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CABINET OFFICE

From the Minister of State

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Great George Street
London SW1P 3AL
Telephone 01-233 8610

20 June 1984

David Barclay Esq
Private Secretary to the Prime Minister
10 Downing Street
LONDON SW1

Dear David,

NUMBERS ON PERSONNEL WORK IN THE CIVIL SERVICE

You wrote to me on 14 November about the Prime Minister's reaction to Lord Gowrie's submission on 8 November on this subject. It was agreed then, after some further correspondence with Secretary of State for Environment who had originally raised the issue, that Lord Gowrie should put in hand some further work to look particularly at comparisons between personnel sections in Government departments and report back in about six months time. This letter, and the accompanying report, summarises that further work.

Lord Gowrie believes that the further report by officials suggests a number of conclusions, as follows:

- i. Many of the differences between departments are due to differences in the structure, organisation and geographical dispersal of the department which follow from the nature of its business. The tasks, and the type of relationship these require with the public, vary substantially even between departments with local office networks like the Department of Health and Social Security (DHSS), Inland Revenue (IR) and Department of Employment, including the Manpower Services Commission (DEmp). This affects their organisation, geographical spread, size of local unit and grade of local manager. In turn this influences the extent to which they are able to delegate to office managers. It is not reasonable to look for uniformity.

ii. In some departments, the effects of higher than average wastage rates, reorganisations, dispersal and rapid change in the nature of their business create special demands on personnel sections.

iii. There are nonetheless areas where departments can learn from others' approaches. Examples include the improvements which can be made from computerising personnel record systems, different approaches to training, and the extent of delegation to line managers.

iv. There is a programme of action in hand in the departments concerned to look at particular areas where changes might improve efficiency. For example, staff inspections of personnel sections are currently in progress in the Department of Energy and planned in the DOE, DTI and MAFF; DOE, DEmp and DHSS are computerising their superannuation systems in conjunction with the Treasury; the handing over of responsibility for staff to privatised bodies should enable DOE to make staff savings in 1986; and MAFF, DEmp, DHSS, DTI, the Royal Mint and the Department of Energy are planning computerising personnel records or are considering this.

v. Partly as a result of this study the MSC is considering an examination of the continued value of retaining separate personnel units in the field structure of its Training Division and Employment Division.

Lord Gowrie believes that these conclusions represent a reasonable dividend from the work that has arisen from the original study. The central conclusion is that we need to continue to share information between departments on how particular personnel functions and activities are run in different organisations. He intends that the Cabinet Office (MPO) should continue to play an active brokerage role in this process.

A fuller description of the background to the exercise and comments on the other points raised in the exchange of correspondence last year are contained in the Annex to this letter.

I am copying this letter to the Private Secretaries to the Secretary of State for Environment and to Sir Robert Armstrong and to Sir Robin Ibbs.

Yours sincerely,

Mary

MRS M E BROWN
Private Secretary

Civ Serv Longterm
A15

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ANNEX

NUMBERS ON PERSONNEL WORK: COMPARISONS BETWEEN DEPARTMENTS

Background

1. The conclusions of the first study by officials submitted under cover of Lord Gowrie's minute of 8 November 1983 were that there was no prima facie evidence of a gross disparity between civil service personnel effort and that of the private sector. As confirmed by the Institute of Personnel Management, broad brush surveys were not found to be a very helpful way of making valid comparisons.
2. The numbers of personnel staff in any organisation were shown to depend on many things. These include the nature of the business activity, how dispersed the organisation is, whether it is centralised or decentralised, whether it is labour intensive, what kind of mix of staff it has, and what its general philosophy for running its business is. The differences within the private sector firms in the review were just as striking as those between the private sector and Government departments. The work also showed that departments' personnel divisions had been reduced by 50% more than their pro rata share of civil service staff cuts since 1979.
3. The report by officials therefore concluded that it was likely to be more fruitful to investigate whether apparent discrepancies of effort on different aspects of personnel work between departments revealed points on which action should be taken.
4. It also commended:
 - a. vigorous pursuit of the relaxation of unnecessary central prescription;
 - b. a look at personnel work in carefully selected private sector organisations of similar organisation, size and function ('twinning') where particular problems appeared to warrant such comparisons;

and c. the sharing of any lessons from a Ministry of Defence review then just begun of the possibility of delegating more personnel work to line management.

The following notes cover a.-c. above.

RELAXATION OF CENTRAL PRESCRIPTION

5. Relaxation of unnecessary control of departments by the central departments has been one of the themes of the Financial Management Initiative and the Review of Personnel Work, on which there is a separate submission. In the last few years central controls have been and are being progressively relaxed where the balance of advantage shows this to be right. For example, departments now have much greater freedom about how they recruit clerical staff, within a minimum of general principles to ensure fair and open competition. Similarly, the revised reporting and appraisal arrangements being developed give departments the opportunity to design their own forms subject to only a few limitations.

6. Exchanges since last November between senior officials have followed up a number of suggestions put forward for further relaxation of petty controls. Staff in the central departments know clearly the policy is to end "nannying". A review of the Civil Service Pay and Conditions of Service Code and Establishment Officers' Guide with this as a guiding principle is in hand.

7. There are areas, however, where, although departments might like greater freedom, it is necessary to maintain reasonably uniform servicewide standards. Control of travel and subsistence, of premature retirement schemes and of expenditure on entertainment come into that category. But the Treasury and Cabinet Office (MPO) have made clear they are always willing to consider the case for greater relaxation of a control if evidence is produced by a department that it is unnecessary. Though some exchanges are continuing, the number of such submissions is not high.

TWINNING WITH PRIVATE SECTOR ORGANISATIONS

8. Officials have discussed with a number of departments the potential for "twinning" studies with private sector organisations. Some departments already have arrangements which have proved useful in exchanging information. The Inland Revenue organised an exchange of officials with the National Westminster Bank, and the two staff concerned each wrote a confidential report on the other's organisation which provided some valuable insights. Now, the Department of Employment is arranging for some inter-changes with the National Westminster Bank on their respective Management Training Programmes, aiming to widen the experience and skills of departmental managers. The Royal Mint have private sector businessmen on their management board who see it as their task to draw out comparisons where appropriate. Other departments are keen to make such comparisons where a suitable opportunity arises, and the Department of Energy has initiated an exercise with an oil company although it is proving difficult to draw meaningful comparisons. Such exchanges tend to work best where particular problems give rise to a need for exchange of experience in a particular area of personnel work.

