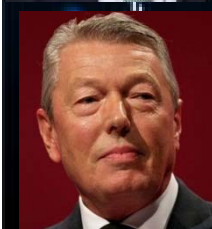
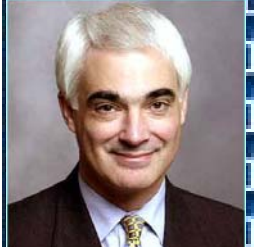
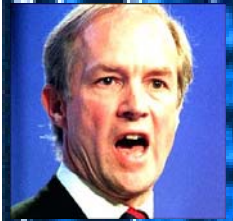
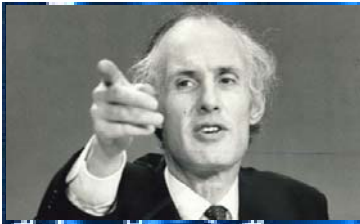


# Enabling Breadth and Depth of Expertise

## Insights from the UK Civil Service

**Trevor Huddleston**  
**DWP Chief Analyst**  
**August 2018**



The UK civil service has a great ambition .....

A Brilliant  
Civil Service

IMPROVED  
OUTCOMES

Effective  
Leaders

Skilled  
people

A great  
place to  
work

# There are many different types of profession in the UK civil service

Corporate Finance Profession

Counter-fraud Standards and Profession

Digital, Data and Technology Professions

Government Communication Service

## **Government Economic Service**

Government Finance Profession

Government IT Profession

Government Knowledge and Information Management Profession

Government Legal Service

Government Occupational Psychology Profession

## **Government Operational Research Service**

Government Planning Inspectors

Government Planning Profession

Government Property Profession

Government Security Profession

Government Science and Engineering Profession

## **Government Social Research Profession**

## **Government Statistical Service Profession**

Government Tax Profession

Government Veterinary Profession

Human Resources Profession

Intelligence Analysis

Internal Audit Profession

Medical Profession

Operational Delivery Profession

## **Policy Profession**

Procurement Profession

Project Delivery Profession

What do we use analytical expertise  
for in the Department for Work and  
Pensions?

