



PERSONAL

file

Mr. WHITMORE

W

You may like to have an early  
view of the attached, together with the  
rude comments of my staff. I don't  
think it compares at all well with the  
Version prepared here and copied to you by  
Sir DR, but enough is enough. If you  
want any help when the time comes, please let  
me know.

Sp

18. iii. 82

Miss Sullivan

Please copy for Sir MC  
and return to me.

S  
16/3

Mr Fraser  
Mrs Andrews  
Mr N E A Moore  
Mr Morgan  
Mr Priestley ✓  
Mr Russell  
Dr Semmence  
Mrs Sloman  
Mr Towers  
Mr Tuck  
Miss Bacon  
Mr Davie  
Miss Andrews

cc Mr J K Moore - w/o  
attachment

MPO's EARLY TASKS

Sir Robert Armstrong has submitted the "early tasks" document, as it is now called, to the Chancellor of the Duchy for her approval and then for onward submission to the Prime Minister. It is to be hoped that this is now close to the final version and I therefore attach a copy of your information, together with a copy of Sir Robert Armstrong's minute.

*Eleanor Goodison*

Eleanor Goodison  
PS/Mr Cassels

15th March 1982

~~Mr Beestley~~ 16/iii

~~Mr Thomas~~

~~Mr Toulton~~

for comments tomorrow, please.

S  
B. iii. 82



Mt. Cassels



MANAGEMENT AND PERSONNEL OFFICE

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From the Permanent Secretary: Sir Robert Armstrong KCB CVO

Ref. A07785

CHANCELLOR OF THE DUCHY OF LANCASTER

cc Minister of State, Treasury (C)  
Mr Cassels  
Mr J K Moore

MPO's Action Document

An early draft of this paper went to the Prime Minister under cover of your minute of 5 February and we were given clearance to consult certain Permanent Secretaries and a number of Civil Service trade union leaders. John Cassels met the trade unions, and he and I had a meeting with Permanent Secretaries. Both groups suggested a number of changes to the original draft, some of them quite radical. We learnt a good deal from these exchanges and prepared a further draft accordingly. I have now had reactions to that draft from Permanent Secretaries and their comments are taken into account in the version which I attach to this minute.

Helpful to tell CDL what & why?

2. It is now a much shorter and I hope tauter document, which offers fewer hostages to the future, and stresses the need to serve the public and for the centre to engage with the real problems of doing so. In recognition of its rather different aims, the paper is now headed "MPO's Early Tasks". As I mentioned when we discussed this on Monday, the paper will be backed up by issuing internally management documents defining particular tasks and objectives more precisely than is appropriate in something designed for publication. Mr Cassels and I think that we should be ready to make those available to interested outsiders and particularly to the Select Committee on the Treasury and the Civil Service.

3. If you are happy with the new version, perhaps we could discuss the way forward, which I think, subject to your views, should be resubmission to the Prime Minister.

ROBERT ARMSTRONG

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DRAFT

THE MANAGEMENT AND PERSONNEL OFFICE: EARLY TASKS

INTRODUCTION

1. In the message which the Prime Minister sent to the staff of the Management and Personnel Office (MPO) when it was set up she said -

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

2. This statement outlines how the MPO will set about its tasks.

*A curious phrase. 4 1/2 months after MPO was formed.*

THE APPROACH

3. Government Departments, under the direction of Ministers, exist to provide the public with services which must be as good as they can make them within the constraints of the resources available. Each and every Department affects the

*This paragraph is just blarney, and could with advantage be omitted*



lives of individual citizens in diverse ways, some direct and immediate, some more indirect. Each faces its own special and constantly changing problems. Each Department has to carry the main responsibility for the quality and efficiency of the services it provides; it must therefore be responsible for organising itself for deploying its resources to best effect and for developing the skills and potential of the civil servants it employs. The public judge the effectiveness and efficiency of government mainly by their experience of doing business with the men and women in the front line of Government Departments all over the country. Their efficiency is to be reckoned not only in cost but also in the amount and quality of the services provided. They look, and the public looks, to Ministers and senior officials who have charge of Departments as carrying prime responsibility for encouraging and enabling them to serve the public well.

4. The Treasury now has responsibility not only for the management and control of public expenditure in general but also of Civil Service pay and manpower in particular. The objective of reducing the size of the Civil Service to 630,000 by 1 April 1984 constitutes a constraint which bears upon both the scale and the quality of the service to the public.

5. The MPO has three main functions. The first is to provide advice and support for the Prime Minister in carrying out her personal responsibilities for senior appointments and for the machinery of government. The second is to provide certain

*Is there significance in the order? The reader may think so.*  
*Cummins in a way that MPO functions precede responsibilities (para 6) hit HMT (para 4) in the other way round. I'd put §6 before 4 or 5.*



central services to all Departments, notably through the Civil Service Commission (recruitment), the Civil Service College (training) and the Medical Advisory Service (occupational health), and to maintain a Service-wide framework for the development of personnel policy and practice. The third is to help promote the efficiency and effectiveness of Government Departments.

