

**Candidate  
Information  
Booklet**

**IRC251001  
Head of Heat Policy (Grade 7)  
Department for the Economy (DfE)**

**Completed Application Forms  
must be submitted to  
HRConnect no later than 12  
noon (UK time) on  
*Friday 24<sup>th</sup> January 2020***

**Please retain a copy of this  
booklet for your reference  
throughout the selection  
process.**

## ***Department for the Economy (DfE)***

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### **Communication between HRConnect and you**

HRConnect will issue electronically as many competition communications as possible, you should therefore check your email account, including junk mail folder, to make sure that you don't miss any important communications in relation to this competition. There may, however, still be a necessity to issue some correspondence by hard copy mail.

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## FOREWORD

Energy is one of the most challenging and rewarding areas to work in the Northern Ireland Civil Service. The group is diverse and spans a wide range of topics including power, heat and transport (electricity, gas, renewables and energy efficiency).

The development of a new Energy Strategy and associated policies, support schemes and legislation will guide the work of Energy Group over the coming years. This is therefore an exciting time to join us as we take forward this substantial and high-profile work.

With the exception of nuclear, energy policy is fully devolved in Northern Ireland and this presents a unique opportunity for the postholder to make a real difference to the energy industry and society more broadly.

We are seeking professional staff who are knowledgeable and have expertise in their respective field, and who want to make a significant contribution to the future of energy in Northern Ireland.

In return, we can offer an attractive benefits package, flexible working opportunities, excellent career prospects both within energy and the wider Northern Ireland Civil Service, as well as the opportunity to make a real difference to citizens' lives.

I thank you for your interest in this post and look forward to your application.



**RICHARD RODGERS**  
Head of Energy

## **BACKGROUND**

### **DEPARTMENT FOR THE ECONOMY**

The Department for the Economy (DfE) was established in May 2016. Its responsibilities include: wider economic policy, including specific areas like Energy, Tourism and Telecoms; the operation of a range of employment and skills programmes; oversight and funding of the further and higher education sectors; various aspects of employment law; and the management and operation of various EU funding programmes.

### **VISION, MISSION AND STRATEGIC OBJECTIVES**

DfE's vision is:

**A globally competitive economy that works for everyone.**

Our mission is to develop and implement agile policies and programmes which promote a competitive, sustainable and inclusive economy through investment in: skills; economic infrastructure; research and innovation; and business development. This is underpinned by seven strategic objectives:

1. Accelerate innovation and research.
2. Enhance education, skills and employability.
3. Drive inclusive, sustainable growth.
4. Succeed in global markets.
5. Build the best economic infrastructure.
6. Deliver a regulatory environment that optimises economic opportunities for business and commerce, while also protecting consumers and workers.
7. Ensure the Department has effective governance, including programme and project management arrangements, and manages its resources, both financial and staff.

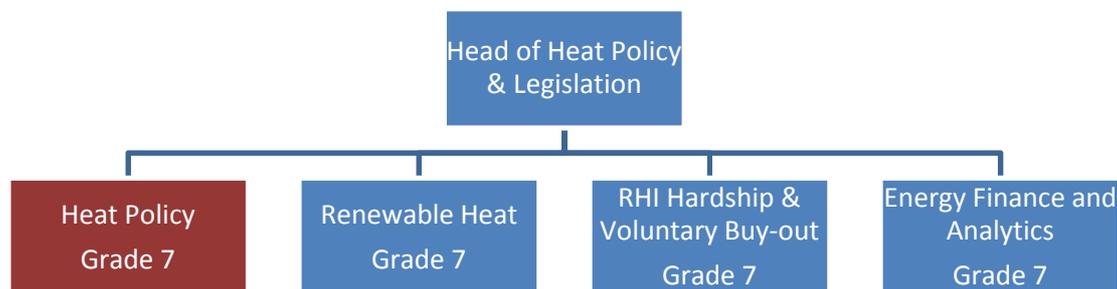
### **ENERGY GROUP**

Energy is one of five groups within the Department. It consists of five business areas:

- Energy Strategy
- Energy Markets and European Relations
- Energy Sustainability and Infrastructure
- Heat Policy & Legislation
- Energy Operations

The postholder will be located within Heat Policy & Legislation Unit.

