



Home Office

Candidate Information Pack

HR Professionals

Civil Service Grades SEO-Grade 6



INVESTORS
IN PEOPLE | Bronze

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The opportunity to make a real and lasting difference awaits...

Paula Leach

Chief People Officer

Biography

Paula joined the Home Office in October 2014 as Director, Leadership, Capability & Change leading the creation of the Home Office People Capability Strategy in support of the Transformation Agenda. From April 2016 she took on the role of Home Office Chief People Officer. Paula also leads the governance for the cross-Civil Service Organisation Development & Design agenda.

Prior to joining the Civil Service, Paula pursued an HR Generalist career at Ford Motor Company for 18 years working across all HR disciplines in a variety of business segments and functions. Paula worked in the USA from 2003 for 3 years leading a Global Competency building programme and designing Executive Talent programmes, and latterly the STEM skills agenda in Britain, including the re-design of Apprenticeships. Paula is Mum to two daughters, is a School Governor and runs her own small charity.

I am so pleased you are interested in joining Home Office Team HR.

The Home Office has a compelling and simple agenda: to keep our borders secure and our citizens safe. Across three main groupings - Office for Counter Extremism and Security, Public Protection and Immigration and Borders – our employees number more than 25,000, in a variety of roles, from Policy Making and Working with Ministers to those delivering front-line operations.

Not only is it the significance of this Department's work and the variety and dedication of our employees that attracted me to be part of the Home Office, but the unprecedented transformation that is taking place – with the business prioritising the People Agenda at its heart.

My senior team and I are seeking experienced HR Professionals to join our friendly HR team who understand how we as professionals can help business leaders to unlock the potential of their teams. We are part of the wider Civil Service HR community and as such benefit from first class HR development and networking. The opportunities for professional autonomy, impact and self-development are very real and highly engaging. We work hard, and we respect the need for integration between work and life – I role model this by working flexibly.

We have a range of exciting and challenging roles across a number of HR disciplines and I hope that the prospect of joining us interests and excites you. The opportunity to make a real and lasting difference awaits.

Paula

About the Home Office

The Home Office is one of the original great Departments of State and has one of the most challenging jobs in government. Its mission is fundamentally important: to keep Britain's streets safe and its borders secure. Each and every member of the Home Office plays a part in making that happen. The challenges the Department faces are significant and can change rapidly in the global environment in which we operate. This makes it one of the most exciting and stimulating Departments to work in.

Over the next three years, the Home Office will face a significant challenge: to ensure that the services which keep the UK safe and secure are able to meet new demands and be more effective with significantly less money. We have achieved significant progress in making the business consistently competent. We now need to implement transformational changes, building on that foundation.

There are four themes which define our transformation:

- **People** – fewer, more expert, with more flexible deployment
- **Data** – better quality and easier access
- **Digital** – taking advantage of existing opportunities and creating new ones
- **Managing demand** – working with partners to reduce demand on taxpayer funded services across the system

We have made good progress with regard to our people:

- The department is ranked among the Times Top 50 Employers for Women, achieved Gold for the Race for Opportunity supporting BME staff, and are the only government department to be ranked (5th) in the top 100 Stonewall staff performers.
- There has been heavy investment in operational skills and management development.
- The department now has a range of talent programmes at different levels, with a strong focus on inclusion.
- Workforce planning accuracy is improving and deployment is more corporate.

However, there are significant opportunities for the HR function to genuinely continue to partner with the business at all levels to drive and deliver ongoing large scale change

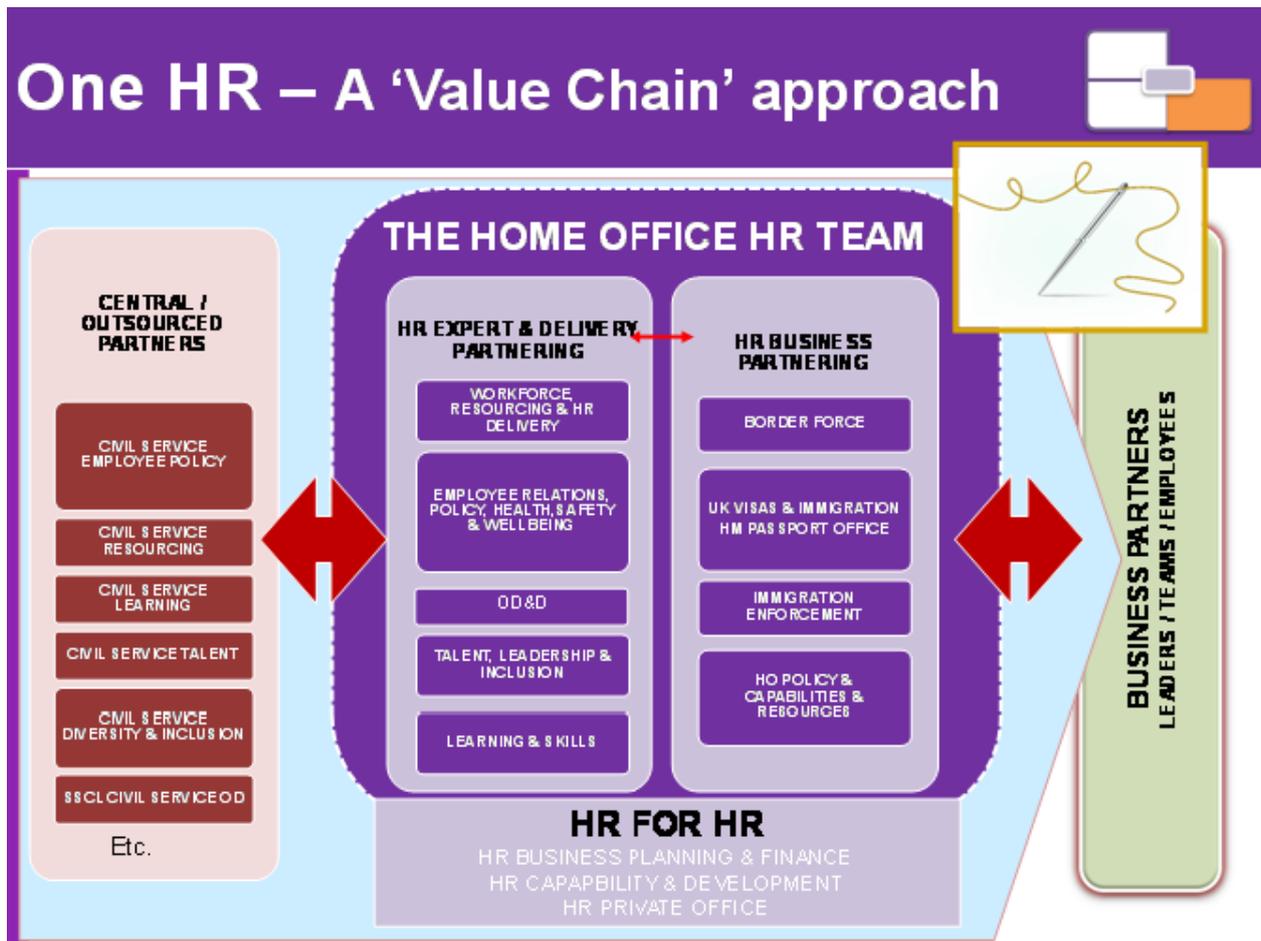
The Home Office recently published its **Single Departmental Plan 2015 to 2020** which can be found online at: <https://www.gov.uk/government/publications/home-office-single-departmental-plan-2015-to-2020/single-departmental-plan-2015-to-2020>

One HR for the Home Office

Our Values

We have a value chain approach to HR in the Home Office with our business partner teams at the frontline directly partnering business leaders and teams; HR expert partnering teams support the business partner teams by developing and advising on HR policies, procedures and processes to be implemented and embedded through the business partner teams; our expert partnering teams have integral links with our outsourced partners across the civil service.

