



## Sessione Plenaria

# Le politiche del personale e la gestione delle Risorse Umane nelle P.A. europee

## HR in the UK Civil Service: Current Priorities & Future Direction

Anne Marie Lawlor  
Corporate Development Group  
Cabinet Office

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Cagliari, Chia Laguna 28 – 30 giugno 2006

## Cabinet Office Role

- Purpose – Making Government Work Better
- 3 Core Functions:
  - **Supporting the Prime Minister** – to define and deliver the Government's objectives
  - **Supporting the Cabinet** – to drive the coherence, quality and delivery of policy and operations across departments.
  - **Strengthening the Civil Service** – to ensure the civil service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives







## Current priorities for the UK

- Leadership
- Skills
- Diversity
- HR Transformation

# New Leadership Model

**New clarity about expectations – launched in March 2006**





## **. . . supported by sharper performance management . . .**

- increasing the rigour of objective-setting
- cut down paperwork
- improved feedback on performance
- reinforcing consequences through pay  
-higher rewards for strong performers and  
Performance Improvement Plans for  
weaker performance designed to help turn  
performance around



## . . new approach to leadership development

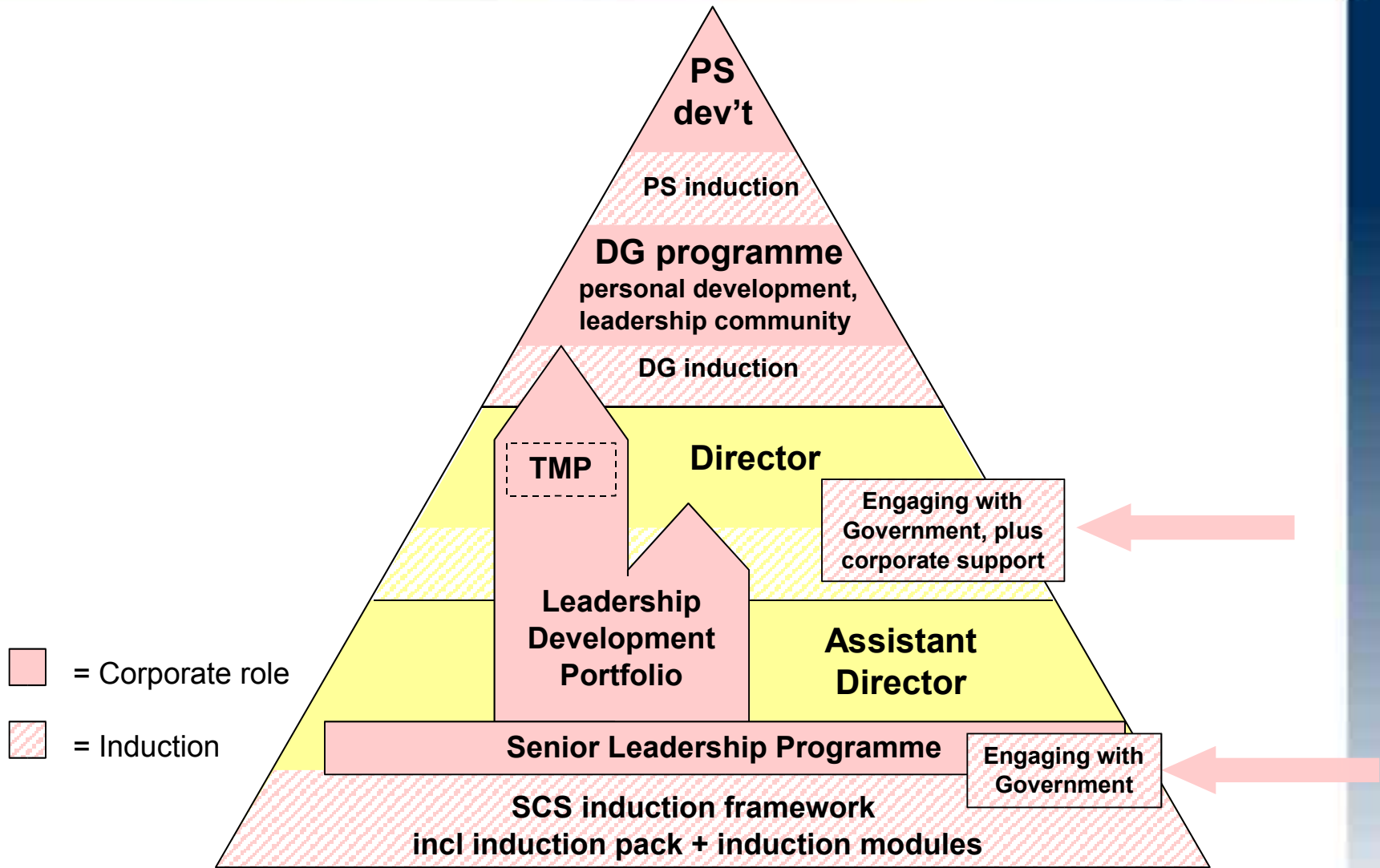
• In July 2005, Civil Service Management Board agreed whole-scale revision of the leadership development – new suite of programmes from first entry into the SCS through to Head of Department level including:

