



Home Office



UK Visas
& Immigration

Higher Executive Officer (HEO) Team Lead Candidate Information Pack

- Liverpool
- External, permanent recruitment
- Full time and part time shift patterns.

April 2018



Higher Executive Officer Team Lead
Candidate Information Pack April 2018



What's included in this pack?

You'll find lots of useful information, guidance and hints and tips in this pack, including:

- Who we are and what we do;
- Key Information about the posts (jobs) we are recruiting for;
- Information and guidance on our recruitment process;
- Additional information regarding our processes, policies and procedures.

We have also provided the key information from this pack on our recruitment website, please visit: www.ukvicustomerresolution.co.uk



Important Information: It is very important that you read all of the information in this pack and our terms and conditions (which you will find on the above link to our website) before you complete your application. You will be asked to confirm that you have done so in your application.



Key information about these jobs

Salary

£ 28,895 - £33,229 per annum.

We also offer a fantastic range of benefits (detailed on page 6).

Contract Type & Grade

These are permanent posts at Higher Executive Officer Grade (HEO).

Hours

We are looking for staff across the below shift patterns:

Full Time; working 37 hours between Monday and Friday. Your shift patterns would be **either** 0745 to 1609 **or** 0945 to 1809.

Part Time; working a 29.6 hour week across three weekdays per week and one weekend day. Your shift pattern would be **either:**

- Monday, Tuesday and Wednesday from 1300 to 2100 plus Sunday from 0845 to 1709, **or**
- Wednesday, Thursday and Friday from 1300 to 2100 plus Saturday from 0845 to 1709.

An Evening Working Allowance is payable during the hours of 19:00 and 21:00. This is a 50% uplift in pay for those hours.



Important Information: You will be asked to express your shift preferences as part of your online application. You will only need to complete one application if you are interested in more than one shift pattern.

Please also note these are permanent jobs and you should consider that you will be working the same shift pattern all year. We will consider all requests for reduced hours or Flexible Working Arrangements but, due to the current business position, these opportunities are very limited and cannot be guaranteed.

Where are we recruiting?

The UKVI Customer Resolution Centre is based in The Capital Building, Liverpool, L3 9PP. You would be working at the heart of Liverpool's dynamic business community, near to the city's World Heritage waterfront. A fantastic work location with leading facilities which are easily accessible through great transport links and a short distance from a choice of 3 train stations.



Key timelines

Please find below the key stages and anticipated timelines:



Key Information



It is important that you read and understand this pack and our supporting information pack. Some of the important information about our recruitment process includes, but is not limited to, the below important notes:

- If you do not complete your online application and tests, be available for interview or provide your documentation during the required timeframes, we may withdraw your application;
- We may have to change our timelines or process during the campaign due to unforeseen circumstances;
- We may progress applicants in merit order; meaning that some shortlisted applicants may progress at later dates. We may also place your application on hold for up to six months if you are not in the top scoring applications. Candidates that apply under the guaranteed interview scheme will progress if the minimum standards are met, please see Annex B for further information;
- If we have more successful applicants at interview than we have jobs, we may place you onto a reserve list for up to 12 months. We will offer applicants post in strict merit order. This means that the highest scoring applicants will be offered jobs first;
- We will be running a series of training courses, and start dates will allow for candidates to complete security clearance and provide any notice required. If you are successful, it can take some time for security clearances to be completed.

About us - who we are and what we do

The Home Office leads on immigration and passports, drugs policy, crime policy, counter- extremism and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK. These issues are at the heart of the Government's agenda. 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.

We are flexible, skilled, professional and diverse. We have been recognised in The Times Top 50 Employers for Women and were the first organisation to be Clear Assured, in recognition of our work to recruit and retain disabled staff. We have been in the top 10 of the Stonewall Workplace Equality Index for the past 5 years.

Background to UKVI

UK Visas and Immigration is responsible for making millions of decisions every year about who has the right to visit or stay in the country, with a firm emphasis on national security and a culture of customer satisfaction for people who come here legally. One of UKVI's Missions is to deliver World Class Customer Service.



For more information about the Home Office and our business areas please visit: <https://www.homeoffice.gov.uk>



Why apply?

UKVI is undergoing a period of change and there are exciting opportunities to join our team. You could be working in a fast paced, vibrant and brand new Customer Resolution Centre.

Customer Resolution

Our Customer Resolution Team will deliver outstanding customer support to UKVI customers. To achieve your best and to position the team to provide world class customer service, you and your team would be supported by an experienced team and given extensive training.

