

**GSRU Seminar Series  
 'Developing for SCS'  
 Tuesday 11 March, 12:00-14:00  
 Churchill Room, 100 Parliament Street**

**EVENT PROGRAMME**

<b>Time</b>	<b>Activity</b>
12:00	Sandwiches and networking in Churchill Room
12:30	<b>Introduction: Paul Wiles</b> , Chief Government Social Scientist/Head of GSR
12:40	<b>Guest speaker: Juliet Mountford</b> , Deputy Director of the Strategy and Communications Team in the Office of the Third Sector, Cabinet Office
12:50	<b>Guest speaker: Tom Taylor</b> , Deputy Director of Central Analysis Division, DEFRA
13:00	<b>Guest speaker: Angela Evans</b> , Head of Profession for GSR in Welsh Assembly Government
13:10	<b>Questions</b> to all speakers
13:20	Introduction to <b>breakout session</b>
13:25	Delegates break out for discussion activity
13:50	Final questions and personal reflection
14:00	ENDS

**OBJECTIVES FOR TODAY**

- Hear from people working in the Senior Civil Service – find out how they got there and what it's like working at that level, to give you ideas and inspiration.
- Review, through small group discussion, what development opportunities you have in your parent organisations; what has been useful and what more you think could be done to help you.
- Leave today having thought about what you will do next to support your career development.

**SPEAKER BIOGRAPHIES**



**Juliet Mountford, Cabinet Office**

Juliet is the Deputy Director of the Strategy and Communications Team in the Office of the Third Sector in Cabinet Office. The Office leads the Government work to foster a thriving third sector and enable people to play a role in changing society. Juliet was a Deputy Director within the Respect Task Force at the Department for Children, Schools and Families and, prior to this, she was Deputy Director in the Anti-Social Behaviour Unit at the Home Office. Juliet has also worked in a number of other Government

Departments: CLG, DWP and the Cabinet Office Strategy Unit and Women's Unit. She has worked in local government (York City Council) and in the voluntary sector as Head of Research at the Family Policy Studies Centre. She is a member of the Social Research Association and has a MSc (Econs) in Social Policy and Social Research Methods from the London School of Economics.



### **Tom Taylor, DEFRA**

Tom joined the Government Economic Service in 1994 after a brief spell in academic research. At the Department of Social Security and then the Department for Work & Pensions, Tom provided economic advice on a range of welfare policy issues. Tom was appointed to the SCS in 2001 since when he has managed an analytical division covering child poverty, a policy division covering benefit fraud and an operational delivery unit covering local authority performance. Tom recently spent a year in the Office of Climate Change where he led an analytical audit of the science, measurement and economics of climate change. He was appointed Deputy Director of Central Analysis Division in DEFRA in August 2007.



### **Angela Evans, Welsh Assembly Government**

Angela is the Welsh Assembly Government's first ever Chief Social Research Officer. She leads the Office of the Chief Social Research Officer and acts as Head of Profession for research and evaluation staff across the Assembly Government. Angela has wide public sector research and policy development experience, having worked as a researcher with the Department of the Environment, a research/management consultant, and a senior specialist with the Audit Commission in Wales.

## **PROGRAMMES FOR THOSE ASPIRING TO SCS**

As part of the preparation for this seminar, GSRU has requested information from those leading on Talent Management strategy in departments on what opportunities they make available to their staff at mid-career i.e. those at grades 7 and 6 or equivalents, the feeder grades to the Senior Civil Service. Talent Management and succession planning are hot topics across government at the moment, with most departments either developing or already delivering on strategies to identify and develop those with the potential to achieve promotion to SCS within the next few years. Most departments buy

into the leadership programmes offered by the National School of Government and other organisations delivering training to senior public sector managers.

## **NATIONAL SCHOOL OF GOVERNMENT**

Leading Edge Workshops (for senior and aspirant senior civil servants)

<http://www.nationalschool.gov.uk/programmes/topic.asp?id=1429>

Aspiring to the Senior Civil Service

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=17746>

Preparing for Top Management

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=17750>

Leaders Unlimited

<http://leadersunlimited.nationalschool.gov.uk/>

Leaders UK

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=19402> or  
<http://www.leadersuk.org/>

