work, including use of the Commissioners' discretionary powers; guidance on departmental recruitment; Annual Report; Commission response to PQs, Ministers' cases, etc.	2	Continuing. Annual Report by end April 1984
7	Undertake selection boarding (with a target of 30 boarding days), staff management and representation (eg Careers Advisory Boards, overseas visitors).	3	Continuing
	Branch 3		
8	Prepare advertising material (normally within 24 hours) in support of the four recruitment divisions; monitor costs; and prepare quarterly/monthly statements of out-turn and commitments.	3	Continuing
9	Revise and up-date recruitment publicity material on annual/3-year cycle; sponsor production and procurement of audio/visual material.	3	Continuing
10	Control and process candidate data for Appointments in Administration, Executive Officer and Science Division recruitment competitions.	3	Continuing
11	Replace Remote Job Entry terminal and data preparation equipment and assist with introduction of micro-processors in Science & Technology Divisions.	3	By end March 1985

Civil Service Commission Cont'd

Activity Number	Activity	MPO Objective	Timescale
12	Deal with enquiries from potential candidates and despatch competition papers within one working day. Administration Group Division Branch A	3	Continuing
1	Recruitment: Appointments in Administration (1984 and 1985 competitions) Estimate: Vacancies 130 (in each competition) Candidates to QT 5000 Upper limit: Vacancies 200 (in each competition) Candidates to QT 6000 Lower limit: Vacancies 50 (in each competition) Candidates to QT 2500	3	Continuing
2	Recruitment: HM Inspector of Taxes continuous competition (1984 and 1985 competitions) Estimate: Vacancies 110 (in each competition) Applications 6000 Upper limit: Vacancies 150 (in each competition) Applications 6500 Lower limit: Vacancies 50 (in each competition) Applications 3000	3	Continuing

Civil Service Commission Cont'd

Activity Number	Activity	MPO Objective	Timescale
Branch B			
7	<p>Recruitment: Executive Officer main scheme, Executive Officer school leavers' scheme, DE Management Trainee Scheme, Diplomatic Service Grade 9 Scheme.</p> <p>Estimate: vacancies 2,850 candidates 42,000</p> <p>Upper limit: vacancies 3,600 candidates 47,000</p> <p>Lower limit: vacancies 2,000 candidates 35,000</p>	3	Continuing
8	<p>Participate in 7 selection seminars training a total of some 126 board members including departmental representatives. Participate in EO selection boards as required. Monitor up to 30 EO selection boards.</p>	3	Continuing
9	<p>Miscellaneous, including resource management and organisation of chairmen's conference.</p>		Continuing
Branch C			
10	<p>Review and revise as necessary departmental recruitment policy.</p>	3	Continuing
11	<p>Monitor:</p> <p>a. departmental recruitment monitoring arrangements;</p>	3	Continuing

Civil Service Commission Cont'd

Activity Number	Activity	MPO Objective	Timescale
12	b. HM Inspectors of Taxes continuous competition preliminary interview boards; and c. EO and equivalent boards. Provide advice to departments on the acceptability of educational qualifications for recruitment to the clerical grades and the Secretarial Category.	3	Continuing
Branch D			
13	Maintain liaison with Careers Services of universities, polytechnics, colleges of higher education and schools and with HM Forces resettlement services.	3	Continuing
14	Arrange accommodation, invigilation, supply and marking of question papers for tests and examinations throughout the UK. Provide receptionist for interviews outside London and Basingstoke.	3	Continuing
	a. For Branch A: Estimated 6,000 candidates to be invited to A-in-A tests in 43 towns.		Peaks October 1984 to February 1985
	b. For Branch B: Estimated 53,300 candidates to be invited to EO tests in 41 towns. Estimated 450 candidates to be invited to ADP tests in 12 towns. Estimated 5,300 candidates to be invited to interview in 10 towns.		Continuing

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Civil Service Commission Cont'd