We pride ourselves on being an organisation that values diverse talent and focuses on creating an inclusive culture that allow colleagues to give of their best. Running through all of our work are the three golden threads of inclusion, engagement and wellbeing - supporting our colleagues to feel valued and be motivated, happy and healthy in their work.



Our HR Roles

We have a number of exciting opportunities for HR professionals to join the Home Office HR Team and support the work of one of the most stimulating Departments in Government.

We are looking for people who are passionate about developing talent, supporting organisational performance and helping create a highly skilled workforce to achieve excellence at all levels.

For full role descriptions and details of the skills, experience and qualifications required, please see the annexes attached to this document.

Our opportunities include:

Grade 6

- Senior HR Business Partner (Annex A)
- Organisation Design and Development Consultant (Annex B)
- Head of Talent (Annex C)

Grade 7

- HR Business Partners (Annex D)
- Workforce Planning Consultancy Team Leader (Annex E)
- Learning and Skills Business Partner (Annex F)
- Deputy Head of Learning and Development (Annex G)
- Deputy Head of Capability (Annex H)

SEO

- HR Project Management (Annex I)

Salary bandings

- Grade 6: £63,060-£74,446 (London) £58,103-£68,547 (National)
- Grade 7: £52,969-£62,239 (London) £48,004-£56,405 (National)
- SEO: £39,333-£45,232 (London) £35,114-£40,380 (National)

Locations

- London and the South East (Croydon) - see page 9 for further information
- Flexible: Liverpool/Croydon - see individual job descriptions
- Flexible: Liverpool/Sheffield/Croydon – see individual job descriptions

Please note: the appropriate salary banding will be applied in line with candidates' base location.

Contract type

These are Permanent positions.

Hours/Working pattern

Full/Part time/Job share.

Training and Development

The Home Office is one of Whitehall's key departments and offers engaging jobs in work that really matters; jobs which have a direct impact on the quality of public services. There are many exciting roles that can offer great job satisfaction and opportunities to develop and progress both within the Department and across the wider Civil Service.

We are committed to investing in our staff and offer a range of work based training and qualifications, coaching and mentoring opportunities and a guaranteed five days of learning and five days volunteering per a year. We will support the continuous personal development of our HR Professionals through a regular programme of HR events.

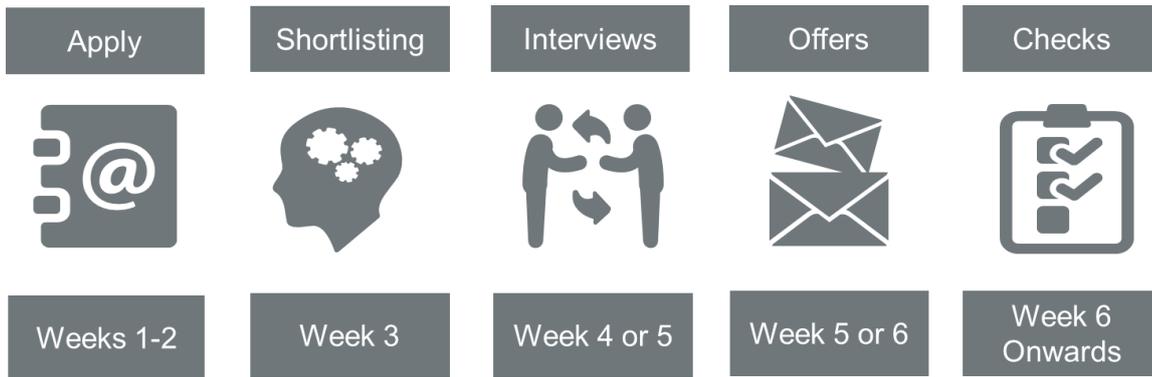
What are we looking for?

The key criteria for all roles include;

- You will be CIPD qualified, or willing to work towards a CIPD qualification where specified in the individual job descriptions
- You will hold excellent communication skills
- You will be asked to demonstrate the competencies, skills and behaviours outlined in the job descriptions provided in the annex.
- Be able to provide all of the documents we need to complete your pre-employment screening and security clearance

Overview of the recruitment process

We are seeking talent to join us over the next few months and therefore expect flexibility in the recruitment process, indicative timelines are provided yet are subject to change.



Some further information on each stage in the process:



You can quickly and simply apply online. You will be asked to provide some basic biographical information, upload a CV and provide a short statement about your aspirations, career goals and why you would like to join us.

Online Application

Your application will be assessed against the essential criteria which will include a review of your statement. We will let you know within 7 days of your application if you have been successful at this stage.



Shortlisting

You will be asked to book some time to talk to specialist recruiters in a telephone interview. We will offer a range of times and dates typically within a few days. This interview will focus on the behavioural indicators of two lead competencies and your aspirations. You can see the competencies in the Annex J of this pack and we will also provide you with guidance on how best to prepare when you book your interview. We will endeavour to let you know the outcome of the shortlisting within a few days and ideally no longer than 7 days after this interview.



Interviews

We expect to conduct panel interviews towards the end of October and early November in London at the Home Office. It is likely that the interview will include a presentation and we will send you a briefing three days prior. We may also ask you to undertake an assessment online prior to your interview which will be considered alongside your interview.



Offers & Checks

Top scoring applicants will receive a recommendation for appointment, subject to completion of the appropriate pre-employment checks. Please note these posts do require security clearance and this can take time. We will work with successful applicants to progress your checks as quickly as we can and will provide you with a single point of contact during this time.



Please Note: We may re- advertise some or all of the roles if the first campaign does not fulfil all of the posts, applicants who apply in any campaign may be offered to progress their application at a later date if this is the case. We have provided some important information about our selection and assessment process and policies, please ensure you have read and understood these before you apply.

IMPORTANT INFORMATION

Once you have submitted your application with your CV and aspiration statement, it cannot be amended: only submit your application when you have completely finished and answered all the relevant questions.