## HEAT POLICY & LEGISLATION



### HEAT POLICY

Heat is the single largest energy use in Northern Ireland. Unlike GB and many other parts of Europe, the majority of customers are reliant on oil for home heating rather than natural gas. This means that Northern Ireland faces unique challenges in relation to the future production of heat, in the context of the need to decarbonise our energy usage, while maximising the use of our existing assets and continuing to support our consumers and businesses.

Key issues that need to be explored as part of future heat policy include:

- How to move customers to lower and zero carbon heating sources
- The opportunities to electrify heat and increase the role that renewables can play.
- The role that heat networks / district heating can play in providing solutions
- The role of the existing gas network in decarbonising the heating sector, including:
  - use of existing gas network
  - incentivisation and regulation of the production and use of low/zero carbon gas
  - alternatives to natural gas such as biogas and hydrogen and timelines for deployment.
- How to balance customer needs on affordability and energy security and the move to low/zero carbon solutions
- The overlap between heating and cooling, and the opportunities that exist within this space.
- Options to improve the energy efficiency of heating homes and buildings, and influence consumer behaviors to reduce heat use.

## KEY RESPONSIBILITIES

The postholder will report to the Grade 6 Head of Division and will run Heat Policy Branch. Key responsibilities are:

- Work closely with the Head of Renewable Heat Policy Unit to develop and deliver a strategic approach to the provision of heat in Northern Ireland.
- Gather and assess evidence from a wide range of sources on future options for low and zero carbon heat for customers across Northern Ireland, identifying those that are most appropriate and recommending policy solutions.
- Act as an expert on heat policy matters, building a comprehensive knowledge of evidence and technical expertise on a wide range of heat issues including but not limited to the opportunities, barriers and timelines to zero-carbon heating, feasibility of hydrogen and biogas for injection to the gas grid, heat networks, fossil and renewable fuel pricing, district heating schemes, behavioural economics of consumer decision-making and the commercial viability of renewable technologies.
- Identify practical opportunities to progress the progress the Department's priorities on heat.
- Input to the ongoing development of Energy Strategy on heat policy issues and taking forward actions to deliver on the Strategy.
- Liaise other government departments in NI, other parts of the UK and in the Republic of Ireland on heat policy matters, learning from best practice and developing strategic networks.
- Engage with a wide range of stakeholders in the energy industry and beyond.
- Provide policy advice on new or amended legislation required relating to heat as required.
- Fulfil the responsibilities of a Head of Branch, including providing briefing, financial management, and staff management as necessary.
- Set the strategic direction for the branch, and develop a structure and supporting resources necessary to deliver this going forward.
- Undertake such other details as may be required.

**This list is not exhaustive, but gives a good indication of the main duties of the post that are appropriate to the grade and discipline as set out in the job description.**

## **TERMS AND CONDITIONS**

There is currently 1 permanent full-time appointment and is a Grade 7 post within the Northern Ireland Civil Service. Alternative working patterns may be considered.

Further appointments may be made from this competition should NICS positions become vacant which have similar duties and responsibilities.

### **Location**

The post will be based at Netherleigh, Massey Avenue, Belfast.

### **Salary**

Salary will be within the range £48,829 - £53,518 (under review) within which pay progression will be performance related.

Starting salary will be at the minimum of the scale. If the successful candidate is an existing civil servant, normal pay on promotion/re-grading arrangements will apply.

### **Pensions**

The NICS offers all employees an attractive pension package. Further details can be found on the Principal Civil Service Pensions Scheme (Northern Ireland) website at [www.finance-ni.gov.uk/civilservicepensions-ni](http://www.finance-ni.gov.uk/civilservicepensions-ni)

### **Holidays**

In addition to public and privilege holidays, currently 12 days, the annual leave allowance will be 25 days, rising to 30 days after 5 years' service.