Activity Number	Activity	MPO Objective	Timescale
	c. On repayment: Estimated 2,200 candidates to be invited to EO tests for FCO, Isle of Man, Northern Ireland Civil Service, etc.		2 schemes in November 1984, one scheme in Spring 1985
15	Arrange invigilation, supply and marking of ADP test papers for non-recruitment purposes:		
	a. In-Service staff: Estimated 2,500 staff (including 100 non-exchequer body staff); and	3	Continuing
	b. HM Forces personnel: Estimated 1,200 staff.		
16	Supply and exercise control over clerical test papers requested by government departments: Estimated 500 requests p.a.	3	Continuing
	General Competitions Division		
1	Recruitment: planning, organising and conducting competitions other than those that are the responsibility of the Administration Group, Science and Technology Divisions eg Accountants, Assistant Prison Governors, Diplomatic Service Grade 10, Economists, Factory Inspectors, Information Officers, Lawyers, Lecturers, Librarians, Linguists, Museum Category, Planning Inspectors, Research Officers and Statisticians. [Continued overleaf].	3	Continuing

Activity Number	Activity	MPO Objective	Timescale
	1984-85		
	Estimate: competitions 210 vacancies 1,000 applications 25,000		
	Upper limit: competitions 230 vacancies 1,100 applications 27,000		
	Lower limit: competitions 190 vacancies 900 applications 23,000		
2	Undertake selection boarding, including monitoring (30 days).	3	Continuing
3	Deal with recruitment policy issues, including input into Management Committees and improvement to selection procedures.	3, 4	Continuing
4	Arrange language allowance examinations for about 1,500 candidates in about 36 languages.	3	Continuing
	Development and testing of new syllabuses and examining methods (following a House of Commons Foreign Affairs Committee report on the need for improved language skills in the Diplomatic Service).		

Activity Number	Activity	MPO Objective	Timescale
Science Division			
1	Recruitment: Planning, organising and conducting competitions for Scientists, Doctors, Agriculturalists, Veterinary Officers, Patent Officers etc.	3	Continuing
	Estimate: competitions 240 vacancies 880 applications 19,500		
	Upper limit: competitions 250 vacancies 1,000 applications 20,000		
	Lower limit: competitions 220 vacancies 750 applications 17,000		
2	Undertake selection boarding (60 days) and select, train and monitor board chairmen (2 training courses).	3	Continuing
3	Deal with recruitment policy issues, including input into Science Management Committee and improvement to selection procedures.	3, 4	Continuing
4	Maintain liaison with universities and polytechnics (visit 75 institutions, hold one Conference).	3	Continuing
5	Miscellaneous tasks including the introduction of a micro-computer, planning, financial estimates and costings; statistics; forms review.	7	Continuing

Activity Number	Activity	MPO Objective	Timescale																								
1	Technology Division	3	Continuing																								
	Recruitment: planning, organising and conducting competitions for Professional and Technology disciplines, Architects, Engineers, Pharmacists etc.																										
	<table border="0"> <tr> <td>Estimate:</td> <td>competitions</td> <td>160</td> </tr> <tr> <td></td> <td>vacancies</td> <td>850</td> </tr> <tr> <td></td> <td>applications</td> <td>14,000</td> </tr> <tr> <td>Upper limit:</td> <td>competitions</td> <td>190</td> </tr> <tr> <td></td> <td>vacancies</td> <td>950</td> </tr> <tr> <td></td> <td>applications</td> <td>16,000</td> </tr> <tr> <td>Lower limit:</td> <td>competitions</td> <td>150</td> </tr> <tr> <td></td> <td>vacancies</td> <td>750</td> </tr> <tr> <td></td> <td>applications</td> <td>13,000</td> </tr> </table>			Estimate:	competitions	160		vacancies	850		applications	14,000	Upper limit:	competitions	190		vacancies	950		applications	16,000	Lower limit:	competitions	150		vacancies	750
Estimate:	competitions	160																									
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	vacancies	750																									
	applications	13,000																									
2	Undertake selection boarding, including monitoring (approximately 765 days boarding at 4½:1 ratio; also 12 days monitoring).	3	Continuing																								
3	Deal with recruitment policy issues, including preparation of papers for PTMC WPST and follow-up of recommendations; age limits; equal opportunities; structure and pay of the P&T Group and associated classes; improvement and validation of selection procedures; remedial action for recruitment of shortage grades. (Includes preparing 3 papers for PTMC, setting up some elements of an extended selection procedure for RCNC recruitment and initiating a follow-up and validation exercise for graduate trainee recruits to MOD).	3, 4	Continuing																								

