

## Line Manager Guidance Booklet



## Civil Service Stabilisation Cadre



Dear Line Manager

Thank you for agreeing to support your staff member in their bid to join the Civil Service Stabilisation Cadre.

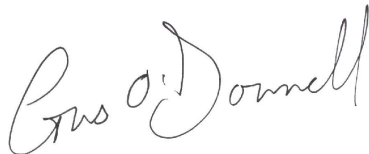
I have been a strong supporter of the Cadre since its inception as I believe, not only is the work that Civil Servants do in fragile and conflict-affected countries a key priority for the UK, the skills and experiences individuals come away with are of huge benefit to the Civil Service as a whole. They become better leaders, communicators, facilitators and team players.

The work of the Stabilisation Unit is high profile and an important priority for the UK Government. The work of civilians on stabilisation is vital to achieving success and building the trust and confidence of the local population in conflict-affected and fragile states. In Afghanistan, the integrated approach (where civilians and military work together) is a key tenet of the international strategy. The Cadre gives the UK Government the ability to respond quickly and effectively to future challenges.

The Cadre receives a lot of applications, so gaining a place on the Cadre is a great achievement for an individual and a great opportunity to contribute to cross-Whitehall priorities.

We are living in a time of ever greater financial restraint and at such times I recognise that it can be hard to release staff for deployments. However, given the long term benefit for the Civil Service I would encourage you to find ways of making this happen.

Yours sincerely

A handwritten signature in black ink that reads "Gus O'Donnell". The signature is written in a cursive, flowing style.

Gus O'Donnell  
Cabinet Secretary

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## SECTION 1 - INTRODUCTION

1. This document is designed for you as the line manager of a Civil Servant who has been accepted onto the Civilian Stabilisation Group (CSG), as a member of the Civil Service Stabilisation Cadre (Cadre). It outlines the benefits of having a member of your staff on the Cadre, and what you and your staff member can expect from the Stabilisation Unit.

### Background

2. The Stabilisation Unit was created to address a key HMG foreign policy priority and is the Government's centre of expertise and best practice in stabilisation, and home of the Civilian Stabilisation Group (CSG). The Unit was set up to respond to the complex challenges of fragile and conflict-afflicted states, and works with these partner countries to enhance their capacity for self-governance. The Unit is funded by and reports to the Ministry of Defence, Foreign and Commonwealth Office and Department for International Development, and includes staff from each of these Parent Departments, as well others ranging from the Ministry of Justice to the Food Standards Agency.
3. The Stabilisation Unit's mission is:
  - to co-ordinate and support cross-government stabilisation planning and execution;
  - to ensure the rapid and integrated delivery of targeted expertise in a cross-government approach; and
  - to lead on stabilisation lesson-learning and assist with implementation.
4. The Civilian Stabilisation Group (CSG) was created to assist the UK Government in addressing instability in fragile and conflict-affected countries. The Capability Group within the Stabilisation Unit is responsible for managing and administering the CSG. It identifies, trains, and manages the development of civilians who have shown the potential or already have the experience, behaviours and subject matter expertise critical to successful work in stabilisation.
5. The CSG is made up of over 800 Deployable Civilian Experts (DCEs) – civilian consultants who are experts in their specialist areas such as rule of law or conflict; and over 250 members of the Cadre who are UK Civil Servants from over 33 Government Departments and agencies.
6. The Stabilisation Unit deploys civilians to bilateral and multilateral missions in hostile areas to deliver stabilisation effect and to fill stabilisation-related posts in UK Government Department offices overseas, across Whitehall, and in multilateral organisations.

## SECTION 2 – WHAT IT MEANS FOR YOU

The work of the Stabilisation Unit is a key government priority. The ultimate goal of stabilisation is to bring about local, regional and international security, which in turn allows for global prosperity. This priority has high-level support from the Cabinet Secretary, who is keen to see that home Departments recognise the calibre of the civil servants the Cadre attracts, and champion staff participation, as a contribution to an extremely important HMG priority.

### Benefits of having a member of staff on the Cadre

7. When not deployed, members of the Cadre are based in their home Department and continue with their normal career path, but can undertake a range of learning and development opportunities to ensure they are prepared for deployment. The expectation is that all Cadre members will undertake some training during their time on the Cadre and also apply for suitable postings with the Stabilisation Unit. These training courses, while primarily focused on developing skills related to deployments overseas, offer many transferable skills including leadership, cross-government working, resilience and communicating under pressure and in challenging environments.
8. Having a member of staff on the Cadre brings significant benefits to the home Department and the Cadre member's local team. Individuals develop important skills, contacts and experience that they can bring back to their home Department.
9. On deployment overseas, Cadre members use their skills in difficult and sometimes hostile environments to help to bring about positive change as part of a team – their impact could be huge and the job satisfaction immense. Operational deployments can give them increased self-confidence, leadership skills, decision-making ability, self-awareness and life experience on return to the UK.