This role gives you an opportunity to:

- Serve the government and provide a public service;
- Be in a position to positively affect some of the challenges facing our country today;
 - This is a brand new and vibrant area and you will have the opportunity to shape how it works;
 - You will be at the heart of a new way of delivering customer contact in UKVI.

Benefits

As well as your salary, we offer a substantial package of benefits which includes but is not limited to:

- Annual leave and privilege holidays;
- Competitive pension;
- Extensive talent, career and personal development;
- Strong focus on health and well-being;
- Membership, initiatives and schemes such as cycle to work scheme, employee assistance programme, occupational health services, generous paid maternity, paternity adoption and parental leave.

If you want a fast-paced and rewarding role, apply now and join our team.

More about the job itself

Some Background

We are delighted you're considering a role in our Customer Resolution Team. Things are changing fast in the way we do business. You would be engaged in working across multiple contact channels as we grow this way of working.

Working for us is interesting and varied, and gives you the chance to make a real difference to people's lives. In UK Visas and Immigration (UKVI) we make millions of decisions every year about who can visit or stay in the country, keeping the UK safe and secure.

We expect the highest possible standards of professionalism and teamwork from our staff. You would be required to operate in sometimes difficult, complex and pressurised environments.

Leading a team of Administrative Officer and Executive Officer Customer Agents requires you to lead from the front to deliver outstanding performance. You will have exceptional communication skills, attention to detail, team working, an appreciation of cultural differences and a commitment to delivering outstanding customer service in a leadership role.



We select our staff through a stringent and robust recruitment process. For those who meet these demanding standards, it is a hugely rewarding and a very satisfying career – and one that offers the opportunity for increasing responsibility and reward.

More about the job itself

What are we looking for?

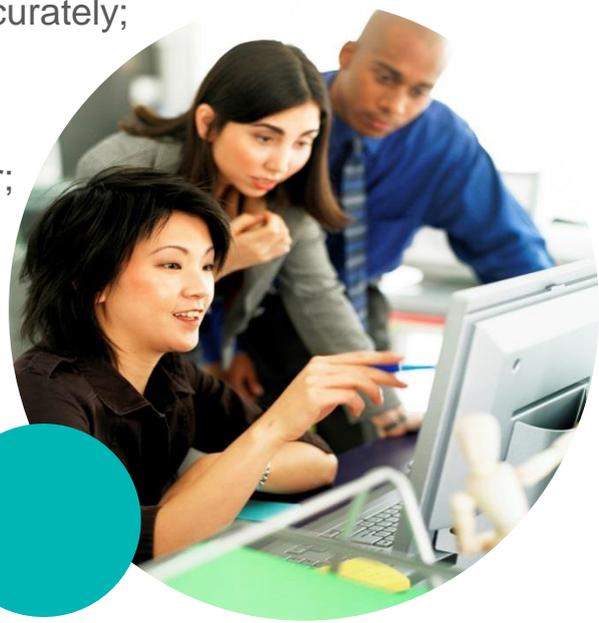
We are looking for candidates with:

- Leadership experience;
- Excellent customer service skills;
- The ability to build strong working relationships and a willingness to lead from the front;
- You will also thrive in a rules based environment where you have supported others in making well balanced, robust decisions whilst maintaining professionalism and sensitivity.

Whilst you do not need to have direct experience of Visa and Immigration, you will have an aptitude to learn quickly.

Successful candidates will need to:

- Be committed to providing outstanding customer service at all times;
- Be consistent in following processes and educating your team to do the same, whilst maintaining professionalism and sensitivity;
- Enjoy developing a team, working towards performance improvement and motivating team members to achieve individual and team targets;
- Be able to demonstrate sound interpersonal, communication and relationship building skills and excel working as part of a team;
- Thrive in an environment where performance matters;
- Be able to make difficult decisions based on available facts and information;
- To hold exceptional written and verbal communication skills, with the ability to convey information sensitively, clearly and accurately;
- Be able to liaise and work closely with senior stakeholders and colleagues;
- Be objective and think in an analytical manner;
- Be able to demonstrate a strong sense of personal ethics and honesty;
- Meet the high standards of conduct and behaviour that is expected of a civil servant.



More about the job itself

What would you do ?

As a Team Lead, you will lead from the front, supporting your team to deliver outstanding performance and resolve all escalated customer enquiries in a 'once and done' approach.