Civil Service Commission Cont'd

Activity Number	Activity	MPO Objective	Timescale
4	Select board chairmen and run 2 training courses each for 9 chairmen and 3 departmental members and of 3 days' duration.	3	Continuing
5	Maintain liaison with Universities and Polytechnics, including visiting approximately 55 Universities and Polytechnics during Autumn 1984 to give careers talks to students.	3	Continuing
6	Liaise with professional institutions etc on assessment of professional and technical qualifications. (Complete recognition of ISVA. Initiate scrutiny of IAAS).	3	Continuing
7	Provide guidance on departmental recruitment, including issuing revision of the Establishment Officers' Guide.	3, 4, 6	Continuing
8	Miscellaneous tasks including planning; financial estimates and costings; statistics; forms reviews.	3, 7	Continuing
Civil Service Selection Board (CSSB)			
1	Conduct extended selection procedures and undertake associated work (including staff management, assessor training and implementation of Atkinson Report) for Appointments-in-Administration (400 candidates in 1984 competition, 470 candidates in 1985 competition with "back to back" boarding), HEODs (60 candidates) and Principals (200 candidates).	3	April-June 1984 and January-March 1985

Activity Number	Activity	MPO Objective	Timescale
2	Conduct extended selection procedures and undertake associated work (including staff management, assessor training and implementation of Adams Report) for Inspector of Taxes competition (450 candidates).	3	April 1984- March 1985
3	Conduct extended selection procedures (including staff management and assessor training) for specialist competitions (90 candidates for Economist, 110 for Statistician and 70 for Planning Inspector).	3	September 1984 and February-March 1985
4	Conduct extended selection procedures for other competitions (65 candidates).	3	April 1984- March 1985
Recruitment Research Unit/Test Construction Unit			
1	Undertake various research and development projects already commissioned, as follows.		
	a. EO Selection Project (RR8): follow-up study to examine accuracy of selection decisions.	3	Continuing
	b. CSSB General Information Test (RR9): monitor effectiveness of new test.	3	Continuing
	c. A in A/EO Qualifying Tests (RR10): examine feasibility of statistical linkage between the two.	3	March 1985
	d. Shortlisting (RR11): monitor effectiveness of new sifting procedure for ITCC and pursue development of improved sifting procedures in other areas.	3	Continuing

Civil Service Commission Cont'd

Activity Number	Activity	MPO Objective	Timescale
	e. Assessment of potential (RR12a): research into and develop improved selection methods, including management potential (implementation of Atkinson and Adams Reports).	3	Continuing
	f. Extended selection for RCNC (RR12b): finalise plans for new procedures (closely related to RR12a).	3	February 1985 (with some continuing monitoring)
	g. A in A Qualifying Test and CSSB Tests (RR14): continue long-term development of more effective tests, and monitor current procedure (implementation of Atkinson Report, related to Adams Report).	3	Continuing
	h. Science and Technology Recruitment Study (RR15): examine accuracy of selection decisions.	3	April 1985
2	Maintain a general programme of Test Construction and development.	3	Continuing
3	Provide ad hoc support to recruitment divisions including training of interviewers, monitoring etc.	3	Continuing
4	Act as a CSSB Assessor.	3	Continuing
5	Follow-up studies of AT and Inspector of Taxes recruitment to examine the effectiveness of recent selection decisions (related to the implementation of Atkinson and Adams reports).	3	Continuing
6	Numeracy: reactivate study of administrative numeracy.	3	Continuing

Activity Number	Activity	MPO Objective	Timescale
Equal Opportunities Branch			
1	Race Relations. Deal with policy issues; follow-up the review of policies and procedures; provide guidance to departments; undertake ethnic monitoring following an ethnic count in the North West Economic Planning Region and the County of Avon in autumn 1983 (scale as yet uncertain).	4	Continuing
2	Sex discrimination. Deal with policy issues; oversee the follow-up to the Programme of Action on Equal Opportunities for Women in the Civil Service.	4	Continuing
3	Employment of Disabled People. Deal with policy issues; liaise with Departmental Disabled Persons Officers; prepare annual publication of 'Independent'.	4	Continuing

