

Together we can make government work better

The Cabinet Office People Strategy and Plan at a glance



The People Strategy and Plan set out a clear framework for achieving excellence in the way we lead, manage and develop our people to enable the Department to deliver its objectives and to build its long-term capability.

The strategy:

- sets out why we need to change, building on what we have learnt from the Capability Review, staff surveys and stakeholders in order to prepare for our future business priorities;
- describes the kind of organisation we are aiming to become, and lists a set of principles that should be a focal point for our actions; and
- is clear where responsibility lies for making change happen.

The strategy will help us build a future Cabinet Office that:

- is smaller and more strategic in the way that it operates;
- is a cohesive organisation that works together across organisational boundaries;
- is more flexible and responds quickly to changing or new priorities;
- demonstrates excellence in leadership, diversity and management and has a corporate leadership team;
- invests in everyone, however long their stay in the Department, to build business capability, contribute to individuals' continuing development and ensure the organisation's capability for the future;
- attracts, develops and supplies highly skilled individuals from different backgrounds, restoring the Department as an automatic step in the career path of high-potential staff;
- has an inclusive culture and a diverse workforce at all levels; and
- maximises performance through robust objective setting and effective management of performance.

Where we need to change

From the Capability Review and staff surveys, we know the key areas we need to change:

- We need to work across organisational boundaries, and encourage the movement of staff across units.
- We need to increase corporate leadership from the senior management team.
- We need the flexibility to respond to changing cross-governmental priorities.
- We need to improve performance management and tackle poor performance.
- We need to engage permanent staff so they feel just as engaged as loan staff.
- We need to do more to attract the best talent.
- We need to shift the focus of loyalty from units to the Cabinet Office as a whole.

Priority skills checklist

From analysis of our business needs, we know the priority skills the Cabinet Office needs:

- people management;
- strategy and analysis;
- stakeholder management and facilitation;
- coordinating transformation and driving change;
- team building and working across boundaries; and
- project and programme management.

The Plan:

- focuses on how we bring in, bring on and move out staff, and how we build our management and leadership capability;
- sets out short, medium and long-term actions to deliver the strategy;
- will be updated regularly to reflect changing business priorities; and
- is supported by a Diversity Plan, which will be updated this autumn.

How will Cabinet Office staff benefit from this?

There will be:

- a clearer picture of what to expect from your line manager, your management unit and Cabinet Office HR;
- an improved 'development offer', i.e. what training you can expect;
- improved leadership and management from senior colleagues;
- more consistency in practices between units, building on the best;
- more opportunities to learn from and work with people from across the Cabinet Office;
- improved reputation for the Cabinet Office;
- more sense of cohesion and the value of staff; and
- more corporate support to deliver your objectives.

The Plan covers:

- induction;
- diversity;
- learning and development;
- performance management;
- workforce planning;
- talent review;
- managing headcount;
- succession planning;
- promotion standards;
- selection tools; and
- career management.



Some priority actions will be completed soon

By the end of July 2007, there will be:

- a revamped approach to induction of new staff, integrating corporate and unit induction;
- a new brokerage service to facilitate moves across and in/out of the Department – to replace the Priority Talent Pool; and
- performance management objectives that include contribution to wider Cabinet Office activity.

By the end of December 2007:

- a revised Diversity Action Plan will be launched;
- a new learning and development offer will be introduced to support Cabinet Office priority skills needs; and
- a more systematic approach to talent review and succession planning will be rolled out.

By the end of March 2008, there will be:

- new selection tools for recruitment;
- a new approach to performance management and reward; and
- more managed moves to support development.

For more information, speak to your line manager, see the FAQs on CabWeb or email HR.feedback@cabinet-office.x.gsi.gov.uk

