

**Candidate
Information
Booklet**

IRC231742

**Digital Transformation Consultant
(Deputy Principal)**

Department of Finance (DoF)

**Completed Application Forms
must be returned to
HRConnect no later than 12
noon (UK time) on**

***Friday 14th December 2018
2018***

Department of Finance (DoF)

Communication between HRConnect and you

HRConnect will issue electronically as many competition communications as possible, you should therefore check your email account 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

Thank you for your interest in this competition to fill Digital Transformation Consultant posts (Deputy Principle grade) within the The Digital Transformation Service (DTS) in the Department of Finance.

Opportunities currently exist within the The Digital Transformation Service to join our team of Digital Consultants in an exciting and challenging environment of Public Service Transformation.

The need to deliver better citizen centric services has never been higher, and 'Digital First' is the key principle for the public sector in developing new or existing services. Thus, the demand for our services is growing.

DTS works with organisations during the initial stages of digital transformation and help to find resources, partners and suppliers to deliver transformation projects. Following completion of an engagement, DTS is also able to offer support to project boards, technical design authorities and other governance processes. This requires a strong responsive team that are able to challenge current thinking and practices, as well as provide analysis, support and guidance to organisations who are transforming their services.

As a Consultant you'll be responsible for identifying opportunities, assisting the business area and leading the delivery of quality workable solutions at the highest level. You will work collaboratively with a range of stakeholders (internal and external) to deliver transformation. This role is at the heart of the NICS strategy of delivering improved services to the public. Thus you will be able not only to deploy your existing skills, but also have the opportunity to develop new skills and capabilities.

You will be a highly motivated, dynamic, strategic, innovative thinker, a self-starter, bringing a proactive, can-do attitude to project delivery, capable of working independently as well as in teams in a sometimes demanding project environment. You'll thrive on all things digital and have a determination to find a digital means of enabling change, and in doing so you will have the ability to energise and excite those you work with.

This is a challenging and rewarding role which offers personal and professional rewards for the successful candidate. If you can manage transformational change, build relationships with a varied range of stakeholders and welcome a challenge, there's never been a better time to join our team.

I hope this pack will meet your information needs and encourage you to apply for this position.

Once again thank you for your interest.

Caron Alexander
Director Digital Services.

BACKGROUND

About the Department of Finance (DoF)

The Department currently incorporates eight business areas and has approximately 3000 staff.

The overall aim of the Department is “to help the Executive secure the most appropriate and effective use of resources and services for the benefit of the community”.

In pursuing this aim, the key objective of the Department is to deliver quality, cost effective and efficient public services and administration in the Department’s areas of executive responsibility.

More information on the functions and structure of the Department can be found on our website www.finance-ni.gov.uk

About Digital Transformation Service (DTS)

Digital Transformation Service (DTS) works right across the NI Public sector as a trusted partner to support high quality citizen contact, transformation and delivery of digital and contact services by:

- Providing quality, compliant services in a way that meets the needs and expectations of customers;
- Innovating and investing in technology aligned to Public Sector needs;
- Demonstrating the value of investing in digital to support transformation within organisations and across traditional boundaries; and
- Developing people to lead the transformation and delivery of digital shared services.

The post will be based in the Digital Transformation Service (DTS), a Branch within DSS responsible for delivering the NI Digital Transformation Programme and providing support and guidance to NICS Departments and other public sector organisations.

Digital Transformation is being driven by the recently published ‘Making Lives Better – a Strategy for Digital Transformation of Public Services 2017-2021’ <https://www.finance-ni.gov.uk/publications/digital-transformation-strategy-2017-2021>.

DTS also support delivery of the recently published Outcomes Delivery Plan <https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/outcomes-delivery-plan-2018-19.PDF> Outcomes 11 of the Plan states that ‘We connect people and opportunities through our infrastructure’ and DTS will play a key part in facilitating the delivery of one of the key indicators – ‘usage of online channels to access public services’.

To support delivery of the Strategy, DTS works directly with departments and other public bodies, as well as service providers, to support them in transforming their services through channel-shift and transforming them to ensure that the citizen receives a better service. At a time when citizens and businesses are demanding more digital ways of interacting with government, and when public sector budgets are tight, the services that DTS provides are enabling organisations to deliver better experiences for end users in a much more efficient and effective way.

JOB DESCRIPTION

There is currently one permanent, full time vacancy.

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

Location

The post holder will be based at Goodwood House, 44 – 58 May Street, Belfast, BT1 4NN.

Salary

Salary will be within the range £36,812 – £40,473 (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.

Hours of Work

The normal conditioned hours of work are full-time: 42 hours per week (37 hours excluding meal breaks) Monday to Friday. Most offices work flexi-time.

Travel

The successful candidates will be required to travel to meetings at different locations inside and occasionally outside Northern Ireland. They must therefore have access to a form of transport which will enable them to fulfil their responsibilities.

Holidays

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

Pensions

The NICS offers all employees an attractive pensions package. Further details of this can be found on page 25 of this booklet.