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OPEN STRUCTURE COURSE

Number of posts at 1.4.84: 5

Total 1984-85 Cost: £389,000

Activity Number	Activity	MPO Objective	Timescale
1	Plan and introduce a series of new training courses for staff entering the Open Structure (ie at Under Secretary level and above).	3	January 1985
2	Run the first course.	3	January - March 1985

SECURITY DIVISION

Number of posts at 1.4.84: 11

Total 1984-85 Cost: £237,000

Activity Number	Activity	MPO Objective	Timescale
1	Formulate and monitor Civil Service personnel and physical security policy and advise the Head of the Home Civil Service.		Continuing
2	Provide advice to the Head of the Home Civil Service and to departments on business appointments; review the rules governing business appointments.	4	Continuing
3	Provide secretariat support to the Security Commission.		Continuing
4	Ensure that the Civil Service is in a position to respond to civil emergencies; co-ordinate the Civil Service aspects of contingency plans.		Continuing
5	Co-ordinate staffing arrangements for the Civil Service in war.		Continuing

ESTABLISHMENT OFFICER'S GROUP (SUPPORT SERVICES TO MPO)

Number of posts at 1.4.84: 302½

Total 1984-85 Cost: £5,662,000

Activity Number	Activity	MPO Objective	Timescale
INFORMATION SERVICES DIVISION			
1	Provide advice to Ministers and officials on presentational aspects of MPO. Advise on the preparation and content of speeches.	1 - 7	Continuing
2	Act as the sole point of contact for newspapers and TV and radio companies to deal with enquiries on all aspects of policy and activity	1 - 7	Continuing
3	Feed information on news, comment and outside reaction to appropriate divisions and officials, largely by daily press summary, cuttings and press notices.	1 - 7	Continuing
4	Collect and edit material for staff journal press notices. Co-ordinate and exhort departments to promote the Civil Service image in the regional media.	1 - 7	Continuing
5	Make arrangements for foreign and undergraduate visitors to the Department; interview some of them personally.	1 - 7	Continuing

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
6	Evaluate the news and feature material possibilities of developing policies; advise on presentational aspects; write press notices and feature material; organise media and public relations exercises to promote and inform on policies.	1 - 7	Continuing
7	Offer advice with the aim of developing publicity strategies for policies of all component parts of the MPO.	1 - 7	Continuing
8	Implement the publicity strategies as agreed by applying budgets to the production of publicity material involving exhibitions, displays, publications, films, etc, and arranging press and Public Relations presentations.	1 - 7	Continuing
PERSONNEL SERVICES DIVISION			
1	<p>Secure the availability of staff to fill the approved number of posts by:</p> <p>a. recruiting (approximately 42 staff);</p> <p>b. trawling:</p> <p>Internal (approximately 18 trawls) Service-wide (approximately 20 trawls) = Approximately 1,250 applications;</p> <p>c. arranging promotions boards;</p>	7	<p>April 1984- March 1985</p> <p>April 1984- March 1985</p> <p>Continuing</p>

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
	<ul style="list-style-type: none"> d. chairing boards and participating as board members; and e. negotiating movement in/out under the Loan Exchange Scheme (including staff from HM Treasury, Basingstoke). 		<ul style="list-style-type: none"> Continuing Continuing
2	<p>Central career management of MPO staff.</p> <p>Grade management of staff (including ASRs, CDIs, postings, discipline etc). Principal level and above (approximately 163 staff); EO to SEO level (approximately 468 staff); below EO level (approximately 580 staff).</p>	7	Continuing
3	<p>Review and develop in consultation with senior management and the Trade Union Side, personnel management plans, policies and procedures.</p> <ul style="list-style-type: none"> a. Bring together the personnel management policies of the Cabinet Office and the MPO. b. Formulate and promulgate a new agreement on retirement. c. Interpret and apply policies. d. Develop equal opportunity policies. e. Implement the Personnel Management Action Programme. f. Respond to central MPO policy initiatives. g. Produce new Staff Handbook. 	7	<ul style="list-style-type: none"> Continuing December 1984 December 1984 Continuing Continuing Various Continuing October 1984

