



Management and Personnel Office

Whitehall London SW1A 2AZ

Telephone 01-273 { 4400
GTN 273 }

From the Private Secretary

22 April 1983

Tim Flesher Esq
Private Secretary
10 Downing Street

~~Mr Butler:~~

You may wish to
see.

Dear Tim,

JF

22/4

MPO'S OPERATING PLAN FOR 1983-84

The Lord Privy Seal has asked me to send you the enclosed copy of the MPO's Operating Plan for 1983-84 for the Prime Minister's information. It reflects decisions already made about the future work of the MPO which have been agreed by the Prime Minister: notably the efficiency programme for 1983 and personnel management measures following the recent Review of Personnel Work.

The document has been prepared primarily for internal working purposes; but copies will be sent to the Treasury and Civil Service Select Committee and it will be made available publicly, in low key, in early May.

Yours sincerely,

Mary Brown

MRS M E BROWN

MANAGEMENT AND PERSONNEL OFFICE: OPERATING PLAN 1983-84

1. The Management and Personnel Office set out its objectives and plans for 1982-83 in a document called 'Early Tasks'⁺, supported by detailed programmes in 'Management Documents 1982-83'.

2. The 1982 programme of efficiency work has been completed successfully; departments have submitted plans in response to the joint MPO/Treasury Financial Management Initiative and implementation is now under way; the review of Civil Service management development in the 1980s has been carried out and implementation is likewise in train; and among other projects completed have been two relating to employment in the Civil Service - one a study, jointly with the trade unions, of discrimination on grounds of sex and the other pilot surveys in Leeds of discrimination on grounds of ethnic origin.

3. This document outlines the MPO's operating plan for 1983-84 and is supported by detailed programmes in 'Management Documents 1983-84'.

4. The MPO will have 6 major objectives in 1983-84, as follows:

(1) **To implement reforms designed to improve the competence and performance of civil servants.** The programme will be based on the Review of Personnel Work carried out in 9 departments as part of the 1982 efficiency programme, on the report on Civil Service management development and on other work undertaken or begun since MPO was set up.

⁺ Published as Appendix 2 of the White Paper 'Efficiency and Effectiveness in the Civil Service', Cmnd. 8616, September 1982

By mid-June a **personnel work action programme** will be settled on the basis of detailed consideration with departments and after consultation with the trade unions. The main tasks will be: further measures to identify and develop the future leaders of the Civil Service; the reform of staff reporting and appraisal arrangements, focussing especially on the performance of tasks defined in advance; follow-up to the recommendations of the Megaw Committee on performance-related pay, coupled with measures to deal equitably with poor performance and inefficiency; giving line management more responsibility for personnel work, coupled with an increased training effort related to the Financial Management Initiative; and breaking down barriers between occupational groups so as to open up careers and use talent fully wherever it is to be found.

(2) **To carry out a programme of new efficiency work for 1983.** The programme consists of a fifth round of departmental scrutinies; 3 multi-department reviews on Rayner lines covering (i) support services for administrative work, (ii) procurement and contract procedures, and (iii) consultancy, inspection and review in departments; and further "effectiveness" reviews of common service activities, including reprographics, stock-taking and the use made of accommodation.

(3) **To see that the full benefit of current and past management and efficiency work is secured.** The MPO and Treasury will work together to secure the implementation of the Financial Management Initiative. The joint Financial Management Unit has been kept in being for this purpose. The MPO will follow-up the implementation of efficiency work already carried out, including in particular the review of forms (further report to the Prime Minister in April 1984) and the review of R & D support services. Management guidelines on the control of running costs will be issued.

(4) **To promote good employment practice throughout the Civil Service.** Action will be taken on the work already done on discrimination on grounds of sex and of ethnic origin, and the Youth Training Scheme will be introduced in suitable Government establishments.

(5) **To provide central services of high quality to meet the needs of Government Departments.** The Civil Service College will develop training programmes to meet the needs of departments, notably in the fields of financial management and information technology. The Civil Service Commission will take action on the recommendations in the report of the Review of Personnel Work and on the Atkinson report on fast-stream graduate recruitment, as well as participating in work under the 1983 efficiency programme. The Civil Service Medical Advisory Service will ensure that the new arrangements for occupational health nursing run efficiently on the lines planned.

(6) **To improve further the MPO's own management and cost-effectiveness.** The MPO will press ahead with its own plans for better financial management. A closely linked system of activity planning, estimating/budgeting, and cost and performance monitoring will be progressively introduced in accordance with the timetable laid down. Other steps to improve internal efficiency will be taken, including the planned revision of MPO's own forms.

5. This year's plan allows for MPO to save about 80 posts to meet its 1 April 1984 manpower target of 1219 - a reduction of 24.4% compared with 1 May 1979. Attached at Figures 1-3 are an organisation chart and tables relating to costs and manpower.

Management and Personnel Office

April 1983

MPO ORGANISATION CHART

FIGURE 1

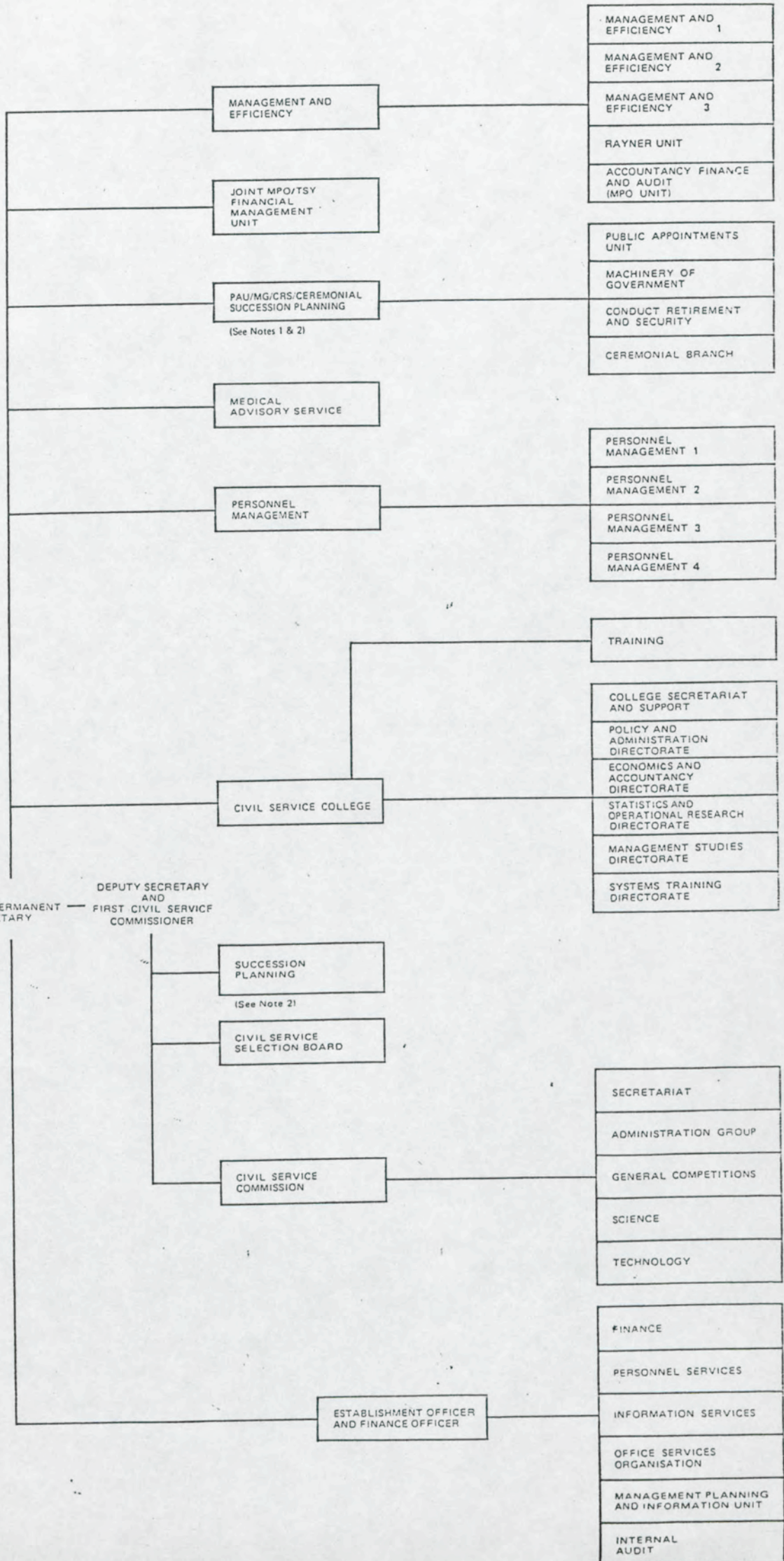
THE RT HON MARGARET THATCHER, MP
(PRIME MINISTER AND MINISTER
FOR THE CIVIL SERVICE)

THE RT HON BARONESS YOUNG
(LORD PRIVY SEAL)

SIR R ARMSTRONG
(HEAD OF THE HOME
CIVIL SERVICE AND
SECRETARY TO THE CABINET)

SECOND PERMANENT
SECRETARY

DEPUTY SECRETARY
AND
FIRST CIVIL SERVICE
COMMISSIONER



Notes

1. The Under Secretary reports to Sir R Armstrong on PAU, MG and Ceremonial matters
2. The Deputy Secretary and the Under Secretary (Note 1) report to Sir R Armstrong on Succession Planning