### **Hours of Work**

The normal conditioned hours of work are full-time: 42 hours per week which includes a 1 hour meal break (37 hours net) Monday to Friday. Most offices work flexi-time.

This post may from time to time require work outside normal conditioned hours, to fulfil the demands of the post.

### **Travel**

Access to a form of transport will be required in order to fulfil the responsibilities of this post.

Travel throughout Northern Ireland will be required and travel nationally and internationally may also be required on a regular basis.

### **Vetting**

An appointment will be dependent on the individual satisfying the vetting requirements for the post. The level of vetting required for this post is Counter Terrorist Check.

### **Probation**

Confirmation of appointment will be dependent upon the satisfactory completion of a probationary period of 1 year. If performance, conduct or attendance during this period is not satisfactory the appointment may be terminated.

### **Career Development**

The NICS is committed to career development and offers attractive career prospects across a wide variety of roles and professions. Career development is an integral part of the performance management system. Personal Development Plans identify learning and development needs with a view to enhancing skills and capabilities. NI Civil Servants have access to a wide range of internal job opportunities, including secondments with external organisations and are encouraged and supported in proactively managing their career.

### **Conflict of Interest**

It is a basic requirement of all Civil Servants that their private activities should not bring them in to conflict with their official duties.

Conflict of Interest is not limited to the individual's own private, financial or other interests, as family, friends and associates may also have dealings which affect the Department's business directly or indirectly. Therefore to avoid any conflict or potential conflict and to demonstrate impartiality to the public at all times, an officer must not, without prior approval, engage in any activity which could be considered to be in conflict with official business.

### **Further Information**

Applicants wishing to learn more about the post before deciding to apply may telephone Rachel Linton on 028 9025 7955 or email [rachel.linton@economy-ni.gov.uk](mailto:rachel.linton@economy-ni.gov.uk)

If you have any questions about the competition process, or require any documentation in an alternative format, you should contact HRConnect on 0800 1 300 330 or email: [recruitment@hrconnect.nigov.net](mailto:recruitment@hrconnect.nigov.net)

## ELIGIBILITY CRITERIA

Applicants must, by the closing date for applications have:

1. At least a second-class honours degree in an engineering, energy, environmental sciences or economics discipline, or in a subject where research, statistics or analysis were a major component\*;

**AND**

2. At least 3 years demonstrable experience in the last 7 years of working in an area relevant for heat policy\*\*;

**AND**

3. At least 3 years demonstrable experience in the last 7 years of leading on an area of strategic significance\*\*\* to your organisation;

Applications will also be considered from applicants with relevant formal qualifications considered by the selection panel to be of an equivalent or higher standard to those stated.

**Relevant or equivalent** qualifications: give the type of qualification and date awarded (the date awarded is the date on which you were notified of your result by the official awarding body). If you believe your qualification is equivalent to the one required, the onus is on you to provide the panel with details of modules studied etc so that a well-informed decision can be made.

You will be required to provide documentary evidence of your qualifications at assessment/interview so please ensure you have these readily available.

**\* Where the title of the degree does not mention engineering, energy, environmental sciences or economics, candidates will be required to provide sufficient information about the modules undertaken to demonstrate that research, statistics or analysis were a major component.**

**\*\* Please refer to Heat Policy key issues on page 5 for more information.**

**\*\*\* Defined as an area which is recognised in a business or corporate plan or strategy as being key to delivering the organisation's objectives.**

## SHORTLISTING CRITERION

In addition applicants should be aware that after an eligibility sift, should it be necessary to shortlist candidates to go forward to the next stage of selection, the following shortlisting criterion will be used in the order listed:

1. At least an upper second-class honours degree (2:1) as set out in Eligibility Criterion 1.
2. Demonstrable experience in the last 7 years of developing policies and/or strategies for your organisation, which required utilising a wide range of evidence and consulting with multiple stakeholders.

