

Methodology

Annex 1

The overall aim was to consult with a wide a range of stakeholders as possible within the constraints of the available resources and timeframe. Interviews took place during March and April and were focused around a number of structured questions relating to:

- what arrangements for career development are currently in place;
- how development needs are identified;
- the arrangements for the development of specific groups or disciplines; and
- what changes or improvements should be made to career development in HSE.

The following stakeholders have been consulted:

Executive and senior managers

Timothy Walker

Justin McCracken

Kate Timms

Paul Davies, John Osman, Brian Fullam, CoSAS

Bob Woodward, HID

Chris Willby, HID

Chris Snaith, John Conning, FOD

Kevin Myers, FOD

Adrian Ellis, Linda Williams, Paul Oldershaw, Terry Rose, Stewart Campbell.

FOD (as part of the FOD Management Board)

Ian Whewell, OSD

David Porter, Peter Brown, Angela Harding, NSD

Jane Willis, PEFD

Nick Starling, Sandra Caldwell, Policy Group

Brian Etheridge, SID

Vivienne Dews, RPD

Graham Ince, HSL

Focus Groups

A total of 4 focus groups (2 in Rose Court and 2 in Bootle) were arranged with staff from different job bands selected randomly. A total of 30 staff attended. Efforts were made to group similar job bands together so that staff would feel able to speak open and honestly. The focus groups were structured around four main topics:

- expectations of career development and how long staff expect to be in post;
- experience of career development in HSE and what staff have been told to expect;

- career development arrangements in place within their D/D and do they meet expectations; and
- what improvements or changes staff would like to see made to the career development arrangements in HSE.

Telephone Survey

To ensure all locations were covered, a further 18 staff were randomly selected and surveyed by telephone. They were asked the same questions as those in the focus groups and we tried to interview a member of staff of every band. A breakdown of those interviewed is:

Band 2 – 3

Band 3 – 2

Band 4 – 3

Band 5 – 5

Band 6 – 5

Other Government Departments

Meetings were held with the DTI and the Home Office to discuss career development arrangements in their departments.

Private Sector organisations

The project team invited a number of private sector organisations to discuss their arrangements for career development. In the event only one – Swiss Life Insurance – was prepared to meet with the team.

Research of relevant publications and websites was conducted to gather information on current best practice.