Your role will include:

- Managing your team's productivity and customer service quality;
- Improving performance and developing your team to reach their full potential.
- Ensuring full contribution to achieving individual, team and unit targets;
- Working with the senior team, contributing to the management of the unit. Responsibility for escalated contact, serving difficult customers or those with complex needs;
- During periods of high demand, directly answering phone calls and emails from our customers;
- Proactively maintaining and building your leadership skills and knowledge of relevant subjects;
- Completing and providing management information data for trend analysis;
- Communicating effectively with your teams to ensure that policies and procedures are understood and implemented;
- Building effective working relationships with key internal and external stakeholders;
- Reporting to the SEO Operations Manager.
Delivering against leadership and customer satisfaction targets.



Are you eligible to apply?

To be eligible you must:

- Have the right to live and work in the UK. There must be no employment restriction or time limit on your permitted stay in the UK;
- Be able to provide all of the documents we need to complete your pre-employment screening and security clearance including a full and valid Passport;
- You will need to undergo security clearance to include a Counter Terrorist Check which usually requires you to have been resident in the UK for at least three years.

Nationality

- This job is a non-reserved post under the Civil Service Nationality Rules which means that it is open to UK, Commonwealth and European Economic Area (EEA) nationals and certain non EEA members (Switzerland and Turkey). For further details please visit: <https://www.gov.uk/government/publications/nationality-rules>;
- You will be subject to UK immigration requirements and will need to demonstrate that you have the right to work in the UK for the number of hours required.
- In order to confirm your eligibility for this post, you will be asked to make declarations at the application stage and you will be required to provide evidence should you be invited to the interview.



The recruitment process

STAGE 1



Your online application

Your application will be managed online. Simply click on the Our Jobs page or the Apply Now button/s on our web page and you will be able to apply for the roles from Wednesday the 25th of April until Wednesday the 9th May at 23:59. You can complete your application form using a mobile, tablet, laptop or desktop however we suggest that you complete the online tests using a desktop.

You will be asked to select the grade and shift patterns that you would like to apply for. You only need to apply once as you will be able to select preferences for the different shift patterns if you would like to apply for more than one.

Key information for your application form

- You will be asked a series of questions to ask you to confirm that you are eligible and understand some of the most important information from this pack. False declarations may result in your application being rejected or your later dismissal;
- You will need to have your passport number and will be asked to tell us about your five year history, either in employment or education;
- You can complete your application form in sections, save and return at any time before the closing date. Once you press Continue the section cannot be amended; only press Continue on each page and later, Submit your application, if you do not want to make any further changes;
- If you make a mistake in your application please contact us, do NOT attempt to apply again as we will reject duplicate application/s;

Please Note: We have advertised roles at AO, EO and HEO Grades and across a number of different shift patterns. If you wish to apply for more than one shift pattern at HEO grade you can detail your preferences in your HEO application form. You **DO NOT** need to complete additional applications. However, if you are also applying for the AO or the EO advert you will need to complete a separate application. Refer to Annex F for further information regarding grades and shift preferences.



What happens next? Competency statements

STAGE 1



Your online application

In your application form you will be asked to write four 250 word competency statements; providing examples of where you have demonstrated the key competencies we are looking for, which are:



- Leading & Communicating
- Making Effective Decisions
- Delivering at Pace
- Managing a Quality Service

Why are competency statements so important?

Applicants who best demonstrate and provide the strongest evidence of the indicators of the competencies will progress. Our independent assessor panel:

- Will review your statement for 'Leading & Communicating', which is the lead competency for these roles;
- Will NOT cross reference any other part of your application, for example they will not be able to view or consider any personal details, your work history, education or any other information provided;
- Will only have access to the competency statement provided;
- We will read and score your statement for 'Making Effective Decisions' if you meet the required score in 'Leading & Communicating'.

We are sorry however due to the volume of applications we will NOT be able to provide you with feedback on your statements and this includes the scores.



Please refer to **Annex D** where we have provided guidance, hints and tips on completing your competency statements, including the behavioural indicators we are seeking.

What happens next? Online tests

STAGE 2



After completing your application form you will receive an email to confirm the form has been submitted. If your application meets the key criteria for the role you will automatically be directed to three online assessments (tests). You can either complete these tests straight away or come back to complete the tests any time before the close date on the 9th May at 23.59.

Online tests

We will detail the exact time you have available to complete the test when you are invited to complete it. You should allow yourself around

25 minutes for all tests. You can take each test in separate sittings. There are sample questions available at the beginning of the test, however there are NO practice tests. You will NOT be allowed to re-sit the test(s) so please ensure that you follow the instructions carefully.

What to Expect

You will be asked to complete three aptitude tests which demonstrate the key and essential criteria for this role to include:

- Attention to detail;
- Numerical reasoning;
- Verbal reasoning.



Please Note: In Annex C we have provided important information to support you in your online tests it is very important that you read this **BEFORE** you start the online tests.