PLEASE NOTE: when you reach the declaration section of the application form you will be presented with a list of statements to read and agree to. If you tick to agree the statements then click the “continue” button. Your application will then be submitted.

Please be aware that our selection process may change during the campaign to include additional sifting and selection tools or alternative processes.

Further guidance on competencies and how we use them to select the best applicants is attached at Annex J.

All applicants who are interviewed will be scored and ranked. Top scoring applicants will receive confirmation via email of their recommendation for appointment, subject to completion of the appropriate pre-employment checks.

The final selection panel interviews are expected to be held in London at the Home Office. You will be advised of the format in advance.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed by the Home Office.

Reserve Lists: If we receive more applications from suitable candidates than we have vacancies for at this time, we may hold applicants who meet the standard at interview, on a reserve list for 12 months. This means we may contact candidates on the reserve list and offer future similar vacancies requiring the same skills and experience, if they become available, without a new competition. Offers will be made in merit order.

Feedback: We will provide feedback to those who progress to the interview stage.

Our recruitment partner: ManpowerGroup Solutions support the Home Office in some of our recruitment, having been appointed by Government as the leading provider of these services in 2013. For this campaign we have asked our partner to manage your application on our behalf. This includes responding to your queries, providing our website and application system in addition to support with selection and assessment.

Who to contact if you have any questions?

Should you have any queries throughout the recruitment process please contact us by email; HomeofficeHRjobs@manpowergroupsolutions.co.uk

Completed applications with CVs and aspirations statement should be submitted using our online application system by the close date detailed on the advert.

Terms and Conditions

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Contract length: Permanent.

Salary: These roles are being offered at the following Civil Service grades and London salary bandings:

- Grade 6: £63,060-£74,446 (London) £58,103-£68,547 (National)
- Grade 7: £52,969-£62,239 (London) £48,004-£56,405 (National)
- SEO: £39,333-£45,232 (London) £35,114-£40,380 (National)

The Home Office will review your pay annually and will engage in a process of collective bargaining with the recognised trade unions – any increase to your salary will be at the discretion of the Home Office.

Former Civil Servants who have left the Civil Service early with a severance package or retired with a pension may see either their pension abated or be required to repay some of their lump sum compensation payment. For further information please contact MyCSP:

Address: MyCSP, PO Box 2017, Liverpool, L69 2BU

Telephone: 0300 123 6666

Email: contactcentre@mycsp.co.uk

Working Arrangements: This role is available on a full time, part time or job share basis.

If you would like to job share, you can use the [Civil Service job share webpage](#) to find out more about how job sharing works. The online tool will help you to look for a suitable job share partner in government departments.

Working Hours: For new entrants to the Civil Service and existing Civil Servants appointed on promotion, basic hours of work will be 37 hours per week, excluding lunch breaks. For existing civil servants appointed on level transfer, your current contractual entitlements in relation to basic hours of work will continue to apply.

Location: we are a multi-site organisation. Roles are predominantly based in London and the South East/Croydon and travel around the UK may be necessary. The base location for some roles is flexible and candidates could work from any of the locations listed within these job descriptions and the appropriate pay scale applied. Please note that our London based HR office will be transferring to Croydon in the near future.

Dual Workplace arrangements: Where dual workplace arrangements apply applicants need to be aware that if there will be a requirement to work regularly out of more than one location, e.g. Sheffield and London, there may be a tax implication on any expenses paid by the employer as all locations will be deemed to be permanent workplaces. Regular is defined as one day a week/4 days a month. You and the recruiting manager will need to be clear on the arrangements for the travel expenses and who will be required to pay the costs of travel to both locations. Day subsistence will not be paid in relation to travel to a permanent workstation.

The options are:

- Staff meet their own costs of travel e.g. for travel between Croydon and London; Liverpool, Manchester and Salford.
- The employer pays the expenses, e.g. for travel to London if the role is based in Sheffield but staff will be required to pay the tax
- As above but the employer pays the expenses and tax

It should also be noted that the expenses paid by the employer will form part of the P60 earnings and may therefore affect any tax credits or child benefit, or their tax band and that the employer will not compensate for any loss.

Other Benefits:

- Childcare - a range of childcare support options, including holiday play-schemes and a childcare voucher salary sacrifice scheme, is available to Home Office staff. The type of provision available to you will depend on the area in which you work. All staff, male and female, full- and part-time, can apply for childcare support.
- Interest free season ticket and bicycle loans.

Pension: Pension schemes are available and more information will be provided to successful candidates. For further information on these schemes please refer to the following website <http://www.civilservicepensionscheme.org.uk/>

Age of Retirement: The Civil Service has adopted a no retirement age policy. This came into effect on 31 March 2010.

Annual leave: New entrants to the Civil Service will receive 25 days leave rising to 30 days after 10 years service. In addition you are entitled to 8 days bank/public holidays and 1 day privilege leave to be taken at a fixed time of the year (Pro-rata for part time). Existing Civil Servants please see the section within this document relating to the terms and conditions that will apply to you.

Nationality: These are non reserved posts and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non EEA family members and Swiss Nationals under the Swiss EU Agreement. **There must be no employment restriction or time limit on your permitted stay in the UK.** You should normally have been resident in the United Kingdom for the last 3 years for roles that require CTC clearance.

Health Standard: You must be able to give regular and effective service. You will be asked to complete a health declaration, and, if necessary, to attend a medical examination.

Probation: You will serve a period of probation unless you are transferring from another role in the Civil Service and have satisfactorily completed a probation period. Your performance, conduct and attendance will be monitored and reviewed.

Posting Length: The expectation within the Home Office is that staff will normally remain in post for a minimum of two years and will not apply for Home Office or wider Civil Service roles on level transfer during that time.

Confidentiality: You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired in the course of official duties, and not to disclose information which is held in confidence.

Guaranteed Interview Scheme for Disabled Persons: The Home Office operates a guaranteed interview scheme for people with disabilities (as defined by the Equality Act 2010) who meet the minimum criteria for this appointment as published in the advert. If you wish to apply for consideration under this scheme, please complete the appropriate section on the online application form. This will enable us to make the appropriate arrangements, if necessary.

Outside activities: As a civil servant you may not take part in any activity which would in any way impair your usefulness to the service, or engage in any occupation which may conflict with the interests of your department or be inconsistent with your official position. Subject to these conditions, work of a minor or short-term nature (for example, vacation work or work after hours) is normally allowed, provided you seek prior permission.

You will also be subject to certain restrictions, depending on your grade and the nature of your work, on national and local political activities. These include standing as a candidate in parliamentary or local authority elections, or canvassing on behalf of candidates; and expressing views on matters of political controversy in public speeches or publications.

Equal Opportunities: The Home Office is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of, gender, gender identity, race, disability, sexual orientation, religion or belief, age, marriage and civil partnerships, pregnancy and maternity, caring responsibilities, part-time working, or any other factor irrelevant to a person's work. We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

Home Office HR procedures (for example, for recruitment and selection, staff appraisals and career progression) are based on an assessment of an individual's ability and their suitability for the work. We are committed to providing all staff with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible.