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Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
4	Provide administration and support to 1-3 above. a. Administer the arrival and departure of staff. b. Control and process ASRs and JARS. c. Maintain career records. d. Process applications by staff for OGD trawls. e. Provide Secretaries to the Departmental Whitley Council, General Purposes Committee, etc.	7	Continuing
5	Welfare. a. Provide welfare services to all staff. b. Run pre-retirement courses.	7	Continuing
6	Training. a. Mount 63 courses representing 182.5 training days and 1,781 student days. b. Arrange attendance at internal, external and College courses. c. Arrange day release/adult further education. d. Develop and mount new courses in response to MPO central initiatives.	7	Continuing
		2, 5, 7	

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
	<ul style="list-style-type: none"> e. Research and analyse training needs. f. Consider opportunities for computer-aided learning. g. Review and revise existing course programme. h. Complete statistical and costing analyses. 		
	FINANCE DIVISION		
	Branch 1		
1	Estimates.	7	September 1984 - March 1985
	<ul style="list-style-type: none"> a. Prepare and submit to HM Treasury: <ul style="list-style-type: none"> 1. the financial estimates; and 2. the results of the departmental running costs exercise. 		
2	Appropriation Accounts.	7	Continuing
	<ul style="list-style-type: none"> a. Maintain vote accounting records throughout the year. b. Prepare and submit the Appropriation Account to the National Audit Office (and HM Treasury). 		April - August 1984

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
3	<p>PES.</p> <p>a. Prepare PES submission after consultation with divisions and submit it to HM Treasury.</p> <p>b. Maintain a record of PES balances making adjustments as necessary.</p> <p>c. Complete other PES and FIS returns.</p>	7	<p>February - September 1984</p> <p>Continuing</p> <p>Continuing</p>
4	<p>a. Maintain the management accounting system, including entering up-to-date budget information.</p> <p>b. Monitor expenditure throughout the year, producing and circulating reports of expenditure by Cost Centre.</p>	7	Continuing
5	<p>Review level of economic charges and complete the annual review of fees and charges for submission to HM Treasury.</p> <p>a. Produce Memorandum Trading Accounts for the Civil Service Commission, Civil Service College, the Medical Advisory Service, and Typewriter Training Centre.</p> <p>b. Agree and determine fees and changes for following financial year.</p>	7	<p>September 1984</p> <p>September-March 1984</p>
6	<p>Arrange overseas travel including flight and hotel bookings, obtain foreign currency, passports and visas as necessary.</p>	7	Continuing

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
7	Undertake cashier duties, including local payments of advances, and banking.	7	Continuing
8	Issue invoices for the Civil Service Commission and maintain a record of all recoveries, including necessary follow-up action.	7	Continuing
Branch 2			
9	Undertake cashier duties, including local payments and banking.	7	Continuing
10	Pay travel and subsistence claims from staff (about 3,000 claims) and candidates (about 15,000 claims).	7	Continuing
11	Pay 4,600 occasional examiners' fees, 16,000 doctors' fees, 500 occasional assistant fees, 6,000 provisional supervisors' fees, 1,800 lecturers' fees and 900 miscellaneous fees.	7	Continuing
12	Pay about 5,000 miscellaneous bills.	7	Continuing
13	Participate in the Forms Review.	7	Continuing
14	Manage 9 sub-accounts.	7	Continuing
15	Calculate and pay removal and excess rent allowance payments to the 80 entitled officers.	7	Continuing

Activity Number	Activity	MPO Objective	Timescale
Finance Division (Management Planning and Information Unit)			
16	Implement a new management accounting system for the MPO covering activity planning, resource allocation, and cost and performance monitoring.	7	March 1985 (work to be undertaken in stages during 1984-85; cf Annex E to the MPO's Response to the FMI)
17	Assist top management in monitoring progress on MPO's work during 1984-85.	7	Continuing
18	Assist MPO's Central Management Library with the operation of its MAGIC system, a management information system that monitors and controls the costs of Library and Publications Services.	7	Continuing
OFFICE SERVICES, ORGANISATION, LIBRARY AND INFORMATION TECHNOLOGY DIVISION			
Office Services			
1	Maintain necessary common service facilities for:	7	Continuing
	a. accommodation services;		
	b. postroom operations/van services;		
	c. reception/cashier/travel;		
	d. stationery, office equipment and committee section;		
	e. reprographic services;		