What happens next? Shortlisting

STAGE 3



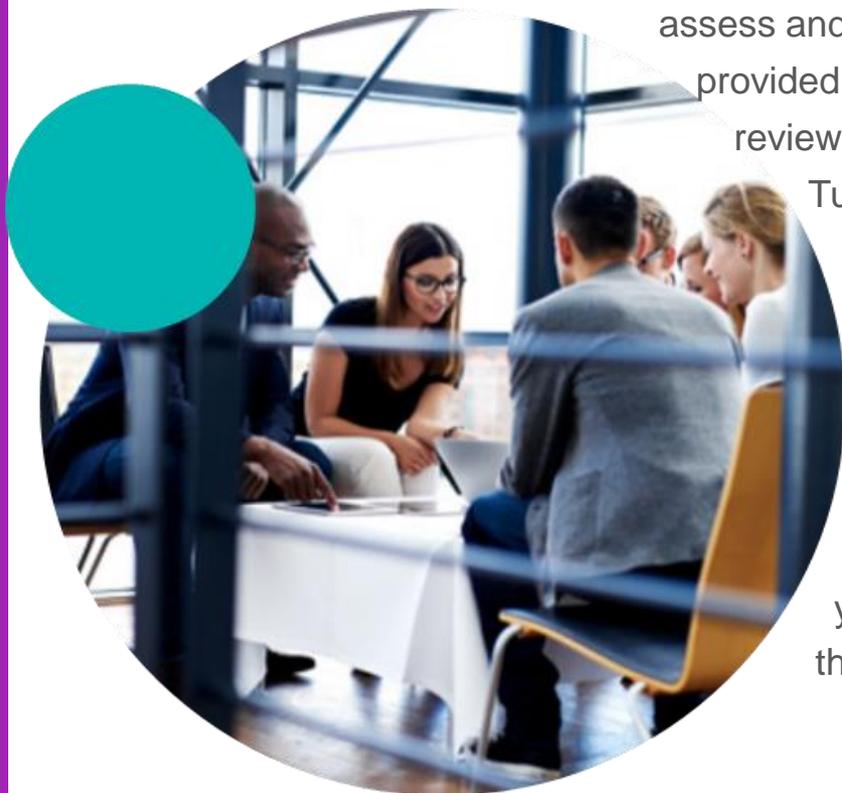
Competency Statements

The top scoring applicants from the online tests will progress through to the next stage of the selection process. You will be notified of the outcome by email. If you do not meet the minimum score in the online tests, we will send you an email to let you know that we will not be progressing your application.

Please note: If you are eligible under the Guaranteed Interview Scheme you will progress to the next stage if the minimum score has been achieved; please see Annex B for further information.



If you are in the top scoring applicants we will place your application with our independent panel that will assess and score the competency statement(s) provided in your application. We expect to start reviewing the competency statements on Tuesday the 10th of May and to provide you with an outcome within seven days.



Being placed on hold:
Dependent on the number of applications received, we may place your application on hold if you pass the tests, yet are not in the top scoring applications.

This means that you could be invited to progress your application at a later date if further jobs become available. If further jobs do not become available we may not be able to progress your application and your application may be withdrawn.

What happens next? Face to face interview

STAGE 4



Face to Face Interview

The top scoring applicants who best demonstrate and evidence the behaviours, skills and experience for the lead competencies will progress to the next stage of the selection process, the interview. Unsuccessful applicants and those not within the top scoring applicants will be notified via email*.

If you do progress, we will send you a further email and this will allow you to book a time and date online to come and meet us in Liverpool. We will tell you what to expect when we invite you and will provide you with full guidance on what to expect and how best to prepare. It is likely that you will need about an hour and a half to include:

- Meeting our team;
- Providing all of your documents;
- An interview.

*If you are disabled and apply under the Guaranteed Interview Scheme (please see Annex B), you will need to achieve the minimum score in the competency statements in order to progress to the face to face interview.



IMPORTANT NOTES:

- If your application is placed on hold potentially you could be offered a later interview date;
- Failure to bring the correct documentation may mean that we will cancel your interview; we will provide you with a full list of what to bring on the day;
- Due to the volume of applications we will NOT be able to provide you with feedback on your interview. This includes the scores that you achieved.
- We are not able to pay any expenses for interviews.



What happens next? Offers

STAGE 5



Offers & Checks

If you attend an interview the answers you give will be scored and ranked.

If you are in the top scoring applications, we will make you a provisional offer or recommendation. This means that subject to successful completion of the appropriate pre-employment checks, we will be able to make you a formal offer of employment.