### Training

10. The Stabilisation Unit funds the training courses it provides for members of the Cadre. The training commitment varies depending on the skills and experience of a Cadre member, but it is not expected to exceed 20 days in any one year for core training.

11. Training courses provide the opportunity to not only acquire new skills and strengthen competencies; but also provide experience of working within a different organisational structure. Cadre members have reported increased adaptability and confidence as a result of these experiences, and have built valuable networks with colleagues and partners. We provide the information for Cadre members to self-assess their learning and development needs, and the possibility of deployment and training should be included in Cadre members' Personal Development Plans.

**Feedback from one of our Cadre members who attended the Intermediate Command and Staff Course**

"What did I get from all this? Well, first there was the theoretical stuff. As well as interesting, it was very useful in understanding how the army got to where it is. Of greater importance, was the closer awareness of how the army operates, the structure and planning of army operations and a better understanding of the style and culture of the army, their concerns and their prides, and an understanding of their expectations of civilians working with them in conflict or post conflict environments. My knowledge of three letter acronyms (TLAs) and language is much better and this could be invaluable if I ever do get to be deployed. Without this experience any deployment would get off to a slow start while I went down the learning curve of working out what people meant and what they were doing. I also now have a small but expanding network of contacts in the army and in the CSG."

## Releasing a member of staff

12. Members of the Cadre cannot apply for training or job opportunities without your consent, so you will always be aware of what is happening and can plan accordingly.
13. For the majority of the time a member of your staff is on the Cadre, they carry out their work in their Home Department as normal. They can, however, undertake some form of training or participate in military/stabilisation exercises in order to increase their skills base and become more deployable. The Stabilisation Unit will work with you to ensure the minimum disruption to their day-to-day duties by giving plenty of notice, along with a choice of dates where necessary, personally discussing the importance to the Stabilisation Unit of a Cadre member attending a particular training opportunity or deployment to ensure a mutually acceptable outcome.
14. Cadre members are given the opportunity to apply for various secondments and international deployments. Deployments to an unstable area vary from two weeks to two years. A short deployment of two weeks enables cover to be provided for breather breaks of those currently deployed. Length of deployment is agreed on a case by case basis depending on requirement of the role and personal circumstances of the individual to be deployed.

## Short term deployments

15. Short term deployments (two weeks to three months) are great opportunities for Cadre members to gain new skills and experiences, which they can bring back to their current roles. Such work is varied and ranges from reviewing programmes to responding to urgent requests to covering for an individual who is on a breather break.

### **Feedback from a Director General in the Home Office on a short deployment of a member of her staff**

“From my perspective the assignment was able to be accommodated alongside her usual duties because, although it was a busy period in preparation for the Spending Review, there was some flexibility in the timing of the three weeks of the assignment. It was helpful to have an interval between the first two weeks and the write-up phase. I know that [the Cadre member] feels that she has benefited from applying her skills in a challenging environment, and that she has gained transferable knowledge from the experience that could contribute to the Department in future.

I would be happy to consider releasing [the Cadre member] again should another opportunity arise.”

## Longer-term deployments

16. A longer-term deployment offers Cadre members a chance to develop their career. Cadre members will normally apply for longer-term deployments in the same way they would for any job within the Civil Service. Upon finishing the deployment, the Cadre member will be expected to find a new job within their home Department.
17. If a staff member wants to apply for an opportunity, and is successful, the Capability Group will work with you to negotiate notice periods and so forth.

## Reward and recognition

18. The Stabilisation Unit does try to follow up reward and recognition for individual members of staff, but we would appreciate your support in championing the achievements of staff in your home Department, for example:
  - Thank-you letters from Permanent Secretaries / Director Generals recognising the individual’s contribution to Government objectives.
  - Nomination for local reward schemes.
  - Nominations for annual honours lists.

## SECTION 3 – Key information on the Cadre

### Roles within the Cadre

19. The Cadre is open to applicants from all Government Departments and Local Government Authorities from the grade of Administrative Assistant to Senior Civil Servant. The majority of posts fall at SEO/ Grade 7/Grade 6 level but there are nonetheless opportunities at the lower and higher ends of the grading spectrum.

20. Members of the Cadre can undertake the following placements co-ordinated by the Stabilisation Unit:

- deployments (roles delivering stabilisation overseas);
- secondments (to external organisations); and
- loans (roles within the UK e.g. to another Government Department) or to the Stabilisation Unit in London.

### Length of service on the Cadre

The length of time people will spend on the Cadre will vary but it could last the whole of their career in the civil service. The Stabilisation Unit will take into account home Department career streams, ongoing assessment of skills, and behaviours before and during deployment and individuals' personal circumstances.