- **Compulsory induction programme** for all entrants to the SCS
- **Compulsory Senior Leadership Programme** for all SCS
- **Development support for Permanent Secretaries and those already at Board level**
- **High Potential Development Scheme** – provides proactive career management and development for 100 high potential SCS staff.





# Corporate Leadership Development



## . . . and refreshing SCS cadre . . .

- Introduced 4-year norm for SCS postings in 2004

- Increasing turnover:

	2002/03	2003/04	<b>2004/05</b>	Target
SCS Turnover (leavers/population)	8%	9%	<b>10%</b>	12%

- Continuing to recruit from outside the Civil Service:
  - 1 in 5 of SCS recruited from outside the Service; 1 in 4 at Board level

# Professional Skills for Government

- Programme of action to ensure that civil servants have the skills and experience needed to design and deliver 21st century services
- Key elements of the programme:
  - Career development based on **three career groupings**:  
Operational Delivery, Policy Delivery, Corporate Services Delivery
  - **Core skills** for every civil servant aspiring to Grade 7 and above:
    - **At Grade 7** – people management, financial management, programme and project management; analysis and use of evidence.
    - At or aspiring to **SCS – additional core skills** of strategic thinking and communications and marketing.
  - **Job-related professional expertise** – defined by Heads of Profession and centres of excellence
  - **Broader experience** – work in more than one career grouping for those at or aspiring to SCS



# PSG Framework



[www.psg.civilservice.gov.uk](http://www.psg.civilservice.gov.uk)

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## Diversity in the SCS

- New targets set for 2008, based on Oct 03 baselines

	<b>Oct 03 baseline</b>	<b>Oct 05</b>	<b>2008 Target</b>
<b>Women</b>	27.5%	29.4%	37%
<b>Women in top management</b>	23.9%	24.6%	30%
<b>Minority ethnic staff</b>	2.4%	2.9%	4%
<b>Disabled staff</b>	1.8%	2.8%	3.2%

## 10-Point Plan of Action includes . . .

- Challenging Departmental targets and action plans to achieve them
- Board-level Diversity Champions in each Department – challenging peer review for plans and progress
- Holding Permanent Secretaries accountable for achievement of Departmental targets
- Recruitment – ensuring Civil Service is employer of choice for under-represented groups
- Development – accelerated development for staff from under-represented groups





## HR Transformation

- Programme to change the way HR professionals deliver services to the people in their organisations
- And improve the partnership between managers and HR professionals to get the best out of people



## Programme Aims

- Less HR time spent on administrative tasks and more on higher value activities
- HR's real value will be in working with managers to raise the impact of people management on organisational performance, eg
  - Helping managers to make strategic choices about direction and delivery in the organisation
  - Coaching managers to improve their performance and their engagement of staff towards delivery
  - Helping managers design organisational structures which facilitate rather than create barriers to delivery and to think through the people implications of business decisions



## Action to date

- All departments implementing HR Transformation plans
- Using technology to improve the efficiency and effectiveness of HR delivery including self-serve, call centres, shared services
- Developing stronger culture and practice of HR partnering the business
- Building capability through significant appointments at HR Director level and below and embedding the Civil Service HR professional standards
- Reducing HR headcount



## Future developments

- Smaller centre – principles to shape HR practice, not detailed guidance
- Greater role for centre in talent management of people in top posts – Board level and potential successors
- Continuing to develop as centre of excellence for HR profession