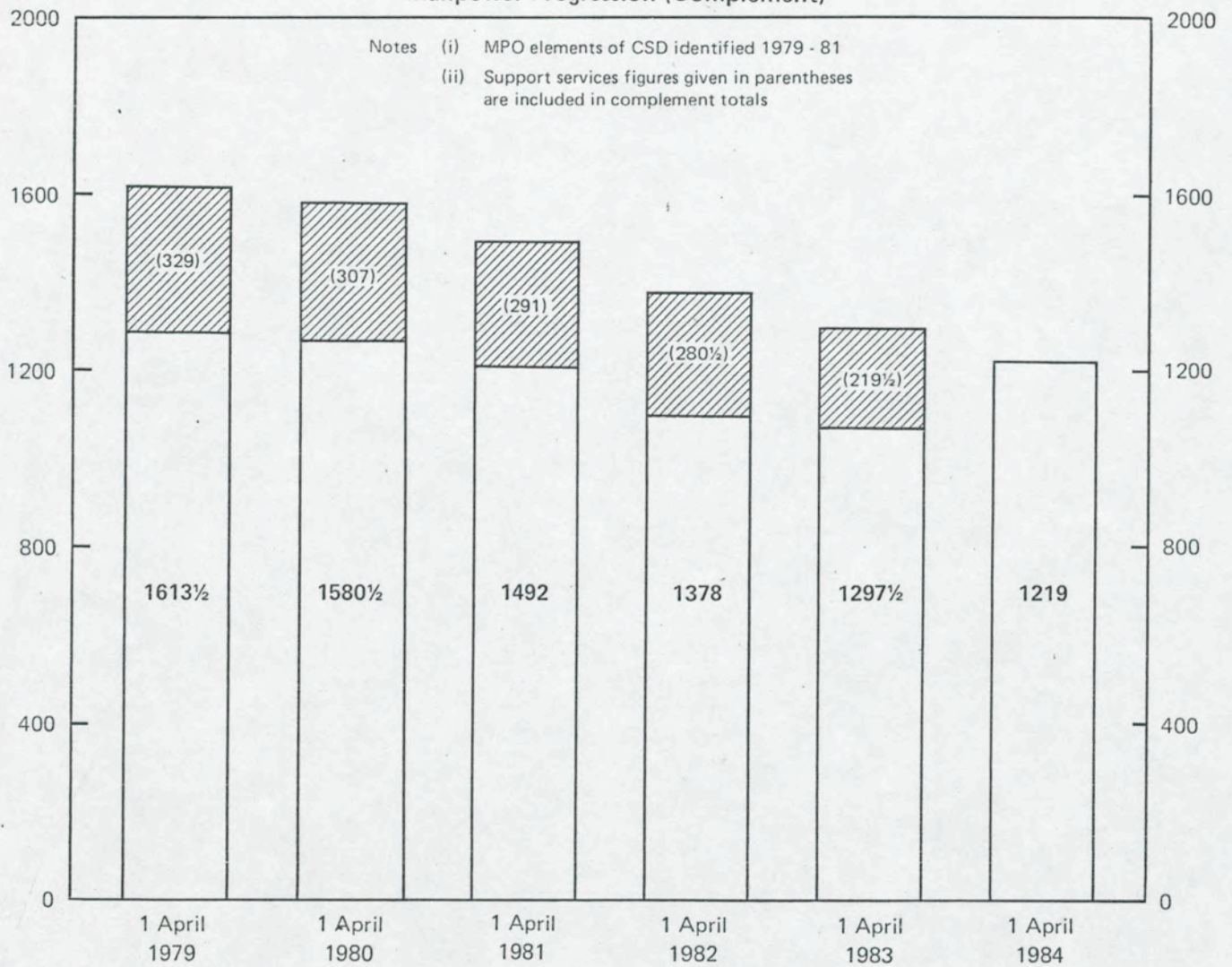
MANAGEMENT AND PERSONNEL OFFICE: MANPOWER AND COSTS, 1983-84

MPO's manpower and costs in 1983/84 will be distributed as follows:

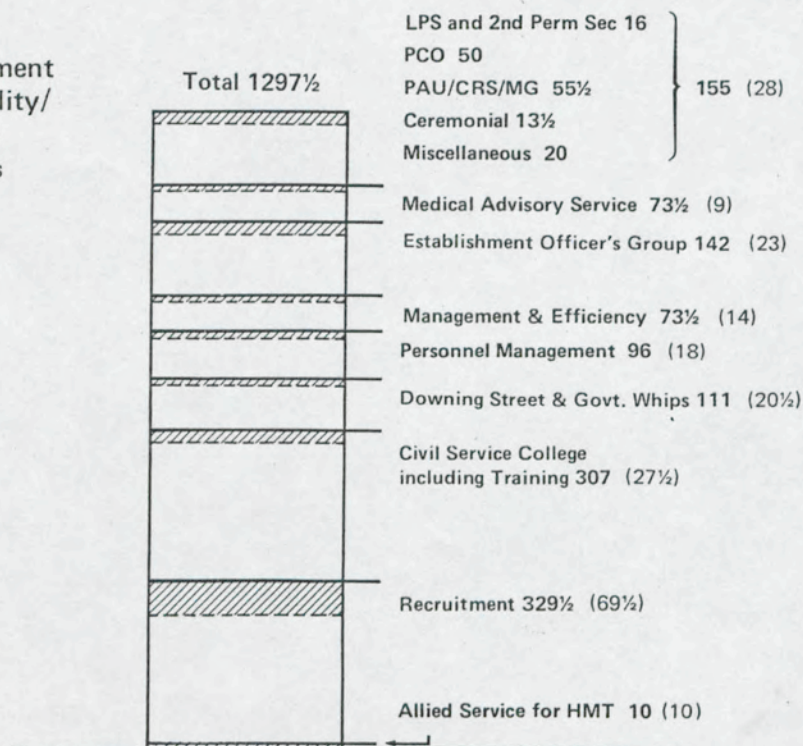
Responsibility/Budget Centre	Number of Posts 1.4.83	Total Cost, including the cost of common services and accommodation and the notional cost of superannuation £
Management and Efficiency	73½	1,995,000
Public Appointments Unit	11½	213,000
Machinery of Government	20½	455,000
Conduct, Retirement and Security	23½	587,000
Personnel Management	96	2,220,000
Civil Service College	282½	6,702,000
Training	24½	639,000
Civil Service Commission	329½	9,372,000
Medical Advisory Service	73½	1,775,000
Establishment Officer's Group	142	2,668,000
Minister's Office/Top Management	16	437,000
Other operations borne on MPO's Vote (including Parliamentary Counsel Office; Downing Street; Chief Whip, House of Lords etc.)	204½	6,755,000
	<hr/> 1297½ <hr/>	<hr/> 33,818,000 <hr/>

The above figures and costs include those for common services staff. These staff are the responsibility of the Establishment Officer's Group, but they have been attributed in this Figure to the Responsibility/Budget Centres they serve.

Management and Personnel Office 1982 - 84
 (Civil Service Department 1979 - 81)
 Manpower Progression (Complement)



1983 Complement
 by Responsibility/
 Budget Centre
 (Support services
 figures given
 in parentheses)



Robin

I'm not sure
that the PM would
approve of this!

Mr. Fischer
!

R

HDN (83)13
11 May 1983

MPO's CORPORATE IDENTITY

1. Since its creation as a separate department over a year ago no comprehensive or concerted attempt has been made to formulate a specific, consistent, 'house style' for the many and varied documents issued by MPO to departments and others as guides, standards, instructions, information, letters etc.
2. A project has now been put in hand and a graphic designer has been commissioned to create a MPO visual style. This style in turn should help in the further development of MPO's 'corporate identity'. The designer will be seeking the views of a number of MPO senior managers during May and early June.
3. The stages to which the designer will be working are shown in the attachment to this Notice. The Working Group referred to is from EOG plus representatives from the CS Commission and College.

J W Stevens

CRO 2/1983/HDN



Her Majesty's
Stationery Office

St Crispins
Duke Street
Norwich NR3 1PD

Telephone 0603-22211
GIN Code 2014

MPO corporate identity

Design stages

- stage 1 Background research, analysis and agreeing brief with client.
- stage 2 Preparing design proposals for MPO and 'fringe' bodies to cover the following:
 - 2.1 Symbol or logotype
 - colour
 - typography, typing styles

And show how these components can be applied to:
 - 2.2 Stationery ranges covering
 - A4, A5 letterheadings
 - compliment slips
 - memo slips
 - business cards
 - 2.3 Information sheets
 - interdepartmental circulars
 - office notices
 - information circulars
 - 2.4 Publications
 - internal
 - departmental sale
 - HMSO sale
 - 2.5 Forms
 - internal
 - interdepartmental
 - external
- 3 Interim presentation of preferred solution to Working Group.
- 4 Full presentation.
- 5 Implementation.
- 6 Production of design guide to cover the application of the key components of the corporate identity on stationery, information sleeves, publications and forms. In addition to lay down guide lines for MPO 'fringe' bodies.

MPO HEAD OF DIVISION NOTICE (83)14
10 May 1983

~~Leave for me~~
~~please~~
AA 27/5

MANAGEMENT DOCUMENTS 1983-84

see folder attached to file.

I attach a copy of Management Documents 1983-84. They supplement and support the 1983-84 Operating Plan (MPO ON(83)69) which sets out the MPO's six major objectives for the year. Both the Operating Plan and the Management Documents are being made available for public inspection later today.

2. The Management Documents are based to a very large extent on the agreements I reached in March 1983 with individual Responsibility Centre Managers on the work to be undertaken by their commands during 1983-84. In a number of instances the original activity statements have been updated to take account of subsequent developments or edited in the interests of uniformity. Priority ratings and details of the resources allocated to particular activities have been omitted from this edited version.

3. I am very aware that many people put a big effort into the 1983-84 planning exercise/activity review. I am most grateful. I regard the Management Documents as an essential part of the management accounting system being developed within MPO, and have no doubt about their central importance and practical value to senior management.

J S CASSELS
CRO 2/1983/HDN
MPU 1/04

MANAGEMENT AND PERSONNEL OFFICE

MANAGEMENT DOCUMENTS

1983-84

Management and Personnel Office
Whitehall
LONDON SW1A 2AZ

April 1983

MANAGEMENT AND PERSONNEL OFFICE: MANAGEMENT DOCUMENTS 1983-84

1. The Management and Personnel Office's Operating Plan 1983-84 outlines how the MPO will take forward its work in the next year. The Operating Plan has been circulated within the Department (MPO ON(83)69) and made available for public inspection. These management documents supplement the Operating Plan. They set out all the main activities that will be undertaken by the MPO during 1983-84 and give timescales where appropriate. In addition, they show how particular activities support the MPO's major objectives for 1983-84.

2. There are six major objectives. They are:

1. To implement reforms designed to improve the competence and performance of civil servants.
2. To carry out a programme of new efficiency work for 1983.
3. To see that the full benefit of current and past management and efficiency work is secured.
4. To promote good employment practice throughout the Civil Service.
5. To provide central services of high quality to meet the needs of Government Departments.
6. To improve further the MPO's own management and cost-effectiveness.

These objectives are described more fully in paragraph 4 of the Operating Plan.

3. The management documents have been agreed by the Second Permanent Secretary in discussion with Responsibility Centre Managers. They are an essential part of the new management accounting system that is being developed within the MPO. Under these arrangements, top management will receive regular reports on progress from the MPO's nine Responsibility Centres. This process of report and consideration is intended to ensure that any revision of operation plans or targets that may be necessary is undertaken in an orderly manner. It will also lead to the continuous explanation of management policy to MPO staff.

4. The MPO's approach to activity planning and performance monitoring, including the content and format of the management documents, is explicitly experimental and will be developed in the light of experience. More comprehensive information about staff numbers and costs will become available as the MPO's new management accounting system is developed. The entire system will be kept under review to ensure that it continues to meet the needs of MPO managers at all levels.