Vetting Requirements

The successful candidate will be required to be cleared to Basic level.

Probation

Confirmation of your appointment will be dependent upon the satisfactory completion of a probationary period of 1 year. If your performance, conduct or attendance during this period is not satisfactory your appointment may be terminated. All appointees will be expected to demonstrate a track record of effective service within this period.

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. Your Personal Development Plan will identify your learning and development needs with a view to enhancing your skills and capabilities. As a NI Civil Servant you will have access to a wide range of internal job opportunities, including secondments with external organisations and are encouraged and supported in proactively managing your own career.

Further Information

Applicants wishing to learn more about the post before deciding to apply may telephone Colette Leeson on 02890641073 or email Colette.leeson@finance-ni.gov.uk.

If you have any questions about the competition process, you should contact HRConnect on 0800 1 300 330 or email: recruitment@hrconnect.nigov.net

KEY RESPONSIBILITIES

Digital Transformation Service (DTS) is responsible for driving the transformation of public facing services right across the Northern Ireland public sector. Therefore, this role is varied and challenging. We help business areas deliver complex and critical projects that drive the transformation of services, both internal and citizen facing, primarily through digital means.

DTS requires experienced consultants who will enjoy working in a challenging and fast changing environment across central government and the wider public sector. You will play a key role in advising and supporting Digital Leaders as they work to improve public services by putting customer experience at the heart of their digital transformation. This could mean re-engineering every process and skillset, moving to a new technology platform or contributing to a shift in an organisation's culture.

The role is varied and fast paced; it may include assessing digital maturity, developing and supporting digital strategies, conducting scoping (pre-Discovery) exercises to establish the nature of business problems and/or supporting the delivery of transformation using agile methodologies.

You must be able to build and manage trusted working relationships with our clients and to provide strong leadership in managing complex projects and interventions. You must also have the confidence to challenge our clients in order to drive new thinking and a truly collaborative approach.

The post holder will be responsible for:-

- Promoting new ways of working across Government by encouraging take-up of “digital first”¹ with stakeholders and helping clients to understand the benefits of adopting agile approaches to digital transformation;
- Leading the delivery of cross-cutting digital transformation projects ensuring client satisfaction, effective project management, good communication and collaboration across organisational boundaries;
- Working collaboratively with stakeholder groups to move forward the digital transformation agenda and promotion of digital first;
- Delivering a digital transformation consultancy service across organisational and sectoral boundaries by developing and applying a wide range of organisational development and business improvement methodologies to support digital transformation;
- Supporting clients in defining, developing and delivering their digital transformation strategies and policies through all stages of implementation, including developing business cases and roadmaps for transformation;
- Supporting clients to develop a digital working culture by shaping the skills, processes, people and tools needed to deliver business objectives in a rapidly changing environment;

¹ 'Digital First' which means new or redesigned services must be designed with online services as the primary way for citizens to interact with government. More services are moving online (nidirect.gov.uk) but DTS also offers telephone, SMS, mobile, smartphone, web chat, social media and email services

- Providing strong leadership to project teams, in a challenging and complex environment.
- Project or Programme Managing projects and programmes and leading on large transformations, sometimes working with multiple Clients simultaneously;
- Providing strong analytical thinking and challenging existing practice, norms and thinking using agile methods and innovative approaches to tackle complex problems and to deliver insightful, practical and sustainable solutions;
- Reviewing technological and service developments which offer the potential to improve service delivery;
- Developing and writing effective project proposals and project reports and producing and/or contributing to a range of documentation that may include presentations, briefings, financial business cases and contract requirements specifications to support digital transformation procurements;
- Working with a range of internal and external delivery partners to deliver transformational change, managing contracts to ensure delivery in line with agreed KPIs.

The above list is not exhaustive but gives a good indication of the type of duties to be expected.

The roles a Digital Transformation Consultant will be required to deliver interventions which are varied and likely to include a number of the following:-

Relationship Management

The role requires strong partnership working with clients, delivery partners and external vendors to deliver transformation outcomes. You will manage relationships with a wide range of clients undergoing sometimes difficult, complex and ambitious digital change programmes.

You must be able to build and sustain relationships and work closely with clients to understand their requirements and become a trusted adviser. This will involve proactively managing client stakeholders, including providing constructive challenge to traditional thinking, influencing decisions, providing robust advice, delivering difficult messages and managing performance issues.

You will need strong communications skills to be able to persuade others to support and pursue your recommendations. You will also provide upward support to the NICS management structure ensuring a strategic overview, scrutiny and challenge to projects and programmes aimed at improving the delivery of public services in line with Government's Digital Transformation Strategy and Programme for Government priorities in respect of increasing access to online services.

You may lead or be a member of cross functional teams which may include, Researchers, Product Owners, Developers, User Experience (UX) and Designers. You will facilitate workshops with stakeholders and work closely with Development & Testing Teams to understand and capture requirements.

You will also be required to procure digital capability and manage ongoing relationships with third party vendors.