As a public authority, the Home Office has statutory duties placed on it under the Equality Act 2010 that state that it must have due regard of the need to:

- eliminate discrimination, harassment, and victimisation
- advance equality of opportunity, and
- foster good relations

We expect all staff to assist the department in meeting these obligations.

The Home Office has concluded that membership of any group or organisation that promotes hatred in its philosophy, aims, principles or policies, based on gender, gender identity, race, disability, sexual orientation, religion or belief, is incompatible with the work and values of the Home Office.

Retention of Personal Data: The personal data which you have provided, and which we may request in connection with your application, will not be retained beyond 24 months should your application be unsuccessful. If you are appointed to the post(s) applied for, your personal data will only be used for the purposes of Personnel Management.

Pre-appointment checks: If you are recommended for appointment enquiries will be carried out on health and other matters, to ensure that you are qualified for appointment. To enable these enquiries to be completed, we will need to see your current valid passport or European Union Identification Card. When the enquiries are completed satisfactorily, it will be for the department to make you a formal offer of appointment. We may also require other forms of identification which will be confirmed should you be invited to attend an interview for appointment; enquiries will be carried out into your nationality.

Security clearance: The successful candidate will be required to obtain Counter Terrorism Check (CTC) level clearance before taking up post. Please note, individuals should normally have been resident in the UK for 3 years preceding their application for CTC clearance.

Civil Service Code: The Civil Service Code sets out the constitutional framework within which all civil servants work and the values they are expected to uphold. A copy of the Code can be found at <http://www.civilservice.gov.uk/about/values>.

Civil Service Commission: The Home Office's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition, as outlined in the Civil Service Commission's Recruitment Principles, which can be found at <http://civilservicecommission.independent.gov.uk/civil-service-recruitment/>.

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint you should HORecruitmentSupport@homeoffice.gsi.gov.uk in the first instance. If you are not satisfied with the response you receive from the Home Office you can contact the Civil Service Commission.

If you are not satisfied with the response you receive from the Department, you can contact the Civil Service Commission - contact details and guidance can be found at <http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/>

EMPLOYMENT OF EX-OFFENDERS IN THE HOME OFFICE: POLICY STATEMENT

General Principles

- The principle responsibilities of the Home Office are to protect the public and to secure our borders. We work with the police and security agencies to ensure we do all we can to achieve these objectives.
- These responsibilities mean that we set very high standards for our staff. Honesty and integrity are essential and form part of the core values of the Civil Service.
- We will always carefully check the suitability of new employees for employment at the Home Office and are not tolerant of dishonest behaviour. We do not condone criminal activity in any way.
- However, within these constraints, we recognise the contribution that ex-offenders can make to a workforce. Our aim is to ensure that potentially suitable candidates for employment are not automatically ruled out from employment with the Home Office. As such, having a criminal record will not automatically bar an individual from working with us. This will depend on the:
 - nature of the position;
 - the circumstances, seriousness and background of the offence(s);
 - whether or not the conviction is “spent” (“Spent” convictions need to be declared when applying for security clearance);
 - the applicant’s openness shown in declaring the conviction.

Pre-appointment Procedures

- We carry out our own pre-employment checks and security clearances which include checks about an applicant’s character and integrity.
- We exercise vigilance and rigour in the recruitment of staff who will be working in sensitive areas of Departmental business or with vulnerable groups. For example, where a position involves regularly caring for, supervising, training or being in sole charge of children under the age of 18 or vulnerable adults we will seek enhanced disclosure from the Disclosure and Barring Service.
- Pre employment enquiries relating to identity and immigration will be undertaken. This will include any criminal offences that fall under these areas. The relevant form is usually submitted via the recruiting manager but can be sent under separate, confidential cover, to authorised individuals if desired and will normally only be seen by those who need to see it as part of the recruitment process.
- Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment or termination of a contract where employment has already started and then information subsequently comes to light.
- In addition to the pre-employment checks post in the Home Office will require National Security Vetting checks. All applicants are obliged to complete an online Security Questionnaire or Criminal Convictions Declaration Form when applying for a position within the Home Office. The type of form to be completed depends on the level of clearance required for the post. It includes the requirement to disclose all convictions, spent and unspent.
- We ensure that all those who are involved in the security vetting process have been suitably trained to identify and assess the relevance and circumstances of offences. We will consider issues such as the post for which the individual is applying, the nature and seriousness of the offence, the length of time since the offence was committed and the relevance of the conviction but each case will be considered individually on its merits.

- Information about convictions or criminal activities provided as part of the Security Vetting process will be treated in strict confidence. A criminal record will not necessarily prevent an individual from gaining security clearance.
- The HO will maintain the confidentiality of any disclosures made and in asking for disclosures we trust the applicant to be honest about their background. Any failure to disclose relevant circumstances or information is likely to be regarded as evidence of unreliability and will be taken into account in assessing suitability for security clearance.

Modernised terms and conditions for existing Civil Servants

	Home Office staff on promotion in relation to adverts for posts issued on or after 31 August 2014	Staff joining the Home Office on level transfer or promotion from an OGD on a permanent and voluntary basis in relation to adverts for posts issued on or after 31 August 2014
Mobility	All grades and all working patterns can be compulsory permanently transferred to any civil service post within the UK and abroad - if deemed reasonable taking into account individual circumstances.	All grades and all working patterns can be compulsory permanently transferred to any civil service post within the UK and abroad - if deemed reasonable taking into account individual circumstances.
Hours of work	Standard full-time working week of 37 hours net regardless of geographical location (pro-rata for part-time staff).	Standard full-time working week of 37 hours net regardless of geographical location (pro-rata for part-time staff).
Occupational sick pay	If on pre-modernised T&Cs prior to promotion: 5 months full pay and 5 months half pay If on modernised T&Cs prior to promotion: continue accruing entitlement as for new starters up to 5 months full pay and 5 months half pay during the fifth year of service	If on pre-modernised T&Cs prior to transfer: 5 months full pay and 5 months half pay If on modernised T&Cs prior to transfer: continue accruing entitlement as for new starters up to 5 months full pay and 5 months half pay during the fifth year of service
Privilege leave	1 day privilege leave in recognition of the Queen's Birthday	1 day privilege leave in recognition of the Queen's Birthday
Annual leave	Annual leave starts at 25 days rising to 30 days after 10 years of service – any change to take effect from the start of the next annual leave year after promotion. Existing leave entitlement up to 30 days (excluding 1.5 privilege days that have been rebranded as annual leave) will be honoured. However, the qualifying period for additional days up to 30 days will be aligned to 10 years' service.	Annual leave starts at 25 days rising to 30 days after 10 years of service. Existing leave entitlement up to 30 days (excluding 1.5 privilege days that have been rebranded as annual leave) will be honoured. However, the qualifying period for additional days up to 30 days will be aligned to 10 years' service.