Management and Personnel Office
April 1983

MANAGEMENT AND EFFICIENCY

Number of posts at 1.4.83: 73½ (including 14 common services staff attributed to the command).
 Total 1983-84 Cost: £1,995,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
Rayner Unit		
1. Staff support for Lord Rayner as required, including NHS scrutinies and management matters, the Financial Management Initiative and correspondence.	1	Continuing
2. Scrutiny programme: a. implementation of completed scrutinies; progress chasing and reporting; scrutiny work by Rayner Unit; b. co-ordinate 1983 programme.	1, 2, 3	1983-84
3. Co-ordinate and produce central report on multi-department review of supporting services for administrative work.	1, 2	1983-84 (Central report: end-October 1983)
4. Follow-up the review of statistics and the resource control reviews.	1, 3	1983-84
Management and Efficiency 1 Division		
5. Follow-up the review of supporting services for Government R&D: report to Prime Minister, June 1983.	1, 3	To June 1983
6. Review supporting services in Research Council R&D establishments and follow-up.	1, 3	To June 1983 (Review due to end, April 1983)

Management and Efficiency Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
7. Follow-up the review of personnel work.	1, 3	At least until end-May 1983
8. Co-ordinate and produce central report on multi-department review of contract and procurement procedures.	1, 2	March-December 1983; perhaps into 1984
9. Continuing ME baseload, eg ad hoc studies; move to GOGGS; group and divisional reporting.	5, 6	Continuing
Management and Efficiency 2 Division		
10. Conduct effectiveness reviews; provide support to effectiveness reviews undertaken by departments and to multi-department reviews. This includes:		
a. studies of transport and travel;	1, 2, 3, 5	Continuing
b. studies of other functional subjects;	1, 2, 3, 5	Continuing
c. aspects of Office Technology; and	2, 5	Continuing
d. assignment work, including support to multi-department reviews, resource control reviews, Rayner scrutinies etc.	3, 5	Continuing

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Management and Efficiency Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
Management and Efficiency 3 Division		
11. Co-ordinate the review of administrative forms.	1, 3, 5	Continuing
12. Co-ordinate and produce central report on multi-department review of consultancy, inspection and review capabilities.	1, 3	Summer 1983 - March 1984
13. Follow-up the review of the control of running costs (with assistance from the Rayner Unit).	1, 3, 5	1983-84
14. Represent MPO in running the joint MPO/Treasury Financial Management Initiative (with assistance from the Rayner Unit).	1, 5	1983-84
15. Co-ordinate departmental pilot schemes of incentives to improve efficiency.	1	1983-84
16. Co-ordinate the completion of the Government's dispersal programme.		Continuing
17. Maintain central liaison with departmental management services units.	5	Continuing
Accountancy, Finance and Audit Unit (MPO)		
18. Provide support to multi-department reviews, departments etc. This includes:		
a. assistance to domestic MPO on implementation of "Buchan" report;	6	To end-July 1983

Management and Efficiency Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
b. assistance to Treasury and MPO on Annual Scrutiny of Running Costs;	1	Continuing
c. implementation of running costs review; and	2, 3, 5	1983-84
d. assistance with review of contract and procurement procedures.	2	March - December 1983, perhaps into 1984

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JOINT MPO/TREASURY FINANCIAL MANAGEMENT UNIT

Number of MPO posts at 1.4.83: 5 (including 1 member of the common services staff attributed to the command).
 Total 1983-84 Cost (MPO): £297,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>1. Provide advice and assistance to departments to help ensure the successful implementation of their programmes of work drawn up in response to the Financial Management Initiative, particularly:</p> <ul style="list-style-type: none"> a. in the development and implementation of top management systems in departments; b. in the development and implementation of decentralised control systems in major operational areas; and c. work on formulating and promoting characteristics of good financial management in some of the main areas of programme expenditure eg assistance to non-departmental bodies. 	1, 3	1983-84
<p>2. Liaise with other areas of the Central Departments, including:</p> <ul style="list-style-type: none"> a. discussions with Treasury Expenditure Divisions, as appropriate, following-up the assessment of departmental responses to the Financial Management Initiative; b. work with the Treasury (eg AFA) on various specialised aspects of financial management; and 	1, 3	1983-84

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Joint MPO/Treasury Financial Management Unit Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
c. those parts of MPO undertaking efficiency work (ME, Rayner Unit, PM).		
3. Contribute to courses and seminars at the Civil Service College and in departments.	1, 3	1983-84
4. Undertake internal work of the Unit in support of Activities 1-3 above.	1, 3	1983-84

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PAU/MG/CRS/CEREMONIAL

Number of posts at 1.4.83: 69 (including 13 common services staff attributed to the command).
 Total 1983-84 cost: £1,504,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Public Appointments Unit</p> <p>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.</p> <p>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.</p> <p>3. Provide advice to the Head of the Home Civil Service on public appointments (other than Civil Service appointments).</p> <p>4. Co-ordinate, as necessary, policy and information relating to public appointments; advise departments on procedures; and other miscellaneous tasks.</p>	<p>5</p> <p>5</p> <p>5</p> <p>5</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p>

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Machinery of Government Division</p> <p>5. Provide advice to the Head of the Home Civil Service and to departments on the organisation of government, the distribution of work between departments and the role of non-departmental public bodies.</p> <p>6. Undertake research and provide advice to departments on the constitutional framework within which the Civil Service operates and on the boundaries of Crown Service.</p> <p>7. Undertake policy work and provide advice on the relationship between the Executive and Parliament. (This includes advising departments on relations with Select Committees and on the role of "Ombudsmen"; updating the House of Commons Disqualification Act.)</p> <p>8. Undertake policy work and provide advice on the release of official information.</p> <p>9. Undertake ad hoc tasks for MPO senior management.</p> <p>10. Provide a focus of MPO contact with the Treasury and Civil Service Select Committee.</p>	<p>1, 5</p> <p>5</p> <p>5</p> <p>5</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p>

PAU/MG/CRS/Ceremonial Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>11. Provide briefing for the Lord Privy Seal on government business where there is no direct MPO interest.</p> <p>Conduct, Retirement and Security (CRS)</p> <p>Branch 1</p> <p>(Redundancy and Retirement)</p> <p>12*. Age Retirement Policy.</p> <p>Provide advice to other departments; interpret the Code and Guide provisions; conduct central negotiations with Trade Union Side.</p> <p>13*. Technical Redundancy</p> <p>Provide advice to other departments on technical redundancy questions arising from privatisation proposals; provide briefing for Cabinet Committees and negotiate with the trade unions.</p> <p>14*. Premature Retirement</p> <p>Provide advice to other departments on premature retirement practice and terms; undertake individual case work on premature retirement schemes; review existing premature retirement arrangements.</p>	<p></p> <p>4</p> <p>5</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing. (Review: by April 1984)</p>

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*CRS Division reports to the Director of CSSB on Activities 12-15 inclusive.

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
15*. Authorise departmental Voluntary Early Retirement Schemes.		April-September 1983
Branch 1 (Conduct and Discipline)		
16. Provide advice to Ministers and departments on conduct and discipline matters, including appeal procedures; promulgate revised Code and Guide sections following completion of a review.	4	Continuing. (Revised Code and Guide sections: August 1983)
17. Formulate policy on Civil Service Appeal Board matters.		Continuing
18. Provide advice to the Head of the Home Civil Service and to departments on business appointments; review the rules governing business appointments.	4	Continuing. (Review due to end, January 1984)
19. Provide advice to Ministers and departments on the political activities of civil servants and the appointment of special advisers.	4	Continuing
20. Miscellaneous Tasks. (These include PQs; commenting on departmental reviews; advising on surveys, gifts and sales to civil servants; and various ad hoc requirements).		Continuing

*CRS Division reports to the Director of CSSB on Activities 12-15 inclusive.

PAU/MG/CRS/Ceremonial Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
Branch 2		
21. Draft and issue Circulars and Model Letters of Appointment; issue amendments to the Code and Guide covering casual appointments and reinstatement.	5	April-July 1983
22. Provide advice to departments and other MPO Divisions (written/oral) on interpretation of rules governing non-financial terms and conditions of service, and flexible working hours.	5	Continuing
Branch 3		
23. Formulate and monitor Civil Service personnel and physical security policy and advise the Head of the Home Civil Service.	4, 5	Continuing
24. Provide support to the Security Commission.		As necessary
25. Ensure that the Civil Service is in a position to respond to civil emergencies; co-ordinate the Civil Service aspects of contingency plans.	5	Continuing
26. Co-ordinate arrangements for the introduction of a linked departmental coach scheme for essential staff in the event of a transport emergency.		July 1983
27. Co-ordinate staffing arrangements for the Civil Service in war.	5	Continuing
28. Miscellaneous Tasks.		Continuing

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Ceremonial Branch</p> <p>29. Process the 2 half-yearly Honours Lists, and other Honours and Awards.</p> <p>30. Advise departments, outside organisations and individuals on Honours and ceremonial matters.</p> <p>31. Draft correspondence for the Head of the Home Civil Service (and for the Ceremonial Officer); and provide advice to the Head of the Home Civil Service on policy matters.</p>	<p>5</p>	<p>Continuing</p> <p>Continuing</p> <p>Continuing</p>

PERSONNEL MANAGEMENT

Number of posts at 1.4.83: 96 (including 18 common services staff attributed to the command).
 Total 1983-84 Costs: £2,220,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
Personnel Management 1 Division		
Branch A		
1.* Provide advice to the Head of the Home Civil Service on senior appointments.	5	Continuing
2.* Provide advice, guidance and direction on matters affecting the Open Structure including individual cases, surplus and non-dispersing staff and compassionate cases.	5	Continuing
3.* Operate and develop the annual Succession Planning round.	1, 5	Continuing
4.* Participate in Whitehall work on staffing of the European Communities and the promotion of good quality British candidates for the most senior appointments.	5	Continuing
5. Provide central advice, guidance and direction on matters affecting the Executive Directing grades and on individual cases involving those grades, Assistant Secretaries, Senior Principals or Principals.	5	Continuing
6. Provide central assistance with the redeployment of surplus and non-dispersing staff and compassionate cases at the levels specified in Activity 5 above.	5	Continuing

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* PM1 Division reports to the Under Secretary (PAU/MG/CRS/Ceremonial) on Activities 1-4 inclusive.