Digital Transformation Strategy Development and Implementation

You will work with public sector clients to increase their awareness of what can be accomplished by new technologies and how those technologies will impact on customer choices. You will help them create the right mindset for digital transformation, working with them to develop a strategic roadmap to deliver an agile and innovative culture, capability and skills to deliver improved customer experience and reduce costs. You will work with senior management teams reviewing existing organisations and developing their digital transformation strategies in line with '*Making Lives Better a strategy for Digital Transformation Strategy in the public sector 2017-2021*'. The role also includes supporting clients in delivering transformation by implementing new organisational designs to maximise the benefits of digital transformation. This may include the design of new target operating models, organisational structures, and roles and responsibilities.

You will need to facilitate organisations to think innovatively and develop new ways of working, while ensuring that proposed solutions are a strategic fit with Departmental Objectives and Programme for Government priorities.

Policy Development, Advice and Evaluation

You will provide professional advice on development of digital transformation policies and strategies, including the formulation of the most efficient and cost effective policy and or strategy to achieve organisational aims. You will support clients in relation to Policy or Programme evaluation, including analysis to support the decision to adopt a new policy or to initiate, renew expand or re-orientate programmes or projects which would result in measurable benefits. You will be required to use a range of research methods to systematically investigate the effectiveness of policy interventions, implementation and processes, and to determine their merit, worth, or value in delivering outcomes consistent with Government commitments in respect of Digital Transformation. You will assist in the development of business cases for new digital transformation projects based on option analysis and will provide advice to support procurement of the most effective and value for money solutions to deliver the policy intervention.

Change Management

You will facilitate organisations to think innovatively to ensure that their digital transformation maximises opportunities to reduce costs, improve business process and improve service delivery following the direction set within the public sector digital transformation strategy. You will be responsible for applying a range of performance improvement methodologies such as whole systems thinking or lean six sigma and will use agile methodologies to transform the processes, thinking and culture of client organisations. You will identify areas for reuse and sharing of code and will identify cross-cutting system connections between issues and areas, and negotiate opportunities to bring together multi-disciplinary teams where appropriate.

For more complex projects you will support the design of the change programme itself, including specific initiatives in areas such as definition of leadership, culture and skills and behaviours required to deliver digital transformation, and the approach to leveraging analytics and measurement tools and methodologies. You will also be comfortable in dealing with uncertainty and ambiguity, and remain flexible in your response to the unexpected.

Business Analysis

You will employ your analytical skills across a wide range of digital transformation consultancy projects, demonstrating foresight, vision and the practical implementation of solutions. You will be required to quickly navigate, analyse and interpret data from a wide range of sources and derive recommendations or conclusions that will drive value and decision making for client organisations. You will achieve this by analysing business problems, dependencies and risks, to identify what does / doesn't work, mitigations, and create a plan of action. You will support clients in identifying user needs, describing user needs and requirements in a manner appropriate to agile delivery, working in multi-disciplinary agile teams, and aligning your analysis with wider organisational and programme-level change. Effective use of evidence and data based decision making is particularly relevant. Delivering measurable improvements within a complex system means you will be able to support change in the midst of ambiguity and conflicting evidence with regards to appropriate ways forward.

Programme and Project Management

You will use Programme and Project Management using Agile methodologies to operate effectively in complex environments, with multiple projects being delivered at any one time. You will be required to advise or work with clients on various stages such as developing vision and strategy, defining programmes, developing operating models, developing benefit realisation plans, risk management strategies and post project reviews. However, most importantly, you will be output and outcome focused, and not just conversant with tools and techniques. You will use agile thinking to design project approaches with lower delivery risk, creating the cadences and practices of agile iteration at team, project and programme level, and coaching team members about agile mindset and practices.

You will support organisations in the development of business cases to support procurement of discovery and development and will where appropriate contract manage delivery of projects undertaken by third party vendors to ensure they deliver benefits to organisations and citizens.

Leadership/Team Working

You will undertake many different roles as a leader and team member. You will recognise and be able to cope with the fact that change often involves a degree of uncertainty, particularly where an improvement approach requires new and novel ways of thinking and acting. You will be able to develop strategies to guide staff and senior management through the challenges of delivering sustainable change. You will be required to demonstrate a team ethos and subscribe to the team values and professionalism that exist within

the DTS. Your role may include facilitating and coaching of agile teams and leaders to adopt and improve new ways-of-working as well garnering effective support for projects from the DTS administrative Team.

Continuous Professional Development

You will participate fully in an ongoing continuing professional development programme, which may include the need to achieve formal accreditation. Continuous professional development is essential to ensure that DTS continually evolves to meet ever changing client needs and is able to respond to new and emerging technologies and transformation tools.

ELIGIBILITY CRITERIA

Applicants must, by the closing date for applications be able to demonstrate evidence, clearly setting out duration period with dates, in their application form that they have:

1. At least 2 years' practical experience, gained within the last 5 years, in providing and/or managing digital transformation consultancy* services that resulted in business improvement and/or value for money.