# Internal organisation of DWP

**Ministers**

Policy Group

Finance

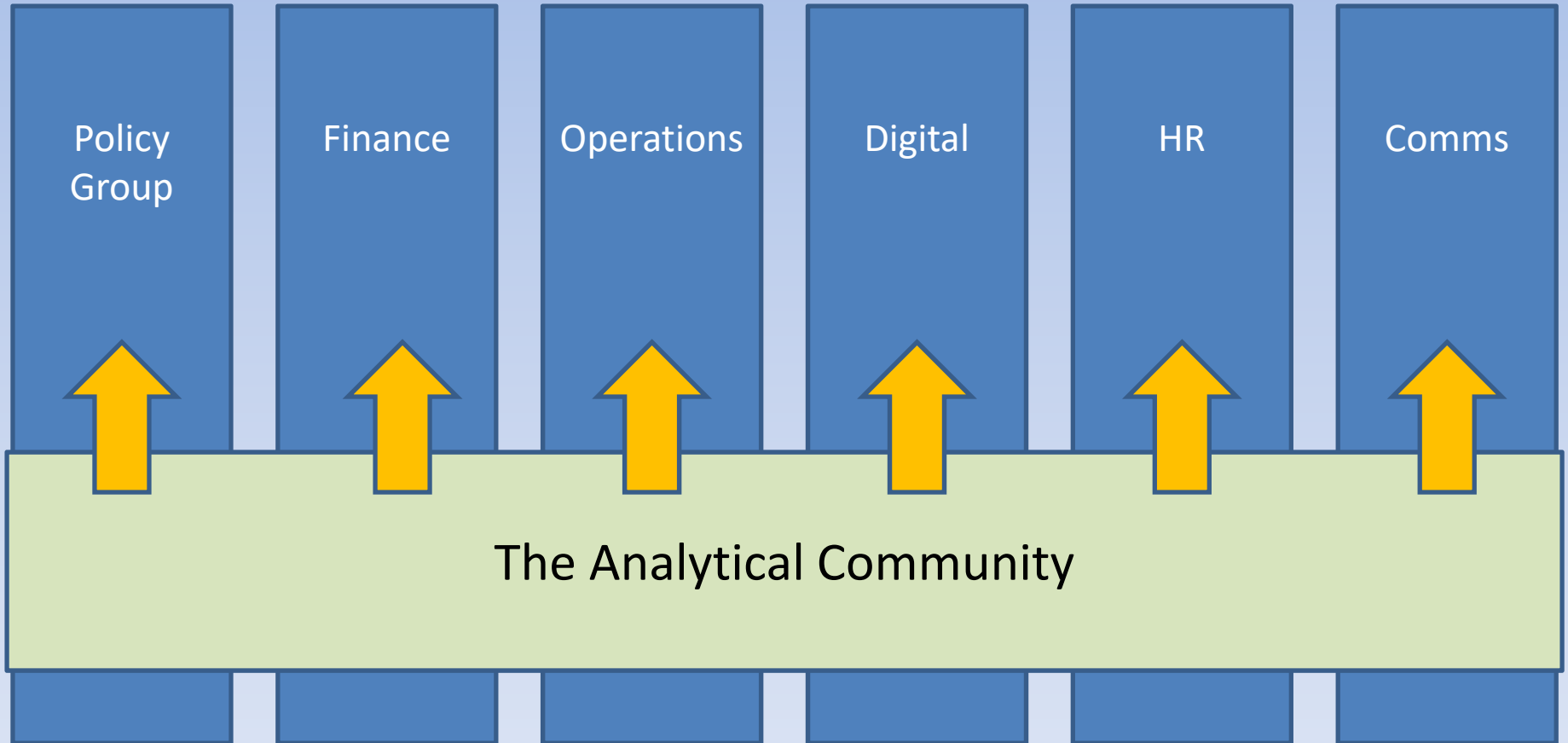
Operations

Digital

HR

Comms

The Analytical Community



# DWP generates a lot of demand for analysis

Stage	Analytical Community Input
Issue identification	Identification and estimation of trends, outcomes, costs, etc
Option identification and option appraisal	Literature reviews, cost-benefit analysis, randomised control trials
Legislative process	Impact assessments, Ministerial briefing, Parliamentary Questions, etc
Planning	Business volume forecasting, productivity assumptions, staffing & estates requirements
Implementation	Specifying performance metrics and associated targets
Monitoring	Analysis of MI, e.g., actual business volumes against forecasts, statistical publications
Evaluation	External research programme, internal evaluations, quantitative and qualitative
Continuous improvement	Identification of inefficiencies, avoidable contact, rework, customer satisfaction, fraud and error

The Chief Analyst has clear accountability for all analysis

How do we bring analytical expertise  
to bear in the Department for Work  
and Pensions



# The Analytical Community Purpose & Vision

- To improve the quality and consistency of key decisions being taken by Ministers and senior officials in DWP and relevant other Government Departments
- By providing a world class analytical service, built upon comprehensive, robust and timely data and fully aligned to Departmental priorities
- Delivered by highly engaged, productive, proactive and innovative staff with the right skills, knowledge, behaviours and experience working in partnership with colleagues from across the whole Department and beyond