### **Please note:**

- You should ensure that you provide evidence of your experience in your application form, giving length of experience, examples and dates as required.
- It is not sufficient to simply list your duties and responsibilities.
- The selection panel will not make assumptions from the title of the applicant's post or the nature of the organisation as to the skills and experience gained.
- If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria, the selection panel will reject your application.
- The examples you provide should be concise and relevant to the criteria. This is very important as the examples which you provide may be explored at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team or division.
- Write down clearly your personal involvement in any experience you quote. Write "I" statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.
- ONLY the details provided by you in your application form (the employment history and eligibility criteria) will be provided to the selection panel for the purpose of determining your eligibility for the post. Please do not include your name in the employment history or eligibility criteria sections.
- The NICS Competency framework can be accessed via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk)

## ASSESSMENT PROCESS

The selection process will include a presentation and a competence based interview.

### PRESENTATION

As part of the selection process, candidates will be required to make a presentation relevant to the responsibilities of the post lasting no longer than 7 minutes, the title of which will be provided to candidates in the invitation to interview letter. The panel will also ask follow up questions after the presentation.

Applicants should fully prepare their presentation in advance of the interview as no preparation time will be provided on the day of interview. Applicants may bring prepared flip chart paper and speaking notes if desired into the interview to deliver the presentation. No other visual aids or handouts are permitted.

The presentation will be used to assess the **Seeing the Big Picture** and **Leading and Communicating** competences.

**Marks available: 50**

**Minimum Standard: 30**

#### 1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with, and supports, organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet Departmental and Programme for Government goals and deliver the greatest value. At senior levels, it is about understanding the political context and taking account of wider impacts, including the broader legislative agenda, to develop long term implementation strategies that maximise opportunities to add value to the citizen, support economic, sustainable growth and help to deliver the Northern Ireland Executive's priorities.

**Marks Available: 30**

**Minimum standard: 18**

#### 2. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It is about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision, managing and engaging with people with honesty and integrity, and upholding the reputation of the Department and the NICS.

**Marks Available: 30**

**Minimum standard:18**

### **3. Making Effective Decisions**

Effectiveness in this area is about being objective, using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. For all staff, it means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well-reasoned, justifiable decisions. At senior levels, leaders will be creating evidence based strategies, evaluating options, impacts, risks and solutions. They will aim to maximise return while minimising risk and to balance political, legislative, social, financial, economic and environmental considerations to provide sustainable outcomes.

**Marks Available: 20**

**Minimum standard:12**

### **5. Delivering at Pace**

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it is about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly and promptly. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times.

**Marks Available: 20**

**Minimum standard:12**

**Total marks available: 150**

**Overall pass mark: 90**

## **COMPETENCE BASED INTERVIEWS**

Selection panels will design questions to test the applicant's knowledge and experience in each of the above areas and award marks accordingly.

No notes or personal documentation may be brought into the interview room.

## **INTERVIEWS**

It is intended that interviews for this post will take place in Netherleigh House, Massey Avenue, Belfast during week commencing 24<sup>th</sup> February 2020.

## **NICS COMPETENCY FRAMEWORK**

The selection process will assess candidates against the NICS competency framework at level 4.

The NICS competency framework sets out how all NICS employees should work. It puts the Civil Service values of integrity, honesty, objectivity and impartiality at the heart of everything they do, and it aligns to the three high-level leadership behaviours that every civil servant needs to model as appropriate to their role and level of responsibility: Set Direction; Engage People and Deliver Results.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines ten competencies, which are grouped into three clusters. The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course.

The Northern Ireland Civil Service competency framework can be accessed via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk)

**It is important that all candidates familiarise themselves with the competency framework as this forms the basis of selection process. Should you require assistance in accessing the competency framework please contact HRConnect.**

## GUIDANCE FOR APPLICANTS

### APPLICATION FORM

Please refer to the Candidate Information Booklet before making your application and retain a copy for your reference. The application form is designed to ensure that applicants provide the necessary information to determine how they meet the competition requirements and the eligibility/shortlisting criteria. **All** parts of the application form **must** be completed by the applicant before this application can be considered. Failure to do so may result in disqualification.