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
7. Stimulate and monitor interchange with non-Civil Service organisations.	1, 5	Continuing
Branch B		
8. Provide central advice, guidance and direction on matters affecting the Administration Group below Principal level (including casework).	5	Continuing
9. Examine measures designed to alleviate promotion blockages; provide Secretariat for interdepartmental steering group.	1	Autumn 1983
10. AT/HEOD Scheme		
a. Examine the possibility of HEOD entry linked with a marginal change in age limits.	1	April 1983
b. Prepare a leaflet aimed exclusively at potential internal candidates.	4	June 1983
c. Consider ways of adapting the Scheme to suit the need for high quality staff in the functional specialisms.	1	End 1983
11. EO Development.	4	End 1983
Follow up issue of "good practice" circular, in particular by conducting seminars with grade managers; act on conclusions of seminars.		

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>12. Provide advice and assistance in the management and development of staff in the ADP and Accountancy Functional Specialisms, including:</p> <ul style="list-style-type: none"> a. participation in the inter-departmental working group considering means of improving the recruitment, training and career development of ADP staff; b. participation in the Central Departments' group co-ordinating advice on management questions raised by the introduction of new technology; c. work, in conjunction with GASMU, to further the Government's objective of doubling the number of accountants in the next 10 years; and d. work with GASMU on improving the career development and management of accountants, including the preparation of a booklet. 	<p>1, 4</p>	<p>Continuing</p>
<p>13. Participate in and follow-up: Review of Civil Service Management Development in the 1980s; FMI; Unified Grading Review; Review of Personnel Work; Merit Pay; Joint Review Group on Women in the Civil Service.</p>	<p>1</p>	<p>Dependent on timetable dictated by initiatives</p>
<p>14. International Work</p> <ul style="list-style-type: none"> a. Co-ordinate Whitehall work on staffing of the European Communities and the promotion of good quality British candidates for appointments, specifically: 		

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
(1) participate in inter-departmental committee;		Continuing
(2) improve UK participation and performance in EC Commission open competitions by conducting seminars, issuing publicity and trawling departments;		Continuing
(3) watch interests of UK citizens working for the EC (including nationality rules, taxation rules, education grant entitlement, and entitlement to vote in UK elections); and		Continuing
(4) take initiatives on language training and stagiare (trainee) scheme.		June 1983
b. Operate interchange schemes with foreign Civil Services (French, German, Canadian (annually); others (ad hoc)).	1	Continuing
c. Co-ordinate Civil Service interest in OECD programme of technical co-operation and development.		Continuing
15. Operate the promotion pooling scheme.	4	Continuing
Staff Transfers Unit		
16 Provide central assistance with the re-deployment of surplus and non-dispersing staff (approximately 600 cases each year).	5	Continuing

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
17. Provide central assistance with compassionate transfer cases (approximately 750 cases each year).	5	Continuing
18. Advise on the practical aspects of policy affecting surplus, non-dispersing and compassionate transfer cases, including new technology and privatisation.	5	Continuing
Bureau for Accommodation of Civil Servants (BACIS)		
19. Provide an accommodation bureau for staff in London (approximately 1,500 applications for accommodation each year).	5	Continuing
Personnel Management 2 Division		
Branch 1		
20. Complete the review of staff reporting and appraisal systems:	1	
a. produce working party report;		June 1983
b. consult CCSU and instigate follow-up work on testing model forms and guidance; and		December 1983
c. complete issue of revised training and guidance material.		March 1984
21. Follow-up the Review of Personnel Work recommendation on career development interviews.	1, 3	Spring 1984

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>22. Local Management Co-operation.</p> <p>Monitor and review inter-departmental experiments set up by EOM in 5 towns on the more effective sharing of information and resources.</p>	1	Continuing; review in early 1984
<p>23. Hold watching brief on personnel management and industrial relations aspects of new technology.</p>		Continuing
<p>24. Miscellaneous Tasks. (These include ad hoc work on briefing, speeches etc)</p>		Continuing
<p>Branch 2</p>		
<p>25. Communication with staff.</p> <p>Encourage the improvement of written and oral Civil Service communications, including:</p>	1	
<p>a. follow-up to March 1983 seminar for house journal editors with issue of conclusions for action;</p>		May 1983
<p>b. compiling and distributing guidance on how to improve the style and effect of written communications eg office notices;</p>		Summer 1983

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<ul style="list-style-type: none"> c. arranging for exchange of information between departments on other internal communications initiatives; d. assisting with senior seminar on communications. 		Continuing
<p>26. Motivation and Involvement of Staff.</p> <ul style="list-style-type: none"> a. Maintain an exchange of information between departments on developing means to motivate and involve staff. b. Prepare an up-dated brief on practices and, if required, re-convene seminar. 	1	November 1983 Continuing
<p>27. Promotion Policy.</p> <ul style="list-style-type: none"> a. Review guidance on promotion procedures in the light of recommendations in the Joint Review Group (Women) Report and the Review of Personnel Work. b. Interpret to departments existing Service-wide guidance on promotion, regrading, lateral movement, and opportunity posts in response to day-to-day enquiries. 	1, 3 4	Autumn 1983 Early 1984 Continuing

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>28. Staff Welfare</p> <p>a. Co-ordinate welfare work in the Civil Service including:</p> <ul style="list-style-type: none"> (1) 5 meetings and one conference of CWOs from large departments; (2) 4 meetings of Welfare Officers from small departments; (3) attendance at training courses and regional conferences; (4) contact with working groups of CWOs; and (5) maintenance of the register of departmental welfare officers to assist inter-departmental co-operation. <p>b. Review recommendations on child care and nursery facilities in response to the Joint Review Group (Women) Report.</p> <p>c. Supervise grants to 4 welfare organisations (CSSC, LHA, CSBF, CSRF) and deal with day-to-day matters.</p> <p>29. Miscellaneous Tasks. (These include briefing and ad hoc work arising from PM interest in industrial relations, staff morale, secretariat to JPMC and Joint Welfare Committee.</p>	<p>4</p> <p>3, 4</p> <p>3, 4</p>	<p>Continuing</p> <p>Summer 1983</p> <p>Continuing</p> <p>Continuing</p>

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
Research Branch		
30. Conduct research and development studies on personnel management issues including:		
a. reporting and appraisal practices, including testing of possible revised forms and guidance notes;	1, 3	End 1983
b. research recommended by Joint Review Group (Women) Report on promotion procedures;	4	End 1983
c. evaluation of Women's Middle Management Course - for Training Division;	4	July 1983
d. evaluation of management aid trials in DHSS - for CCTA;		Interim report: June 1983
e. communications: evaluation of team briefing at Chessington Computer Centre; and	1	November 1983
f. advising on policy and monitoring new developments for PM; lecturing at the College; maintaining links with the IMS and other outside organisations etc.		Continuing

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Job Satisfaction Branch</p> <p>31. Undertake projects in the locations listed at (1) - (4) below involving:</p> <p>a. seminars on motivation and organisational change for managers, trade union representatives and staff; follow-up work on communications and team-work;</p> <p>b. interviewing to identify issues for action; and</p> <p>c. support in developing and testing organisational and procedural improvements.</p> <p>(1) Lord Chancellor's Department (Large County Courts)</p> <p>(2) Inland Revenue (Computerisation of PAYE Pilot Area)</p> <p>(3) HM Customs & Excise (VAT Southend)</p> <p>(4) OPCS (Southport)</p>	<p>1, 4, 5</p>	<p>Interim report: Spring 1983. Review: end 1983</p> <p>March 1984</p> <p>Review: Autumn 1983</p> <p>Review: Autumn 1983</p>

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>32. Miscellaneous Tasks. (These include training and developing methodology, planning, identifying new areas for work, contributing to MPO policies from fieldwork, secretariat to JPMC(JS), and maintaining contact with other projects.)</p>		Continuing
<p>Personnel Management 3 Division</p>		
<p>Branch A</p>		
<p>33. Provide the secretariat for 5 Management Committees (Legal, Information Officer, Research Officer, Economist, Statistician), totalling 10 meetings and including the preparation of briefing, MPO papers, etc.</p>	5	Continuing
<p>34. a. Arrange 2 promotion panels for accelerated promotion to Senior Legal Assistant within the Legal Group (England and Wales) and provide secretariat services.</p>	5	Continuing
<p>b. Mount the in-Service scheme for the selection of Articled Clerks.</p>	5	Continuing
<p>35. Provide advice to departments, 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, Librarian. Respond to trade union requests.</p>	4, 5	Continuing
<p>36. Provide central assistance with the re-deployment of surplus staff, particularly in the Research Officer Category and Information Officer Group.</p>	5	Continuing

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
37. a. Secure trade union, inter-departmental and IOMC agreement on the scheme of central management for Information Officers.	1	May 1983
b. Implement the first phase for PIOs and above offering advice where necessary to the Information Officer Career Development Adviser or Head of Profession.	1	June 1983
c. Develop plans for an extension of the scheme to other grades within the Information Officer Group.	1	March 1984
38 Undertake structure work, such as consideration of:	1	April 1984
a. the restructuring of the Health and Safety Inspectorates;		
b. the amalgamation of tax and collection groups in the Inland Revenue;		
c. the abolition of the Senior Valuation Clerk grade in the Inland Revenue (Valuation Office);		
d. the amalgamation of Forester and Forest Officer Classes in the Forestry Commission;		

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>e. the civilianisation of Scottish Prison Officers;</p> <p>f. a merger between the Lands Staff and Agricultural Inspectorate in the Department of Agriculture and Fisheries for Scotland;</p> <p>g. the structure of P&T, related and supporting Groups and Classes;</p> <p>h. the introduction of a new Higher Legal Assistant grade; and</p> <p>i. action on general structural issues and new cases as they arise.</p> <p>39. a. Review and pursue any recommendations or implications relevant to specialist groups arising from the Review of Personnel Work, the extension of unified grading, the Working Party on Reporting Standards, the Review of Civil Service Management Development in the 1980s.</p>	<p>5</p>	<p>Continuing</p>

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>b. Examine and pursue implications of reduced career opportunities for specialist groups.</p>	5	Continuing
<p>Branch C</p>		
<p>40. 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.</p>	5	Continuing
<p>41. Routine administration of centralised schemes:</p>	5	Continuing
<p>a. Doctors; Individual Merit Promotion Panel (likely 1 day's boarding, February 1984). Cartographic Draughtsmen efficiency bar examination (1 day's examination, February 1984; 100 candidates from 12 departments).</p>		
<p>b. Placement of surpluses (approximately 50 per annum expected).</p>		
<p>c. Briefing and general support work.</p>		
<p>42. Discussion/correspondence with unions, central and employing departments on day-to-day matters concerning Medical Officers, Psychologists, Cartographic Draughtsmen, Repro A & B grades, Photoprinters; Instructional Officers, and P&GS grades.</p>	5	Continuing

