



Llywodraeth Cymru
Welsh Government

Deputy Directors

Multiple roles in various Departments
within Welsh Government





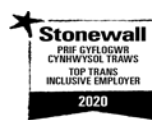
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ARWEINYDD



LEADER



Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

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1 Welcome

Message from Shan Morgan, Permanent Secretary, Welsh Government



Thank you for your interest in working for the Welsh Government team.

Our agenda has never been more important and the landscape of what we need to do and who we need to listen to has changed. Our aim is to help the First Minister and Welsh Ministers to build a fairer, more equal and greener Wales. The Covid 19 pandemic has created new challenges which will continue for the foreseeable future. We are working to prepare Wales for life outside the European Union, and develop our own ways of delivering what we used to do in partnership with the EU. We are in the last year of this administration and have much to deliver this side of next May's Welsh election.

To help us meet these objectives we are recruiting senior colleagues to work across a range of policy areas. We are looking for applications from diverse candidates who can demonstrate leadership qualities and bring fresh skills, lived experiences and perspectives to our work. The external environment has demonstrated that we need to listen to and understand the experiences of those who are currently under represented in the Civil Service in Wales, including Black and Minority Ethnic people, people from disadvantaged communities and disabled people.

We are looking for passionate, capable and experienced people from all walks of life. Previous experience as a civil servant is not a requirement. Your background might include policy making, operational delivery in a public or private enterprise, political context or public affairs. We are looking for people who can bring different lived experiences to our decision making, work effectively with Ministers and lead collaborative teams that will help change Wales for the better. If you can demonstrate an ability to tackle complex challenges and balance multiple objectives, gather information from a wide range of sources and bring order and insight to help Ministers develop policy and get things done, these posts might interest you.

Team working is at the heart of everything we do so our jobs will suit people who are capable of developing collaborative relationships with a mix of people at all levels. You will need to be open to ideas from a range of sources, building strong partnerships across public services, the third sector, the trade unions and business in Wales. The First Minister has set a framework of social partnership: working together with our partners to solve problems and find solutions to the challenges facing Wales. The Welsh Government has an excellent track record of working in partnership with its trade unions. We support staff to join a recognised trade union as an important mechanism for making sure their voice is heard in the workplace.

You might want to contribute to the Welsh Government's work for a limited period of time. If so, we are open to secondments and loans from the public, private and the third sector.

The Welsh Government is accountable to the people of Wales through the Senedd Cymru/Welsh Parliament. We aim to meet high standards of transparency and openness, and demonstrate honesty, objectivity, integrity and impartiality in everything we do. We aim to create a working environment which is stimulating, supportive, diverse, challenging and adaptable.

We have embraced new ways of working and you should be capable of leading by example in adopting remote and flexible working practices fit for the post COVID-19 world.

We work hard to create a supportive and inclusive environment for all staff to grow and perform to the best of their ability. We particularly welcome applications from women, Black and Minority Ethnic and disabled people in our Senior Civil Service and are committed to supporting all staff to thrive in an inclusive working environment.

If you're an effective and resilient leader and a resourceful thinker who can communicate and influence effectively then I look forward to your application.

Shan Morgan

2 Welsh Government: Background

The Welsh Government has an annual budget of around £18 billion and is responsible for a range of areas including health, education and skills, the economy and transport, and agriculture and the environment.

The First Minister of Wales and his Cabinet form the Welsh Government and make decisions in devolved areas of responsibility. Welsh Ministers are accountable to the Senedd Cymru/Welsh Parliament, Wales' legislative body comprising 60 elected Members.

Welsh Ministers are supported by around 5,000 civil servants, approximately half of whom are located in Cardiff, with the remainder based in Welsh Government offices across Wales. The Welsh Government also has small offices in London, Brussels and an overseas network for trade and investment work. The Permanent Secretary leads the Welsh Government Civil Service and is accountable to the First Minister and Welsh Ministers.

Equality, diversity and inclusion are core values of the Welsh Government. We aim to be an exemplar employer and our work is underpinned by: a Board Equality and Diversity Champion, vibrant diversity networks supported by senior champions, setting diversity targets to improve the numbers of under-represented groups (for example, BAME and disabled staff at all levels and women at senior levels). We are committed to organisational use of the social model of disability and to making both recruitment adjustments and workplace adjustments to ensure equality for disabled staff. We have recently published our strategy on Inclusion and Diversity in Public Appointments as we are intent on increasing the diversity of the regulated and other Boards in Wales and our process of developing our Equality Diversity and Inclusion Action Plan 2020-2025 setting our visions for our own employment.