# A World Class Analytical Service

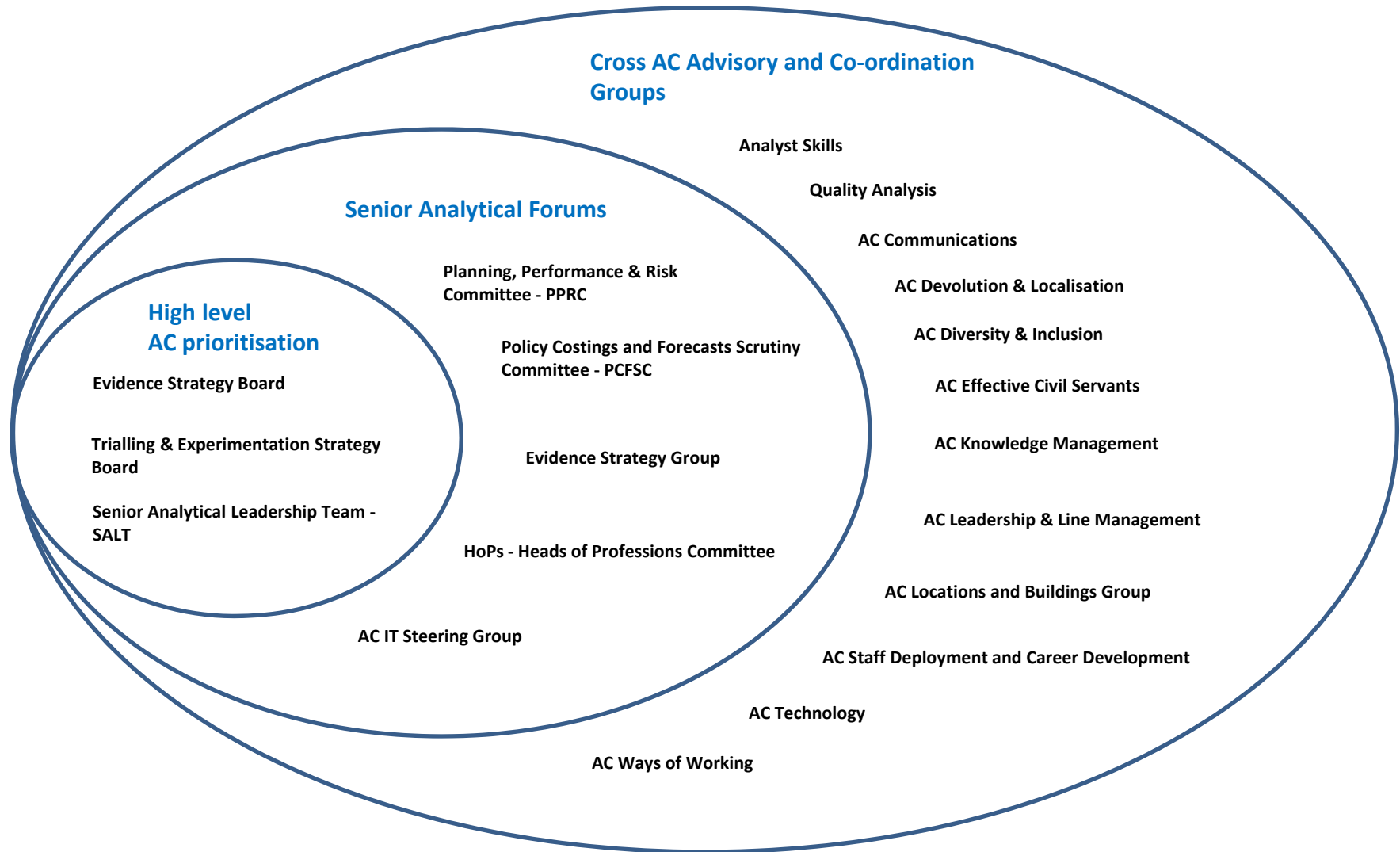


Understands the political landscape in which it is delivering.

Understands how our department and the benefit system work.

Understands the needs of decision makers.

# DWP Analytical Community (AC) Governance Structure



## How the Analytical professions work

- Centralised cross-government recruitment of Economists, Statisticians, Social Researchers and Operational Researchers
- New starters usually allocated to the department of their choice
- “Fast Stream” and mainstream entry grades
- Regular promotion rounds within departments
- External panel member ensures consistency of standards
- Common standards facilitate lateral moves between departments at all grades
- Within DWP we have a sophisticated system of internal “managed moves” at all grades

# Analysts have the opportunity to progress to senior levels

Grade		DWP analyst role (number)
Director General (Senior Civil Servant 3)		
Director (Senior Civil Servant 2)		Chief Analyst (1)
Deputy Director (Senior Civil Servant 1)		Lead Analyst (17)
Grade 6		Senior Team Leader (45)
Grade 7		Team Leader (180)
Senior Executive Officer	Fast Streamer (>2 years)	Senior team member (150)
Higher Executive Office	Fast Streamer (<2 years)	Junior team member (150)
Administrative Officer		One Year Student Placement (40)