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Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>43. Undertake structural work, such as:</p> <ul style="list-style-type: none"> a. setting up ONHS structure; and b. defining grading policy for the Medical Officer Class. 	1	<p>Early Summer 1983</p> <p>Early Summer 1983</p>
<p>44. Keep under review career development arrangements for the groups listed in Activity 42 above.</p> <p>Branch D</p>	4	<p>Continuing</p>
<p>45. Administer inter-departmental trawling arrangements for all grades and the procedures for possible redeployment of specialists. (Includes vacancy and dispersal trawling; compassionate and compulsory transfers on security grounds; surplus redeployment. About 500-600 trawls per annum and increasing.)</p>	5	<p>Continuing</p>
<p>46. Senior Professional Administrative Training Scheme (SPATS).</p>	5	<p>Continuing</p>

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Ensure central policies are pursued; arrange, liaise and generally ensure that training scheme is provided. (Includes arrangements for 5 interview boards - selection and confirmation of 30 candidates.)</p>		
<p>47. Provide secretariat services to the Management Committee for the P&T Group and the Working Party on Science & Technology. (2 or 3 meetings per year; drafting and/or issuing 12 papers per year.)</p>	5	Continuing
<p>48. Examine promotion opportunities in the P&T Group. (Includes liaison with HM Treasury's Statistics Division and major employers; assessment and presentation to PTMC of the overall position.)</p>	5	First stage by early Summer 1983
<p>49. Introduce the technological generalists scheme for the P&T Group. Assess and implement as necessary in liaison with Departments.</p>	1, 3	First stage by early Summer 1983
<p>50. Undertake structural work, such as:</p>		
<p>a. Joint Working Party and JWP Sub Group on Lower Boundary of P&T Group;</p>	1	Continuing
<p>b. Radio Technician and Telecommunication Technical Officer restructuring;</p>	1	March 1984

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>c. management of Photographers and Graphics Officers: consider the possible introduction of an interim linkage scheme for the better management of these groups; and</p>	1	Review in Spring 1984
<p>d. restructuring of Drawing Office Assistant and Tracer grades. (The first priority is to reassess whether the planned reorganisation is necessary; it might be overtaken by work within the P&T Group.)</p>	1	Continuing in one form or another
<p>51. Undertake ad hoc casework (such as providing advice and assistance to other divisions and other government departments about the general management of the P&T Group, employment of women, pay system, staffing of forms design units, recruitment needs of Health Physicists).</p>	5	Continuing
<p>Branch E</p> <p>52. Provide the secretariat for the Individual Merit Promotion Panel: arrange meetings, prepare briefs and minutes, organise interviews and referees' reports and organise membership. (There are 4 meetings and about 40 interviews a year.)</p>	5	Continuing

Personnel Management Cont'd

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ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
53. Provide the secretariat for the Management Committees for the Science Group (SMC): arrange meetings; prepare briefs and minutes and organise membership. (There are usually 3 meetings per annum and 2 further meetings with the IPCS.)	5	Continuing
54. Prepare papers for SMC based on visits to and discussions with departments and on their written replies to MPO enquiries. (About 25 papers are written annually. Two of the main topics for 1983-84 will be technological generalists and manpower planning.)	5	Continuing
55. Organise the solution of Science Group personnel management problems, including an estimate of 10 promotions, 10 transfers and about 50 surplus officers per annum.	1	Continuing
56. Provide the Secretariat for the Departmental Operational Research Committee (DORC) and the Working Party for Science & Technology (Science) (WPST(S)): arrange meetings and prepare minutes. (DORC meets twice a year; WPST(S) meets on an unpredictable basis depending on how subjects for debate arise in, for example, SMC.)	5	Continuing
Branch F		
57. Review the Secretarial Category, in particular: a. examine the grading of operators of word processors and electronic typewriters; and	1	At least April 1984

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>b. examine the matrix of allowances payable to operators of word processors and electronic typewriters.</p>		
<p>58. Review the role of Typewriting Training Centres, together with a review of the arrangements for and entitlement to testing and training of staff in the Secretarial Category.</p>	3	September 1983
<p>59. Undertake inspections of Typewriting Training Centres (24).</p>	5	Continuing
<p>60. Central administration of Typist and Secretarial Categories:</p>	5	
<p>a. organise the annual Typewriting Training Centre Conference (1) and attend that and the Typewriter Training Centre Regional Seminars (5);</p>		Conference in May 1983; Seminars continuing
<p>b. chair and provide secretariat for Training Superintendents' Working Group (most work done by correspondence; meetings ad hoc);</p>		Continuing
<p>c. prepare test papers (33) for various typewriting tests; and</p>		February 1984
<p>d. participate in training courses for staff in the Secretarial Category (2 per annum).</p>		Continuing

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>61. Issue guidance to departments, including:</p> <ul style="list-style-type: none"> a. issue of guidance on the training of staff operating word processors; b. issue of guidance on the training of staff operating electronic typewriters; and c. revision of booklet "Audio, Shorthand and Typewriting Tests - Hints to Candidates". <p>62. Undertake structure work as required in the groups and classes listed in Activity 64 below.</p> <p>63. Review the lower recruitment age limits to those grades for which Branch F is responsible.</p>	<p>1</p> <p>1</p> <p>4</p>	<p>June 1983</p> <p>September 1983</p> <p>September 1983</p> <p>Continuing</p> <p>June 1983</p>

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Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>64. 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:</p> <ul style="list-style-type: none"> Secretarial Data Processor Office Keeper Security Officer Messengers and Paperkeepers Cleaners Museum Grades Stores Officer Teleprinter and Communications Operating Grades Telephonist Translator <p>Personnel Management 4 Division</p>	<p>5</p>	<p>Continuing</p>
<p>65. Unified Grading.</p> <ul style="list-style-type: none"> a. Develop and implement a scheme of unified grading at Assistant Secretary and Senior Principal levels, and in the area between Under Secretary and Assistant Secretary, in consultation with departments and the Council of Civil Service Unions. b. Examine and develop plans for unified grading down to Principal level for implementation after 1983-84. 	<p>1</p>	<p>December 1983</p> <p>April 1984</p>

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
c. Service inter-departmental machinery concerned with a and b above.		1983-84
66. "Megaw" and Pay (except merit pay). a. Represent MPO interests in the development of post-"Megaw" pay determination arrangements. b. Represent MPO interests in current Civil Service pay issues, and advise the Lord Privy Seal on these and other public sector pay questions.	1	Continuing
67. Merit Pay a. Develop policy on performance related pay in the Civil Service. b. In the light of policy decisions, prepare and set in hand a programme of implementation. c. Undertake relevant research into outside practice and mechanisms. d. Service the inter-departmental machinery concerned with a-c above.	1	Summer 1983 End 1983 and beyond Continuing Continuing

Personnel Management Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
68. EOM Secretariat Provide the secretariat for 12 main EOMs and a Conference; and 3 EOMs (Small Departments) and a Conference.	5	Continuing

CIVIL SERVICE COLLEGE

Number of posts at 1.4.83: 282½ (including 23 common services staff attributed to the command).
 Total 1983-84 Costs: £6,702,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Basic Work Programme</p> <p>1. Run the planned programme of approximately 950 courses, 4,380 course days and 74,000 student days</p> <p>a. Directorate of Systems Training: 360 courses, 1,700 course days and 28,800 student days.</p> <p>b. Directorate of Economics and Financial Management (Accountancy): 115 courses, 570 course days and 10,700 student days.</p> <p>c. Directorate of Economics and Financial Management (Economics): 45 courses, 150 course days and 2,900 student days.</p> <p>d. Directorate of Management Studies (Management): 105 courses, 450 course days and 8,000 student days.</p> <p>e. Directorate of Management Studies (Training Resources Group): 40 courses, 270 course days and 4,600 student days.</p> <p>f. Directorate of Policy and Administration Studies (Fast Stream): 15 courses, 110 course days and 1,500 student days.</p>	<p>5</p>	<p>Academic Year: September 1983 - August 1984</p>

Civil Service College Cont'd

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ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>g. Directorate of Policy and Administration Studies (European Reciprocal): 30 courses, 290 course days and 4,000 student days.</p> <p>h. Directorate of Policy and Administration Studies (Social Policy): 55 courses, 100 course days and 1,700 student days.</p> <p>i. Directorate of Policy and Administration Studies (Public Administration): 55 courses, 320 course days and 5,100 student days.</p> <p>j. Directorate of Statistics and Operational Research: 135 courses, 420 course days and 6,700 student days.</p>		
<p>2. Enhance the relevance of College training by devoting part of teaching staff resources to advisory consultancy work or to research.</p>	5	Continuing
<p>Reviews of Training Policy and Marketing</p>		
<p>3. Ensure that College activities in all directorates consistently support and promote the Financial Management Initiative.</p>	1, 3, 5	Continuing
<p>4. Review and adjust College activities in the light of the Review of Personnel Work.</p>	1, 5	Continuing; review by June 1983

Civil Service College Cont'd

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ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
5. Review College courses suitable for staff expected to reach the Open Structure in the light of policy decisions reached as a result of the Review of Civil Service Management Development in the 1980s.	1, 5	Continuing; timetable dependent on policy decisions
6. Carry out research and training activities in support of the efficiency strategy.	2, 3, 5	Continuing
7. Review the needs of the Administration Group for training in numeracy; adjust College training accordingly.	1, 5	September 1983
8. Review and adjust systems training in the light of privacy legislation.	3, 5	December 1983
9. Consider what further training beyond information technology seminars is needed for senior administrators to ensure that the Civil Service gains full benefit from developments in office technology.	3, 5	Continuing
10. Review the pattern of College activities rigorously to assess in particular whether it would be a more cost-effective use of resources to reduce the number of different (especially 'one-off') courses.	5, 6	September 1983
11. Develop and give effect to a coherent marketing and publicity policy for College activities.	5, 6	September 1983

Civil Service College Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
12. Introduce a common house-style for all College publications.	5, 6	June 1983
13. 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.	5	Review by June 1983
14. Agree general principles which should determine the use to be made by the College of outside lecturers.	5	June 1983
Reviews of Finance and Management		
15. Monitor closely the first year of repayment by Government departments for some College courses and make recommendations for any changes which might be necessary.	6	Continuing; recommendations to MPO top management as and when necessary
16. Review the College planning system and management information system to ensure that so far as practicable they are consistent with the MPO's general planning and monitoring system and that they provide the College Management Group with the information it needs.	6	Continuing
17. Devise an effective method of assessing the comparative costs of College courses to assist the College Management Group in determining the most cost-effective use of resources.	6	July 1983

Civil Service College Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>18. Introduce an effective system for measuring the training and consultancy work carried out for and in departments and take due credit for such work, alongside College courses, in the Principal's Annual Report and other descriptions of College work.</p>	6	July 1983
<p>19. Ensure that the College staff is reduced by 1.4.84 to the figure set by MPO top management, that this is achieved with minimum adverse effect on training activities which contribute most to the achievement of Government policies, and that, in the light of current studies of course support and other non-teaching work, a greater proportion of College staff resources goes on the training 'teeth' rather than the administrative 'tail'.</p>	6	March 1984
<p>20. Ensure that for the financial year 1983-84 College income from repayment and centrally funded courses covers, but does not significantly exceed, relevant expenditure so that the College sub-Vote balances.</p>	6	March 1984
<p>21. Improve the hotel and (at both centres) catering facilities available to College students, taking into account the comparable services at institutions which compete with the College.</p>	5, 6	Continuing
<p>22. Review arrangements for measuring and controlling the workload of teaching staff to ensure that the average number of course days per member of teaching staff is greater in 1983-84 than in 1982-83.</p>	5, 6	Continuing

TRAINING DIVISION

Number of posts at 1.4.83: 24½ (including 4½ common services staff attributed to the command).