The Welsh Government was elected in May 2016 and our priorities are set out in our Programme for Government, Taking Wales Forward, and our national Strategy – Prosperity for All. Our ambition is to build a Wales which is a self-confident, prosperous, healthy nation and a society which is fair to all. Some 25% of the £1bn spent by the Welsh Government comes from Welsh taxes.

The UK's exit from the EU at the end of January 2020 and the subsequent international negotiations – both on the future UK/EU relationship and on UK trade deals with other countries – have significant implications for Wales and for the work of the Welsh Government. Our constitutional relationship with the UK Government and the other Devolved Governments continues to develop. In addition, along with other public bodies in Wales, the Welsh Government is subject to the Wellbeing of Future Generations Act and to the Welsh Language Standards, both of which require the Civil Service to work in new and different ways to improve policy development and the services delivered to the people of Wales.

The Welsh Government is a bilingual organisation; legislation is produced in both Welsh and English, and both languages have equal legal status. Although Welsh language skills are not essential for these posts, they would be a real asset. Applicants must show an appreciation of bilingualism and share our commitment to promoting the Welsh language to achieve a million Welsh speakers by 2050. We encourage and support staff to learn, develop and use their Welsh language skills in the workplace.

3 The Roles

The Welsh Government is searching for a diverse range of talented people to work in a variety of senior leadership roles. The key areas of demand are policy making, government business, programme and project delivery, operational delivery and analytical roles. Successful candidates will have the opportunity to take up roles across the Welsh Government.

4 Key Responsibilities

Successful candidates can expect to be involved in a range of the following:

- Leading teams to respond to new policy and operational challenges, co-producing solutions with partners and delivering change on the ground.
- Quickly building effective relationships and networks with Ministers and senior colleagues across sectors with multiple lines of accountability.
- Horizon scanning – identifying and responding to emerging issues as well as changing long standing, intractable challenges like institutional racism and barriers which disable people with impairment.
- Communicating effectively with Ministers, partners and stakeholders, in a context of high accountability and transparency.
- Delivering front line services, and anticipating and responding to organisational issues, in a fast moving context.
- Supporting Ministers by offering objective and well evidenced advice; and ensuring robust budget and resource management.
- Building relationships based on trust and openness with peers in other public and private sector organisations and working collaboratively with a very wide range of external and internal stakeholders.
- Listening to and positively valuing diverse and different thinking that adds to better decision making.

This list should be considered as indicative rather than exhaustive.

5 Person Specification

- **Using data and evidence to make decisions and influence** – experience of analysing complex problems and interpreting complex data to create and present evidence based insight and recommendations.
- **Building and managing relationships and partnerships** – provide challenge and influence at ministerial/executive/board/committee level to deliver on functional priorities. Experience of navigating diverse, conflicting views and priorities. The ability to develop effective working relationships with a wide range of stakeholders inside and outside of Government, positively welcoming and listening to diverse opinions and challenges.
- **Project and Programme Leadership** – experience of leading and delivering large-scale projects and programmes, using different project methodologies to impact organisational culture and performance, resourcing and managing risks for broad, complex programmes of work. Managing throughout the project cycle on time and on budget, resulting in sustainable impact.
- **Capability building** – experience of developing, designing and embedding capability and performance approaches through future horizon scanning. Experience of leading and coaching others, of building diverse teams and of sharing personal experience to build capability and, a culture within your team that emphasises listening to different voices, innovation, continuous improvement, efficiency and value for money.
- **Communication and interpersonal skills** – expertise in working at a senior executive level with diverse internal and external stakeholders, across organisational and sectoral boundaries. Building strong relationships with previously little heard groups or organisations.
- **Personal Resilience** – able to reflect on and learn from your own lived experiences and use this experience of working effectively and of leading a team successfully during periods of sustained pressure, scrutiny and ambiguity.

6 Development Opportunities Offered by the Posts

These posts offer the opportunity to work closely with Ministers, Special Advisers and senior officials across all Welsh Government departments, building confidence and knowledge with internal and external stakeholders.

7 How to Apply

We welcome applications in Welsh and English. Applications in either language will be treated on the same basis.

