



Llywodraeth Cymru
Welsh Government

Candidate Brief and Job Description

1. Director General, Economy Skills & Natural Resources
2. Director General, Education & Public Services

Closing date: 2 October 2017





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



I am delighted that you want to know more about the roles of Director General, Economy Skills & Natural Resources and Director General Education & Public Services. These are pivotal roles in the senior leadership of the Welsh Government Civil Service, which will be at the heart of delivering the Government's programme *Taking Wales Forward* and ensuring that the civil service is strong, skilled and sustainable for the future.

With continued economic austerity, the UK's exit from the European Union, increasing demand for high quality public services, and new powers flowing from the Wales Act 2017, there are certainly exciting and tough challenges ahead. The Welsh Government is looking for leaders who can provide excellent support and advice to Ministers, can focus resources and the energy and expertise of their teams on delivering Ministerial priorities, and can represent the interests of the

Welsh Government and of Wales effectively in the UK and beyond through the delivery of the Prosperity for All strategy. The Wellbeing of Future Generations Act provides the context for our work and sets out the five ways of working to be embedded in our organisation. Collaborative engagement and partnership with our external stakeholders is a top priority.

There is an abundance of talent, commitment and professionalism amongst staff in the Welsh Government. But we need to reshape our organisation to focus firmly on Ministerial priorities and build the skills we need for the future. The First Minister has challenged us to work more collaboratively across policy boundaries, to share ideas, and to develop more innovative and effective ways of delivering Ministerial priorities and improving the lives of people in Wales. As Permanent Secretary, I'm looking for people with a strong track record of leadership, corporate engagement, and working across departments to deliver excellent results and organisational change.

If you think you have the skills, expertise and experience to deliver for Welsh Government Ministers, I would be very pleased to hear from you.

2 Welsh Government: Background

The Welsh Government is the devolved government for Wales. With an annual budget of around £15 billion, the Government is responsible for key aspects of public life in Wales including health, education, the economy and transport, and agriculture and the environment. The Welsh devolution settlement has evolved dynamically since the establishment of the National Assembly in 1999, and will continue to expand through new powers in the Wales Act 2017 which will come on stream next year.

The First Minister of Wales is the Rt. Hon. Carwyn Jones AM. He has appointed a team of Welsh Ministers and a Counsel General to serve in his Cabinet, which is the main decision-making body of the Welsh Government. Welsh Ministers are accountable to the National Assembly for Wales, the legislative body, which comprises 60 elected Members and is based in Cardiff.

Welsh Ministers are supported by a workforce of more than 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 offices in London, Brussels and an overseas estate geared towards trade and investment work. The Permanent Secretary leads the Welsh Government Civil Service and is accountable to the First Minister and Welsh Ministers.

The Welsh Government elected in May 2016 has outlined its priorities in its Programme for Government, *Taking Wales Forward*. It aims to address significant challenges during its five year mandate and offers a progressive agenda for improving the quality of life in Wales. The overall strategic ambition is to build a Wales which is a self-confident, prosperous, healthy nation and a society which is fair to all.

In light of the Wales Act 2014 and the Wales Act 2017, significant changes are being made to the fiscal powers of Welsh Ministers, including the devolution of tax and borrowing powers. Going forward, more than 25% of the £15bn spent by the Welsh Government will come from Welsh taxes. This is a very important further step in the devolution journey with major implications for the National Assembly, the Welsh Government and a range of other public sector bodies. A Welsh Revenue Authority will be established to collect and manage devolved taxes.

The Welsh Government has set out clear priorities for Wales following the UK's exit from the European Union. Alongside the impact of the terms of the UK's departure, including market access and changes to migration, EU exit presents significant challenges to the devolution settlements and the relationships between the nations of the UK and it is vital that Wales' interests are fully recognised in future arrangements. Wales is an outward-facing, globally-trading nation with a strong track record of attracting inward investment. The Welsh Government needs to represent Wales' interests in emerging UK trade negotiations and position Welsh business to exploit new markets and opportunities as they arise.

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.

3 The Roles

Reporting directly to the Permanent Secretary, the Director General posts will take a whole-government approach to the delivery of *Taking Wales Forward* (<http://gov.wales/docs/strategies/160920-taking-wales-forward-en.pdf>) and the *Prosperity for All* cross-cutting strategy. (to be published in September) They will work as part of the Senior Team to help ensure that the Welsh Government's resources, its corporate systems and processes, and the work of the Civil Service are aligned to, and relentlessly focused on, delivering Ministerial priorities.