THE MINISTRY OF DEFENCE STUDY

9. Officials have also kept in touch with the Ministry of Defence over the progress of the study, which the Secretary of State set in hand last year, of the possibility of decentralising a substantial part of their personnel effort, and at least in part transferring some work to line management units. A very much more far-reaching re-organisation of the Ministry of Defence is at present taking place, and for understandable reasons, this is being given priority over the re-organisation of the personnel work. Officials are therefore not yet able to look for wider lessons. Even then, the size, structure, and character of the MOD is so different from that of other departments that the read across may be small.

10. Separately from the MOD study, but with the same basic impetus, Cabinet Office (MPO) officials have circulated extensive material

on different degrees of delegation to line management practised by departments in recruitment, probation, promotion, career development, inefficiency procedures, and control of poor attendance and sick leave. This covered the extent to which as part of the follow up to the Review of Personnel Work, departments are seeking to increase delegation to line management. This is the general trend, though it would be wrong to look for uniformity.

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NUMBERS EMPLOYED ON PERSONNEL WORK:

A COMPARISON BETWEEN SELECTED GOVERNMENT DEPARTMENTS

Cabinet Office
(Management and Personnel Office)
June 1984

NUMBERS EMPLOYED ON PERSONNEL WORK: A COMPARISON
BETWEEN SELECTED GOVERNMENT DEPARTMENTS

Report by Officials

INTRODUCTION

1. In November 1983, the Prime Minister, the Secretary of State for the Environment and the Minister of State, Privy Council Office, considered a comparison by officials between staff resources employed in separate personnel units in selected Government departments and a number of private sector firms. The comparison concluded that it was not possible to make particularly valid comparisons of this sort across the board, because of the different structure, character and philosophy of the each organisation.

2. Ministers agreed, however, that further work on comparisons between departments might offer greater potential benefits. The Prime Minister asked for another report in six months time on a further investigation of differences in personnel effort between departments.

METHODOLOGY

3. The departments concerned in the original exercise were the Ministry of Agriculture, Fisheries and Food (MAFF), the Ministry of Defence (MOD), the Department of Employment (including the MSC) (DEmp), the Department of Energy (DEn), the Departments of the Environment and Transport (DOE/DTp), the Department of Health and Social Security (DHSS), the Inland Revenue (IR), the Property Services Agency (PSA), the Department of Trade and Industry (DTI) and the Royal Mint. After discussion with their representatives we agreed that the most cost effective way of carrying out the fresh analysis, and one making no demands for additional resources, was for personnel staff in the department covered by the work so far to make further comparisons between them.

4. To do so in a way which seemed likely to offer most scope for valid comparison we agreed the original sample should be sub-divided in groups which on the surface were of similar size and organisation. So we grouped together the three departments with local office networks: DHSS, IR, DEmp. We grouped together the four medium sized departments of broadly the same size and structure: DTI, PSA, DOE/DTp and MAFF. We grouped together the two large computer assisted clerical factories: DVLC and DHSS Newcastle. Within these groups, the representatives from their personnel sections were responsible for comparing the resources used in total in separate personnel units, and the resources allocated to particular personnel functions. We asked them to identify the main discrepancies of effort and to subject these to joint scrutiny to see if explanations could be identified and potential areas for changes of practice or savings isolated.

5. The departments not covered in these groups were of very different size and structure - MOD, DEn, Royal Mint. We therefore did not ask them to make comparisons. Instead we invited their more general observations, based on related work they had in hand.

THE BASIC FIGURES

6. One immediate problem was to ensure as far as possible that comparisons were made on a valid basis. As its first task, each group of departments looked briefly at the figures again, to check that data produced on a tight timetable for the original exercise was presented in a consistent fashion.

7. Some discrepancies were found - for example, the DEmp and the MAFF figures had included the time spent on personnel management by some line managers. The guidance for the original exercise had in fact been intended to exclude such time, and most other departments had followed that course. The DEmp and MAFF figures therefore had to be reworked. Similarly, the Inland Revenue figures slightly underestimated their specialist personnel effort.

8. We also noted that without a further very detailed analysis it was impossible to be certain that all the figures were compiled on completely the same basis. To some extent the allocation of resources to one of the particular functions identified in the original survey was a subjective process. Some of the differences between departments were bound to be the result of different interpretations. For example, should the function "policy" include only staff dealing solely with preparing broad policy advice or should it include people dealing with individual personal cases arising from personnel policies? We agreed it was right for this exercise to limit the resources used for exploring questions of this kind and recalculating figures. We felt that broad brush comparisons would continue to suffice to raise the significant questions for further investigation.

9. The revised overall figures are set out in Appendix 1. They are not greatly different from the original figures and show that the number of personnel staff per 100 staff managed varies from 1.6 to 2.8. The percentage of staff budget spent on personnel management effort ranges from 1.6 to 3.4.

10. Some of the revisions in allocations of effort to particular functions also shown in Appendix 1 are more substantial. These were made to produce more accurate figures, with more consistency between departments. But they still showed a considerable variation between departments. The main work in the exercise was to try to identify the reasons for these differences.

COMPARISONS - GENERAL

11. The first general finding to emerge from the initial exchanges was how difficult it was in practice to make comparisons of like with like. Despite the superficial similarities between the departments in our three groups, their businesses, management structures and organisation were very different.

12. For example, the networks of local offices run by the DEmp, DHSS and IR though superficially similar have very different tasks. Their size, location and number and the consequent grading of their management staff are determined by the nature of the work. But this means that DEmp have a large preponderance of small offices managed by Higher Executive Officers whereas DHSS and the IR have fewer, larger offices

managed at higher levels. The DHSS offices are on the whole larger than those of IR. On the other hand there is a high technical content in the work of senior Inland Revenue staff. The management functions of the senior staff are therefore different. Similarly in the other groups, while the size of departments is broadly the same, structure and function are often very diverse.

13. This is more fully illustrated in Appendix 2. Here each of the departments involved in the exercise sets out a brief statement on how its personnel function is designed to meet the requirements imposed by the nature of its businesses and its organisation.

14. Given such diversity, we concluded it would be surprising to find uniformity in the way in which the personnel function was carried out. The demands placed upon personnel, and the extent to which it was possible for line management rather than specialist units to carry out personnel tasks, inevitably varied considerably. Nonetheless, we still felt that marked differences did call for further examination. This then became the main task for the individual groups.