## Our career offer delivers the future pipeline of senior analysts and delivers broad and some deep expertise

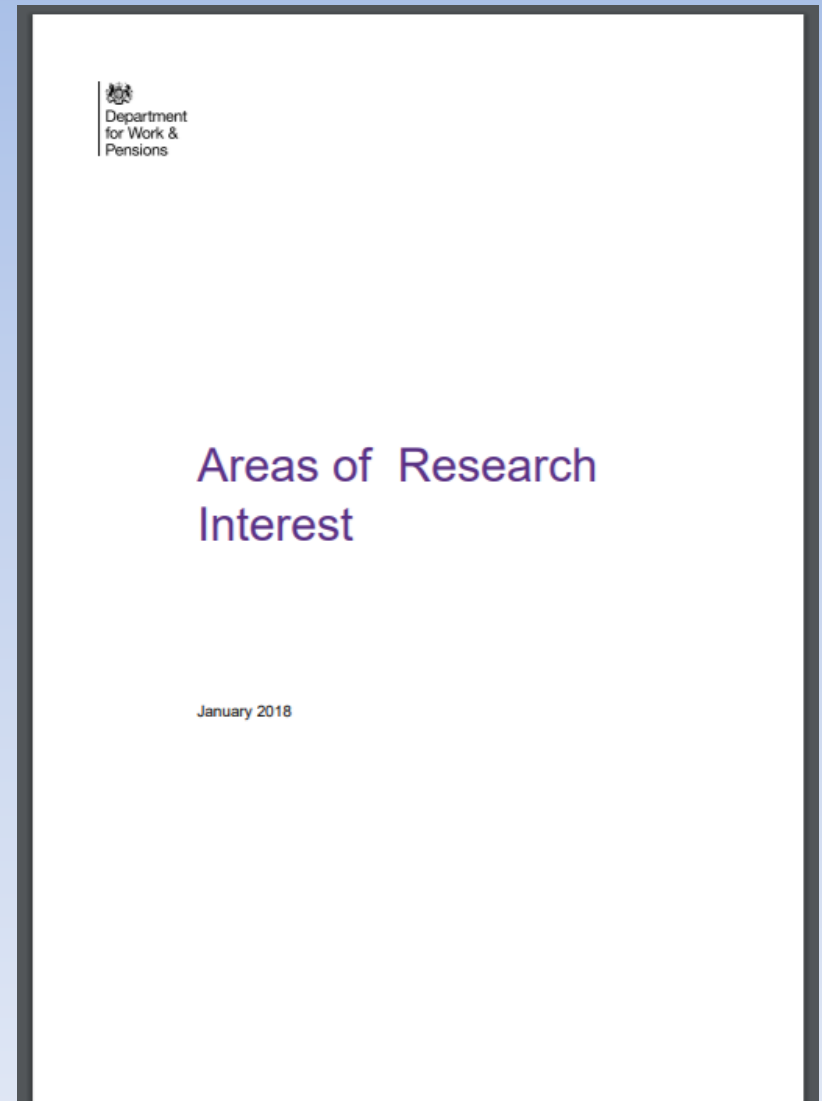
- Career development toolkit
- High quality career conversations
- Regular, self directed, “managed moves” to build CVs
- Centralised recruitment and staff deployment
- All jobs in all locations
- Loans and secondments
- Annual promotion rounds
- Job-sharing network



82% of analysts  
would  
recommend  
DWP as a great  
place to work!

# We can bring in deep expertise from outside when needed

- Evidence Strategy engagement with universities
- Influencing external funding choices
- Research programme
- Peer reviews
- Ad hoc advisory groups
- Methods Advice Group
- PhD secondments



## Thoughts and Challenges

- For analytical expertise to be influential you need the right organisational design and accountabilities
- Cross government professions ensure consistent standards
- Deciding what to do in-house and what to contract out drives the nature of the expertise needed in the civil service
- Big data and new tools are changing the expertise we need
- We are competing for analysts against private sector
- A fantastic career offer is critical to recruit and retain
- Recruitment processes are important for building a diverse workforce