6. Thus the Treasury and MPO share responsibilities at the centre of Government - over and above the responsibilities which each department carries in its own sphere - for the framework within which Government Departments and civil servants work, for the efficiency with which Government business is done and for the competence, well-being and morale of the civil servants on whom that depends and for the conduct of relations centrally with the trade unions representing civil servants. They must constantly judge their actions by reference to their likely effect on the services provided to the public and business carried out on behalf of the public, as well as by reference to their cost.

7. The MPO has the special task of helping to identify, support and spread good management systems and practice in departments and of monitoring, questioning and auditing performance in securing them. The number of staff it has to do this is and will remain small (Figure 1). It must be highly selective in what it does.

*If I was in charge of PM, I think it would upset me to see these separated. It also suggests that there is a misunderstanding about the nature of the lastly reforms package*

*Why is it special? Point up this Govt's policy for good management.*



*Figures wd help.*

8. Much of the resources of the MPO will continue to be taken up with the main day-to-day business of the Department, such as recruitment and training. It is possible, however, to establish priorities which provide a framework of major objectives for MPO in 1982-83. They will be as follows -

*for the special effort to foster good management.*

9. The MPO will

- carry out its part in the programme of efficiency work in 1982 announced by the Chancellor of the Duchy of Lancaster on 9th December 1981. It will support Sir Derek Rayner with further Departmental scrutinies in the programme for which he is responsible to the Prime Minister, and will co-ordinate reviews of the use and control of resources in various executive operations: of projects to help Departments improve their systems of estimating, monitoring and controlling their running costs; and of personnel work in nine Departments covering more than half the Civil Service.

*heavy drafting*

- in consultation with the Treasury and other Departments, put in hand a long-term programme of action to improve management in Government Departments and secure the better running of the services provided by central Government.

*If I were the siled Dec I'd expect to see (A).*

*Vague compared to the next indent.*

This will particularly concentrate on identifying ways of giving Departmental managers greater freedom and incentive



to improve the efficiency and effectiveness of their operations, strengthening the capacity of Departments for management audit, and defining a practical programme of efficiency work for the Civil Service in 1983: (i)?

- review the central selection, training and career management of staff and in particular consider:

1. how to arrange for more of the younger staff likely in time to carry important management responsibilities to gain first-hand experience of how the work of Government impinges on the outside world;
2. how to encourage more of these staff early in their careers to deepen their knowledge of relevant disciplines;
3. how to ensure especially that skills in financial management are brought up fully to the standards necessary for good management;
4. how to enable potential senior managers in the first half of their careers to gain greater depth of knowledge in particular aspects of Department work;

*What does this mean?*

*- meaning?*

*Why this fraction?  
Meaning?*



4

*examples?  
interchange?*

5. as a corollary to 3, how to broaden in mid-career the skills and experience of staff expected to reach the highest levels of responsibility;

*What about vice versa?*

6. how far the Civil Service can and should go in recruiting staff at senior levels from outside in mid-career, either on short-term exchanges and secondments or on permanent transfer;

*X seems to be a very different issue from Y and what a gloomy power to end the USV on.*

X |  
Y |

7. how early retirement can be facilitated for staff wishing to leave the Service voluntarily and for departments wishing to retire the less efficient.

- promote the motivation and performance of staff, by means of projects which involve staff in improving the output and organisation of their work, by promoting understanding of the implications for people of the introduction of new technology, both for the efficiency of their work and for their satisfaction in it, and by
- improving the effectiveness of occupational health advisory services.

*Whose? And whose targeted? ?*

- promote the development of good employment practices throughout the Civil Service in line with Government policies applying to all employers, in particular in the field of training, and in the employment of women, of members of the ethnic minorities, and of disabled people.

~~to~~

*I don't resent much on this particular front, but I do resent being bundled in with the hulk and lame.*



## CONCLUSION

10. Most of MPO's resources have to be used for providing central services for the Civil Service. It has been necessary to be selective in specifying major objectives for 1982-83. The intention in setting the Department's early tasks in this way has been to put together a practical programme with a good pay-off. It will be necessary to monitor and control the Office's progress closely in giving effect to the programme. Its success will lie in the extent to which it helps Government Departments and the men and women who work in them to serve the public well.

Evidence?

Do we have  
performance  
criteria for  
MPO?

What's on show that is practical  
in paras 9 (second indent) or  
9 (fifth indent)?



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

<u>Organisational Unit</u>	<u>Number of Staff 1.4.82</u>	<u>Total Cost, including notional costs of common services, accommodation etc</u>	%
		£ 000s	
Management and Efficiency	76	1,320	5
Public Appointments Unit	12½	226	
Machinery of Government	15½	246	
Conduct, Retirement and Security	17	249	
Personnel Management	88	1,446	5
Civil Service College	318½	6,446	23
Training	21	410	
Civil Service Commission	391½	9,805	35
Medical Advisory Service	53	1,127	
Central Group	141	1,930	7
Ministers Office/Top Management	17	293	
Other operations borne on MPO Votes (including Rayner Unit; Ceremonial; Downing Street; Chief Whip, House of Lords etc.)	147½	4,180	15
Total	1298½	27,678	large to leave as "other"?

The above figures and costs include those for common services staff which, although Central Group's responsibility, have been attributed in this Figure to the divisions they serve.