PARTICULAR COMPARISONS: GROUP 1 - DEmp, DHSS AND INLAND REVENUE

15. There were considerable differences between the resources in specialist personnel units in these 3 departments, and between the resources devoted to particular functions. The overall ratio of numbers of personnel staff to 100 staff managed ranged from 1.6 in the Inland Revenue to 2.8 in DEmp, with DHSS in the middle at 2.1. Further considerable variations are apparent in the detailed functional breakdown in Appendix 1.

16. After further examination we believe that these differences are mainly due to real differences in need between the departments. The surface common factors of large local office networks giving different "services" to the public are rather less significant than the differences between the departments. These can be seen clearly from Appendix 2. Size, structure and geographical spread are all dissimilar. So are other factors like the extent to which the organisations have been recruiting or shedding surplus staff, the effect of re-organisations, and the impact of dispersal and programmes of computerisation.

17. We feel these factors are all relevant to the additional requirement for personnel and training support in DEmp. As indicated earlier, unlike the DHSS and IR, the DEmp local office networks are primarily made up of small units - typically between 15 and 50 staff - managed largely at HEO level. At present the Unemployment Benefit Service has 1140 full and part time offices managed by 750 HEO commands. In the Employment Division there are 990 offices; 450 are HEO commands and most of the rest have 5 staff or less. These small units provide economic delivery of services to local communities with substantial delegation of responsibilities to the HEO manager backed up by a management structure at Principal level.

18. However, the extent to which personnel management decisions can be delegated to the HEO level is much more limited than in those organisations eg, DHSS where many offices are managed at Principal level or the Inland Revenue, where management grading tends to be higher still.

DEmp therefore need substantial regional personnel management support. Although FMI and the implementation of recommendations in the Review of Personnel Work will lead to some further delegation in the personnel field the grading of the majority of the Group's local offices at HEO level will continue to impose limits.

19. DEmp have also been hardest hit by the rise in unemployment from 1979/80. Some 10,000 extra staff were recruited in less than 2 years putting an extra and continuing strain on the personnel and training functions. Turnover at junior level remains high generally while in London the scale of losses is such that the Region can hardly recruit fast enough to keep pace. The Manpower Services Commission has been introducing major new programmes of work eg, YTS, the Community Programme, the new initiative in further education, and only recently hived off its Skill Centres under the separately accountable STA.

20. Personnel sections both in the Regions and Headquarters have therefore been fully stretched in responding to the changing needs imposed on them: coordinating major recruitment exercises (though from autumn 1983 this is being delegated to Area Managers); taking through a large number of staff movements between offices; and in staffing the new network of TD Area Offices and providing essential training programmes. They have also had to deal with the effect of 3 dispersals to Runcorn, Sheffield and Bootle.

21. By contrast, the Inland Revenue tended to absorb much of its personnel work in its more highly graded line management structure, and such personnel effort is not counted for the purpose of this exercise.

22. DE maintain separate personnel organisations to service the main businesses within the Group which are separately accountable for delivering their very different services. There are historic reasons for this even though the philosophy of the Group is that staff should be managed within a single career structure. Arrangements in DHSS and IR vary though IR does also maintain separate personnel functions in its field structure.

23. There are clearly arguments on both sides for and against the separate personnel organisations, and we were not able to go into them in any depth in our work. But partly as a result of this study, the Manpower Services Commission is considering an examination of the continued value of retaining separate personnel units in the field structure of its Training Division and Employment Division.

24. Turning to the more detailed comparisons of resources devoted to personnel functions, we agreed that it was likely that some of the differences were caused simply by differences of classification which could not readily be traced. We looked in further detail at 4 particular areas of marked differences.

i. Training

Here the DEmp figure was higher than the other departments. There are various reasons for this: the major expansion of the unemployment service coupled with continued high labour

turnover; the diversity of the MSC's activities and rapidly changing nature with staff being called upon to tackle new or substantially altered tasks. Also because of the widespread network of small offices DEmp Training Posts were more likely to be separately identified in the personnel unit's complement than absorbed as part of the complement of a particular local office.

ii. Recruitment

Here the Inland Revenue's figure was highest followed by DEmp with DHSS at half the DEmp level and a fifth of that of IR. But again we believe the difference is more apparent than real. The IR figure is higher because of the considerable effort it has to devote to recruiting tax inspectors. The DHSS figure is lower most probably because much of its recruitment effort at CO level is carried by its local office managers, whereas in DEmp that effort counts against specialist personnel units working as agents for much smaller local offices. DEmp CO recruitment has however recently been delegated to SEO line managers.

iii. Pay and Records; Leave and Attendance

For Pay and Records, the IR figure was markedly lower than DHSS; for Leave and Attendance it was lower than DEmp's. In discussion, we agreed that the difference might simply be one of classification. But we were unable to be sure. These activities are ones which might be amenable to practices and techniques and computerisation which could save personnel effort. DEmp is already computerising in this and hope to save up to 40 posts. We therefore believe there is scope for further study of the differences between the procedures used by IR and the other 2 departments in these particular functions.

Particular Comparisons: Group 2 - DTI, PSA, DOE/Tp (excluding DVLC) and MAFF

25. Superficially these four departments appear broadly similar. They are of medium size, employing between 11,000 and 16,000 non-industrial staff; all of them have both central London offices and some form of regional organisation; and all of them employ a substantial number of scientific, professional or other specialist staff.

26. However, the precise structure and organisation of each Department is a major determinant of the size and nature of its personnel function. On closer examination of the four Departments they show significant differences, which are naturally reflected in the performance of personnel work in each of them. Table 1 below compares a number of indicators of the Departments' structures.

TABLE 1: INDICATORS OF THE STRUCTURE OF THE DEPARTMENTS

	DTI	PSA	DOE/Tp	MAFF
Total Non-Industrial Staff	14,317	16,197	15,821	10,979
No. of Grades	170	202	490	200
Average no. of staff per grade	84	80	32	55
No. of locations	136	600	850	281
Average no. of staff per location	105	27	19	39
% of staff in Admin Group	54	11	45	39
% of staff in secretarial, typing and office support grades	20	30	18	14
% of staff in scientific, professional etc grades	26	58	37	47
% of staff at EO and equivalent and above	49	52	55	60

NOTE: The re-organisation of DTI and DTp during 1983 has not been taken into account in these figures.

This gives further evidence of the striking variations there can be even within apparently similar structures.

27. Overall, as Table 2 below shows, the ratios of personnel staff to total staff managed are very similar for the four departments.