If we have more successful applications than jobs, we may place some applicants on the reserve list for up to twelve months to see if any further posts become available. This list is managed in strict merit order which means that applicants who score the highest at interview will get offered a job first.

If you do not pass the interview we will also let you know as soon as we can. We are sorry however due to the volume of applications we expect, we will **NOT** be able to tell you why or provide any detailed feedback including your scores.

PLEASE NOTE: We may issue some provisional offers before the interviews have been finalised to top scoring applicants, therefore not all applicants may hear the outcome on the same day.



This total reward package is indicative only and subject to review. The salary and, if applicable, allowances payable in this role may vary from those advertised and will be confirmed upon a formal offer of employment being made. The salary payable will not be lower than the bottom of the advertised pay scale.

What happens next? Checks

STAGE 5



Offers &
Checks

These posts require you to undergo and successfully complete a CTC (Counter Terrorist Check) level of security clearance and you should normally have been resident in the UK for three years immediately preceding your application. Further information can be found at

<https://www.gov.uk/government/publications/national-security-vetting-advice-for-people-who-are-being-vetted>

We will also ask you to complete various forms such as medical and pension questionnaires; these do not form part of the checks yet are required before we can provide successful applicants with a formal offer.

Overview of the clearance process

The documents you provide at your interview will be sent (securely) to our dedicated Pre-Employment Clearance Team at Government Recruitment Service (GRS).



PLEASE NOTE:

If a document is not presented at interview and you are not able to present the document within a certain time period, we reserve the right to withdraw your application.

Subject to receiving all required documents, GRS will then send further emails to cover the pre-employment checking process. Please ensure that you complete any requests as quickly as you can to help speed up the process.

Once GRS have received satisfactory responses to all of the enquiries, they will issue you with a formal offer of employment. Please do not hand your notice in until you have received a formal offer of employment.

What's involved in the training?

We will provide you with extensive training and support so that you have an understanding of the customer journey and are able to provide exceptional customer service and leadership.

We are committed to supporting everyone to develop their skills and knowledge at work providing a range of development opportunities including coaching, mentoring and projects. Training will include some online modules, classroom training and mentoring in the workplace.



ONLINE



CLASSROOM



MENTORING
& COACHING

Typically your training will be held in the Capital Building but it may involve travel. Expenses will be paid if you are required to travel or stay overnight at a different location. Training will include but is not limited to;

- Customer service and the 'once and done' approach to customer resolution;
- Operational excellence and improvement approaches;
- Leadership and personal effectiveness;
- Casework policies and processes.

Please Note:

- These roles require a lengthy training process which must be passed before you are able to undertake the duties of the role;
- These roles require a significant commitment on your part to training and development;
- There will be set delivery targets and performance will be monitored and managed.



Who to contact if you have any questions or need help?

Should you have any queries or require any support with your application please email;

UKVI.jobs@homeoffice.resourcing-support.co.uk

Please note:

- We will do our best to respond to your email within 48 working hours (Monday to Friday and excluding bank holidays);
- Please ensure that you allow yourself sufficient time to contact us before the deadline for applications with any queries or for support in submitting your application and completing online tests. We are not able to accept late applications;
- If you contact us before the close date (23:59 on the 9th May), we will of course, provide support. If there is evidence of a genuine technical difficulty an extension will be considered. Please note: every aspect of your application holds time and date stamp and we hold full technical reports for all tests undertaken.



PLEASE NOTE:

- ManpowerGroup Solutions support Home Office in some of our recruitment. To allow us to focus on our business, ManpowerGroup Solutions will manage your application on your behalf. This includes responding to your queries, and providing contact information through our website and application system and shortlisting your application.
- If shortlisted, you will be interviewed by Home Office staff, potentially supported by an independent assessor from ManpowerGroup.
- If you are successful, GRS will process your pre-employment checks and then your contract would be signed directly with the Home Office.

ANNEX INFORMATION

Important notes, guidance and terms and conditions

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Annex A: Documents we will need at your interview

Under statutory identification rules, at the interview stage all candidates from other government departments and non-civil servants will need to produce various documents and bring them to the interview these include, but are not limited to;

One of the following

- Full valid current Passport;
- Other full valid current passport, including European Union Identification Card.

Plus two of the following as additional forms of identity

- Bank or building society statement at given address - dated within last 3 months;
- Credit Card statement at given address - dated within last 3 months;
- Original Birth Certificate (issued within 42 days of birth);
- Adoption Certificate (issued within 42 days of adoption order);
- Driving Licence;
- Utility Bill (dated with the last 3 months)/Council Tax Bill (dated within the current tax year) sent to the candidate at their given address (Mobile Phone Bills are not accepted).