NB: If you are moving on level transfer within the Home Office your terms and conditions will not be affected.

ANNEX A

Senior HR Business Partner – Civil Service Grade 6 (London and the South East)

The Role

Our Senior HR Business Partners work alongside senior business leaders and as part of their senior leadership team, offering an independent, expert view, strategic HR input and support on a wide range of critical business issues – including the effective mobilisation and use of HR products and services.

The successful candidate will lead and develop a team of HR Business Partners to support senior business leaders and enhance workforce performance through robust resource planning, leadership development, organisational effectiveness, staff capability & skills, staff engagement and talent development.

Key Responsibilities

Working with the HR Director and senior business leaders, you will champion the directorate Business and People Strategies and ensure HR Business Partners translate this for each part of the business; be able to generate analysis and insight to identify root causes of complex business issues and design and quickly implement measurable solutions and provide strategic leadership for the development of complex organisational design, structures and resource plans. In addition, in partnership with senior stakeholders lead, develop and advise on talent and resourcing strategies, change initiatives, organisation culture, values and environment to enhance organisation performance and flexibility, staff engagement strategies, complex employee relations issues, and organisational skills and capability plans.

You will work collaboratively and present yourself with credibility and an agility that allows you to thrive within a business which relies on constant innovation and change. You will understand how to navigate the complex, with curiosity to support our diverse business and promote a unified Civil Service HR Profession.

Essential Skills & Experience:

- Be an exceptional communicator with the ability to influence and partner at all levels;
- Have gained significant HR experience at business partner/manager level within a large/complex unionised multi-site organisation;
- Be experienced in at least two of the following areas: Performance Management, Reward, Employee Relations, Talent Management, Leadership Development, Workforce Planning, Organisational Design/Development;
- Experience of analysing HR metrics, and of interpreting and reporting complex data;
- Have experience of working with HR information system tools; and
- Be both degree and CIPD qualified.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering at Pace
6. Managing a Quality Service

ANNEX B

Organisation Design and Development Consultant - Civil Service Grade 6 (London and the South East)

The Role

The OD&D team support senior business leaders to manage and deliver complex change and reform in the Home Office. The Team partner the business by providing expert support, advice, challenge and assurance to redesign systems and cultures, build capability and develop effective leadership within the department.

The successful candidate will work as part of a team of OD&D consultants to help senior business leaders enhance business performance through robust organisational development and design interventions and change initiatives.

Key Responsibilities

Working as an internal consultant, predominantly to the top 3 tiers of the Department, you will facilitate the delivery of complex organisation development and design interventions to translate strategic goals into effective operating models. Drawing on your experience, knowledge of best practice in both the public and private sector and by utilising your rigorous analytical skills alongside current tools and technology, you will: assess structures; identify opportunities for improvement; help resolve complex issues; and coach senior leaders to secure whole system changes which have a lasting beneficial impact on the Department's performance.

Working collaboratively across the Civil Service you will develop strong networks work with the Civil Service OD&D team and HR Directors to pursue business development opportunities as appropriate.

Working collaboratively with HR colleagues within the Department you will contribute to HR **and strategy team** capability building by engaging in the development of the OD&D team proposition, methodology and learning activities.

Essential Skills & Experience:

- Have significant experience of organisational design and development methodologies and delivering successful OD&D interventions in a large, complex organisation;
- Have strong analytical and project management skills
- Be an exceptional communicator with the ability to influence and partner at all levels; and
- Be CIPD qualified.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering Value for Money
6. Making Effective Decisions

ANNEX C

Head of Talent – Civil Service Grade 6 (London and the South East)

The Role

This is an exciting opportunity to lead the Talent Function in the Home Office with a specific focus on the attraction and development of diverse pools of talent. The successful candidate will develop our overall Talent Strategy and local business area talent plans. You will nurture and grow the wider performance of the team, who work flexibly and may be based across multiple national sites. You will work with colleagues across the Home Office and wider Civil Service to ensure all talent related activity is aligned, communicated and supportive of the strategic needs of the business. The role includes provision of talent expertise to business areas, management of related projects (including use of some PPM principles), formulating challenging yet realistic plans for the team and working creatively to overcome barriers.

Key Responsibilities

Working collaboratively to develop and evolve a leading edge talent strategy for the Home Office which takes account of best practice across multiple industries; working with business leaders in specialist areas to develop tailored strategies for talent engagement and acquisition, utilising social media to promote employer brand; developing innovative and cost effective ways to identify, attract and nurture high quality diverse talent pipelines; and designing and developing key talent programmes to grow talent, including the implementation of the Home Office's Apprentice Strategy.

Essential Skills & Experience:

- Have demonstrable experience of developing and implement a talent management strategy in a large, complex and dispersed organisation, with specific expertise in talent planning, management, attraction and diversity;
- Be able to think strategically and translate that into workable, pragmatic approaches;
- Have a working level understanding of assessment and selection techniques and approaches;
- Proven ability to collaborate, engage and influence colleagues and senior stakeholders;
- Have an empowering and engaging leadership style whilst focusing on delivery; and
- Be CIPD qualified.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Delivering at Pace
5. Building Capability for All

ANNEX D

HR Business Partner – Civil Service Grade 7 (London and the South East)

The Role

Our HR Business Partners work alongside senior managers, providing business areas with an independent view, strategic HR input and support on a wide range of critical business issues – including the effective mobilisation and use of HR products and services.

The successful candidates will be responsible for enabling business leads to enhance workforce performance through robust resource planning, leadership development, organisational effectiveness, staff capability & skills, staff engagement and talent development.

Key Responsibilities

Working with senior business leaders, you will lead the design and champion implementation of the directorate Business and People Strategies; act as the people lead in the development of organisational design, structures and resource plans; advise on options for appropriate talent and resourcing initiatives; support change initiatives and refine organisation culture, values and environment to enhance organisation performance and flexibility; support senior leaders with Employee Relations and interpreting legal advice; and ensure that the development of HR solutions meet business needs and that diversity issues are fully integrated.

You will work collaboratively and present yourself with credibility and an agility that allows you to thrive within a business which relies on constant innovation and change. You will understand how to navigate the complex, with curiosity to support our diverse business and promote a unified Civil Service HR Profession.

Essential Skills & Experience:

- Have operational and strategic HR experience;
- Be experienced in guiding leaders through effective organisational change;
- Be an exceptional communicator with the ability to partner effectively and have excellent stakeholder management skills;
- Experience of analysing HR metrics, and of interpreting and reporting complex data, and
- Be CIPD qualified.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering at Pace
6. Managing a Quality Service

ANNEX E

Workforce Planning Consultancy Team Leader – Civil Service Grade 7 (London and the South East)

The Role

This is an exciting time to lead the Workforce Planning Consultancy team and support business leaders to deliver workforce and resource plans in the Home Office. The team are closely connected to and work in partnership with the business by providing expert support, advice, challenge and assurance and help to build workforce planning capability within the department.