TABLE 2: NUMBERS OF PERSONNEL STAFF (NON-INDUSTRIAL)

	DTI	PSA	DOE/Tp	MAFF
1. Total number of Personnel Staff	289	343	335	236
2. Total Non-Industrial Staff	14,317	16,197	15,821	10,979
1 as % of 2	2.0%	2.1%	2.1%	2.1%

A somewhat larger variation exists in the cost ratios, but even this is relatively small and is likely to reflect the different grade structures within the group. Overall therefore there was no particular ground for raising questions about relative efficiency.

28. Greater variations appear between the four departments when the resources employed on individual personnel functions are compared. More than anything else, however, we believe these variations reflect the difficulty which all personnel staff have in making a precise allocation of their time to the different functions, and in particular in differentiating between the categories of "staff management" and "pay and staff records".

29. In investigating particular marked differences we came to the following additional conclusions.

i. Training

The variation under this item is from 13% of personnel effort in MAFF up to 23% in PSA. In MAFF's case the relatively low level of resources is probably due to the fact that nearly half of the Department's staff are scientific and professional staff, much of whose training is received before recruitment or is arranged and provided by their specialist line managers. By comparison the PSA maintains a specialist training centre at Cardington to provide training in the particular skills required by a large proportion of staff in that Department, and the staff of that training centre form a large part of the resources committed to training. The difference therefore seems to reflect different training needs.

ii. Recruitment and Probation

The total resources committed to this activity in each Department are relatively small, as are the variations between Departments (from 4% to 7%). The group was not able to identify any reasons for variations.

30. None of these comparisons seems to point to particular changes of policy or organisation, or offer savings within individual departments in the group. But the group identified a number of other activities in hand where continued comparison of procedures and sharing of information would be useful.

Particular Comparisons: Group 3 - DVLC and DHSS Central Office Newcastle

31. There was, apparently, a significant difference between resources employed on personnel work at these large executive units. The ratio of numbers of personnel staff to 100 staff managed was 1.5 at DHSS Central Office and 2.0 at DVLC (though 2.0 is still below most other Departments' figures).

32. The organisations appear similar, although DHSS Central Office has over twice as many staff as DVLC. They have comparable staff structures and both have large computer installations.

TABLE 3 STAFF STRUCTURE

	DHSS Newcastle	DVLC
Total number of non-industrial staff	11483	4796
% in administrative & executive grades	17.5	13.4
% in clerical grades	59	62.6
% in secretarial & typing grades)	1.4
% in office service grades) 11	6.3
% in data processing grades) 10.5	16.3

33. There were difficulties in allocating the staff engaged on personnel work between the individual functions which makes the data imprecise.

Nevertheless, there are 2 functions to which DVLC devotes a significantly higher ratio of personnel resource to staff managed than their counterpart at Newcastle - policy/staff management and supervision of leave and attendance. In both cases the main reason appears to be greater responsibility of line management at Newcastle for career development, transfers and discipline. The organisation and size of the main line management Divisions at DHSS Central Office is such that there is greater scope for delegation to line management and for internal career movement, organised by line management, within the Divisions. At DVLC, the management units are smaller and most staff movement occurs between branches and is controlled by Personnel Branch. Unlike DVLC, DHSS Newcastle do not, currently, have a formal career development programme for clerical grades, although a scheme is planned.

34. DVLC is undergoing a period of considerable change due to replacement of their mainframe computer and the introduction of new technology generally. These changes involve a far reaching re-organisation of the way in which work will be carried out and the grade/skill structure required. There will be an increase in personnel work in consequence.

35. The comparison of these organisations showed some interesting differences mainly due to the degree of delegation to line management. Both organisations face major problems in adapting to new technology which raise difficult personnel issues. The scope for delegation does depend to an extent on line management structure and the size of the main units, which are smaller at DVLC.

THE WAY FORWARD

36. Taken as a whole, therefore, and with a few important exceptions where we have indicated further work is required, we judge that the variation between departments' figures is due to differences between the needs they require to be fulfilled by specialist personnel units. We do not think the prime cause is the development of systems or approaches in some departments which are more efficient than those used by others. It is clear to us that the effects of various types of re-organisation, of dispersal and of rapid change in the nature of business, create special demands on personnel sections. Dispersal, rapid change, privatisation programmes, and types of work which lead to high staff wastage are all reasons why in some departments more personnel effort is needed than in others.

37. Nonetheless, we remain convinced that there are real advantages in continuing to arrange for departments to exchange experience on their approaches. Common elements and common problems do exist. While one department is unlikely to be able to adopt another's solution or procedures lock, stock, and barrel, there are likely to be common factors which inspire or assist one department to find a way forward to suit its own circumstances.

38. If this is to happen most constructively, we believe that the focus of the comparison should not be an exercise which seeks to make departments justify why their resources are deployed in a particular way, on an across the board basis. The level of such debates is bound to be superficial, and defensiveness is encouraged. We believe more will come from greater in depth exchanges about particular personnel functions, with an emphasis on exploration and sharing of information rather than self-justification.

39. We see particular need for this activity in a number of fields in the immediate future. One is the further computerisation of personnel records, where a number of departments are pursuing innovations which should lead to efficiency savings over the next few years. It is unlikely that there is one basic system that will be right for every department. But it is likely that some features of such systems will be common and that there will be plenty of experience to be exchanged about the problems of devising and introducing workable systems.

40. Another is training, where the Cabinet Office (MPO) already arrange for considerable exchange of material through its Training Liaison Officer network, and where continued attention to resource control and output measurement will be necessary. The conclusions drawn from an interdepartmental efficiency review are due to be disseminated this summer.

41. Another is the impetus to increase the extent of delegation of personnel responsibilities to line managers. This is a common theme of both the Financial Management Initiative and the Review of Personnel Work, designed to take decisions closer to those who are affected by them and who can be held directly accountable for them. The process will not necessarily reduce total numbers spent on personnel activity, though it may reduce the size of central personnel units. Again, the extent and nature of this change will not be uniform and revised arrangements and dispositions of staff will have to be geared differently for small largely London-based policy departments and large multi-functional departments with widespread local office networks. But myths about the "impossibility" of delegating certain procedures can be dispelled by the knowledge that another department has been doing it for several years. For this reason, the Cabinet Office (MPO) has already circulated some material on how departments are handling delegation on recruitment, probation, promotion, career development, inefficiency procedures and control of poor attendance and sick leave. There are plans to continue this exchange of experience.

42. Yet another is in the area of control of leave and attendance and pay and records, where though no direct findings emerged from this study there is a possibility that some conclusion will arise from a further look at differences between IR and DHSS and DEmp systems, and an interest in looking at whether central requirements impose unnecessary burdens on departments.