If you have never worked in the UK you will also need to provide proof of your National Insurance Number using one of the following:

- National Insurance Card;
- Original letter confirming National Insurance Number issued by Government Department.

If you fall into one of the below groups, you will need to bring evidence of your immigration status:

- British nationals who have been naturalised: Naturalisation certificate;
- EEA, Turkish and Swiss nationals: Residence permits (if held);
- Commonwealth citizens with no restriction or time limit attached to their stay in the UK: Original Home Office papers confirming indefinite leave to remain.



Please note: the above list is provided as a summary and we are able to consider alternate documents. The types and combinations of documents that can be accepted are complex. However we would be pleased to provide a full checklist. Please email us if you would like a copy. If you are shortlisted to attend an interview we will automatically send you full guidance.

Annex B: Disability and the Guaranteed Interview Scheme

The Home Office actively encourages applications from people with disabilities. Within your application you will be able to tell us about any support in:

- Your application;
- The online assessments;
- The interviews either telephone or face to face;
- In the workplace if you are successful.

Paper applications will only be considered if you have a disability that prevents you from applying online. If this is the case, please email UKVI.jobs@homeoffice.resourcing-support.co.uk as we would be delighted to provide support.

The information provided in your application will be treated in the strictest confidence and will only be considered to provide support during the recruitment process.

Adjustments to online assessments

If you have a documented medical condition or disability that may affect your performance in the online tests, you may be entitled to reasonable adjustments in accordance with the Equality Act 2010.

If you have a disability or sensory impairment that means it takes longer to access written text or onscreen information and you require a 25% adjustment to the online assessments within your application form by ticking a box. A 25% adjustment can be applied automatically to the online tests.

If you have a disability or sensory impairment and 25% additional time allowance is not sufficient, please contact us by email BEFORE you take the online tests so that we can arrange support and/or suitable alternative assessments.

Please email UKVI.jobs@homeoffice.resourcing-support.co.uk as we would be delighted to provide support. We will treat each request individually and on its own merits. Any requests for adjustments must be received by 23:59 on the 9th May which is the closing date for applications.

Other Adjustments

You are also able to provide us with requests for support at any anytime in the process. However we would appreciate any requests being clearly detailed in your application so that we may arrange support as quickly as possible. For example, please tell us about any support you may require if you are shortlisted to complete a telephone or face to face interview.

Guaranteed Interview Scheme

If you consider yourself to have a disability which has a long term and substantial affect, you are able to apply under the Guaranteed Interview Scheme. This means that if you meet the minimum criteria for the campaign, we will guarantee you an invitation to interview. For this recruitment the criteria is meeting the minimum score in the online assessments. If you meet the minimum score in each of the tests you will then be guaranteed an invitation to interview.

Please note if it is not viable for you to complete the online tests we will review and score the aspirations statement you provide in your application. In order to progress under the Guaranteed Interview Scheme your statement would need to score 4 or more.



IMPORTANT NOTE:

Any false declarations made in order to obtain an interview will lead to the withdrawal of your application or later dismissal.

Annex C: Please read this annex before you take the online tests - important information

Please ensure that you have read the below information before you start your online assessments.

- We recommend that you use a laptop or desktop and ensure that you have an established and strong connection; whilst you are able to take the tests on a mobile or tablet this is not recommended;
- If you have any technical difficulties you should take a screen shot or photo and email this to us;
- We will NOT allow you to retake the assessments unless we can see genuine technical difficulties prior to the deadline; 23:59 on the 9th May 2018;
- Ensure you are in a quiet area before starting the assessments to avoid distraction and ensure you receive a fair and honest test score;
- Once you have started the assessments, you cannot stop;
- Only the highest scoring applicants will progress to the next stage of the selection process;
- We reserve the right to ask a selection of applicants to re-sit the tests in controlled conditions to validate the test scores if selected for interview, any variance in scores outside of accepted norms may result in your application being rejected.



'Banked' test scores: if you have previously taken a similar test you will still need to complete these tests. If you have taken these same tests via ManpowerGroup in the last three months, you will not be asked to complete the tests again and we will apply your 'banked' score. If you have taken the same test in the last three months it will not appear in your application.

Accessing the online tests

- You will not be able to access this test from a terminal server (in some government buildings);
- HTTPS access and JavaScript must be allowed;
- Pop-up blocker setting should allow pop-ups on the application URL.

The test can operate on the below operating systems:

- Microsoft Internet Explorer v7, or later;
- Mozilla Firefox v3 or later;
- Google Chrome Apple Safari.