Applications should be submitted via the Welsh Government on-line system and submitted no later than **23:55 on Sunday 20 September 2020**. To apply, you will be asked to register for an account on the on line system using an email address. It is recommended that you select an email address to which only you have access, as this will be our main method of communication with you regarding the selection process.

If you have an impairment that would prevent you from applying on line, please email SCSRecruitment@gov.wales to request an alternative format, or to request a reasonable adjustment related to impairment in order to submit your application.

Diversity information

The Welsh Government is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. Collecting this information enables us to identify whether we are recruiting from the widest possible pool of talent and check that all groups are being treated fairly throughout the process. This form will not be disclosed to anyone involved in assessing your application. If you do not wish to provide a response to a particular question, you should complete the 'Prefer not to say' option. You will not be able to submit your application if you leave any of the questions unanswered.

As part of the recruitment process, you will be asked to provide the following:

- **A completed application form;**
- **An up to date CV** setting out your career history with key responsibilities and achievements;
- **A personal statement of no longer than two sides of A4** explaining how your professional qualifications, skills, qualities and experience are suitable for these roles and, in particular, how you meet the person specification.

Questions and informal discussion

If you would like to discuss these roles further in advance of your application, please contact Peter Kennedy, HR Director by email peter.kennedy@gov.wales

Online technical problems

Please email SCSRecruitment@gov.wales

8 Selection Process

Overview

The Recruitment Team will acknowledge your application via the Welsh Government online system and you will be advised about the outcome of the short list meeting.

Assessments

Shortlisted candidates will undergo online psychometric tests that will include numerical and verbal reasoning and a discussion with a psychologist. You will receive a link to these on-line tests within 10 working days from the shortlisting meeting. The shortlisting meeting will take place **w/c 5 October 2020**.

If you have completed the online psychometric tests in the last 2 years, for a post at the same grade, it will not be necessary for you to take these tests again for this particular recruitment exercise.

Staff/Stakeholder Engagement Exercise

Shortlisted candidates will be asked to take part in an engagement exercise with Staff/Stakeholders **w/c 19 October or w/c 2 November 2020**. Further details will follow.

The above activities will form part of the overall assessment required for this recruitment exercise in addition to the selection panel interview.

Interviews

Interviews are scheduled **for w/c 9 November 2020**, will continue for the following two weeks and will be held remotely. Interviews will last around 45 minutes. The panel will receive feedback on your psychometric tests and Staff/Stakeholder Engagement Exercise before you are interviewed. Your interview will be a competency based interview that will consider how your skills and experience as outlined in your CV and personal statement meet the requirements for these posts.

If candidates are asked to prepare a presentation for their interview, they will normally be given at least one week's notice of the topic.

Please note that presentations are to be delivered without the use of hand-outs or electronic devices however, you are welcome to use prompt cards.

The Selection Panel Chairs are as follows:

- Carla Lyne, Director of Operations for the Education and Public Services Group
- Natalie Pearson, Head of HR Strategy, Organisational Development and Engagement
- Peter Kennedy, HR Director

Chair Biography

Carla Lyne, Director of Operations for the Education and Public Services Group, Welsh Government



My current role is Director of Operations for the Education and Public Services Group. This role includes leading on all aspects of Group corporate services including finance, human resources, communications, legislation, government business and governance as well as leadership of the Digital Learning Division.

Working for the Welsh Government has provided me with a fantastic breadth of opportunities and I worked in a variety of roles before starting in my current role in 2015. My previous roles included finance and corporate services roles, leading programmes and value for money work, working on supporting Welsh businesses and also a period of time in an education policy role.

I joined the Welsh Government in 2006 via the Welsh Funding Councils and the Assembly Sponsored Public Body ELWa where my focus was governance and audit of the skills sector and the further and higher education sectors. This followed my early career and training with Grant Thornton Chartered Accountants where I qualified as a chartered accountant and then worked as Head of Internal Audit at Lancaster University.

Outside of work I enjoy hill walking and anything connected with wildlife, I am also an active Welsh Language learner.

Chair Biography

Peter Kennedy, Director, Corporate Services, Welsh Government



My current role is Director, Corporate Services at the Welsh Government.

I joined Welsh Government in 2004 having worked for several years within the Ministry of Defence. I spent 9 years in the RAF within aircraft maintenance and technical training roles.

I am a HR professional with many years' experience of both operational and strategic Human Resources together with experience of ICT, Health and Safety, Facilities Management and Emergency Planning.