Total 1983-84 Cost: £639,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>1. Training "Networking".</p> <p>Provide a training liaison and advisory service to departments; identify and consider Service-wide training issues; collect and disseminate information about Civil Service training; provide training input to MPO policy formulation. (The aim is to promote more effective and cost-conscious training.)</p>	1, 3, 5	Continuing
<p>2. Training, Costs and Statistics.</p> <p>Collect, collate, present and examine Civil Service training costs and statistics for 1982-83, including key ratios and performance indicators. (Assistance provided by HM Treasury's Statistics Division.)</p>	3, 5	October 1983
<p>3. Training Reviews.</p> <p>Promote and co-ordinate a programme of departmental training reviews:</p> <ul style="list-style-type: none"> a. make up to 8 new starts in 1983-84; b. follow-up the reviews after report stage; and c. produce (with ME2) Management Guidelines from review experience. 	2, 3	Continuing (with deadlines for individual reports). Guidelines by March 1984

Training Division Cont'd

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ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>4. Training Technology and Methods.</p> <p>Investigate and evaluate developments; advise departments and encourage them to participate in experiments and trials and adopt developments likely to be of value. (Includes computer-based training, distance and open learning.)</p>	<p>5</p>	<p>Continuing</p>
<p>5. Financial Management Training.</p> <p>a. See also Activity No 15.</p> <p>b. Introduce self-instructional package on the principles of government accountancy; issue pilot module to selected departments for validation; complete work on entire package, market and publish.</p>	<p>3, 5</p>	<p>Continuing</p> <p>Issue pilot module by May 1983; market and publish package by March 1984</p>
<p>6. Validation and Evaluation of Training.</p> <p>Continue work with departments (through the Working Group on the Evaluation of Training (WGET)) to identify, develop and use better methods of validation and evaluation; mount pilot training programmes for staff engaged on this work.</p>	<p>1, 5</p>	<p>Complete WGET work by March 1984; training programmes by December 1983</p>

Training Division Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>7. Complete Professional Qualifications Study. (See also Activity No 15.)</p>	1	July 1983
<p>8. Other Training Policy and Administration Questions. For example, maintain rules and regulations relating to training; arrange joint training with business and international organisations; arrange bursaries, fellowships and sandwich courses; deal with ad hoc issues.</p>		Continuing
<p>9. Developmental and Management Training. Maintain contacts on current thinking in management training and management development; facilitate the pilot introduction in selected departments of approaches and techniques likely to bring substantial benefit (eg coaching skills); fund the knowledge and experience gained across departments.</p>	5	Continuing
<p>10. Office and Information Technology. 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 manage innovation and change in this area; to make effective use of information; and to operate equipment and systems.</p>	5	Continuing

Training Division Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>11. Equal Opportunities.</p> <p>Ensure that training makes an appropriate contribution to the implementation of the Government's policies on equal opportunities; in particular, encourage departments to develop and implement more effective race relations training; and follow-up the training implications of the Joint Review Group (Women) Report.</p>	4	Continuing
<p>12. Youth Training Scheme (YTS).</p> <p>Consult departments and unions; facilitate YTS schemes in suitable Government establishments.</p>		September 1983 and continuing
<p>13. Training Of Trainers.</p> <p>Liaise with MSC, College (TRG) and departments to enable further steps to be taken to improve the effectiveness of trainers (including management trainers).</p>	5	Continuing
<p>14. Further Education.</p> <p>Provide further education advice - by CSCFE and/or departments - for young civil servants; advise departments on rules; provide Civil Service material for BEC courses; liaise with BEC; deal with policy issues relating to further education; CSCFE.</p>	4	Continuing

Training Division Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>15. Training implications of current policy initiatives and 1982-83 MPO Objectives.</p> <p>a. Financial Management Training.</p> <p>Provide advice to the Central Departments and assistance to operational departments on training needs, including those arising from the Financial Management Initiative.</p> <p>b. Follow-up to Professional Qualifications Study.</p> <p>Consider report, consult as necessary and implement in the light of decisions.</p> <p>c. Follow-up to the Review of Civil Service Management Development in the 1980s.</p> <p>Set-up pilot studies in departments leading to written statements of career development needs and consequent training strategy.</p>	<p>1, 3, 5</p>	<p>1983-84</p>

CIVIL SERVICE COMMISSION

Number of posts at 1.4.83: 329½ (including 69½ common services staff attributed to the command).
 Total 1983-84 Cost: £9,372,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Secretariat and Common Services</p> <p>Branches 1 and 2</p> <p>1. Co-ordinate planning, estimating, monitoring and costing activities on behalf of the Civil Service Commission.</p> <p>2. Continue with the review of the Civil Service Commission's forms.</p> <p>3. Conduct a review of probation and trial service.</p> <p>4. Carry out or participate in other reviews (eg support services for administrative work; Rayner scrutiny; age limits; health checks; Case Examiners' Manual; Selection Manual).</p> <p>5. Deal with sex and race discrimination and medical appeals, including Industrial Tribunal cases.</p>	<p>6</p> <p>3, 6</p> <p>4</p> <p>2, 5, 6</p> <p>4</p>	<p>At specified times throughout 1983-84</p> <p>Continuing</p> <p>September 1983 - March 1984</p> <p>Various throughout 1983-84</p> <p>Continuing</p>

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
6. Consider the application of the Job Release Scheme to the Civil Service and the recruitment aspects of the Job Splitting Scheme.	4	JRS: April 1983 JSS: June 1983 and continuing
7. Undertake other recruitment policy and co-ordination work (including use of Commissioners' discretionary powers; guidance on departmental recruitment; recruitment; Annual Report; Commission response to PQs, Ministers' cases, etc).	4, 5, 6	Continuing
Branch 3		
8. Deal with general enquiries from potential candidates and despatch competition papers.	5	Continuing
9. Prepare recruitment statistics.	5	Continuing
10. Control and process candidate data for Appointments in Administration, Executive Officer and Science Division recruitment competitions.	5	Continuing
11. Oversee implementation (including system testing) of new 2900 systems for the competitions referred to in Activity 10.	5	September 1983
12. Replace Remote Job Entry terminal and data preparation equipment.	5	March 1984
13. Prepare advertising material in support of the 4 recruitment divisions; monitor costs; prepare quarterly statements.	5	Continuing

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
14. Revise recruitment publicity material; sponsor production and procurement of audio/visual material.	5	Continuing
Administration Group Division		
Branch A		
15. Recruitment: Appointments in Administration (1983 and 1984 competitions)	5	Continuing
Estimate: vacancies 100 candidates to QT 4,500		
Upper limit: vacancies 200 candidates to QT 6,000		
Lower limit: vacancies 50 candidates to QT 2,500		

Civil Service Commission Cont'd

ACTIVITY			SUPPORTS MPO OBJECTIVE	TIMESCALE
16. Recruitment: HM Inspectors of Taxes Continuous Competitions (1983 and 1984).			5	Continuing
Estimate:	vacancies	100		
	applications	5,000		
Upper limit:	vacancies	150		
	applications	6,500		
Lower limit:	vacancies	50		
	applications	3,000		
17. Provide secretariat for Central and Diplomatic Service Probation Boards.			5	Continuing
Branch B				
18. Recruitment: Executive Officer main scheme, Executive Officer school leavers' scheme, DE Management Trainee Scheme, Diplomatic Service Grade 9 Scheme.			5	Various times throughout 1983-84
Estimate:	vacancies	2,500		
	candidates	35,000		
Upper limit:	vacancies	3,350		
	candidates	42,000		
Lower limit:	vacancies	2,000		
	candidates	28,000		

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
19. Select, train, deploy and monitor board chairmen and members.	5	Continuing
Branch C		
20. Provide advice on departmental recruitment; update Establishment Officers' Guide and supplements.	5	Continuing
21. Undertake associated work, including review of DHSS experiment into independent recruitment of clerical staff; review of Jobcentre experiment for publicising	5	Continuing. DHSS experiment: June 1983; Jobcentre experiment: December 1983
Branch D		
22. Provide accommodation, invigilators, question papers and marking for Appointments in Administration Qualifying Tests.	5	October 1983 - February 1984
23. Provide accommodation, invigilators, question papers and marking for Executive Officer Qualifying Tests, Interviews and ADP tests.	5	February 1983 - October 1984
24. Provide accommodation, invigilators, question papers and marking for Executive Officer level Qualifying Tests on repayment (for FCO, IoM, NICS).	5	October - November 1983, March 1984

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE									
25. Provide accommodation, invigilators, question papers and marking for non-recruitment tests; ADP tests for in-Service staff and HM Forces; language examinations.	5	Continuing									
26. Exercise control over clerical short answer test papers.	5	Continuing									
27. Maintain liaison with universities, polytechnics, schools etc.	5	Continuing									
28. Miscellaneous tasks (including financial estimating and costing on behalf of the Division).	6	Continuing									
General Competitions Division											
29. Recruitment: planning, organising and conducting competitions other than those that are the responsibility of the Administration Group, Science and Technology Divisions eg Accountants, Economists, Factory Inspectors, Lawyers and Statisticians).	5	Continuing									
<table border="0"> <tr> <td>Estimate:</td> <td>competitions</td> <td>190</td> </tr> <tr> <td></td> <td>vacancies</td> <td>850</td> </tr> <tr> <td></td> <td>applications</td> <td>22,000</td> </tr> </table>	Estimate:	competitions	190		vacancies	850		applications	22,000		
Estimate:	competitions	190									
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<table border="0"> <tr> <td>Upper limit:</td> <td>competitions</td> <td>210</td> </tr> <tr> <td></td> <td>vacancies</td> <td>1,000</td> </tr> <tr> <td></td> <td>applications</td> <td>25,000</td> </tr> </table>	Upper limit:	competitions	210		vacancies	1,000		applications	25,000		
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	vacancies	1,000									
	applications	25,000									
<table border="0"> <tr> <td>Lower limit:</td> <td>competitions</td> <td>180</td> </tr> <tr> <td></td> <td>vacancies</td> <td>800</td> </tr> <tr> <td></td> <td>applications</td> <td>21,000</td> </tr> </table>	Lower limit:	competitions	180		vacancies	800		applications	21,000		
Lower limit:	competitions	180									
	vacancies	800									
	applications	21,000									