We are sorry, due to the volume of applications, we will NOT be able to provide you with feedback on your online tests and this includes the scores.

Annex D: Competency statement guidance notes

What are competencies?

Competencies are the skills, knowledge and behaviours that lead to successful performance.

The competency framework sets out how we want people in the Civil Service to work. It puts the Civil Service values of honesty, integrity, impartiality and objectivity at the heart of everything we do and is aligned to the three leadership behaviours that every Civil Servant needs to model: Set Direction, Engage People and Deliver Results.

Civil Servants work in a range of jobs across the country and overseas. Their common thread is that they serve to support the elected government, providing advice to help shape its policies and ensuring seamless and practical implementation in line with those policies.

What are the competencies for this role?

- Leading and Communicating
- Making Effective Decisions
- Delivering at Pace
- Managing a Quality Service

First and Second Lead Competency

Please see below further information on the first and second lead competency to support you in writing your application. If you are shortlisted to attend an interview we will provide further guidance and support on how best to prepare including detail of the behaviours for the remaining three competencies.

All of this information is available online please visit;

<https://www.gov.uk/government/publications/civil-service-competency-framework>.

Annex D: Indicators for your competency statements

Making Effective Decisions – Team Lead Customer Resolution Centre Lead Competency

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.

Effective Behaviour-

People who are effective are likely to...

- Demonstrate accountability and make unbiased decisions
- Examine complex information and obtain further information to make accurate decisions
- Speak with the relevant people in order to obtain the most accurate information and get advice when unsure of how to proceed
- Explain clearly, verbally and in writing, how a decision has been reached
- Provide advice and feedback to support others to make accurate decisions
- Monitor the storage of critical data and customer information to support decision making and conduct regular reviews to ensure it is stored accurately, confidentially and responsibly

Ineffective Behaviour-

People who are less effective are likely to...

- Avoid making decisions that lie within own remit; continually push decisions up
- Miss important evidence or make hasty judgement
- Encounter problems by failing to check issues and relevance of information before using it
- Share decisions in a way that leads to frustration or additional work
- Provide limited or no assurance that the right decisions are being made in team/work area
- Take little care with data and information storage; allow inaccuracies and mishandling to occur

Annex D: Indicators for your competency statements continued

Leading & Communicating – Team Lead Customer Resolution Centre – 2nd Lead Competency

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.

Effective Behaviour -

People who are effective are likely to...

- Display enthusiasm around goals and activities – adopting a positive approach when interacting with others
- Listen to, understand, respect and accept the value of different views, ideas and ways of working
- Express ideas effectively, both orally and in writing, and with sensitivity and respect for others
- Confidently handle challenging conversations or interviews
- Confront and deal promptly with inappropriate language or behaviours, including bullying, harassment or discrimination

Ineffective Behaviour –

People who are less effective are likely to...

- Express limited interest in goals and activities
- Adopt a biased, exclusive or disrespectful manner in their dealings with others
- Demonstrate no awareness of the impact of their behaviour on others nor consider the potential reactions of others to the ideas put forward
- Unable to deal objectively with conflicts and disputes when they arise
- Avoid challenging inappropriate language or behaviours.

Annex D: Preparing your competency statements - STAR

You will be asked to demonstrate evidence of the skills, knowledge and behaviours for the selected competencies in your application form. We will ask you for a 250 word example for the four competencies that have been selected for the Team Lead role. If you are shortlisted to attend an interview, you will also be asked questions against all five competencies and we will provide further guidance at this time.

Remember to choose real life examples which best demonstrate the indicators and your experience of this competency. When deciding which examples to use, keep referring back to the requirements of the post that are described in this candidate pack and cover as many indicators as you are able. One approach that may help you is the STAR method (detailed below) which helps provide a structure and focus to your responses.



Hints & Tips

Keep the situation and task elements brief. Concentrate on the action and the result. If the result was not entirely successful, describe what you learned from this and what you would do differently next time.

- Do not use more than 250 words.
- Make sure you include how you overcame any problems or obstacles.
- Keep looking back at the competency indicators and cover the key points.
- Describe your thoughts, actions and feelings rather than just describing what happened.
- Don't forget to include results and show why your actions were effective and / or how you could have improved on what you did.
- Use 'I' not 'we.' This is about your role in the task and how you affected the outcome.
- Use short statements that show the value you added and use your own words.
- Choose your most powerful examples – situations that have lots of substance.

Don't get caught up in telling a story in your example. Just give enough to show how you went about the task, why you did it the way you did and any obstacles you encountered.