Leadership Development for Senior Women

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=17766>

Leading in a Crisis

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=18177>

Leading through Appreciative Inquiry

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=18197>

The Sunningdale Leadership Programme

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=17745>

Leading Strategically

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=17747>

The Change Masters Programme

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=19693>

Collaborative Leadership

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=19680>

SPATS - The Senior Professional Administrative Training Scheme

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=18261>

PRIME E-Learning

<http://www.nationalschool.gov.uk/programmes/programme.asp?id=17763>

## WHITEHALL & INDUSTRY GROUP

<http://www.wig.co.uk/leadershipprogrammes/wigleadershipprogramme/>

## WINDSOR LEADERSHIP TRUST

<http://www.windsorleadershiptrust.org.uk/>

### A NOTE ABOUT PSG & BROADER EXPERIENCE

In future, recruitment and promotion will depend on your ability to demonstrate the Professional Skills for Government (PSG) skills, for example in 2012, you will not be able to apply to jobs in the Senior Civil Service (SCS) without meeting the PSG requirements. For SCS members and those aspiring to the SCS, experience of working in more than one career grouping (policy delivery, operational delivery, corporate services delivery) is important. Deep specialist knowledge is vital, but as you reach senior levels of the Civil Service, breadth of experience becomes increasingly valuable. This broader experience could be gained within the service or in other sectors. The new Government Skills Strategy will require all heads of specialist professions to define what broader experience should look like for their members aspiring to the SCS, over the next year or so. Paul Wiles will be looking at this for GSR.

Please also see the GSR website page on Interchange opportunities

[http://www.gsr.gov.uk/professional\\_development/interchange.asp](http://www.gsr.gov.uk/professional_development/interchange.asp). Interchange may be one option for you to gain broader experience.

### DEPARTMENTAL NOTES & CONTACTS

Please find below summaries of talent management approaches and/or contact details for people leading in this area (information supplied to GSRU by departments):

#### **Department for Transport**

Has an SCS Pool for Grades 7 and 6 in DfT and its' Agencies with the potential to reach SCS Pay Band 1. The aim of the people is to give participants the accelerated development they need to successfully compete for SCS posts and to operate well at that level. An internal exercise is run to select staff to join this pool.

Contact: Tarah Basu, Talent Manager. 020 7944 5002. [Tarah.Basu@dft.gsi.gov.uk](mailto:Tarah.Basu@dft.gsi.gov.uk).

#### **Department for Work and Pensions**

DWP has an emerging Talent Programme aimed at any G6/G7 working in the department identified as having the potential to achieve rapid progression into the SCS. The next cohort for this programme will be selected during Summer 2008 to start on the Programme in Autumn 2008. Selection for the programme is by Line Manager agreement, followed by attendance at an internal business talent forum. Those nominated to go forward are invited to attend a corporate assessment centre and if successful at that they go on to join the Programme. The Programme comprises of a number of formal development interventions aimed at developing senior people to lead the department of the future. For more information about this scheme please contact: Neil Sherringham, Emerging Talent Programme Manager, 0114 259 7108.

[Neil.sherringham@dpw.gsi.gov.uk](mailto:Neil.sherringham@dpw.gsi.gov.uk) . DWP also puts forward delegates to the Leaders UnLtd scheme run by the National School of Government.

### **Ministry of Justice**

Will establish a corporate approach aimed at grade 7 and 6 as a part of re-organisation following merger with parts of Home Office and former DCA. Some business areas currently provide local interventions e.g. sponsorship on National Government/other programmes.

Contact: Andrew Gardner-Blatch, Senior Staffing and Talent Management Team, MoJ.  
020 7189 2228 [Andrew.Gardner-Blatch@justice.gsi.gov.uk](mailto:Andrew.Gardner-Blatch@justice.gsi.gov.uk)

### **Home Office**

Currently part-way through a Talent Review that will be run annually in future, involving an audit of all Grade 7 and 6 staff skills and career aspirations through career discussions with Line Managers. Review is intended to identify people with high potential and provide them with the development necessary to support them in gaining promotion to SCS.

Contacts: Trevor Elkin, 020 7035 6712 [trevor.elkin@homeoffice.gsi.gov.uk](mailto:trevor.elkin@homeoffice.gsi.gov.uk) and Steve Pike, 020 7035 6579 [steve.pike@homeoffice.gsi.gov.uk](mailto:steve.pike@homeoffice.gsi.gov.uk)

For the Borders & Immigration Agency: Ruth Bailey [Ruth.Bailey@homeoffice.gsi.gov.uk](mailto:Ruth.Bailey@homeoffice.gsi.gov.uk)

### **Health & Safety Executive**

Sponsors G7 and 6 staff on a variety of National School/other external programmes and workshops.

Contact: Christine Shore, HSE Learning and Development Team  
0151 951 3606 [Christine.Shore@hse.gsi.gov.uk](mailto:Christine.Shore@hse.gsi.gov.uk)

### **DEFRA**

Not currently sponsoring SCS feeder grades to attend externally-organised leadership programmes. Defra's new Talent & Leadership Unit is in the process of developing a talent strategy for the organisation. More information will be available in due course.

Contact: Jenny Richardson, Talent & Leadership Specialist, DEFRA  
020 7270 8500 [Jenny.Richardson@defra.gsi.gov.uk](mailto:Jenny.Richardson@defra.gsi.gov.uk)

### **Department of Health**

Currently select staff to attend National School and other programmes.