In the context of continued resource constraints, the Directors General will support the First Minister and Cabinet to make tough choices to prioritise the Government's work with a view to achieving the greatest positive impact on the lives of people in Wales. They will encourage the development and implementation of innovative, effective, value-for-money policies by driving collaborative working across boundaries, both inside and outside of the Welsh Government. The Directors General will represent the Welsh Government externally, using their relationships and influence to communicate and support the Government's programme and the interests of devolved administrations and of Wales.

The Directors General will play an essential part in implementing the changes needed to build a strong, successful and sustainable Welsh Government Civil Service for the future. They will provide the excellent leadership needed to take forward the Permanent Secretary's Future-proofing initiative to improve the skills, capability, confidence and resilience of the organisation, including developing the leaders of the future and encouraging effective leadership at all levels. They will promote and support diversity and challenge out-dated ways of working and

acceptance of the status quo. The Directors General will manage closely the performance of staff in their areas, including both nurturing talent and dealing effectively with poor performance, setting and encouraging excellent quality standards.

The Directors General will be designated Additional Accounting Officer by the Permanent Secretary and will be accountable to her for the performance of their duties. They will undertake the Additional Accounting Officer functions in relation to their specific areas of responsibility, which represent a significant proportion of the £15 billion of Welsh Government funds. They will operate within the overall governance framework laid down by the Permanent Secretary and will, in particular, consult her about issues which might be novel, contentious or repercussive, or which would have a negative reputational impact. Within these parameters, they will ensure when policy proposals or expenditure decisions are made within their Group, or when proposals are put to Ministers, that all relevant financial considerations including regularity, propriety and value for money are properly assessed and taken into account. They will also ensure compliance with corporate values and standards and the required standards of ethical conduct. The Directors General will account directly to the Public Accounts Committee of the National Assembly, in person or through their senior Directors, and will provide formal evidence to assist the Committee in their examinations.

As both Head of Group and Additional Accounting Officer, the Directors General will encourage and enable compliance with common and streamlined corporate services, standards and processes across the Welsh Government, with a view to improving the quality, efficiency and transparency of the work produced by the Welsh Government Civil Service.

The Directors General will be a member of the Welsh Government's Board and Senior Team, and will hold a number of corporate roles including sponsoring one of the Welsh Government's staff Equality and Diversity Networks. The Welsh Government has strong commitment to promoting and supporting diversity across the organisation.

There are 2 Directors General roles each with specific areas of responsibility;

Education & Public Services (E&PS)

- Local Government
- Communities & Tackling Poverty
- Education Directorate
- Housing & Regeneration
- Care & Social Services Inspectorate Wales
- Health Inspectorate Wales

Economy Skills & Natural Resources (ES&NR)

- Business and Regions
- Strategy
- Economic Infrastructure
- Skills, Higher Education and Lifelong Learning (SHELL)
- Chief Scientific Adviser Division
- Culture, Sport and Tourism
- Environment and Rural Affairs
- Office of the Chief Veterinary Officer
- Planning
- Finance and Operations
- National Procurement Service

As Head of the Economy Skills & Natural Resources Group (ES&NR) or Education & Public Services Group (E&PS), the Directors General will provide strategic and operational leadership for the Group. Working across the varied and challenging policy and delivery areas listed above, they will develop excellent relationships with the First Minister, Cabinet Secretaries and Ministers, and with key external stakeholders in Wales, the UK and beyond. They will lead approximately 3,600 staff (2,400 ES&NR and 1,200 E&PS) located across Wales and will be responsible for ensuring their skills, expertise, energy and enthusiasm are all directed towards Ministerial priorities. They will champion and enable high quality advice and support for Ministers and the delivery of excellent services for the people of Wales.

4 Person Specification

As a senior leader in the Welsh Government, and in public service in Wales, the Director General will be able to demonstrate excellence in the areas outlined below:

Leadership skills

Provides energy, drive and direction. Sees the bigger picture, communicates and engages effectively with their teams and their organisation. Motivates their colleagues to focus their skills, expertise and energy on delivering the Government's programme to the very best of their ability. Sets and promotes high standards of quality at all levels.

Policy design and delivery

Provides top quality policy advice for Ministers and the delivery of excellent public services for the people of Wales. Builds the trust and confidence of Ministers. Applies strong political awareness and understanding of devolution and of the Welsh economic and social context to their work. Closely aligns resources to Ministerial priorities, and provides honest advice evidence-based proposals.