### Deployments

21. Deployments are not guaranteed, as ultimately they depend on demand and individuals' suitability.

22. The FCO, DFID and MOD have existing mechanisms to deploy Civil Servants to hostile areas which fulfil distinct departmental functions. The Cadre is not intended to replace these mechanisms but takes best practice from them to ensure that the Cadre is appropriately resourced to undertake distinct Stabilisation Unit roles.



## Location of deployments

23. Cadre members deploy where there is a UK military presence, where there are multinational forces, or where the security environment is deemed unstable but there is no military presence. Most recently, the SU has deployed individuals primarily to Afghanistan, Kosovo, Georgia and Haiti, but we have also deployed individuals to countries including Sudan, Nepal, the Democratic Republic of Congo, Nairobi and Yemen in the last 12 months.
24. The Cadre operates on a system of willingness to deploy, whereby participants can choose the areas of the world in which they are content to work.

## Terms and Conditions

25. Cadre members remain on their home Department's terms and conditions of service for loans in the UK. For deployments to hostile areas, civilians remain on their home Department's terms for salary and leave, but receive harmonised deployment allowances. The precise details of the secondment are laid out in a secondment agreement between the Stabilisation Unit and the Cadre member's home Department.

## Welfare and duty of care

26. The Stabilisation Unit has a welfare policy to support all aspects of welfare when Cadre members are on a deployment. It is designed to ensure we have a clear understanding of our obligations to Cadre members. The policy is not intended to supplant any of the current welfare obligations of home Departments, but rather to ensure that Cadre members' welfare while in-country is sufficiently taken into account and procedures are harmonised as much as possible.

## Performance management

27. Unless otherwise agreed by all parties, while a member of the Cadre is on a deployment/secondment or loan, they remain on their home Department's performance management system – whether they are in a UK post or deployed overseas. The Stabilisation Unit has a performance management policy which can be viewed by Cadre members on the website or can be provided by the Capability Group.
28. Should your staff member be deployed on a short deployment they can either use their home Department a bridging report procedures or the Stabilisation Unit's short-term post feedback form to record feedback.

29. It is the Cadre member's responsibility to explain to you how they have benefited from the opportunities available while on deployment and discuss the performance / feedback reports they received.

## Other HR issues

30. Although individuals remain on home Department terms and conditions of service, while on deployment a Stabilisation Unit HR contact is available as a first point of call for any other HR related issues:  
[suhr@stabilisationunit.gov.uk](mailto:suhr@stabilisationunit.gov.uk).

## Post-deployment - returning to home Departments

31. For deployments to countries such as Afghanistan the Stabilisation Unit operates a system of breather breaks in which every six weeks in country is followed by two weeks rest and recuperation in the UK. Cadre members are also encouraged to take some of the leave they will have accrued whilst deployed ahead of returning to their home Department.
32. The majority of Cadre members will undertake a short-term post within the Stabilisation Unit immediately following a deployment, managed by the Capability Group, to ensure that skills are transferred, lessons learnt and effective debriefs are given. The length of this post varies from a couple of days for short-term deployments to a few weeks for a longer-term assignment.
33. It also provides an opportunity for continual monitoring for emerging signs of post-traumatic distress (which should also be monitored once the Cadre member has moved to their next job). The Capability Group can provide support and contacts for you to monitor your staff's welfare on their return.
34. Returning to the Stabilisation Unit also helps alleviate the stress of a deployee having to find a job immediately on their return. The length of post in the SU is agreed by the individual, their department and the SU.

## Funding

35. The costs of deployments are met by whoever owns the role (eg DFID, FCO, MOD or a specific multilateral organisation). Members of the Cadre will remain on their home Departments payroll and that Department will invoice the organisation concerned for the costs incurred.

## SECTION 4 - ACRONYMS AND CONTACT INFORMATION

<b>CSG</b>	Civilian Stabilisation Group
<b>DCE</b>	Deployable Civilian Expert
<b>SU</b>	Stabilisation Unit
<b>DFID</b>	Department for International Development
<b>FCO</b>	Foreign and Commonwealth Office
<b>MOD</b>	Ministry of Defence

This document is by no means exhaustive and specific questions and issues should be raised with a member of the Capability Group. Contact information below:

Stabilisation Unit website:

<http://www.stabilisationunit.gov.uk/index.php/civilian-stabilisation-group>

The CSG Capability Group: [ukcsg@stabilisationunit.gov.uk](mailto:ukcsg@stabilisationunit.gov.uk) (Nanette Brew-Butler, Cadre Officer)

The Cadre is administered and managed by the Capability Group within the Stabilisation Unit. The Capability Group can be contacted at: [ukscg@stabilisationunit.gov.uk](mailto:ukscg@stabilisationunit.gov.uk) or call the Cadre Manager, Lisa Snell on 020 7023 1799.