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Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE									
30. Undertake selection boarding, including monitoring.	5, 6	Continuing									
31. Deal with recruitment policy issues, including input into Management Committees and improvement to selection procedures.	4, 5	Continuing									
32. Arrange language allowance examinations for 1,450 candidates in about 36 languages.	5	Continuing									
33. Miscellaneous tasks (including planning, financial estimating and costing; statistics; forms review; selecting and training board chairmen).	5, 6	Continuing									
Science Division											
34. Recruitment: planning, organising and conducting competitions for Scientists, Doctors, Agriculturalists, Veterinary Officers, Patent Officers etc.	5	Continuing									
<table border="0"> <tr> <td>Estimate:</td> <td>competitions</td> <td>135</td> </tr> <tr> <td></td> <td>vacancies</td> <td>720</td> </tr> <tr> <td></td> <td>applications</td> <td>13,500</td> </tr> </table>	Estimate:	competitions	135		vacancies	720		applications	13,500		
Estimate:	competitions	135									
	vacancies	720									
	applications	13,500									
<table border="0"> <tr> <td>Upper limit:</td> <td>competitions</td> <td>175</td> </tr> <tr> <td></td> <td>vacancies</td> <td>1,000</td> </tr> <tr> <td></td> <td>applications</td> <td>20,000</td> </tr> </table>	Upper limit:	competitions	175		vacancies	1,000		applications	20,000		
Upper limit:	competitions	175									
	vacancies	1,000									
	applications	20,000									
<table border="0"> <tr> <td>Lower limit:</td> <td>competitions</td> <td>100</td> </tr> <tr> <td></td> <td>vacancies</td> <td>500</td> </tr> <tr> <td></td> <td>applications</td> <td>10,000</td> </tr> </table>	Lower limit:	competitions	100		vacancies	500		applications	10,000		
Lower limit:	competitions	100									
	vacancies	500									
	applications	10,000									

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE						
35. Undertake selection boarding	5, 6	Continuing						
36. Deal with recruitment policy issues, including input into Science Management Committee and improvement to selection procedures.	4, 5	Continuing						
37. Select, train and monitor board chairmen.	5	Continuing						
38. Maintain liaison with universities and polytechnics.	5	Continuing						
39. Miscellaneous tasks (including planning, financial estimating and costing; statistics; forms review).	5, 6	Continuing						
Technology Division								
40. Recruitment: planning, organising and conducting competitions for Professional and Technology disciplines, Architects, Engineers, Pharmacists etc.	5	Continuing						
Estimate: <table data-bbox="564 1106 1023 1205"> <tr> <td>competitions</td> <td>130</td> </tr> <tr> <td>vacancies</td> <td>650</td> </tr> <tr> <td>applications</td> <td>10,000</td> </tr> </table>	competitions	130	vacancies	650	applications	10,000		
competitions	130							
vacancies	650							
applications	10,000							
Upper limit: <table data-bbox="564 1239 1023 1338"> <tr> <td>competitions</td> <td>160</td> </tr> <tr> <td>vacancies</td> <td>800</td> </tr> <tr> <td>applications</td> <td>12,000</td> </tr> </table>	competitions	160	vacancies	800	applications	12,000		
competitions	160							
vacancies	800							
applications	12,000							
Lower limit: <table data-bbox="564 1362 1023 1462"> <tr> <td>competitions</td> <td>100</td> </tr> <tr> <td>vacancies</td> <td>500</td> </tr> <tr> <td>applications</td> <td>7,000</td> </tr> </table>	competitions	100	vacancies	500	applications	7,000		
competitions	100							
vacancies	500							
applications	7,000							

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
41. Undertake selection boarding, including monitoring.	5, 6	Continuing
42. 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 P&T Group and associated classes; improvement and validation of selection procedures; remedial action for recruitment of shortage grades.	4, 5	Continuing
43. Select and train board chairmen.	5	Continuing
44. Maintain liaison with universities and polytechnics.	5	Continuing
45. Liaise with professional institutions etc on the assessment of professional and technical qualifications.	5	Continuing
46. Provide guidance on departmental recruitment.	4, 5	Continuing
47. Miscellaneous tasks (including planning, financial estimating and costing; statistics; forms review).	5, 6	Continuing

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
Civil Service Selection Board (CSSB)		
48. Conduct extended selection procedures and undertake associated work (including assessor training and follow-up to Atkinson review) for Appointments in Administration and HEODs. Estimate: 700 plus candidates Upper limit: 850 candidates Lower limit: 600 candidates	5	At various times through - out much of 1983-84
49. Conduct extended selection procedures and undertake associated work (including assessor training and follow-up to Adams review) for HM Inspector of Taxes Continuous Competition. Estimate: 400 plus candidates Upper limit: 450 candidates Lower limit: 350 candidates	5	Continuing
50. Conduct extended selection procedures for specialist recruitment (Economists, Statisticians and Planning Inspectors), including assessor training. Estimate: 200 plus candidates Upper limit: 300 plus candidates Lower limit: 100 plus candidates	5	Economists/ Statisticians: Spring 1983; Planning Inspectors: to be decided

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Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
51. Extended selection procedures for other competitions (including assessor training).	5	Continuing
Recruitment Research Unit/Test Construction Unit		
52. Undertake recruitment research and test construction projects.	4, 5	
a. Projects in progress:		
(1) EO Selection Project (RR8)		June 1983
(2) General Information Test (RR9)		June 1983
(3) A in A Qualifying Test Monitoring/Development (RR14)		Continuing
(4) Test Construction/Development		Continuing
b. Projects at planning stage:		To be decided
(1) EO Selection Follow-up (RR8)		
(2) Shortlisting development (RR11)		
(3) Assessment of potential (RR12a)		
(4) Extended selection for RCNC (RR12b)		
53. Arrange projects and research to be undertaken by university research departments etc.	4, 5	To be decided
54. Train board chairmen and members.	4, 5	Continuing
55. Participate in CSSB boarding.	5	Continuing

Civil Service Commission Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
56. Miscellaneous tasks (including professional development and ad hoc non-project work). Equal Opportunities Branch	4, 5, 6	Continuing
57. Race relations. Deal with policy issues; follow-up the review of policies and procedures; provide guidance to departments; undertake an ethnic count in the North West Economic Planning Region and in the County of Avon.	4	Continuing. Ethnic count: Autumn 1983
58. Sex discrimination. Deal with policy issues; oversee the follow-up to the Joint Review Group's Report on Employment Opportunities for Women in the Civil Service.	4	Continuing. Action Document for follow-up to Joint Review Group's Report: June 1983
59. Employment of Disabled People. Deal with policy issues; liaise with Departmental Disabled Persons Officers; prepare annual publication of "Independent".	4	Continuing. Next edition of "Independent": January 1984

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CIVIL SERVICE MEDICAL ADVISORY SERVICE (CSMAS)

Number of posts at 1.4.83: 73½ (including 9 common services staff attributed to the command).
 Total 1983-84 Cost: £1,775,000 (including the cost of common services, accommodation etc).

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>1. Provide advice to management (Civil Service and Non-Exchequer Bodies) on environmental health problems, including for example:</p> <ul style="list-style-type: none"> a. statutory medical examinations of divers, lead workers, radiation workers (150 annually); b. medical supervision and screening of groups at special risk from occupational hazards (about 1,250 annually); screening of Open Structure and Judges (150 annually); c. advice on health implications of new technology, new buildings and new working practices, including, for example, 4,000 eyesight examinations of VDU operators annually; d. identification of occupational hazards and investigation of their effects; e. control of recognised hazards - chemical, physical and microbiological; f. medical aspects of accident prevention and safety; first aid; and g. environmental control outside the workplace. 	<p>4, 5</p>	<p>Continuing</p>
<p>2. Provide advice to the Civil Service Commission and departments on medical aspects of recruitment (6,000 referrals annually).</p>	<p>1, 4, 5, 6</p>	<p>Continuing</p>

Medical Advisory Service Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>3. Provide advice to management on medical aspects of sickness absence (43,000 referrals annually), including:</p> <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. 	4, 5	Continuing
<p>4. Provide advice to management on the medical aspects of retirement.</p> <p>Provide medical retirement certificates (3,800 annually) and medical evidence to Appeal Boards and Industrial Tribunals (50 annually).</p>	4, 5	Continuing
<p>5. Undertake MAS policy work including, for example:</p> <ul style="list-style-type: none"> a. establishing MAS policies; b. building up a regionally based occupational health nursing service along the lines planned; 	1, 4, 5	<p>Continuing</p> <p>Rewrite MAS</p> <p>Occupational health service in full operation by April 1984</p>

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Medical Advisory Service Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<ul style="list-style-type: none"> c. improving communications between MAS and management; d. allocating duties and complementing; and e. PQs and medical aspects of security. 		<p>Rewrite MAS section of the Establishment Officers' Guide: October 1983</p>
<ul style="list-style-type: none"> 6. Provide advice on health overseas involving, for example: <ul style="list-style-type: none"> a. standards of medical facilities; b. costs of medical treatment abroad; c. emergencies abroad and repatriation; d. health screening of individuals posted abroad; e. health education of travellers; f. medical and nursing cover for Conferences; and g. immunisation clinics. 	<p>3, 4, 5</p>	<p>Continuing</p>

Medical Advisory Service Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>7. Conduct research into causes of ill health in civil servants including:</p> <ul style="list-style-type: none"> a. collaboration with other research organisations; b. analyses of causes of retirement on medical grounds; and c. review of sickness absence, in particular that of civil servants who are entered in the unestablished health category. 	5, 6	Continuing
<p>8. Review the provision of occupational health and hygiene services in the Civil Service in collaboration with MOD PE Civilian Medical Services.</p>		Interim report: December 1983
<p>9. Develop professional competence of MAS staff.</p> <p>Examples include postgraduate medical training; nursing training; clinical attachments; hospital consultancies.</p>	6	April 1985
<p>10. Health promotion and education.</p> <p>Undertake health education at the workplace; arrange induction and retirement courses; train Local Medical Officers and Assistant Divisional Medical Officers; supervise first aid arrangements.</p>	4	Continuing

ESTABLISHMENT OFFICER'S GROUP

Number of posts at 1.4.83: 142 (including 23 common services staff attributed to the command. A further 196½ common services staff, although the responsibility of the Establishment Officer's Group, have been attributed to other commands).