* Digital Transformation consultancy is the provision to senior management** of objective advice and assistance to help develop an organisation's digital potential by transforming business models, user experiences & operational processes for the digital age.

***Senior Management' is defined as providing detailed advice on, or being party to decisions affecting, strategic issues concerning the corporate body or organisation with which an individual is working, either as an employee or advisor.

AND

2. **Experience in any 3 of the 5 criteria below.**

The experience must be gained within the last 5 years for each of the criterion and should demonstrate how your personal contribution added value to the business/ organisation.

- a. **Experience in the development of a new digital service that delivered real and demonstrable value to an organisation or client that required the development of detailed business case which progressed to implementation.** Describe the methodology applied including the options appraisal and the economic and financial analysis.
- b. **Experience in delivering transformational change through agile delivery of digital projects or programmes i.e.** as an Agile Delivery Manager, Product Owner or Scrum Master, working on digital or technology projects either at a Consultancy organisation, agency or Government organisation. Demonstrate how you designed, implemented, reviewed or managed a change programme, and delivered sustained change.
- c. **Experience of facilitating or contributing to the development of digital transformation strategy or policy that realised benefits for an organisation.** Describe the tools and methods adopted to investigate the effectiveness of the strategy or policy and the evaluation of benefits and value for money.

- d. Experience of leading a fast paced multidisciplinary project team** to deliver a digital transformation project through the full digital project lifecycle. Demonstrate how you secured resources (e.g. financial, team and external contractors) for project roles/ activates (technical and non-technical) required for successful delivery and how you used agile methodologies to enable you to change your delivery focus rapidly and regularly when needed.
- e. Experience in the application of business process improvement methodologies such as lean six sigma, whole systems thinking and/or other process improvement methodologies.** Applicants must be able to demonstrate their practical experience and leadership in the use of methodologies, tools and techniques and the impact made as a result.

SHORTLISTING CRITERION

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

1. The requirement to have experience in any 3 of the 5 criteria for Eligibility Criterion 2 will be increased to experience in any 4 of 5 criteria.

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.**
- **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.**
- **Further information on the Core Competences for this grade can be accessed through www.nicsrecruitment.org.uk**

PERSON SPECIFICATION

Candidates will be expected to demonstrate the skills and competencies set out in the eligibility criteria. In addition, they will also be required to demonstrate the skills and competencies set out in the Northern Ireland Civil Service (NICS) competency framework at Level 3 for the purposes of personal and professional development.

Digital Transformation Consultant (Deputy Principal) is analogous to Deputy Principal in the NICS.

What is the NICS competency framework?

The 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.

How does the NICS framework look?

The Northern Ireland Civil Service competency framework can be accessed through www.nicsrecruitment.org.uk

It is important that all candidates familiarise themselves with the competency framework as this forms the basis of the assessment / interview criteria as outlined below.

INTERVIEW CRITERIA

Applicants will be expected to display the following qualities and skills at 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 5 minutes. Candidates will be advised of presentation topic when they report for interview and will be given a maximum of 30 minutes to prepare for their presentation. Candidates should therefore report for interview at least 45 minutes earlier than their scheduled interview appointment to allow time to prepare their presentation.

A flipchart and writing materials will be provided for candidates' use. No personal documentation may be brought in to the pre-interview room. Candidates will be allowed to bring any flipchart sheets and some short speaking notes into the interview room for assistance during the presentation (but note that use of the flipchart is not mandatory). No other materials or visual aids will be permitted.

The presentation will be based on the Changing and Improving competency.

Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it is about being open to change, suggesting ideas for improvements to the way things are done, and working in 'smarter', more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy development and implementation and building a more flexible and responsive NICS. It also means making use of alternative delivery models including digital and shared service approaches where possible.

Marks available: 20 Min standard: 12

INTERVIEW

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: 20

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: 20

3. Collaborating and Partnering

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the NICS, to help to achieve business objectives and goals. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it is about delivering business objectives through creating an inclusive environment, encouraging collaboration which may cut across departmental, organisational and wider boundaries. It requires the ability to build constructive partnerships and effective relationships with Ministers and their Special Advisers.

Marks available: 20

4. Delivering Value for Money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve a good mix of quality and effectiveness for the least outlay, thus reducing the risk of fraud and error. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. At senior levels, effective people embed a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the NICS maximises its strategic outcomes within the resources available.

Marks available: 20

5. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of

diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches appropriately and effectively to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.

Marks available: 20

Total Marks Available: 120

Overall Pass Mark: 72

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.

INTERVIEWS

It is intended that interviews for this post will take place in Metro Building, Belfast during week commencing TBC

Please note reschedule requests will only be considered in exceptional circumstances at the discretion of the panel.

INTERVIEW GUIDANCE FOR APPLICANTS

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 in relation to each of the competences. 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.

SELECTION PROCESS

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.

Making your application:

The application form is designed to ensure that applicants provide the necessary information to determine how they meet the competition requirements and the eligibility criteria.