43. We also believe that there is considerable work which is now in hand in departments, both as a result of the Review of Personnel Work and departments' own initiatives, and which should offer results it would be useful to exchange between departments. For example staff inspections of personnel sections are currently in progress in the DEN and planned in the DOE and DTI and MAFF; DEmp, DOE, and DHSS, are planning to computerise their superannuation systems in conjunction with the Treasury; the handing over of responsibility for staff to privatised bodies should enable DOE(C) to make staff savings in 1986; and MAFF, DEmp, DHSS, DTI, the RM and DEN are already planning computerising personnel records or are considering this.

44. In some cases we believe direct links between the departments concerned will be the most effective way of exchanging experience.

But we believe the Cabinet Office (MPO) should play an active part in collating and circulating such material around the civil service, providing this is done without the accompanying prescription of uniformity where this is inappropriate. It should also continue to circulate information on practice in the private sector, on the same basis.

SUMMARY

45. This report by officials builds on the report to the Prime Minister of November 1983, which looked at the comparison of units in a selection of departments and private sector firms. This review focusses, at the request of the Prime Minister, on comparisons between departments.

46. The basis of the comparisons used in the review was refined further at the start of the work, to remove some inconsistencies. But because allocation of work to particular personnel functions is in part subjective, the data remain imperfect. They cannot be used to reach conclusions without further analysis and investigation.

47. The main approach adopted was to group the departments together so that departments broadly of the same size and organisation were comparing their disposition of resources with each other. Each group drew conclusions from looking at overall levels of resources and differences between functions.

48. The broad conclusions are:

a. the differences between the overall resources employed, and the functional breakdown, are mainly due to differences in structure, organisation and geographical dispersal of departments which follow from the nature of their businesses. This directly affects their needs from specialist personnel units. It is unreasonable to look for uniformity.

b. in some departments, the effects of previous reorganisations, of dispersal and of rapid change create special demands on personnel sections. There is scope, however, to carry out further work on systems used for control of hours and attendance and pay and records. More particularly, partly as a result of this exercise, the MSC is considering an examination of the continued value of retaining separate personnel units in the field structure of its Training Division and Employment Division.

c. there are certainly areas where departments can learn from the approaches adopted by others. It is likely to be most constructive to do this on a functional basis. The Cabinet Office (MPO) can play an important role in disseminating information, provided this is not accompanied by prescribed uniformity where this is inappropriate.

d. there is a programme of action in hand in the departments concerned to look at particular areas where changes might improve efficiency. The results of this programme should be made available for general study.

NUMBERS OF PERSONNEL STAFF PER 100 STAFF MANAGED IN SELECTED DEPARTMENTS

APPENDIX 1
TABLE A

	IR	DHSS HQ Total (incl. DHSS CO)		DE Group DE MSC Total			PSA	MAFF	DOE/ DTp (excl. DVLC)	DTI	DVLC (DTp)	CO New- castle (DHSS)	Non- Ind	Defence ROF's Dock- (Ind) yards (Ind)		Energy	Royal mint
Total staff	72000	5999	91888	33558	23651	61599	16197	10979	15821	14317	4796	11483	105600	13715	17760	1101	960
Personnel staff	1014	95	1790	768	702	1618	343	236	335	289	88	154	2452	187	200	23	13
Dept ratio personnel staff/ staff managed	1.4	1.6	1.9	2.3	3.0	2.6	2.1	2.1	2.1	2.0	1.8	1.3	2.3	1.4	1.1	2.1	1.4
Pro-rata allocation for central departments	109	9	138	51	33	91	24	16	24	21	7	17	159	20	27	2	2
Overall ratio Personnel staff/ staff managed	1.6	1.7	2.1	2.4	3.1	2.8	2.3	2.3	2.3	2.2	2.0	1.5	2.5	1.5	1.3	2.3	1.6

APPENDIX 1
TABLE 8

% OF STAFF BUDGET SPEND ON PERSONNEL EFFORT IN SELECTED DEPARTMENTS

Costs £000s	IR	DHSS		DE Group			PSA	MAFF	DOE/ DTp (excl. DVLC)	DTI	Defence			Energy	Royal Mint
		HQ	Total (incl. DHSS £0)	DE	MSC	Total					Non- Ind	ROF's (Ind)	Dock- yards (Ind)		
Total staff	72000	5999	91888	33558	23651	61599	16197	10979	15821	14317	105600	13715	17760	1101	960
Total staff costs	550000	67249	639000	173018	162033	380615	140000	93000	136000	117000	900000	75750	98300	11303	7432
Personnel staff costs	8912	881	12901	5848	5191	12304	2750	1900	3400	2600	16850	1500	1650	233	102
Dept. ratio personnel costs/total staff costs	1.6	1.3	2.0	3.4	3.2	3.2	2.0	2.0	2.5	2.2	1.9	2.0	1.7	2.1	1.4
Pro-rata allocation for central departments	839	70	1081	388	244	632	188	126	185	165	1241	156	210	16	15
Overall ratio personnel costs/total staff costs	1.8	1.4	2.2	3.6	3.4	3.4	2.1	2.2	2.6	2.4	2.0	2.2	1.9	2.2	1.6

ALLOCATION OF PERSONNEL EFFORT IN DEPARTMENTS TO PARTICULAR FUNCTIONS
(Shown as a % of total personnel effort in each department)
(Functions are defined in Appendix 3)

	IR	DHSS (incl CO New- castle)	DE	MSC	PSA	MAFF	DOE/DTp (excl. DVLC)	DTI	DVLC (DTp)	CO New- castle (DHSS)	MOD	Energy
1. Policy	1	3	3	3	11	6	6	4	20	1	3	8
2. Staff Management	6	7	11	15	23	23	41	32		3	56	30
3. Training	30	35	41	42	23	13	18	17	25	37.5	17	10
4. Recruitment and probation	20	4	9	9	4	7	5	5	11	7	2	16
5. Promotion	7	3	5	4	6	7	4	8		5	2	4
6. Pay and Records	13	26	14	11	18	21	5	15	24	28.5	14	14
7. T & S	7	7	2	1	0	1	2	1	0	0	6	2
8. Leave and Attendance	4	5	8	8	5	7	6	4	15	11	2	7
9. Superannuation	5	4	4	3	7	7	7	7	0	0	3	6
10. Welfare	7	7	4	3	3	9	6	7	4	6	2	3

NB: Each column does not necessarily add up to 100% because of rounding of individual figures.

Appendix 2 gives a summary of departments' activities and personnel work within the context of the group exercises. It also includes summaries for the Ministry of Defence, Department of Energy and the Royal Mint.