#### **Please note:**

- Applicants are encouraged to submit online applications wherever possible. However, hard copy application packs are available on request. All applications will be treated equally regardless of whether they are hard copy or online.
- The space available on the application form is the same for all applicants and must not be altered.
- We will not accept CVs, letters, additional pages or any other supplementary material in place of or in addition to completed application forms, unless it is specifically requested in the application form and candidate information booklet.
- All applications must be received by the advertised closing date and time.
- Information in support of your application will not be accepted after the closing date for receipt of applications.
- HRConnect will not examine applications until after the closing deadline;
- Do not use acronyms, complex technical detail etc. Write for the reader who may not know your employer, your branch or your job.
- Only the employment history, eligibility and shortlisting sections will be made available to the panel.
- When completing the online application, your information is saved as you move through the pages. You may leave the application at any time, providing you have clicked on the 'Save & Continue' button. Once your application has been submitted the option to edit will no longer be available.
- The session timeout for the online application is 40 minutes, if you do not save or change page within this time you will automatically be logged out and any unsaved work will be lost.
- You must click SUBMIT once you have finished your online application. You will receive an acknowledgement email. Please contact HRConnect if you do not receive an acknowledgement email within 24 hrs.

## **Help with making your application**

You can get advice or assistance with making an application from your local Jobs and Benefits Office - contact details are available on NIDirect: <https://www.nidirect.gov.uk/contacts/jobs-benefits-offices-jobcentres-and-social-security-offices>

You can also get advice or assistance from local disability employment organisations. To find out more about local disability employment organisations contact Northern Ireland Union of Supported Employment (NIUSE), an umbrella group for individuals and organisations promoting opportunities for people with disabilities to access and maintain employment, email [info@niuse.org.uk](mailto:info@niuse.org.uk), tel. 0044 (0)28 71 377709, text phone 0044 (0) 28 71 372077

## **GUIDANCE FOR APPLICANTS**

### **INTERVIEW PREPARATION**

**If this is your first experience of a competence-based interview, bear in mind that it does not require you to:**

- Talk through previous jobs or appointments from start to finish;
- Provide generalised information as to your background and experience; or
- Provide information that is not specifically relevant to the competence the question is designed to test.

**A competence-based interview does however require you to:**

- Focus exclusively, in your responses, on your ability to fulfill the competences required for effective performance in the role; and
- Provide specific examples of your experience in relation to the required competence areas.

**In preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:**

- Situation – briefly outline the situation;
- Task – what was your objective, what were you trying to achieve;
- Action – what did you actually do, what was your unique contribution;
- Result – what happened, what was the outcome, what did you learn.

The panel will ask you to provide specific examples from your past experience to demonstrate the range of behaviours associated with the competences being assessed. You should therefore come to the interview prepared to discuss in detail a range of examples which best illustrate your skills and abilities in each competence area. You may draw examples from any area of your work / life experiences.

For professional and technical posts, questions may be framed in the context of professional elements of the post.

## **GENERAL INFORMATION**

### **The Merit Principle**

In accordance with the Office of the Civil Service Commissioners' Recruitment Code, appointments to the NICS are made under the 'merit principle', where the best person for any given post is selected in fair and open competition.

Further information on the Civil Service Commissioners can be found at [www.nicscommissioners.org](http://www.nicscommissioners.org).

### **NICSHR Privacy Notice**

NICSHR are committed to protecting your privacy. HRConnect manage job applications on behalf of NICSHR, in line with the NICSHR privacy notice available via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk)

### **Offers of Employment**

Candidates will only receive one offer of appointment which, if not accepted, will generally result in withdrawal from the competition.