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
	<ul style="list-style-type: none"> f. office keeping; g. portering services; h. messenger services; i. cleaning and doorkeeping; j. security and emergency organisation; k. typing and secretarial services; l. registry services for the Civil Service Commission; and m. Typewriter Training Centre (training and testing the staff of Cabinet Office, OAL and MPO and other departments). 		
2	Re-locate MPO staff currently in Standard House so as to return that building to PSA.	7	August 1984
3	Re-locate MPO staff currently in Loddon House with the rest of MPO's Basingstoke staff in Alencon Link.	7	August 1984
4	Prepare financial estimates and exercise budgetary control (including PRS and FMI).	7	Continuing
	Organisation Branch		
5	Complete the review of all MPO's forms.	7	October 1984
6	Maintain a permanent design and control system for new and reprinted forms.	7	Continuing

Establishment Officer's Group Cont'd

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Activity Number	Activity	MPO Objective	Timescale
7	Undertake O&M reviews as commissioned or following staff inspection recommendations; assist with implementation.	7	Continuing
8	Undertake full and ad hoc staff inspections.	7	Continuing
9	Deal with complementing issues, including grading questions, manpower estimates, PESC and other forecasts; implement staff inspection recommendations; monitor staff in post.	7	Continuing
10	Maintain effective registry systems; train staff and audit procedures, as necessary.	7	Continuing
11	Review files and papers, maintain archives in good order; supply files and papers on demand; dispose of files as directed.	7	Continuing
	Library Branch		
12	<p>Provide reader services.</p> <p>a. Answer written and oral enquiries from MPO, other government departments and the general public on MPO business (approximately 300 per week).</p> <p>b. Carry out literature searches, manual and on-line (approximately 15 per week); produce bibliographies; and select books and journals for Central Management Library stock.</p>	1 - 7	Continuing
13	<p>Administer the Central Management Library.</p> <p>a. Order and distribute periodicals and monographs.</p> <p>b. Maintain and develop LIDAS, the on-line serials control system (1080 titles on-line).</p>	7	Continuing

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
14	<p>c. Maintain and develop MAGIC, the management accounting system under FMI to control expenditure on library and publication services.</p> <p>d. Arrange ad hoc distribution and bulk storage of MPO publications.</p> <p>Provide bibliographic services.</p> <p>a. Catalogue and classify new publications (24 per week); produce library accessions list; compile annual catalogue of MPO/CSO publications.</p> <p>b. Update the index to locations of material in the Central Management Library.</p> <p>c. Complete LIDAS review, write manual.</p>	1 - 7	<p>Continuing</p> <p>June 1984</p> <p>July 1984</p>
15	Arrange professional career development and on-the-job training; arrange computer training.	1 - 7	Continuing
16	Consider the means of co-ordinating the library services provided to the central departments: MPO, Treasury, Cabinet Office and OAL.	3	March 1985
17	Conduct an investigation into on-line book processing systems.	3, 7	March 1985
18	Produce publications, including command papers, reports, advisory booklets, manuals. Tasks include guidance to divisions on the most effective means of dissemination, production control, arrangements for distribution, financial control. (Anticipated load: 70 items).	2 - 7	Continuing

Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
19	Edit and undertake production control of the Civil Service Yearbook.	3	January 1985
Information Technology Branch			
20	Make recommendations concerning the development of an Information Technology (IT) strategy; thereafter review that strategy on a regular basis in order to take account of any changes in technology or the departmental environment.	7	May 1984; and continuing
21	Assess and collate information concerning user requirements, security, technology standards and costs in order to produce a Development Plan for the application of the IT Strategy.	7	July 1984
22	Act as a focal point for IT and office machinery matters and give advice to users concerning the planning, procurement, development and running of IT and office machinery applications. In so doing, encourage the provision of such applications, where appropriate, within the framework of the IT strategy.	7	Continuing
23	Promote the understanding and introduction of IT by whatever means are appropriate.	7	Continuing
INTERNAL AUDIT			
1	Assess the audit need throughout MPO. Identify all functions, activities and systems to be audited.	7	September 1984

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Establishment Officer's Group Cont'd

Activity Number	Activity	MPO Objective	Timescale
2	Decide on the length of the audit cycle and the priorities and frequencies within it. Assess the resources required. Prepare the audit programme. Agree with the Principal Establishment and Finance Officer the resource requirement and recruitment action.	7	By end October 1984
3	Commence audit examinations in accordance with the plan.	7	1 November 1984 and continuing