GROUP 1

INLAND REVENUE

1. The Board of Inland Revenue administers and collects direct taxes and advises the Chancellor of the Exchequer on policy questions involving them. The Head Office is in London and there are Inspectors of Taxes offices and Collection offices throughout the United Kingdom. The Valuation Office (England and Wales) is responsible for valuing property for tax and rating purposes and for compulsory purchase and compensation. Of the 71,000 permanent staff employed, approximately 62,000 work in some 1,200 local tax, collection and valuation offices throughout the country. The overwhelming majority of staff are in the departmental classes.
2. Responsibility for personnel matters for staff in Tax and Collection grades is split between Head Office and the 15 Regional Offices. The Principal Personnel Officer in charge of the regional section is however accountable not to the central Personnel Division but to his Regional Controller. This leads to co-operation between line and personnel management.
3. The Valuation Office has a separate regional structure linked for administrative reasons to local authority boundaries. This means the areas of the 2 regional networks do not coincide. Responsibility for some functions has been delegated for many years to the Valuation Office's own personnel division, and there is some delegation from this to the regional and local valuation offices. The department has recently delegated a much wider range of powers and responsibilities to the Chief Valuer's personnel section, and the Chief Valuer is now considering whether his regional offices can absorb further personnel responsibilities including some of those recently transferred from the central Personnel Division.

DEPARTMENT OF HEALTH AND SOCIAL SECURITY (DHSS)

1. The DHSS employs 90,000 staff. Sixty-five thousand work on the delivery of social security benefits and collection of contributions, mostly in 500 local offices under 7 regional office commands and a headquarter based directorate. The local offices are mostly managed by SEO or Principal grade staff and tend to be self contained in their staff management, referring only the more difficult problems to the regional personnel sections. Delegation of more personnel functions to local office managers is being undertaken, eg in relation to clerical recruitment, inefficiency and probation procedures, and promotion of clerical assistants. This should further reduce demands for staff to be separately engaged on personnel work. Further delegation is being considered.
2. The 5,000 staff who work in headquarters are primarily concerned with the health and personal social services, including 1,200 professional or technical staff eg lawyers, doctors, pharmacists, statisticians, scientists and works group professionals. The multiplicity of grades and the varied

nature of the work here requires more personnel effort in ensuring the right person is posted to the right job or promoted. Large clerical and computer operations are based in Newcastle, Blackpool, Reading and Livingstone and the differing personnel arrangements necessary for these are exemplified by the separate description for Newcastle. Personnel staff in headquarters also handle policy issues for the Department and the staff management of middle and senior grades.

DEPARTMENT OF EMPLOYMENT GROUP

1. The group is made up of four organisations each separately accountable for its functions and hence with separate personnel effort in support of these. The DE itself makes and carries out policies for the labour market and provides a link with other parts of the group, but its most labour intensive task (85% of the staff) is to pay unemployment benefit through a regional, area and local office structure with personnel staff at headquarters and regional levels. There are two outstations of headquarters in Runcorn and Watford. The Manpower Services Commission (MSC) provides services to employers and the workforce through three separate networks, of the Training Division, Employment Division and the Skillcentre Training Agency. There are separate personnel support arrangements for the training network and the employment network in the regions.

2. This specialisation and separate line management control, has an additional cost in personnel management support. The Health and Safety Executive (HSE) works to improve health and safety at work with research and laboratory bases and separate field organisations for the inspectorates. Unlike the rest of the Group, about 60% of its staff are specialist grades. This requires additional personnel effort. The HSE is also involved in dispersal of staff to Bootle which requires temporary additional support by personnel staff. The Advisory, Conciliation and Arbitration Service (ACAS) provides industrial relations services through a regional field organisation of middle grade staff. At headquarters, the Group Personnel Unit coordinate policies and ensure the interchange and development of staff between the arms of the group.

3. The group includes some 2,000 small local unemployment benefit and job centre offices, managed largely at HEO level. This organisation is both economic and effective in the delivery of its services but limits the extent to which personnel management problems can be delegated. Regional support is therefore provided although FMI and implementation of recommendations in the Review of Personnel Work will lead to further delegations.

GROUP 2

PROPERTY SERVICES AGENCY

1. The business of PSA is to provide, manage, maintain and furnish the property used by the Government, at home and abroad, including defence establishments, offices, courts, research laboratories, national museums and galleries, training centres and land. PSA also perform some of these services for a number of Government-related bodies such as the Civil Aviation Authority, and for British Telecom.

2. The non industrial manpower of the PSA is employed in headquarters offices and in a territorial organisation at home and overseas consisting of regional, area and district offices. In all, PSA operates from over 500 offices in the UK and overseas. The headquarters organisation includes the central directorates plus professional support directorates and production directorates responsible for dealing with clients and undertaking major design. Regions also undertake some major design, and in addition organise the work of areas and districts on minor new work and maintenance.

3. Headquarters and regional headquarters offices carry the main administrative and supporting roles and in areas and districts the emphasis is much more on production. Within group 2, PSA stands out as employing the highest percentage of professional and technical staff and the lowest percentage of administration group staff. The large technical content of the work and the delegations to a widely dispersed organisation imply the need for a high level of specialised central training.

4. The regional organisation handles day to day staff management and related work on pay and attendance for grades up to SEO and equivalent. It also handles local training needs plus some recruitment and promotions and travel and subsistence, and there are welfare staff in each regional centre.

5. All other personnel work is handled at headquarters under the control of the Principal Establishments Officer. Three staff management divisions deal with the full range of personnel work with the exception of superannuation and the bulk of training. One of the staff management divisions is responsible primarily for administration group grades and for travel and subsistence, leave and attendance and welfare. The other two share responsibility for P&T grades. They all share policy responsibility with a Staff Resources Division. Superannuation and training are handled on behalf of PSA by the personnel organisation in DOE(C).

MINISTRY OF AGRICULTURE, FISHERIES AND FOOD (MAFF)

1. MAFF has responsibility for policy and sponsoring research for agriculture, horticulture and fisheries in England and many food matters in the UK. In particular, it has the policy responsibility for the administration of the Common Agricultural Policy and operates a wide range of agricultural support measures. Through the Agricultural Development and Advisory Service it works to encourage improvements in productivity and efficiency within the agricultural and horticultural industries. These objectives involve a close and detailed contact with the industries the Department serves and hence a very dispersed organisation. The Department contains many diverse specialisms and about half the staff are professional and specialist. Two thirds of these are graded at EO or equivalent level and above. Although nationwide schemes are administered, there are no large-scale routine "clerical factories". Many of the units are very small and, as a result, the Department has an active and purposeful personnel system which aims to deploy and develop its staff so as to get the right person in the right place at the right time.