Change leadership

Clearly communicates the Government's priorities to their staff, stakeholders and partners. Involves and empowers them in making the changes and improvements needed to meet the tough delivery challenges of the future. Drives change with energy and enthusiasm.

Collaboration across boundaries

Works collaboratively across boundaries and sees the connections between policy areas. A problem solver who encourages and supports their staff, stakeholders and partners to work together constructively to improve outcomes for the people of Wales.

Stakeholder management

Engages constructively and effectively with external stakeholders. Builds support for Welsh Government priorities and ensures top quality service delivery.

The successful candidates will need to demonstrate, through the recruitment process, their skills and experience in the following essential areas:

- A strong track record of leadership, corporate engagement, and working across departments to deliver excellent results and organisational change.
- A strong understanding of the Welsh context and current challenges facing the Welsh Government.
- Highly developed strategic and policy skills, with the ability to set clear direction by translating strategic priorities into outcome-focused objectives and driving forward implementation, with a track record of managing large budgets to achieve maximum value and impact.
- Demonstrating energy and resilience, the ability to lead and implement change and establish and maintain a performance-orientated culture of innovation within a context of resource constraints.

- Experience of operating within a complex stakeholder environment – with the proven ability to quickly secure the confidence of senior internal and external stakeholders, building and managing highly effective, influential and collaborative relationships.
- Experience of formulating, planning, and implementing strategies, policies and programmes which cross service or professional boundaries as part of a collaborative senior management team.

An interest in Wales and its culture including the ability to speak Welsh or a willingness to learn Welsh on appointment is also desirable.

5 Selection Process

Jan Cameron from the Civil Service Commission will chair the process. The Civil Service Commission has two primary functions:

Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel. Hearing and determining appeals made by civil servants under the Civil Service Code (Appendix B) which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer. More detailed information can be found at on the Civil Service Commission website: <http://civilservicecommission.independent.gov.uk>.

In addition to Jan, the panel will also consist of:

- Shan Morgan, Permanent Secretary of the Welsh Government
- Jeff Farrar, Former Chief Constable of Gwent Police
- James Turner, Non Executive Director Welsh Government

Timetable

The closing date for applications is **2 October 2017**. All applications will be acknowledged and considered by the selection panel.

The timetable is as follows:

Closing Date: 2 October 2017

Shortlist meeting: w/c 9 October 2017

Assessment/briefings to include:

- A leadership assessment, which will involve a series of psychometric tests and a discussion with a psychologist to explore leadership capability and personal resilience.
- A staff engagement exercise, which will involve a group discussion on a specific topic. This is an opportunity for candidates to demonstrate their ability to relate to a group of staff and facilitate a two way discussion.
- Shortlisted candidates can expect to attend a one-to-one meeting with Shan Morgan and possibly The First Minister.

Final interviews: 6th and 8th November 2017

- An interview usually lasting around 45 minutes.
- The panel will ask candidates to give a short presentation on a relevant topic (topic/question given to the candidate in advance to prepare)

Interviews will take place in Cathays Park, Cardiff. Please note the above indicative timetable, and exercise flexibility throughout the recruitment and selection process.

6 How to apply

Applications should be made via the Welsh Government's online application system, and submitted by the above closing date.

Please indicate in the additional information box on the application form which of the Director General posts you are applying for (or both). If you have a disability which would prevent you from applying online, please email SCSrecruitment@wales.gsi.gov.uk to request an application pack in an alternative format, or to request a reasonable adjustment related to a disability, in order to submit your application.

The vacancy advert and online application can be accessed via the Welsh Government Senior Civil Service vacancies page: www.gov.wales/senior

To apply, you will be asked to register for an account on the online application 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.

Applications are welcome in Welsh or English. Applications made in Welsh will not be treated less favourably than those made in English.

Please ensure you indicate your availability in your application and highlight where you may be unable to accommodate the timings set out above.

Applications should be submitted via this site by **2 October 2017**.

In the online application form, you will be asked to provide the following information:

- A CV with educational and professional qualifications, full employment history and current salary. It is also helpful to have day-time, evening and mobile telephone contact numbers, which will be used with discretion. Please also note the names and contact details of two possible referees. The appointment will be subject to references, taken before the appointment is made and it is likely prior to interview. In all cases referees will only be approached with the prior consent of candidates.
- A supporting statement of not more than two pages giving evidence and examples of your ability to meet the criteria in the candidate profile. If you have a problem with any of the potential dates set out in the recruitment and selection process, please give details in your supporting statement.
- A declaration of any potential conflicts of interest (if applicable): if you, your spouse/partner, dependants, business partner or associate have any business interest or other activities which are or could be perceived as a conflict of interest with the role, you should declare that in the 'Additional Information' section of the application form. This may involve suspending or relinquishing stock market activity.