Guidance for Applicants

- 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, eg an organisational chart.
- Should an organisational chart be required this must be submitted to HRConnect by the closing date for applications.
- Applicants must complete the application form in either typescript font size 12, or legible, block capitals using black ink.
- Applicants must not reformat application forms.
- 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.
- 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.
- The examples you provide should be concise and relevant to the criteria. This is very important as the examples which you provide may be checked out 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.

Application Form Submission

- Please refer to the Candidate Information Booklet before completing an application.
- **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.
- All applications must be received by the advertised closing date. Late applications or applications received by fax or by email will not be accepted. Applicants using Royal Mail should note that 1st class mail does not guarantee next day delivery. It is also the responsibility of the applicant to ensure that sufficient postage has been paid to return the form to HRConnect. HRConnect will not accept any application where they are asked to pay any shortfall in postage.
- Only the employment history, eligibility and shortlisting sections will be made available to the panel.
- Applicants are encouraged to submit online applications wherever possible. However, all requests for hard copy application packs are welcomed and all applications will be treated equally regardless of whether they are hard copy or online.
- 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.
- Please note - 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.
- Please do not attempt to reformat application forms as this will result in disqualification.

Changes in personal circumstances

Please ensure HRConnect are informed immediately of any changes in personal circumstances.

Communication between HRConnect and you

HRConnect will issue electronically as many competition communications as possible, you should therefore check your email account 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.

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.

Further appointments from this competition

Where a further position in the NICS is identified which is considered broadly similar to that outlined in this candidate information booklet, consideration will be given to filling the position from this competition. The merit list resulting from this competition will be valid for a period of up to one year.

Merit List Extensions

It is presently intended that the merit list for this competition should remain extant for a period of one year. However the Department would wish to alert candidates to the possibility, however remote, 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 in the future.

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.

Equal Opportunity Monitoring Form

Please note, this form is regarded as part of your application and failure to complete and return it will result in disqualification.

For guidance on completing the Monitoring Form and to read the NICS Equal Opportunities Policy Statement please refer to page 28.

The Northern Ireland Civil Service is an Equal Opportunities Employer.

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

Assessment Information

It is HRConnect policy that all candidates invited to attend for assessment bring sufficient documentation to satisfy the eligibility and the Nationality and Vetting requirements. Further details regarding acceptable documentation will be issued with an invitation to attend for assessment.

You should ensure that these documents are readily available.

Nationality Requirements

HRConnect must ensure that you are legally entitled to work in the United Kingdom. The Digital Transformation Consultant (Deputy Principal) posts are classified as Non-Public Service, therefore certain nationality requirements apply. 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.

For further guidance on Nationality requirements please see Annex A.

Advice on Nationality for (i), (ii) and (iii) above may be obtained from the Home Office website, www.ind.homeoffice.gov.uk.

Vetting Procedures

1. Baseline Personnel Security Standard

For Digital Transformation Consultant (Deputy Principal) posts in the NICS the level of vetting is a Baseline Standard. 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) Other acceptable documents are listed on www.ind.homeoffice.gov.uk.
- d) A specimen signature at any assessment event and have this validated against passport, driving licence, application form etc.

We will organise a Criminal Record Check on all applicants to be carried out by AccessNI. The category of AccessNI check required for this post is;

Basic Disclosure Certificate

You should not put off applying for a post because you have a conviction. We deal with all criminal record information in a confidential manner, and information relating to convictions is destroyed after a decision is made.

For more information, the address of the AccessNI website is: <http://www.accessni.gov.uk/>. Those applicants who are being considered for appointment will be contacted by HRConnect, normally after interview/test, and will be asked to complete the AccessNI application form. Please note that a request to complete this form should not be seen as a guarantee of an offer of appointment. Failure to complete the application form and return it within the specified time will be regarded as 'no longer interested in the position' and your application will be withdrawn.

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

Order of Merit

The selection panel will assess candidates against the interview criteria. Those candidates who meet the required standard(s) and pass mark will be deemed suitable for appointment. The selection panel will then list those suitable for appointment in order of merit with the highest scoring applicant ranked first. HRConnect will allocate a candidate (or candidates) to a vacancy (or vacancies) in the order listed. The order of merit is valid for one year.

GENERAL INFORMATION

Pensions:

The NICS offers all new employees an attractive pension package. Further details can be found on the Principal Civil Service Pensions Scheme (Northern Ireland) website at:

<http://www.finance-ni.gov.uk/civilservicepensions-ni/index/new-members.htm>

or

if you are unable to access the website please contact Civil Service Pensions as follows:

Civil Service Pensions
Waterside House
75 Duke Street
Londonderry
BT47 6FP
Tel: 02871 319000
Email: cspensions.cpg@finance-ni.gov.uk

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 as well as at interview. Feedback in respect of eligibility 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

Completed application forms should be sent to the HRConnect Recruitment Team:

HRConnect
PO Box 1089
2nd Floor
The Metro Building
6-9 Donegall Square South
Belfast
BT1 9EW

NOTE: Late applications or applications received by fax or by email will not be accepted.