While the existing role primarily focuses around managing headcount, there is a real opportunity to develop a more sophisticated solution. This may include modelling skills, capabilities, expanding & contracting job families, demographic challenges (e.g. ageing workforce) and diversity issues such as improving representation of protected groups and increasing social mobility. The successful candidate will really shape this agenda.

Key Responsibilities

You will develop, maintain and champion WFP policy and provide support to the business through engagement. You will lead the WFP Consultancy team and will be capable of setting out a clear vision and motivating an experienced team through change. You will have the full support of your management team.

You must have a comprehensive knowledge of workforce planning and be able to provide the thought leadership for the function. As a key HR influencer you will set and drive HR Workforce Planning Policy, ensuring that all business areas in the Home Office are delivering against well thought out workforce plans.

Essential Skills & Experience:

- Have experience of workforce planning methodologies and of delivering workforce planning in a large, complex organisation;
- Have the analytical capability to identify emerging strategic priorities and projects from analysing workforce plans and make links across business areas;
- Have the personal credibility to partner effectively and excellent stakeholder management skills; and
- Ideally be CIPD qualified or be willing to work towards a CIPD qualification.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering Value for Money
6. Making Effective Decisions

ANNEX F

Learning & Skills Business Partner – Civil Service Grade 7 (Flexible: Liverpool/Sheffield/London – appropriate pay scale applied)

The Role

This role is part of the Home Office Learning and Skills Team made up of three teams covering Capability; Learning and Development; and Operational Training Delivery. As a Learning and Skills Business Partner reporting to the Head of Capability, the successful candidate will provide an independent view, expert insight and objective challenge to ensure the effective mobilisation and use of learning and development products and services targeted against business strategy and business goals. The L&S BP will adopt a business partnering approach to capability assessment, and develop appropriate solutions to create bespoke learning interventions to match current and future skills gaps.

Key Responsibilities

The successful candidate will be responsible for enabling business leads to enhance workforce performance through robust career planning, leadership development, and staff capability & skills. L&S Business Partners work with HR colleagues across the Home Office on behalf of the business, to commission services, provide feedback and share best practice whilst working collaboratively with the wider Civil Service supporting reform agenda and a unified HR Profession.

You will facilitate the development and deployment of the directorates Training Needs Analysis (TNA) together with the L&D policy to ensure it meets the business needs and diversity issues are fully recognised.

You will work to develop business capability to deploy the framework and toolkit for the implementation of career pathways and skills work stream.

Essential Skills & Experience:

- Operational and strategic HR experience;
- Be experienced in guiding leaders through effective organisational change;
- Be an exceptional communicator with the ability to partner effectively and have excellent stakeholder management skills;
- Knowledge of creative learning and development interventions, career planning/mapping and training needs analysis (TNA);
- Excellent facilitation and negotiation skills and demonstrable experience of deploying those with senior stakeholders; and
- Ideally be CIPD qualified or be willing to work towards a CIPD qualification.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering at Pace
6. Building Capability for All

ANNEX G

Deputy Head of Learning and Development – Civil Service Grade 7 (Flexible: Liverpool/Croydon - appropriate pay scale applied. Please note; the team are predominantly based in Liverpool, if Croydon based a reasonable amount of travelling will be required)

The Role

This role is part of the Home Office Learning and Skills Team made up of three teams covering Learning and Development; Capability; and Operational Training Delivery. As Deputy Head of Learning and Development reporting to the Head of Learning and Development, the successful candidate will work across the Home Office and with our central expert service, Civil Service Learning, to ensure that learning and development solutions are widely understood, well accessed and meet the requirements of the business. This role has a particular focus on the development of leadership and management interventions for staff in grades below the Senior Civil Service.

Key Responsibilities

You will lead a team to develop and deploy a wide range of leadership and management products and programmes that will address capability gaps, collaborating with other teams across HR to ensure linkages are identified and organisational development solutions deployed. You will manage the delivery and deployment of Home Office leadership and management development programmes across all grades; oversee the design, development and implement of a suite of leadership programmes and interventions for delegated grades; ensure that new programmes are aligned to the Home Office approach to Leadership, focussing on interventions that demonstrably drive up performance; and lead the development of a Return on Investment (ROI) framework which provides both quantitative and qualitative data.

Essential Skills & Experience:

- Have strong knowledge of learning and development theory;
- Have a proven track record of developing and embedding effective leadership and management programmes and ROI in a large, complex organisation;
- Have strong analytical skills and the ability to distil multiple views into high quality solutions;
- Be an excellent communicator with the interpersonal skills and experience to manage complex senior stakeholder relationships;
- Have proven people and budget management skills; and
- Ideally be CIPD qualified or be willing to work towards a CIPD qualification.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering at Pace
6. Managing a Quality Service

ANNEX H

Deputy Head of Capability – Civil Service Grade 7 (London/Croydon)

The Role

This role is part of the Home Office Learning and Skills Team made up of three teams covering Capability; Learning and Development; and Operational Training Delivery. As Deputy Head of Capability reporting to the Head of Capability, you will lead the implementation of the Career Pathways and Skills workstream. Using excellent project management skills and a confident proactive approach to stakeholder engagement you will implement a consistent business orientated and future focused career pathway and skills development model for the Home Office.

Key Responsibilities

This will involve ensuring clear design principles for defining job families and job profiles; developing and implementing a system which enables users and the wider business to understand and navigate career pathways, utilising technology as appropriate; develop aligned learning pathways that enable identification of skills gaps and learning requirements; and design and implement a programme of capability building across the organisation ensuring common standards and making linkages to the other strands of the People Capability Strategy.

Essential Skills & Experience:

- Have sound generalist HR knowledge;
- Have proven experience of successfully leading and delivering projects in a large, complex organisation;
- Have strong analytical skills and the ability to distil multiple views into high quality solutions;
- Be an excellent communicator with the interpersonal skills and experience to manage complex senior stakeholder relationships;
- Have proven people and budget management skills;
- Be Prince 2 qualified, or equivalent and
- Ideally be CIPD qualified or be willing to work towards a CIPD qualification.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 4:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Changing and Improving
5. Delivering at Pace
6. Building Capability for All

ANNEX I

HR Project Management – Civil Service Senior Executive Officer (SEO) (London and the South East)

The Role

Our HR Project Management roles drive the delivery of strategic people priorities in collaboration with senior partners in HR and the business.

The successful candidates will be responsible for defining project plans, managing and influencing stakeholders, ensuring benefits and risks are captured and proactively managed, and providing regular reports.

Key Responsibilities

Working with senior leaders, you will drive the delivery of the Home Office People Capability Strategy and specific projects within it. You will lead the definition of robust and ambitious project plans that are delivered to a high quality, on time and to budget. You will provide challenge to ensure that the development of HR solutions meet business needs and drive engagement, inclusion and wellbeing outcomes. You will engage with a wide range of senior stakeholders to provide challenge, influence, communicate and report regularly on progress.