Annex D: Preparing your competency statements - CAR

Not everyone can relate to the STAR method, so an alternative approach is:

The CAR approach

Context - Explain the situation; what, where and when. Simply describe the challenge that you faced. Give the reader some background, just enough to set the scene.

Actions - Make sure that you explain how you did something not just what you did. What action or steps did you take? How did you do it? For some jobs, it might be quite detailed, but don't talk about every single thing. Summarise as best as you can.

Results - What was the outcome? What results did you achieve? Talk about the results. Use numbers and percentages whenever possible. Remember if your result is not positive, describe what you have learnt.

Annex E: Some additional information and terms

Should you be successful, you will be issued with the Home Office terms and conditions. Please note below some terms and information for you to consider at the application stage, please note this is not exhaustive. We have provided further information in the Supporting Information Document on our website:

www.ukvicustomerresolution.co.uk

Pension

Pension schemes are available and more information will be provided to successful candidates. For further information on these schemes, refer to the following website www.civilservicepensionscheme.org.uk

Former Civil Servants who have left the Civil Service early with a severance package or retired with a pension may have 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

Merit Order

If you are recommended for appointment any formal offer of employment will be based on business requirements at that time and will be subject to successful completion of our pre-employment checks. We may consider your online test score/s, telephone interview and your experience to differentiate between applicants on the merit list who achieve the same score in their preferred location.

Age of retirement

The Civil Service has adopted a no retirement age policy.

Probation

Unless you have already completed a period of probation in the civil service, you will serve a probation period of 6 months.

This period gives you the opportunity to demonstrate that you are suitable for the job and are able to achieve and maintain our expected standards of performance, attendance and conduct and behaviour. Your manager will guide and support you and provide encouragement to succeed. However if your performance, attendance and conduct are not satisfactory throughout the probation period you will be dismissed.

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.

Outside activities

As a civil servant you may not take part in any activity which might discredit the department or be inconsistent with your official position.

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, 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.

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.

Checks

The Home Office will need to conduct checks using applicants personal data provided during the application process. The personal data supplied will be managed confidentially, securely and in accordance with the Data Protection Act 1998. By making an application you will be providing ManpowerGroup Solutions and the Home Office with consent to use this information.

Complaints under the Civil Service Commission's Recruitment Principles

The Department'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. If you feel your application has not been treated in accordance with the Principles and you wish to make a complaint, you should first contact ukvi.jobs@thehomeoffice.resourcing-support.co.uk.

Your complaint will be managed by ManpowerGroup in the first instance and will also be notified to the Home Office HR team. If you are not satisfied with the response you receive from us, you can contact the Office of the Civil Service Commission.

Professional appearance

The Home Office doesn't have a formal dress code but smart casual is quite acceptable. In the unlikely event that you were to meet customers (the majority of contact in these roles is over telephone/email), you would be representing the department and would be expected to maintain a professional appearance at all times.

Annex F: Grade and shift preferences

As part of this campaign, we are recruiting for AO, EO and HEO grades. We are also recruiting on both a full time and part time basis with various shift patterns. Should you wish to apply for more than one of these grades, you should review the important information below.

Applying for both the AO and the EO role

- Should you wish to apply for both the AO and the EO roles, you should consider the essential criteria requirements for each role;
- If you decide to apply for both, you are only required to complete one application and one set of online tests as the application process for both roles is the same;
- Different benchmarks will be applied for the AO and EO grades, and potentially across different shift patterns dependent on the volume of shortlisted applications;
- As part of your application, you will be asked to detail your shift preferences in preference order;
- Your online test and telephone interview scores will be applied to your application across any grades or preferences;
- If you are invited to a face to face interview, you will only be required to attend one interview; your interview scores will then be applied to the merit lists for both the AO and the EO roles and/or across the differing shift patterns;
- At all stages of the recruitment process, shortlisting will be managed in strict merit order. It is important to note that your application may appear on multiple shortlist and potentially if you are successful at interview, merit lists.
- As your application could appear on multiple merit lists, it is possible that your application may be shortlisted and or/ recommended or reserved for the AO role but not the EO role or for one shift and not another, dependent on where your score is in each list. This means that you may appear in a different place in the merit list dependent on your scores.

Applying for the HEO role

- Should you wish to apply for the HEO role, this would require a separate application to any made for the AO and/or EO role.
- As with the AO and EO application, you will be asked to detail your shift preferences.



Important Note: Should your application be successful for either the AO, EO or HEO role, we will try our best to accommodate shift preferences, however this cannot be guaranteed and you may be offered a post / shift pattern that isn't your first preference.