2. The personnel management function is divided between the central Establishments Group and the personnel sections of the regional organisation. The Personnel Division in London is concerned with staff management and policy functions. Responsibility for superannuation, leave and attendance, discipline, security, conditions of service and industrial relations, training and welfare is also located in London.

3. The Ministry's five regional offices have personnel units and, below them, the 19 divisional offices also have small personnel sections primarily concerned with attendance, overtime and sick leave. These functions are being examined during the follow-up to the Review of Personnel Work. These two groups of offices have the main responsibility for staff in the regional organisation up to middle management levels.

4. Although formal responsibility rests at present with personnel staff, the senior line managers of the main specialist groups of staff are directly involved with personnel division in the personnel management of their staff. At most of the main laboratories, the director has a small administrative support unit which performs some routine personnel functions, particularly for the more junior staff. In the follow-up to the RPW increased devolution of authority to these senior line managers will occur.

DEPARTMENT OF THE ENVIRONMENT AND DEPARTMENT OF TRANSPORT (DOE/DTp)

1. The DOE has a range of policy responsibilities including planning, local government, housing, environmental matters, sports, parks and historic buildings. The Department of Transport has policy responsibility for the transport industries and operational responsibility for the national motorway and trunk road network, the regulation of vehicles and the licensing of drivers and vehicles (this last through the DVLC which is described separately). The two Departments employ about 16,000 staff, excluding those who work for DVLC and staff who transferred from DTI with marine, shipping and aviation policy work. Staff outside headquarters in London are dispersed among some 850 locations; the joint regional office network, Traffic Area Offices, Local Vehicle Licensing Offices, local driver and vehicle testing stations and historic building and monument sites. There are, also, 2 large research stations. Thus they have a comparatively small number of staff deployed in the largest number of locations with twice as many different grades as the other departments in group 2.

2. The departments find it effective to have a joint central personnel directorate with branches in the regions. The regional personnel branches deal with local administration group staff up to and including HEO and also secretarial and office service staff. They deal with all aspects of personnel work except superannuation, training and welfare which are centralised. There are small personnel branches, mainly for clerical and support staff at the 2 research stations.

DEPARTMENT OF TRADE AND INDUSTRY

The DTI is responsible for promoting the interests, and ensuring the proper regulation, of British trade, industry and commerce at home and abroad. Its wide ranging functions include international trade negotiation, export promotion, sponsorship of nationalised and other industries, schemes for financial assistance to industry, support for innovation, industrial research establishments, regional policy, competition policy, standards, consumer protection, business statistics, company law, the insolvency service and the Patent Office. At the period to which the figures in this report relate it employed about 14,000 staff. More than half of the DTI's staff are based in London, with a further 1,800 in South Wales. There are also 7 regional offices and 4 regional development grants offices, each employing between 70 and 130 staff, and 4 industrial research establishments, each employing between 250 and 700 staff. In addition there are 32 Official Receiver in Bankruptcy Offices spread throughout the UK and several other small offices.

Within Group 2, the DTI has the fewest out-of-London offices and, in particular, has fewer very small offices. It employs fewer specialists in fewer grades than the other departments in this group.

All the main personnel management functions are undertaken centrally in London. There is a personnel management section and a small training unit in Cardiff but these operate as part of the central Personnel Management Division.

Heads of offices and establishments, the heads of professions, and other line managers are all involved to varying degrees in the personnel management of their staff, although at present formal responsibility rests with Personnel Management division. Most of the larger out-of-London offices have small administration sections which undertake, inter alia, some day-to-day staff matters, including the movement of staff within the office and, in some cases, recruitment. The extent of delegation to line managers, especially as regards non-mobile staff outside London, is currently under review.

GROUP 3

NEWCASTLE CENTRAL OFFICE (DHSS)

1. The Newcastle Central Office (NCO) of DHSS employs 11,000 staff on centralised aspects of administering social security. It incorporates a massive computer installation. It has a personnel branch reporting to the operational Controller of NCO which is responsible for recruiting clerks, promoting staff up to EO, posting staff, retirements up to Principal level, sick leave, attendance, monitoring of pay details.

2. NCO differs in its requirements of personnel effort from other parts of the department because its staffing structure is different, employing mainly clerical staff and data processors on routine tasks. This seems to result in less complex requirements on career management and fewer of the time consuming ad hoc queries because new situations are not continually arising and regulations can be laid down to guide line managers more easily than in Headquarters. The computer installation, however, brings with it some associated personnel problems, for example industrial relations problems.

3. A recent reorganisation has split management services from establishments work, which should help to streamline personnel effort. In two respects computerisation proposals should further reduce numbers of personnel staff; later this year it should be possible fully to computerise superannuation work; and in the longer term (target date of 1988) to computerise leave and attendance records.

DRIVER AND VEHICLE LICENSING CENTRE (DTp)

1. The work at the Driver and Vehicle Licensing Centre involves processing, licensing and registration applications, answering enquiries from the public and police and dealing with input to and output from the large computer system. The centre's work is divided into two main divisions which deal with driver licensing and vehicle registration and licensing. There are about eighty different types of transaction for each of the main activities

so the work in different sections can be quite varied. Staff deal with about 34 million transactions each year and 1.3 million enquiries from the public. Other staff work in the long term project to replace the existing computer system over the next few years.

2. Of the 4,218 permanent non-industrial staff at the centre 72% are in AEC grades including some 270 computer specialists. The centre also employs large numbers of casual staff to aid with peak workloads. The large proportion of clerical staff employed means the centre has a high turnover of staff. The personnel branch at DVLC also manages some 245 other DTp staff in 9 offices located in South Wales.

3. The personnel branch has responsibility for the personnel management of staff up to SEO. Higher grade staff are managed by the personnel and senior staff divisions of the common service section in DOE(C). The branch carries out all the personnel functions listed in the original study, except superannuation. Being the largest government employer in the area, DVLC also recruit for other government departments.

DEPARTMENTS NOT IN GROUPS 1 - 3

MINISTRY OF DEFENCE (MOD)

1. The MOD employs 200,000 civilians (including 96,000 industrials) and over 300,000 service personnel. Although it carries out the usual policy and administrative functions of a government department, the MOD's main concern is the management of physical resources. The majority of civilian staff are employed in support of units of the Armed Forces, in Research and Development Establishments, the Royal Dockyards, stores and maintenance depots, training establishments and executive functions such as contracts and accounts. The civilian workforce is required to carry out a vast range of tasks which is reflected in the classes and specialisms employed.