Contact Details:

If you have any queries regarding the competition process please contact HRConnect at the address above or by:

Email: Recruitment@HRConnect.nigov.net
Tel: 0800 1 300 330
Fax: 028 9024 1665

Equality, Diversity and Inclusion

Policy Statement

The Northern Ireland Civil Service Equality, Diversity and Inclusion Policy statement is set out below.

“The Northern Ireland Civil Service (NICS) has a strong and clear commitment to equality, diversity and inclusion. It is our policy that all eligible persons shall have equal opportunity for employment and advancement in the NICS on the basis of their ability, qualifications and aptitude for the work. Everyone has a right to equality of opportunity and to a good and harmonious working environment and atmosphere where they are treated with dignity and respect. We aim to provide opportunities for all sections of the community and continue to strive to create an inclusive working environment in which difference is recognised and valued. Bringing together people from diverse backgrounds and giving each person the opportunity to contribute their skills and experience will help us to respond more effectively to the needs of the people we serve”.

We all want to work in an harmonious workplace where we feel valued, respected and included, irrespective of gender, including gender reassignment, marital or civil partnership status, race/ethnic origin, religious belief or political opinion, disability, having or not having dependants, sexual orientation and age.

In order to provide a high quality service to the people of Northern Ireland the NICS needs to attract, recruit, develop and retain the very best people at all levels. Our approach is based on three key principles:-

Equality – we promote equality of opportunity by seeking to remove barriers, eliminating discrimination and ensuring equal opportunity and access for all groups of people.

Diversity – we accept each person as an individual. Our success is built on our ability to embrace diversity – and we believe that everyone should feel valued for their contributions. By working together we will deliver the best possible service for our staff, customers and stakeholders.

Inclusion – we create a working culture where differences are not merely accepted, but valued; where everyone has the opportunity to develop in a way that is consistent with, and adheres to NICS values of impartiality, honesty, integrity and objectivity. Our aim is to be an organisation where people feel involved, respected and connected to our success.

It is the responsibility of all staff to be aware of and to apply this policy. Both Management and Trade Union Side are fully committed to the policy and will endeavour to ensure its full implementation.

Equal Opportunities Monitoring

Equality monitoring is the process of collecting, storing and analysing information that is relevant to and necessary for the purpose of promoting equality of opportunity between different categories of persons. This section sets out what information is collected, the reasons for doing so and what it is used for.

You should note that the Monitoring Form is regarded as part of your application and failure to fully complete and return it will result in disqualification. The Monitoring Form will be processed separately and neither the form nor the details contained in it will be available to those considering your application.

Monitoring equality and diversity in the workforce enables the NICS to examine how our employment policies and processes are working and to identify areas where these appear to be impacting disproportionately on certain groups of staff.

Legislative Context

This section explains the reasons for gathering this information by setting out the legislative background.

Gender

The Sex Discrimination (NI) Order 1976 (as amended) makes it unlawful to discriminate against an individual on the grounds of his or her sex. Information on gender is also provided in the annual statutory monitoring the, as required by the Fair Employment and Treatment (NI) Order 1998. Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between men and women generally.

Age

The Employment Equality (Age) Regulations (NI) 2006 make it unlawful for employers and others to discriminate on grounds of age. Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons of different ages and age groups.

Community Background

The Fair Employment and Treatment (NI) Order 1998 outlaws discrimination on the basis of religious belief or political opinion. The Order also requires the NICS to submit an annual monitoring return to the Equality Commission for Northern Ireland. This takes the form of a statistical return, providing information on the gender and community background composition of all people working in the NICS at the 1st January each year.

Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons of different religious belief and political opinion. Following guidance issued in July 2007 by the Equality

Commission for NI the NICS has decided to use “community background” information as a proxy for political opinion.

Disability

The Disability Discrimination Act 1995 (the DDA) provides protection for disabled persons against discrimination on the grounds of disability.

The DDA defines disability as a “physical or mental impairment, which has a substantial and long term adverse effect on a person’s ability to carry out normal day-to-day activities.”

This definition is interpreted as follows:-

Physical Impairment: this includes, for instance, a weakening of part of the body (eyes, ears, limbs, internal organs etc) caused through illness by accident or from birth. Examples would be blindness, deafness, paralysis of a leg or heart disease.

Mental Impairment: this includes mental ill health and what is commonly known as learning disability, and social functioning.

Substantial: put simply, this means the effect of the physical or mental impairment on ability to carryout normal day to day activities is more than minor or trivial. It does not have to be a severe effect.

Long-term adverse effect: the effect has to have lasted or be likely to last overall for at least 12 months and the effect must be a detrimental one. A person with a life expectancy of less than 12 months is of course covered if the effect is likely to last for the whole of that time.

A normal day to day activity: this is something which is carried out by most people on a fairly regular and frequent basis such as washing, eating, catching a bus or turning on a television. It does not mean something so individual as playing a musical instrument to a professional standard or doing everything involved in a particular job.