- Diversity information: The Civil Service 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.**
- Guaranteed Interview Scheme Declaration for people with disabilities as appropriate. All monitoring data will be treated in the strictest confidence and will not affect your application in any way. See Appendix C for further information regarding the scheme.

Eligibility

In general, only nationals from the following countries are eligible for employment in the Civil Service: the United Kingdom, the Republic of Ireland, the Commonwealth, the EEA, Switzerland and Turkey. You will be asked to confirm your eligibility in the application form. There are certain very limited exceptions and further guidance is available at:

<https://www.gov.uk/government/publications/nationality-rules>

The successful candidate will be required to undergo developed security vetting (DV clearance).

Questions and Informal Discussion

Questions regarding the role should be directed to Peter Kennedy at peter.kennedy@gov.wales or to Jemma Terry at jemma.terry@odgersberndtson.com or 02920 783 050 at Odgers Berndtson's Cardiff office, the Welsh Government's retained consultancy on this appointment.

Online technical problems should be directed to SCSrecruitment@wales.gsi.gov.uk

7 Terms of appointment

This post is a Senior Civil Service post (Pay Band 3) at Director General level. Terms and conditions for Senior Civil Servants have been revised and successful applicants on promotion will be expected to accept the new terms.

Tenure

These appointments are offered on either a permanent basis, or as a secondment for up to 5 years. (if the successful candidates take up these roles on a secondment basis they may retain their existing terms and conditions including salary.)

Remuneration Package

We are offering a salary of circa £120k per annum.

Pension

Civil Service pension arrangements will apply. Full details can be found on the Civil Service Pensions website at: www.civilservice.gov.uk/my-civil-service/pensions.

Flexible Working

These are full-time roles but flexible working arrangements (including job share arrangements) may be considered. It is expected that if you apply as a job share partnership, this arrangement is in place when submitting your applications.

Part-time cannot be accommodated so please bear this in mind before submitting your application.

Annual Leave

There will be up to 30 days paid annual leave on appointment (depending on length of service), plus 9 days public and privilege holidays.

Location

The post holders may work from any of the Welsh Government Offices located across Wales. The main locations are Cardiff, Merthyr, Llandudno Junction and Aberystwyth. However, weekly travel to Cardiff will be essential.

Relocation

Relocation expenses may be available.

Restrictions

During the period of appointment there will be certain restrictions on political activities.

Business Appointments

Candidates should also note that on completion of the appointment, the post holder will be subject to the Government's Business Appointments Rules, with the possibility of restrictions on future employment imposed by the First Minister, on the recommendation of the independent Advisory Committee on Business Appointments. Further information about the Rules and restrictions likely to be imposed on former Permanent Secretaries can be found here: <https://www.gov.uk/guidance/new-business-appointments-for-senior-public-servants>

Conflicts of Interest

You will be required to disclose any personal or business interests, including share holdings, which may or may not be perceived to be relevant to or in conflict with working within the Welsh Government. This may involve suspending or relinquishing stock market activity.

Data Protection

We take our responsibilities under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may be used for the purposes of monitoring the effectiveness of the recruitment process but in these circumstances all data will be kept anonymous. The diversity questionnaire is to be used for monitoring the selection process only. If you do not wish to have these details recorded please use the 'prefer not to say' option. If you are unsuccessful, personal data relating to your application will be destroyed after 2 years. If you are successful, some data will be passed to your new employer's personnel team.

Complaints

The law requires that selection for appointment to the Civil Service is 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/wp-content/uploads/2015/04/RPApril2015.pdf>

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, Welsh Government at Peter.Kennedy@gov.wales in the first instance.

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

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: <http://gov.wales/about/recruitment/vacancies/senior/?lang=en>

C **Appendix C: Guaranteed Interview Scheme**

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential. We are committed to the employment and career development of disabled people (the minimum criteria means the essential competences as set out in the advertisement for the post). To show this we use the Disability Symbol awarded by Jobcentreplus.

What do we mean by disability?

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on his or her ability to carry out normal day-to-day activities.

How do I apply?

If you want to apply under the Guaranteed Interview Scheme simply record this in your online application form, where you will be asked if you consider yourself to be disabled and want to apply under the scheme. You will also be asked at this point if you will need any assistance at interview.

We will try to provide access, equipment or other practical support to ensure that if you have a disability you can compete on equal terms with non disabled people.