2. The MOD employs over 60 different non-industrial occupational groups at units, establishments, depots and other facilities spread across the United Kingdom and overseas. The personnel management responsibility for this varied and large group of staff poses particular problems, which calls for a clear management policy with adequate central control, but with authority delegated to line management as much as possible. The three main groups (the Science group and related groups - some 9,500 staff; the Professional and Technological Officers group and related grades - over 25,000 staff, and the Administrative Group - 9,900 administrative and executive staff and over 24,000 clerks) are managed separately in the centre. In addition the other specialist classes such as the MOD police have a central personnel management authority. Delegated powers for clerical and secretarial grades are exercised by dispersed civilian management units and a number of major line managers, eg Naval Home Command and HQ RAF Strike Command. The management of industrial staff, major policy issues apart, is almost wholly carried out away from the centre.

3. Major personnel policy issues are dealt with centrally including the allocation of resources, postings of centrally managed staff, promotions and career development. The centre plays the key role in planning the department's needs as a whole now and in the future. Line Management is closely involved in recruitment of junior staff, casework and maintenance

of personnel records and is kept in touch with centrally managed procedures.

4. Line Managers through the introduction of Responsibility Budgets will increasingly get greater authority and accountability. The choice between centralisation and further delegation of work is presently under review as part of the restructuring of the MOD to separate the formulation of policy and operations and coordination of resources from the daily management of the services.

DEPARTMENT OF ENERGY

The Department of Energy is a small, highly centralised headquarters organisation with a total staff of around 1,100. It has two small outstations in Glasgow and Leicester, which together employ some 150 staff. All the rest of the staff are housed in one building in London.

2. The Department deals with a diversity of activities which are all concerned with energy supply and demand. Its responsibilities include monitoring the nationalised energy industries (coal, gas and electricity) with a total annual turnover of some £20 billion; Government relations with the Atomic Energy Authority, British Nuclear Fuels Ltd and the British National Oil Corporation; and sponsorship of a number of private sector industries including oil companies, the offshore industry and the energy efficiency industry. The Department is also responsible for a wide range of regulatory activities including collection of royalties amounting to some £2 billion per annum, licensing of offshore exploration and production, controlling North Sea oil and gas productions and examining and certifying electricity and gas meters.

3. The Department of Energy is essentially a policy Department which works in small units and has no large-scale routine executive functions. Key policy advice is handled by 120 staff at Principal level and above. Given that the Department is small and the staff are mostly housed in one building personnel management is handled through one central Branch responsible for policy issues and for a wide range of personnel services to line managers. This includes responsibility for some 300 professional and technical staff and 800 staff in the administrative and clerical grades.

4. The Department's personnel policies lay particular emphasis on, amongst other things, broadening the commercial and industrial experience of staff. This had led to the recruitment of a relatively high percentage of staff with numerate qualifications and to an extensive programme of secondments and other attachments to outside bodies. The Department is also developing a major integrated training strategy.

ROYAL MINT

1. The Royal Mint is required to provide and maintain the United Kingdom coinage in accordance with statutory requirements and to the standards considered necessary by the Government of the day; to use its resources for the provision of seals, medals and dies for official purposes, and to manufacture for sale on commercial terms coins, medals and similar items. It is a Trading Fund Department required to manage its funded operations and to achieve such further financial objectives as the Treasury may indicate to be desirable. The current financial objective, covering the 3 year period,

1 April 1984 to 31 March 1987 is to achieve an annual rate of return, which when averaged over the period as a whole will be equal to not less than 12%. The aims of the Royal Mint for planning purposes have been defined as "growth of both capital and income in real terms, maximising the rate of return on assets over a period of years".

2. Current strength is 960, which includes 620 industrials, 119 professional and 221 administrative staff. All, other than 17 of the administrative staff, are based at Llantrisant in South Wales. The 17 who are on Sales and Marketing duties are based in London.

3. The Personnel organisation of 13, based at Llantrisant, deals with the total personnel function. Functions and involvement are regularly reviewed, the most recent audit review was in August 1983.

NUMBERS EMPLOYED ON PERSONNEL WORK

FUNCTIONS INCLUDED

1. POLICY

Reviewing and updating personnel policies and procedures, both at departments discretion and in response to central initiatives. Includes any general consultations with staff unions and overall manpower planning.

2. STAFF MANAGEMENT

Covers support by personnel staff to line managers and staff in the development and deployment of staff. Includes matching the jobs to be done as closely as possible to the abilities of the staff available to do them; planning the careers of staff through a succession of jobs to develop their potential; interviewing them on a fairly regular basis; and liaising with line managers on their needs for staff. This function also includes involvement by personnel staff in secondments to other employers; in retirements, resignations, redundancies and dismissals; and in conduct and discipline cases.

3. TRAINING

All training and support staff, but excluding student costs and non-staff items, such as the cost of equipment, lecture rooms, residential facilities etc. The cost of external training is excluded.

4. RECRUITMENT AND PROBATION

Covering personnel staff effort across whole range of recruitment undertaken by the organisation (but excluding such non-staff items as advertising) and subsequent involvement in probation, if used.

5. PROMOTION

The personnel effort involved in operating the promotion system used in the organisation.

6. ADMINISTRATION OF PAY AND MAINTENANCE OF STAFF RECORDS

Calculating and notifying changes of pay and implementing centrally negotiated pay settlements. Maintenance and development of information records for staff, including details of new entrants and departure and changes of job, grade or location. This does **not** include operation of the payroll computer system, or specialised programming staff or computer operation.

7. ADMINISTRATION OF TRAVEL AND SUBSISTENCE RULES AND CLAIMS.

Excluding those staff working on entertainment and the cost of hospitality.

8. ADMINISTRATION OF LEAVE AND ATTENDANCE

Maintaining attendance and leave records, including in particular sick and special leave; review of cases of long sick absence; approval and monitoring of overtime and other pay-related allowances.

9. SUPERANNUATION

Work on pensions policy and administration of superannuation schemes, including calculation and payment of pension and other benefits and arrangements for transfer of pension rights for staff moving to and from other employers.

10. WELFARE

Any separate provision for helping staff with personal or domestic difficulties which affect work performance, eg providing private counselling; assisting staff subject to redundancy, relocation or disciplinary measures. Effort on health and safety is excluded.

NB All these functions relate only to the employment of non-industrial staff. Line management effort on personnel is excluded.

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