What sort of effect must there be?

The person must be affected in at least one of the respects listed in the DDA: mobility; manual dexterity; physical co-ordination; continence; ability to lift, carry or otherwise move everyday objects; speech; hearing or eyesight; memory or ability to concentrate, learn or understand; ability to take part in normal social interaction and form social relationships; or perception of risk of physical danger.

What happens if the effects are reduced by medication or other treatment?

Broadly speaking, the effects that matter are those that would be present if there was no medication or treatment taking place. The exception is people who wear spectacles or contact lenses when what matters is the effect that remain while the spectacles or contact lenses are being used.

Are there any types of condition covered by special provisions in the DDA?

Yes, because some people with particular conditions might not otherwise be counted as disabled. These are provisions covering:

Recurring or fluctuating conditions such as arthritis, where the effects can sometimes be less than substantial, which are treated as continuing to have a substantial adverse effect so long as that effect is likely to recur;

Conditions which progressively deteriorate, such as motor neuron disease, which count as having a substantial effect from the first time they have any effect at all on ability to carry out normal day to day activities even if it is not substantial, so long as there is eventually likely to be a substantial adverse effect; and

People with cancer, HIV, or multiple sclerosis are deemed to be disabled people from the point of diagnosis, regardless of whether or not they have any symptoms.

Are any conditions not covered?

Yes, the following conditions specifically do not count as impairments:

Addiction to or dependency on alcohol, nicotine or any other substance (unless resulting from the substance being medically prescribed);

Seasonal allergic rhinitis (e.g. hay fever) unless it aggravates the effect of another condition;

Tendency to set fires, or steal, or physically or sexually abuse other persons;

Exhibitionism and voyeurism;

Severe disfigurements consisting of tattoos, non-medical body piercing or attachments to such piercing are not treated as having substantial adverse effects.

What if someone has recovered from a disability?

Much of the DDA also applies to people who have had a disability in the past (for example, someone who was disabled by mental ill health) but have now fully recovered. People who were registered disabled under the Disabled Persons (Employment) Act (NI) 1945 both on 12 January 1995 and 2 December 1996 will be regarded as having had a disability in the past if they do not in any case fall within the definition of the DDA.

Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons with a disability and persons without.

Race

The Race Relations (NI) Order 1997 makes it unlawful to discriminate on grounds of colour, race, nationality or ethnic or national origin. Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons of different racial group(s).

Sexual Orientation

The Employment Equality (Sexual Orientation) Regulations (NI) Order 2003 makes it unlawful for employers and others to discriminate on the grounds of sexual orientation. In order to monitor the effectiveness of NICS policies

information is gathered on sexual orientation. Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons of different sexual orientation.

Marital Status

The Sex Discrimination (NI) Order 1976 (as amended), makes it unlawful to discriminate against married persons and civil partners in employment. Section 75 of the Northern Ireland Act 1998 requires public authorities in carrying out their functions in NI to have due regard to the need to promote equality of opportunity between persons of different marital status.

Dependants Status

Section 75 of the Northern Ireland Act 1998 requires public authorities, in carrying out their functions in NI, to have due regard to the need to promote equality of opportunity between persons with dependants and persons without.

Confidentiality of Monitoring Information

The following general principles will be applied to all individual monitoring information:-

- individual monitoring information will be afforded a high degree of confidentiality;
- misuse of monitoring information will be viewed as a disciplinary offence; and
- individual monitoring information will only be disclosed to members of staff or officials of a trade union, members of which are employed in the NICS, if it is necessary to do so for the appropriate discharge of their duties and responsibilities.

In addition to the above internal safeguards on the protection of equality monitoring information generally, the confidentiality of community background monitoring information is protected through Regulations made under the Fair Employment and Treatment (Northern Ireland) Order 1998 (FETO). These make it a criminal offence, subject to specific exceptions, for an employer or employee to disclose information on the community background of an individual which has been obtained, or is used, for the purpose of monitoring under FETO.

As with other forms of personal data, the obtaining, use, storage and disclosure of monitoring information is covered by the Data Protection Act 1998 (DPA). Monitoring information is held on computer and is protected by a high level of security. Access to this data is restricted to those NICS staff, employees of HRConnect and Trade Union officials whose duties make it necessary for them to have it. Misuse of monitoring information is viewed as a disciplinary offence.

ANNEX A

Nationality

(i) 'UK National' means a person who is a British citizen (including persons from the Channel Islands and the Isle of Man), a British subject under Part IV of the British Nationality Act 1981 having the right of abode in the UK or a British Dependent Territories citizen acquiring his/her citizenship from connection with Gibraltar.

(ii) 'Commonwealth Citizen' means any person who has the status of a Commonwealth citizen under the British Nationality Act 1981, not covered by the 'UK Nationality' definition above. This includes British Dependent Territories citizens (other than Gibraltarians), British Overseas citizens, and from 1986 those persons in the category British National (Overseas).