Total 1983-84 Cost: £2,668,000 (including the cost of common services staff attributed to the command, accommodation etc).

ACTIVITY	SUPPORTS 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 for MPO Ministers.	1 - 6	Continuing
2. Act as the sole point of contact for newspapers and TV and radio companies to deal with enquiries on all aspects of MPO policy and activity.	1 - 6	Continuing
3. Feed information on news, comment and outside reaction to appropriate divisions and officials, largely by daily press summary and cuttings.	1 - 6	Continuing
4. Collect and edit material for staff journal press notices. Co-ordinate and exhort departments to promote Civil Service image in the regional media.	1 - 6	Intermittent
5. Make arrangements for foreign and undergraduate visitors to the Department; interview some of them personally.	1 - 6	Continuing
6. Evaluate the news and feature material possibilities of developing MPO policies; advise on presentational aspects; write press notices and feature material; organise media and public relation exercises to promote and inform on policies.	1 - 6	Continuing

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Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>7. Develop a publicity strategy for the Civil Service College aimed at enhancing the status of the College so that its best practices can be developed and disseminated both within and outside the Civil Service.</p>	5, 6	September 1983
<p>Personnel Services Division</p>		
<p>8. Secure the availability of staff to fill the approved number of posts by:</p> <ul style="list-style-type: none"> a. recruiting (approximately 50 staff); b. trawling (approximately 1,000 applications): <ul style="list-style-type: none"> (1) approximately 3 internal trawls; (2) approximately 8 Service-wide trawls; c. arranging promotion boards; d. chairing boards and participating as board members; e. negotiating movement in/out under the Loan Exchange Scheme; and f. recruiting a Head of Internal Audit. 	6	<p>1983-84</p> <p>1983-84</p> <p>Continuing</p> <p>Continuing</p> <p>Continuing</p> <p>July 1983</p>

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Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>9. Central career management of MPO staff.</p> <p>a. Grade manage MPO staff (including ASRs, CDIs, postings, discipline etc). Principal level and above (approximately 220 staff); EO to SEO level (approximately 250 staff); below EO level (approximately 780 staff).</p> <p>b. Develop the Department's succession planning arrangements with particular attention to posts with significant financial or resource management responsibilities.</p> <p>c. Review the basis on which staff records are held.</p>	<p>6</p>	<p>Continuing</p> <p>August 1983</p> <p>July 1983</p>
<p>10. Review and develop, in consultation with senior management and the Trade Union Side, the MPO's personnel management plans, policies and procedures.</p> <p>a. Formulate and promulgate agreements on facilities, retirement, promotion, redundancy etc.</p> <p>b. Set up DWC and supporting committees.</p> <p>c. Interpret and apply policies.</p> <p>d. Develop equal opportunities policies.</p>	<p>6</p>	<p>Facilities by June 1983; others by March 1984</p> <p>June 1983</p> <p>Continuing</p> <p>Continuing</p>

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
e. Respond to central MPO policy initiatives (eg Review of Personnel Work; reporting standards).		Continuing
f. Define the delegated authority and responsibilities of the Civil Service Commission for establishment matters on the basis of a Concordat.		July 1983
11. Provide administration and support on Activities 8-10 above.	6	Continuing
12. Welfare. a. Provide welfare services to MPO staff. b. Run pre-retirement seminars.	6	Continuing
13. Training. a. Mount 45 courses representing 186 course days and 1,784 student days. b. Arrange attendance on training courses outside the MPO eg Civil Service College and external courses. c. Arrange day release and approve adult further education. d. Develop and mount new courses (including FMI training).	6	Continuing

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Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Finance Division</p> <p>14. Estimates.</p> <p>a. Prepare and submit to HM Treasury:</p> <p>(1) the financial estimates; and</p> <p>(2) the results of the departmental running costs exercise;</p> <p>b. Review the MPO Vote structure.</p> <p>15. Appropriation Accounts.</p> <p>a. Maintain vote accounting records throughout the year.</p> <p>b. Prepare and submit the Appropriation Account to E & AD.</p> <p>16. Financial Management Initiative.</p> <p>a. Assist with the implementation of a management accounting system under the Financial Management Initiative.</p> <p>b. Monitor expenditure throughout the year and produce reports of expenditure by Centres.</p>	<p>6</p>	<p>December 1983 March 1984</p> <p>September 1983</p> <p>Continuing</p> <p>August 1983</p> <p>Continuing</p> <p>Continuing</p>

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
17. Economic Charges. <ul style="list-style-type: none"> a. Complete annual review of fees and charges for submission to HM Treasury. b. Produce Memorandum Trading Accounts for the Civil Service Commission and the Medical Advisory Service. c. Determine economic charges for 1984-85 financial year. 		October 1983 February 1984 October 1983
18. PES. <ul style="list-style-type: none"> a. Prepare PES submission and submit it to HM Treasury. b. Maintain a record of PES balances and make adjustments as necessary. 		May 1983 Continuing
19. Undertake cashier duties: make local payments; pay advances and administer recoveries; maintain sub-account records.		Continuing
20. Pay about 3,000 staff and about 15,000 candidates' travel and subsistence claims.		Continuing
21. Pay about 4,600 occasional examiners' fees, about 18,500 doctors' fees, about 600 occasional assistants' fees; about 1,800 lecturers' fees and about 900 miscellaneous fees.		Continuing

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
22. Pay about 5,000 miscellaneous bills.		Continuing
23. Calculate and pay removal and excess rent allowance payments to over 80 officers.		Continuing
24. Miscellaneous tasks. (These include answering financial enquiries (including PQs, Ministers' letters); participation in the forms review and preparation of revised forms for the new MAISY; management of sub-accounts; overseas travel arrangements; and other general tasks.)		Continuing
Office Services, Organisation and Library Division		
Office Services		
25. Maintain necessary common service facilities for MPO in London and Basingstoke:		Continuing
a. accommodation services;		
b. postroom operations/van services;		
c. reception/cashier/travel;		
d. stationery, office equipment and committee section;		
e. reprographic services;		
f. office keeping;		

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>g. portering services;</p> <p>h. messenger services;</p> <p>i. cleaning and doorkeeping;</p> <p>j. security and emergency organisation;</p> <p>k. typing and secretarial services;</p> <p>l. registry services for the Civil Service Commission; and</p> <p>m. Typewriting Training Centre (training and testing the staff of MPO and other departments).</p> <p>26. Co-locate MPO staff, currently in Old Admiralty Building, with Treasury staff in the Great George Street complex</p> <ul style="list-style-type: none"> - move completed - follow-up action post colocation 		<p>August 1983</p> <p>October 1983</p>

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Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
27. Re-locate MPO staff currently in Standard House so as to return that building to PSA.		August 1984
28. Re-locate MPO staff currently in Loddon House with the rest of MPO's Basingstoke staff in Alencon Link.		August 1984
29. Prepare financial estimates and exercise budgetary control (including PRS and FMI).	6	Continuing
Organisation Branch		
30. Continue the review of all MPO's forms (about 250 forms during 1983-84).	6	October 1984
31. Maintain a permanent design and control system for new and reprinted forms.		Continuing
32. Promote the introduction of new office technology; assess cases for these and other items of office equipment; assist with implementation.	6	Continuing
33. Undertake O & M reviews as commissioned or following staff inspection recommendations; assist with implementation.	6	Continuing
34. Undertake full and ad hoc staff inspections (about 100 posts overall during 1983-84).	6	Continuing
35. Deal with complementing issues, including grading questions, manpower estimates, PESC and other forecasts; implement staff inspection recommendations; monitor staff in post against targets.	6	Continuing

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
36. Set up some 15 new divisional/branch registries; carry out about 80 registry inspections.	6	March 1984
37. Train registry staff; revise registry procedures and handbook as necessary.		Continuing
38. Review departmental files (about 320 shelf footage during 1983-84).	6	Continuing
39. Maintain file archives in good order (about 2,500 shelf footage); supply files on demand; dispose of files as directed.	6	Continuing
40. Finalise Civil Service Commission Concordat.	6	July 1983
Library Branch		
41. Provide reader services.	1 - 6	Continuing
a. Answer written and oral enquiries from MPO, other government departments and the general public on MPO business (approximately 300 enquiries per week).		
b. Carry out literature searches, manual and on-line (approximately 5 searches per week); produce bibliographies; and select books and journals for Central Management Library stock.		

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>42. Administer the Central Management Library.</p> <ul style="list-style-type: none"> a. Order and distribute periodicals and monographs for MPO and associated bodies. b. Maintain and develop LIDAS, the on-line serials control system (1500 titles on-line). c. Implement and develop MAGIC, a management information system to monitor and control the expenditure of Library and Publications Services. d. Arrange ad hoc distribution and bulk storage of MPO publications (currently 75 titles). e. Organise and effect move of library material to GOGGS. 	6	Continuing
<p>43. Provide bibliographic services.</p> <ul style="list-style-type: none"> a. Catalogue and classify new publications (20 per week); produce library accessions list; compile monthly and annual catalogues of MPO/CSD publications; compile annual index to MPO/Treasury Circulars and Notices; index the Civil Service Code and Establishment Officers' Guide. b. Update the index to locations of material in Library. c. Complete LIDAS review; write manual. 		<p>August 1983</p> <p>Continuing</p> <p>June 1983</p> <p>June 1983</p>

Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
44. Arrange professional staff career development and on-the-job training; arrange computer training.		Continuing
45. Produce MPO publications, including Command Papers, reports, advisory booklets, manuals, audio-visual items. Tasks include guidance to divisions on the most effective means of dissemination, production control, arrangements for distribution, financial control. (Anticipated load in 1983-84: 60+ items.)	2 - 6	Continuing
46. Edit and undertake production control of Civil Service Year Book.	5	January 1984
47. Edit and undertake production work associated with the Civil Service Code, Establishment Officers' Guide, and the seven associated series of Circulars and Notices.	4, 5	Continuing
48. Exercise financial control and distribution control over the Code, Guide and associated series of Circulars and Notices. (In 1982, 3,080 pages (sides) of text were edited and produced, and 687,800 items were distributed in total to departments.)	5, 6	Continuing

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Establishment Officer's Group Cont'd

ACTIVITY	SUPPORTS MPO OBJECTIVE	TIMESCALE
<p>Management Planning and Information Unit</p> <p>49. Implement a new management accounting system for the Department covering planning, resource allocation and financial monitoring.</p> <p>50. Assist top management in planning and monitoring the Department's work for 1983-84.</p>	<p>6</p> <p>6</p>	<p>Implementation to be completed by 31 March 1985. During 1983-84, work to be undertaken in stages on the basis of an agreed timetable.</p> <p>Continuing</p>

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