I also have additional responsibilities as Lead Sponsor for Welsh Government Sponsored Bodies and, as the Senior Information Risk Owner.

I am married to Jenny and have two grown up children and a Granddaughter. Jenny was diagnosed 5 years ago with Multiple Sclerosis, the organisation has been incredibly supportive and flexible in helping me to achieve an effective balance between being a Senior Civil Servant and a carer.

Chair Biography

Natalie Pearson, Deputy Director for HR Strategy, OD and Engagement, Welsh Government



Currently Deputy Director for HR Strategy, OD and Engagement at Welsh Government, my career has spanned three civil service professions – HR, Communications and Policy. All of these professional roles have come with different challenges and opportunities and I've learned a huge amount from each of them.

Having worked previously in a number of Whitehall Departments, the private and third sectors I decided to return to my home country of Wales twenty years ago when my three sons were small. I haven't regretted that decision once. Working for the Welsh Government during the first two decades of devolution has been fascinating and hugely rewarding. And Wales beats Crystal Palace hands down as a beautiful and uplifting place to live (sorry South London!).

During the past 20 years I've undertaken some very different roles ranging from Rural Development Plan negotiations to managing crisis and digital communications and leading on support for innovation and employee engagement. One of the huge advantages of working for a small country government is the opportunity to work across a wide span of subject areas during your career. My current role involves working with the Board and Executive Committee on workforce strategy and a variety of people-centred improvement programmes, including the Permanent Secretary's Future-proofing Programme, for which I am the Senior Responsible Officer.

I am also the Deputy Director responsible for workplace equality and it is very important to me that the Welsh Government has put the principles of human rights, equality, fairness, dignity and respect at the heart of its values. As someone who was brought up in a Valleys mining community where I was the first person in my family to go to university, I am a passionate advocate for social mobility and believe the civil service is somewhere people from all backgrounds can thrive and feel welcome.

Disability Confident Interview Scheme

The Welsh Government works on the basis of the social model of disability. We recognise that disabled people are disabled not by their impairments, health conditions or because they use British Sign Language but by barriers that exist in society or the workplace. If you experience any barriers in recruitment, we are committed to removing those barriers and will make reasonable adjustments to ensure that the recruitment process is fair and accessible for you.

If you have an impairment or health condition, or use British Sign Language and need to discuss reasonable adjustments for any part of this recruitment process, or wish to discuss how we will support you if you were to be successful, please email scsrecruitment@gov.wales as soon as possible and a member of the team will contact you to discuss your concerns and requirements.

We are committed to the employment and career development of disabled people.

Competencies

Applicants are required to demonstrate their competency against the full range of leadership and SCS core skills identified for Senior Civil Servants as part of the Civil Service competency framework.

For further information about core competencies please access the full document via the hyper link below:

<https://gov.wales/sites/default/files/inline-documents/2019-10/civil-service-competency-framework-2012-2017-update-en.pdf>

All Civil Servants are expected to conduct themselves in accordance with the Civil Service Code, please see **Appendix B**.

Indicative timetable

The closing date for applications **is 23:55 on Sunday 20 September 2020**

Psychometric testing – within 10 days of the shortlisted meeting

Shortlisted Meeting **w/c 5 October 2020**

Staff Engagement/Stakeholder Exercise **w/c 19 October 2020 or w/c 2 November 2020**

Interview panel: **w/c 9 November 2020**, will continue for the following 2 weeks and will be held remotely.

Staff Engagement/Stakeholder Exercises and Interviews will be undertaken remotely. The above dates may be subject to change.

9 Terms of Appointment

The posts are available, on a permanent basis to those who wish to join the Civil Service, existing civil servants and **those who wish to join on a secondment basis for up to five years where you would retain your existing terms and conditions including salary.**

Remuneration

The roles are at Deputy Director level and the starting salary is **£71,000** rising to **£75,110** after two years satisfactory performance.

For existing Civil Servants

If you are a substantive Deputy Director applying on a lateral transfer basis to Welsh Government you will retain your existing salary.

The starting pay on promotion into the Senior Civil Service will usually attract 10% increase in base pay or be at the Senior Civil Service pay band minimum, whichever is greater. However, for staff promoted from the Grade 6 pay band maximum, the increase will be capped at 5% or be at the Senior Civil Service pay band minimum, whichever is the greater.