(iii) 'British Protected Person' means a member of any class of persons declared to be British Protected Persons by Order in Council under the British Nationality Act 1981, or by virtue of the Solomon Islands Act 1978.

(iv) 'EEA National' means a national of one of the following countries:

Austria	Finland	Latvia	Portugal
Belgium	France	Liechtenstein	Romania
Bulgaria	Germany	Lithuania	Slovakia
**Croatia	Greece	Luxembourg	Slovenia
Cyprus	Hungary	Malta	Spain
Czech Republic	Iceland	Netherlands	Sweden
Denmark	Ireland	Norway	United Kingdom
Estonia	Italy	Poland	

N.B. nationals from Switzerland also have the same free movement and employment rights.

'Family member of an EEA or swiss national' means:

- (i) That national's spouse*; or
- (ii) A direct descendant (child, grandchild etc.) of that national or his/her spouse who is under 21 years of age or is their dependent; or
- (iii) A dependent relative in the ascending line (parent, grandparent etc) of the EEA national or his/her spouse.

*Note: 'Spouse' does not include a party to a marriage of convenience and in the case of EEA national vocational students; family members are restricted to spouses and dependent children only.

**Croatian nationals who want to work in the UK must obtain authorisation prior to commencing employment. They require a certificate of sponsorship and must also apply for an accession worker card before they can commence employment. There are no provisions for Croatian nationals to take up low-skilled work.

Further guidance on nationality can be obtained at www.ind.homeoffice.gov.uk

ANNEX B
CIVIL SERVICE COMMISSIONERS

CSC NI
CIVIL SERVICE COMMISSIONERS
FOR NORTHERN IRELAND

AN INTRODUCTION

Ensuring appointment on merit
And safeguarding ethics

WHO ARE WE?

Deirdre Toner (Chairperson)
Sinead Burns
James Scholes

LOCATION

Our Office is in Stormont House.
The full address is:

Stormont House
Room 105
Stormont Estate
Belfast
BT4 3SH

OPENING HOURS

The Office is open from 9.00am to 5.00pm,
Monday to Friday, except Public and Bank Holidays.

How to contact us

- **write to us at the address at the top of the page**
- **telephone us on **028 9052 3599****
- **visit us at www.nicscommissioners.org**

Annex B CIVIL SERVICE COMMISSIONERS

WHAT ARE WE HERE TO DO?

Civil Service Commissioners are appointed by the Crown to uphold the principle that selection for appointment to posts in the Civil Service should be on merit on the basis of fair and open competition.

WHERE DO WE GET OUR AUTHORITY FROM?

Commissioners derived their responsibilities from prerogative Orders made by the Secretary of State. Our authority currently derives from the Civil Service Commissioners (NI) Order 1999.

HOW DO WE DO IT?

We do it by:

- making General Regulations.
- publishing and maintaining a Recruitment Code setting out the essential principles and procedures on which recruitment to the Northern Ireland Civil Service must be based. Departments and Agencies must follow this Code. A copy is available online at: www.nicscommissioners.org
- it is inevitable that occasions will arise when special circumstances lead to Departments needing to depart from the Merit Principle. The Commissioners have set out the circumstances in which they are prepared to look at requests to depart from the Merit Principle. These 'exceptions' must be notified to, and in some instances approved by, the Commissioners before an appointment can be made.
- auditing recruitment policies and practices followed by Departments and Agencies in making appointment to the Northern Ireland Civil Service. Each year, the Commissioners decide on a particular aspect of recruitment to examine in detail (an audit) and request management consultants to carry out independent investigations on their behalf. The results of these audits are published in the Commissioners' Annual Report.
- requiring Departments and Agencies to publish information about their recruitment activity.

- approving procedures for appointment, through open competition, to the Senior Civil Service in Northern Ireland.
- hearing and determining appeals under the Northern Ireland Civil Service Code of Ethics. Under the Civil Service Commissioners (NI) Order 1999, we have been assigned the role of providing an independent appeals mechanism for Northern Ireland civil servants. The Code of Ethics sets out the constitutional framework within which civil servants work and the values they are expected to uphold. Details of the number and nature of the appeals received by the Commissioners are published each year in our Annual Report.

WHAT CAN WE DO FOR YOU?

If you have ever applied for a post in the Northern Ireland Civil Service, you can be assured that, whether or not you were successful, the Department or Agency was obliged to make that appointment in accordance with directions for good practice set out by the Commissioners.

We are concerned that civil servants are not fully aware of the appeals mechanism under the Code of Ethics. We would strongly encourage any civil servant who believes that he or she has been asked to act in a way which

- is illegal, improper or unethical;
- is in breach of constitutional convention or a professional code;
- may involve a possible maladministration; or
- is otherwise inconsistent with the Code

to report the matter in accordance with procedures laid down in the Northern Ireland Civil Service Pay and Conditions Code or Departmental guidance.

Where the matter has been reported in the appropriate manner and a civil servant believes the response does not represent a reasonable response to his or her concerns, s/he may report the matter in writing to the Civil Service Commissioners.