



Candidate Pack

Department for Work and Pensions

Permanent Secretary

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FOREWORD



I am delighted that you have expressed interest in this vital role. The Permanent Secretary at the Department for Work and Pensions is one of the most important and challenging jobs in government and indeed the country.

As Permanent Secretary you would be responsible for running an effective, fair and affordable welfare system that enables people to achieve financial independence through assistance into and progression in employment, and beyond. More than this, you would have an impact on the type of civil society we will live in over the next twenty years. In doing so, you will help resolve some of the most pressing issues of the day, particularly focusing on supporting the most vulnerable members of society.

You would also be responsible for the overall management of the Department for Work and Pensions, leading some 85,000 colleagues, in some 900 sites serving 22 million citizens across Great Britain, and accountable to Parliament for £180 billion of public spending.

This is one of the most senior roles in government, with the opportunity to make a real difference to our country, both as leader of the Department for Work and Pensions and as part of the collective leadership of the wider Civil Service. If this is something that appeals to you, then please apply.

Sir Jeremy Heywood
Cabinet Secretary

THE DEPARTMENT

Everything the Department for Work and Pensions does is about providing financial security, extending opportunity, and giving people the support they need to transform their lives. The Department helps the most vulnerable people in our society by addressing the root causes of disadvantage, and supporting them to turn their lives around.

The Department aims to ensure that everyone who is able to work is given all the support they need to do so, while those who cannot are – quite rightly – protected. Through Universal Credit in particular, DWP is delivering a benefit system that provides the right incentives, ensures work always pays, and which supports people both to get a job and then to progress in employment.

The Department also gives people greater security, choice and dignity in retirement with a safe and sustainable State Pension, and the independence of a well-earned private pension; and operates the Child Maintenance Service.

DWP is a large Department employing 85,000 colleagues across the UK, representing just under a quarter of the Civil Service. DWP has a reputation for strong leadership at all levels and we are changing what, where and how colleagues are delivering services.

DWP works in partnership with other Government Departments, and with the private and voluntary sectors, providing services that support over 22 million people – under the brands of Jobcentre Plus, the Pension Service, and the Child Maintenance Service.

DWP's priority objectives are set out in its [Single Departmental Plan 2015 to 2020](#).

The role

Context

Key responsibilities:

- Be the Secretary of State's key adviser on welfare and pensions policy:
 - Run an effective, fair and affordable welfare system that enables people to achieve financial independence through assistance into and progression in employment;
 - Oversee the most significant welfare change programme in a generation with the roll-out of Universal Credit;
 - Help all disabled people and people with health conditions who can work to work, while protecting people who cannot work;
 - Improve children's life chances by reducing family conflict, and running an effective child maintenance service which encourages family based arrangements where appropriate;
 - Help people to plan for their retirement through continuing effective administration of the new State Pension and related policies and programmes; and
 - Helping working people save for a private pension by continuing the roll out of Automatic Enrolment.

- Lead and manage the largest Civil Service workforce in government:
 - Oversee the completion of several major welfare reforms, in particular Universal Credit;
 - Further improve value for money, by transforming the way the Department delivers its services, including through enhanced digital capabilities, to reduce costs and increase efficiency;
 - Build a strong senior team to lead and shape the radical technological and people change within the department;
 - Act as a champion and role model, maintaining a focus on talent, diversity, inclusion and capability; and
 - As a member of the wider collective leadership of the Civil Service, work with permanent secretary colleagues across government to lead and ready the UK Civil Service for the future.

- Ensure that the Access to Benefits Bill is successfully steered through Parliament, and manage the impacts of Brexit on benefits in partnership with other government departments.

- Begin a long-term strategic consideration of what the modern welfare state of the 2020s and 2030s should look like, and start the process of defining how it might take shape.

Person specification

Essential

- An accomplished leader with a proven ability of engaging, building and managing high performing leadership teams; the capacity to deliver through others; and ability to enthuse and lead others through change.
- An outstanding track record of successful organisational performance in a distributed leadership role and an ability to operate successfully in a highly complex political landscape.
- Considerable experience in developing and translating complex policy and strategy into successful and sustainable delivery.
- Well-developed political sensitivity and understanding to secure the confidence of a wide range of stakeholders, with the energy, integrity and resilience to operate under high levels of scrutiny and sustained pressure.
- Strong communication skills and high personal impact, including the ability and credibility to establish and maintain trusting relationships at the most senior levels, and an ability to communicate large amounts of complex information with clarity.
- A track record of working with and across other organisations to deliver common goals and objectives, build strong, collaborative partnerships and networks across key groups of stakeholders, and manage complex relationships.
- A strong commitment to the values of DWP and the Civil Service.

Desirable

- A proven ability to work with senior Government Ministers, Parliament and with senior and external stakeholders in a complex political environment.

SELECTION AND RECRUITMENT PROCESS

Russell Reynolds Associates has been appointed to support this recruitment.