You will work collaboratively and present yourself with credibility and an agility that allows you to thrive within a business which relies on constant innovation and change. You will understand how to navigate the complex, with curiosity to support our diverse business and promote a unified Civil Service HR Profession.

Essential Skills & Experience:

- Be an exceptional communicator with the ability to influence and partner at all levels;
- Have operational and strategic HR experience;
- Have the ability to partner effectively and excellent stakeholder management skills;
- Have proven project management experience and a track record of delivery; and
- Be CIPD qualified and
- Ideally be Prince 2 qualified, or equivalent.

Competencies

At interview, you will be assessed against the following competencies from the Civil Service Competency Framework Level 3:

1. Leading and Communicating
2. Collaborating and Partnering
3. Seeing the Big Picture
4. Delivering at Pace
5. Managing a Quality Service

ANNEX J

Civil Service Competency Framework

Please see the attached link for full details of the skills and behaviours expected of civil servants at all levels. <https://www.gov.uk/government/publications/civil-service-competency-framework>

The Competencies for these roles are:

Level 4 Behavioural Indicators for Grade 6 and Grade 7 Posts

Leading and Communicating	
<p>At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm. It's about championing difference and external experience, and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.</p>	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work	Only speak to staff and stakeholders in a face-to-face environment when pressured to do so
Clarify strategies and plans, communicate purpose and direction with clarity and enthusiasm	Leave team unclear about vision and goals of their immediate business area
Stand by, promote or defend own and team's actions and decisions where needed	Leave team members to cope alone in difficult situations – provide little support for their teams
Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals	Miss opportunities to transform the team, wait for others to take the lead
Lead by example, communicate in a truthful, straightforward manner with integrity, impartiality and promoting a working environment that supports the Civil Service values and code	Act in ways that are at odds with their expressed beliefs
Be open and inviting of the views of others and respond despite pressure to ignore, revert or concede	Set out a course of action and apply it without listening to others or adapting where relevant
Collaborating and Partnering	
<p>People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the Civil Service, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.</p>	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests	Only seek to build contacts in immediate work group, neglect to create a wider network beyond this
Demonstrate genuine care for staff and others, is approachable and build a strong interpersonal relationships	Neglect to maintain relationships during difficult times
Encourage contributions and involvement from a broad and diverse range of staff by being visible and accessible	Operate within a narrow frame of reference and avoid adopting a fuller perspective with associated complexity
Work as an effective team player, managing team dynamics when working across Departmental and other boundaries	Be overly protective of own initiatives and miss opportunities to network across boundaries

Actively involve partners to deliver a business outcome through collaboration that achieves better results for citizens	Struggle to manage, or actively ignore other parties' agendas
Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress	Push forward initiatives on basis of personal agenda or advantage and refuse to compromise; stay wedded to one outcome

Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet Civil Service goals and deliver the greatest value. For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the citizen and support economic, sustainable growth.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Anticipate economic, social, political, environmental and technological developments to keep activity relevant and targeted	Demonstrate lack of knowledge and insight into wider issues, developments and impacts related to own business area
Identify implications of Departmental and political priorities and strategy on own area to ensure plans and activities reflect these	Operate within own area without sufficient regard to how it creates value and supports the delivery of Departmental goals
Create policies, plans and service provision to meet citizens' diverse needs based on an up-to-date knowledge of needs, issues and relevant good practice	Continue to apply outdated practices which are unable to meet the diverse needs of citizens
Ensures relevant issues relating to their activity/policy area are effectively fed into strategy and big picture considerations	Miss opportunities to ensure important issues are considered by senior staff, raises small details as big picture issues
Adopt a Government-wide perspective to ensure alignment of activity and policy	Only consider the context of own business area and not those of others or of the organisation as a whole
Bring together views and perspectives of stakeholders to gain a wider picture of the landscape surrounding activities and policies	Lack clarity of or interest in gaining wider stakeholder perspectives

Changing and Improving

People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways. For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive Civil Service. It also means making use of alternative delivery models including digital and shared service approaches wherever possible.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Understand and identify the role of technology in public service delivery and policy implementation	Overlook potential learning from what has worked and what hasn't
Encourage and recognise a culture of initiative and innovation focused on adding value – give people space and praise for creativity	Take a narrow and risk averse approach to proposed new approaches by not taking or following up on ideas seriously
Effectively capture, utilise and share customer insight and views from a diverse range of stakeholders to ensure better policy and delivery	Fail to effectively capture, utilise and share customer insight appropriately in the development of policies and services
Spot warning signs of things going wrong and provide a decisive response to significant delivery challenges	Remain wedded to the course that they have set and unresponsive to the changing demands of the situation
Provide constructive challenge to senior management on change proposals which will affect own business area	Spend limited time on engaging experts and relevant individuals in developing and testing proposals, failing to pass on relevant staff feedback

Consider the cumulative impact on own business area of implementing change (culture, structure, service and morale)	Give limited time to acknowledging anxieties and overcoming cynicism
Delivering at Pace	
Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Get the best out of people by giving enthusiastic and encouraging messages about priorities, objectives and expectations	Lose focus, giving a confusing sense of what is important
Clarify business priorities, roles and responsibilities and secure individual and team ownership	Take the credit for delivery of outcomes without acknowledging the contribution of their teams
Adopt clear processes and standards for managing performance at all levels	Fail to set standards for timeliness and quality of monitoring in their own area of responsibility
Act as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes	Keep too tight control over performance at the expense of motivating and building capability to perform
Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same	Fail to take a constructive approach to adversity, resorting quickly to blaming others for shortcomings
Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success	Allow performance to drop without challenging quickly and responsively - continually focus on the negatives
Managing a Quality Service	
Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Exemplify positive customer service behaviours and promote a culture focused on ensuring customer needs are met	Take little action when customer needs are not being met
Establish how the business area compares to customer service expectations and industry best practice and identify necessary improvements in plans	Ignore external trends that impact on the business area
Make clear, pragmatic and manageable plans for service delivery using programme and project management disciplines	Allow programmes or service delivery to lose momentum and focus and have no contingencies in place
Create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement	Make changes to service delivery with minimal involvement from others
Ensure the service offer thoroughly considers customers' needs and a broad range of available methods to meet this, including new technology where relevant	Maintain a limited or out-dated view of how to respond to customers' needs
Ensure adherence to legal, regulatory and security requirements in service delivery and build diversity and equality considerations into plans	Disregard non-compliance with policies, rules and legal requirements and allow unfair or discriminatory practices