Relocation Expenses

Relocation expenses of up to £8,000 may be payable.

Location

The posts are Pan Wales and you may work from any of the Welsh Government Offices in Wales, although the nature of some of the posts means that you will need to spend some time in Cardiff. There will be an expectation that for some of the posts, you will be required to travel across Wales to meet with stakeholders and directorate staff who are dispersed. We are supportive of home working and tailoring patterns to suit individuals' circumstances.

(In the short term the majority of post holders will be based at home/working remotely).

Working hours

These posts are available on a part-time, job-share and full-time basis. It is expected that if you apply as a job share partnership, this arrangement is in place when submitting your application and please make it clear on your application forms that you are applying as part of a job share partnership. We welcome applications from people who work part-time and if someone who wants to work part-time is successful, we will make proportionate adjustments to the responsibilities of the post.

Smart Working

The Welsh Government actively encourages Smart Working. This means focusing on how you use your time, and where and how you work, to meet business needs in the most productive way. This provides staff with considerable flexibility and the expectation is that teams will work from home for a high percentage of the time for the foreseeable future. Smart, flexible working is becoming a permanent feature of working life in Wales and the Welsh Government will lead the way in this.

Annual leave

Length of service

- Up to 1 year – 25 days annual leave entitlement;
- 1 year – up to 2 years – 26 days annual leave entitlement;
- 2 years – up to 3 years – 27 days annual leave entitlement;
- 3 years – up to 4 years – 28 days annual leave entitlement;
- 4 years – up to 5 years – 29 days annual leave entitlement;
- 5 years or more – 30 days annual leave entitlement.

If an existing civil servant is promoted into or within the Senior Civil Service, their annual leave allowance is based on their period of continuous employment in the Civil Service, as shown above.

Successful candidates will be appointed on the modernised Senior Civil Service terms and conditions.

Retirement

There is no mandatory retirement age for Senior Civil Servants.

Terms and Benefits

Pension Scheme: <https://www.civilservicepensionscheme.org.uk>

- Occupational Health Services, including counselling and eye care provision.
- Leave provisions including:
 - Carers' leave;
 - Paid and unpaid maternity leave;
 - Flexible paid paternity leave;
 - Flexible paid adoption leave;
 - Shared parental leave.

Conflicts of interest

Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Welsh Government.

They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.

Successful candidates will be required to give up any conflicting interests and his/her other business and financial interests may be published.

Official Secrets Act

The post is covered by the Official Secrets Act.

Diversity and equality

The Welsh Government is committed to providing services which embrace diversity and which promote equality of opportunity. Our goal is to ensure that these commitments are embedded in our day-to-day working practices with all our customers, colleagues and partners. The Board has an Equality Champion and receives regular updates on equality and diversity. We are committed to recruiting women, BAME and disabled people who are currently under-represented in the Senior Civil Service.

We are committed to increasing diversity, removing barriers and supporting all our staff to reach their potential. We are currently ranked 8th in the UK in the Stonewall Top 100 list of employers, we are a Stonewall Diversity Champion, a Disability Confident Level 3 (Leader) organisation and received gold status from a:gender in 2018.

Key to supporting this work and providing peer support are four Board sponsored Staff Networks (Disability Awareness and Support (DAAS); Minority Ethnic Support Network (MESN); PRISM (Lesbian, Gay, Bisexual, Transgender, Intersex +) and Women Together.

The Civil Service Commissioners

The Welsh Government'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 Commissioners' Recruitment Principles which can be found at:

<http://civilservicecommission.independent.gov.uk/>

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint, you should contact Peter Kennedy, HR Director via email at peter.kennedy@gov.wales or in writing to Peter Kennedy HR Director, Permanent Secretary's Group, Welsh Government, Cathays Park, Cardiff CF10 3NQ in the first instance.

If you are not satisfied with the response you receive from the Welsh Government you can contact the Office of the Civil Service Commissioners.

Security level

Successful candidates must be cleared to SC (Security Check) level before taking up post. The timescales for security clearance may vary, however, after receiving completed paperwork it can take between 10 and 12 weeks.

Appendices

A

Appendix A: CIVIL SERVICE LEADERSHIP STATEMENT

The leadership statement can be found here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405453/CS_leadership_statement_3__1_.pdf

B

Appendix B: CIVIL SERVICE CODE

The Civil Service Code can be found at:

<https://beta.gov.wales/civil-service-code>