If you would like to have a brief and informal conversation about the role with either Patrick Johnson or Suzanne Bose-Mallick, please contact [**Fiona.Birkmire@russellreynolds.com**](mailto:Fiona.Birkmire@russellreynolds.com)

Timetable

Launch	10 November 2017
Closing	noon Monday 27 November 2017
Shortlist	29 November 2017
Assessments	w/c December 2017
Interviews	14 December 2017 (afternoon)

Those interested in this post are asked to email the following information to [**Responses@RussellReynolds.com**](mailto:Responses@RussellReynolds.com) by noon Monday 27 November 2017.

- The reference number P1710-125L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you, your suitability for the role outlining and how you meet the appointment criteria and competencies as detailed in the person specification.
- A current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for absence within the last two years.
- The names of at least two referees who may be contacted at short list stage, i.e. before final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, regulated health or social care activity where roles involved children or vulnerable adults, credit and qualifications, or similar, post short list stage.
- Notification of any dates you are unable to accommodate within the indicative timetable set out above.

In addition, your application should include the following documentation:

- A completed Diversity Questionnaire: 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. Please complete the attached form (see Appendix B). Please note that applications will not be accepted unless the form is returned. If you do not wish to provide a response to a particular question, you should complete the 'prefer not to say' option.
- 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. Please complete the attached form (see Appendix C).

Applications will be sifted against the criteria set out above by a panel chaired by the First Civil Service Commissioner, Ian Watmore. Following panel interviews, and as in all Permanent Secretary level appointments, candidate(s) deemed to be appointable against the criteria will then be put to the Prime Minister for final selection.

In addition to the First Civil Service Commissioner, the panel will also consist of John Manzoni, Chief Executive of the Civil Service, Leslie Evans, Permanent Secretary at the Scottish Government, and Sara Weller, Lead Non-Executive Director, DWP.

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 Carol Maye (at carol.maye@cabinetoffice.gov.uk) in the first instance.

If you are not satisfied with the response you receive from the Department, you can contact the Civil Service Commission (at:

<http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/>).

APPENDICES

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

Appendix B: DIVERSITY QUESTIONNAIRE: PS, DWP

The Civil Service is committed to equal opportunities in employment, with the aim of ensuring that everyone who applies to work for us receives fair treatment and we positively encourage applications from suitably qualified and eligible candidates regardless of age, disability, race, sex, gender reassignment, sexual orientation, marital status, religion or belief. The information you provide on this form will be used to help achieve that commitment.

The information collected is anonymous and will not be stored with any identifying information about you. All details are held in accordance with the Data Protection Act.

Please tick/check only ONE box in each section.

What is your gender?

- Female Male Prefer not to say

Is your present gender the same as the one assigned at birth?

- No Yes Prefer not to say

Sexual orientation - Which of the following options best describes how you think of yourself?

- Bisexual Gay man Gay woman/lesbian
 Heterosexual/straight Other Prefer not to say

Do you consider yourself to have a disability?

A disabled person is defined in the Equality Act as someone with a physical or mental impairment that has a substantial and long term impact on their ability to carry out day to day activities. This includes progressive and long term conditions from the point of diagnosis such as HIV, Multiple Sclerosis or cancer.

Taking into account the effect of any medication, treatments or adaptations do you consider yourself to be disabled?

- No Yes Prefer not to say

Any information you provide here will be used for monitoring purposes only. If you need a 'reasonable adjustment' or are applying under the Guaranteed Interview Scheme then please let us know separately.

What is your religion?

- Buddhist
- Jewish
- Any other religion
- Christian
- Muslim
- No religion
- Hindu
- Sikh
- Prefer not to say

What is your ethnic group?

Choose one section from A to E, then tick the appropriate box to indicate your ethnic group.

A. White

- British
- (English/Scottish/Welsh/Northern Irish)
- Irish
- Any Other White background (please specify)

B. Mixed Heritage

- White and Black Caribbean
- White and Black African
- White and Asian
- Any Other Mixed background (please specify)

C. Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Any Other Asian background (please specify)

D. Black or Black British

- Caribbean
- African
- Any Other Black background (please specify)

E. Chinese or other ethnic group

- Chinese
- Any other (please specify)
- Prefer not to say**

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 complete the declaration below and send it in with your application.

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.

DECLARATION

I consider myself to have a disability as defined above and I would like to apply under the Guaranteed Interview Scheme.

I require the following special arrangements to be made for me to be able to attend an interview:

.....
.....

Name:..... Date:

Signature*:

Vacancy reference number: **PS, DWP**

* There is no need for a signature if you are submitting the form electronically

Please return the completed form with your application. ANY FALSE DECLARATION OF DISABILITY TO OBTAIN AN INTERVIEW WILL SUBSEQUENTLY INVALIDATE ANY OFFER OF A POST

Appendix D: CIVIL SERVICE CODE

The Civil Service Code can be found here at:

<https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code>