Building Capability for All

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Ensure that individual and organisational learning and talent development opportunities are fully exploited in order to enhance organisational capability	Ignore emerging learning and development opportunities and the sharing of that learning to benefit the organisation
Role model work-place based learning and encourage development, talent and career management for all staff	Not follow up on learning to ensure colleagues practise and apply new learning to the benefit of the organisation
Coach and support colleagues to take responsibility for their own development (through giving accountability, varied assignments and on-going feedback)	Make token efforts to coach and develop people, allow staff to de-prioritise own development
Establish and drive intra and inter team discussions to learn from experience and adapt organisational processes and plans	Stay ignorant of the experience of colleagues and take little notice of the potential learning available
Identify capability requirements needed to deliver future team objectives and support teams to succeed in delivering to meet those needs	Allow team capability needs to go unaddressed and fail to use development opportunities and effective performance management to maximise team capability
Prioritise and role model continuous self learning and development, including leadership, management and people skills	Place low priority on people management and development, seldom seek feedback or challenge, and prioritise professional expertise over leadership, management and people skills

Delivering Value for Money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality, and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the Civil Service maximises its strategic outcomes within the resources available.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Understand impacts of financial position in own area and that of the organisation and use insight to curtail or support business and investment activities	Overlook the impact of decisions on the whole organisation and make recommendations without awareness of the wider financial position
Achieve the best return on investment and deliver more for less on specific budgets by managing resources and maximising the use of assets	Deliberately spend money up to the level of the available budget, ignoring the effectiveness of committing the expenditure
Balance policy aspiration and delivery, outline risk and benefits of different options to achieve value for money ensuring all submissions contain appropriate financial information	Be overly focused on minimising expenditure rather than ensuring it is well spent and will provide lasting added value
Weigh up priority and benefits of different actions and activities to consider how to achieve cost effective outcomes	Omit financial information from decision making and business planning
Work with financial processes and tools to evaluate options and ensure financial and management information are accurately reflected in business plans	Present business plans and cases that are not supported by robust or accurate financial and management information

Making Effective Decisions

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of government and public information to ensure it is handled securely and with care. For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery	Involve only those in their peer group or direct reporting line in decision making
Ensure the secure and careful use of all government and public data and information within their area of activity and Department	Give insufficient consideration to the impacts, constraints and opportunities when evaluating legal, security or HR concerns
Analyse and evaluate data from various sources to identify pros and cons and identify risks in order to make well considered decisions.	Take decisions without regard for the context, organisation risk, alignment with wider agendas or impacts (economic, social and environmental)
Draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data – able to act or decide even when details are not clear	Get confused by complexity and ambiguity and consider only simple or straightforward evidence
Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option	Rely too heavily on gut instinct and provide unclear, incoherent or illogical analysis of core issues
Make difficult decisions by pragmatically weighing the complexities involved against the need to act	Make expedient decisions that offer less resistance or risk to themselves rather than decisions that are best for the business

Level 3 behavioural indicators for SEO Posts

Leading and Communicating

At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm. It's about championing difference and external experience, and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Continually communicate with staff, helping to clarify goals and activities and the links between these and Departmental strategy Be rarely available to staff and others, communicate infrequently	Continually communicate with staff, helping to clarify goals and activities and the links between these and Departmental strategy Be rarely available to staff and others, communicate infrequently
Recognise, respect and reward the contribution and achievements of others, valuing difference Take the credit for others' achievements	Recognise, respect and reward the contribution and achievements of others, valuing difference Take the credit for others' achievements
Communicate in a straightforward, honest and engaging manner with all stakeholders and stand ground when needed Give in readily when challenged	Communicate in a straightforward, honest and engaging manner with all stakeholders and stand ground when needed Give in readily when challenged
Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact Communicate in a set way with little variation, without tailoring message	Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact Communicate in a set way with little variation, without tailoring message
Promote the work of the Department and play an active part in supporting the Civil Service values and	Be ignorant of and/or dismissive of broader organisational values and goals, such as equality and

culture	diversity
Role model enthusiasm and energy about their work and encourage others to do the same	Communicate information without consideration for the audience or with limited/low levels of enthusiasm and effort

Collaborating and Partnering

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the Civil Service, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Establish relationships with a range of stakeholders to support delivery of business outcomes	Devote little or no time to networking or engaging with immediate stakeholders, preferring to work in isolation
Act as a team player, investing time to generate a common focus and genuine team spirit	Demonstrate limited capability to get the best from people and create barriers or negative feelings between and within teams
Actively seek input from a diverse range of people	Display little appreciation of the value of different contributions and perspectives
Readily share resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation	Create reasons why resources and support cannot be shared
Deal with conflict in a prompt, calm and constructive manner	Show a lack of concern for others' perspectives
Show a lack of concern for others' perspectives	Support individual or silo ways of working

Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and the wider public needs and the national interest. For all staff, it is about focusing your contribution on the activities which will meet Civil Service goals and deliver the greatest value. For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the citizen and support economic, sustainable growth.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Be alert to emerging issues and trends which might impact or benefit own and team's work	Ignore changes in the external environment that have implications for Departmental policy and considerations
Develop an understanding of own area's strategy and how this contributes to Departmental priorities	Shows limited interest in or understanding of Departmental priorities and what they mean for activities in their area
Ensure own area/team activities are aligned to Departmental priorities	Be overly focused on team and individual activities without due regard for how they meet the demands of the Department as a whole
Actively seek out and share experience to develop understanding and knowledge of own work and of team's business area	Take actions which conflict with or mis-align to other activities
Seek to understand how the services, activities and strategies in the area work together to create value for the customer/end user	Commit to actions without consideration of the impact on the diverse needs of customers/end users – apply a "one size fits all" approach

Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Successfully manage, support and stretch self and team to deliver agreed goals and objectives	Give people work to do without supporting them to develop the skills and knowledge they need for the job
Show a positive approach in keeping their own and the team's efforts focused on the goals that really matter	Allow work flow to lose momentum or drift away from priorities
Take responsibility for delivering expected outcomes on time and to standard, yet allowing the teams space and authority to deliver objectives	Give little or no support to others in managing poor performance, allow others' problems and obstacles to hamper progress
Plan ahead but reassess workloads and priorities if situations change or people are facing conflicting demands	Show no consideration for diversity-related needs of the team when organising the workload
Regularly monitor own and team's work against milestones or targets and act promptly to keep work on track and maintain performance	Allow poor performance to go unchallenged, causing workload issues for other team members
Coach and support others to set and achieve challenging goals for themselves	Allow organisational and other obstacles, including a lack of support, to stand in the way of own and others' aspirations

Managing a Quality Service

Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service, applying programme, project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions	Has minimal understanding of what could go wrong or needs to be resolved as a priority
Develop, implement, maintain and review systems and service standards to ensure professional excellence and expertise and value for money	Focus on delivering the task to the exclusion of meeting customer/end user requirements and needs
Work with team to set priorities, goals, objectives and timescales	Allocate or delegate work without clarifying deadlines or priorities
Establish mechanisms to seek out and respond to feedback from customers about service provided	Be unable to explain common customer problems or needs and how these are evolving
Promote a culture that tackles fraud and deception and ensures security of information	Not give sufficient priority and attention to ensuring that fraud and deception is being tackled.
Develop proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners	Generate limited proposals to create service improvements and do so with little involvement of staff