### **Changes in personal circumstances and contact details**

Please ensure HRConnect are informed immediately of any changes in personal circumstances. It is important that HRConnect have up to date contact details.

### **Transgender Requirements**

Should you currently be going through a phase of transition in respect of gender and wish this to be taken into consideration, in confidence, to enable you to attend any part of the assessment process please contact HRConnect. Details of this will only be used for this purpose and do not form any part of the selection process.

### **Merit List**

**HRConnect will allocate a candidate (or candidates) to a vacancy (or vacancies) in the order listed.** It is presently intended that the merit list for this competition should remain extant for a period of one year. However you should be aware that circumstances may arise in the future where it will be necessary to extend the currency of the merit list for a further period. The merit list will only be extended where cogent practical reasons for doing so arise.

## **Disability Requirements**

We will ask on the application form if you require any reasonable adjustments, due to disability, to enable you to attend any part of the assessment process. Details of any disability are only used for this purpose and do not form any part of the selection process. If you have indicated on your application that you have a disability and are successful in the selection process and are being considered for appointment, you may be required to outline any adjustments you consider necessary in order for you to take up an appointment. If you wish to discuss your disability requirements further, please contact HRConnect.

## **Documentation**

Identification documents to satisfy the Nationality and Security requirements of the post will be required. Further details regarding acceptable documentation will be issued with an invitation to attend for assessment.

You will be required to bring documentary evidence of your qualifications / professional membership to assessment.

You should ensure that the required documents are readily available.

## **Right to Work and Nationality Requirements**

HRConnect must ensure that you are legally entitled to work in the United Kingdom and satisfy the Nationality requirements for appointment to the NICS. Applicants must be either:

- (i) A UK national; or
- (ii) A Commonwealth citizen; or
- (iii) A British Protected Person; or
- (iv) An EEA national; or
- (v) A Swiss National; or
- (vi) A person who is not an EEA or Swiss national, but is a family member of an EEA national who has moved to the UK from another EEA Member State for an approved purpose.

Further guidance on Nationality requirements is available via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk).

## **Security**

### 1. Baseline Personnel Security Standard

For Head of Heat Policy (Grade 7) posts in the NICS the level of vetting is a Counter Terrorist Check. For this check you will be required to provide the following:

- a) Your passport OR

- b) A document verifying your permanent National Insurance number (e.g. P45, P60 or National Insurance card) AND your birth certificate which includes the names of your parents (long version).
- c) A specimen signature at any assessment event and have this validated against passport, driving licence, application form etc.

Further information regarding the Baseline Personnel Security Standard, including other acceptable documents is available via [www.gov.uk](http://www.gov.uk).

Criminal Record information is subject to the provisions of the Rehabilitation of Offenders (NI) Order 1978.

- 2. Counter Terrorist Check (CTC): as point 1 plus check of Security Service records.

### **Equal Opportunity Monitoring Form**

**Please note the Equal Opportunities monitoring section of the application form is mandatory in order to submit an application.**

For guidance on completing the Monitoring Form and to read the NICS Equal Opportunities Policy Statement please refer to the DoF website [www.finance-ni.gov.uk](http://www.finance-ni.gov.uk).

**As women are currently known to be under-represented in this grade in the NICS, and as young people (people under the age of 35), people with a disability and people from minority ethnic communities are currently under represented in NICS, we would particularly welcome applications from these groups.**

**The Northern Ireland Civil Service is an Equal Opportunities Employer.**

All applications for employment are considered strictly on the basis of merit

### **Feedback**

The Northern Ireland Civil Service is committed to ensuring that the processes used to recruit and select staff are fair and in accordance with the principles of the Civil Service Commissioners Code. We are consequently committed to providing feedback in respect of decisions taken in determining eligibility/shortlisting as well as at interview. Feedback in respect of eligibility/shortlisting will be communicated automatically to those candidates who fail to satisfy any criteria. All requests for feedback are welcome.

**THIS INFORMATION PACK DOES NOT FORM PART OF  
CONDITIONS OF EMPLOYMENT**