Contact: Angela Blacklaw, Head of Talent Development, DoH  
020 7972 5893 [Angela.Blacklaw@dh.gsi.gov.uk](mailto:Angela.Blacklaw@dh.gsi.gov.uk)

### **HM Revenue & Customs**

Has a process for selecting staff at grades 7 and 6 for National and Local talent pools to prepare people for SCS Gateways. The process for selection is described on the HMRC Intranet under 'People' and 'About Your Career'.

Contact: Miles Yarrington, HMRC 0115 974 0429 [miles.yarrington@hmrc.gsi.gov.uk](mailto:miles.yarrington@hmrc.gsi.gov.uk)

### **Department for Children, Schools & Families**

Developed a Talent Management Strategy last year to cover everyone in the organisation but focusing on 4 priority groups: Fast Stream; Grades 7 and 6; SCS and under-represented groups, and the deployment/development interventions that might be

used for these groups. Development interventions might include selection for National School and other leadership programmes.

Contact: Val Stevenson, HR Talent Management, DCSF. 01928 794150/07795 401078 [val.stevenson@dcsf.gsi.gov.uk](mailto:val.stevenson@dcsf.gsi.gov.uk) (Note: Also the contact for **Department for Innovation, Universities and Skills** at present)

### **Department for Communities & Local Government**

Currently select people to attend National School and other programmes.

Contact: Kirsty Austin, CLG. 020 7944 3346 [kirsty.austin@communities.gsi.gov.uk](mailto:kirsty.austin@communities.gsi.gov.uk)

### **Department for Culture, Media & Sport**

Currently select staff to attend National School programmes.

Contact: Roxanna Bostock, DCMS. 020 7211 2129 [Roxanna.Bostock@dcms.gsi.gov.uk](mailto:Roxanna.Bostock@dcms.gsi.gov.uk)

### **ONS**

No details yet. Contact: Angela Lewis, ONS. 01633 456518.

[Angela.Lewis@ons.gsi.gov.uk](mailto:Angela.Lewis@ons.gsi.gov.uk)

## **DISCUSSION ACTIVITY**

### **Talent Management opportunities for G7 & 6 in GSR**

#### **Introduction**

For this activity you will need to work in small groups of three or four. In your small groups go through the discussion questions below to play the role of 'critical friends' on the subject of Talent Management opportunities and record your views. We would like you to write down the key points that come out of your discussions on the blank paper provided.

#### **Questions for discussion (4-5 minutes each):**

1. What training, development or talent management schemes for your grades have you already tapped into in your parent organisations, if any, and how have they helped you?
2. Would you consider taking up roles other than social research in your/another organisation e.g. policy or operational delivery work and why/why not?
3. What do you think you need to help you broaden and/or progress your career in your parent organisation?
4. How recognised do you feel as professionals in your parent organisations and is there anything else you think could be done to raise your profile, if needed?
5. Is there anything about career development in your parent organisation that you feel you don't have access to?
6. Is there anything you think GSRU could do to supplement the development opportunities already offered by your parent organisations?

#### **When you have finished...**

Please hand in all your papers to Jen Weedon in GSRU. We will collate your feedback and write it up for the GSR website and Member's Magazine before using it to develop further the Talent Management Strategy for GSR.

**THANK YOU FOR YOUR ACTIVE PARTICIPATION IN THIS ACTIVITY**

## QUESTIONS TO TAKE AWAY WITH YOU FOR PERSONAL REFLECTION

The following questions may help you plan what action you will take next in support of your career development.

- What is going well in my current role and what is going less well –what am I learning?
- What would I like to achieve in the next 6 months, 1 year and 2 years?
- What are my skills strengths?
- What new/enhanced skills will I need in order to achieve my career goals and how might I acquire these?
- What are my immediate development priorities?
- What action have you taken already in terms of meeting your development goals and priorities?
- How/from whom can I get feedback on my skills development in the short and longer term?
- What broader experience do I already have, if any? E.g. working in another department, career grouping or in the academic, private, other public or Third sectors
- What (other) broader experience opportunities either in or outside the civil service appeal to me at the moment? Are any types of experience essential in order for me to achieve my career goals?
- Is what I want to achieve realistic within the parameters of the resources available to me?
- What are the potential barriers to me achieving my goals and how might I overcome them?
- Who needs to know what my plans are?
- What support do I need and from whom?
- Would I benefit from discussing my plans with a senior colleague/mentor?

## CONTACTS IN GSRU

Rebecca Laffineur  
GSR Head of Recruitment & Talent Management  
020 7270 5325  
[Rebecca.Laffineur@hm-treasury.x.gsi.gov.uk](mailto:Rebecca.Laffineur@hm-treasury.x.gsi.gov.uk)

Jen Weedon  
GSR Career Development Manager  
020 7270 5619  
[Jennifer.Weedon@hm-treasury.x.gsi.gov.uk](mailto:Jennifer.Weedon@hm-treasury.x.gsi.gov.uk)