

**Candidate
Information
Booklet**

**IRC236264
Staff Officer – Management
Consultant
Department of Finance (DoF),
Business Consultancy Service (BCS)**

**Completed Application Forms
must be submitted to
HRConnect no later than 12
noon (UK time) on
*Friday 17th May 2019***

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

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, 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

Thank you for your interest in this competition to fill Management Consultant (hereafter referred to as Consultant) posts (Staff Officer grade) within Business Consultancy Services (BCS) in the Department of Finance.

BCS provide an internal business consultancy service to the Northern Ireland Civil Service (NICS). It is a component of the Public Sector Reform Division (PSRD) within the Strategic Policy and Reform Directorate.

NICS is engaged in ongoing change and transformation with a view to improving the services citizens receive from government and helping to ensure increasing demands can be met within the available resources. Crucial to the success of supporting a successful NICS is an internal consultancy capability of highly skilled, motivated and committed staff. BCS will play a key part in helping the NICS and wider public sector deliver their change and reform priorities.

Opportunities currently exist within BCS to join our team of consultants in an exciting and challenging environment of public service transformation and change. As a Consultant you'll be responsible for working as a team member on a broad range of consultancy assignments to achieve high quality workable solutions at strategic and operational levels. The role requires the development of strong consulting skills; creativity and the ability to build strong team relationships.

This is a challenging and rewarding role which offers personal and professional rewards for the successful candidate. If you can manage change 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.

Bill Pauley

Director, Strategic Policy and Reform Directorate, Department of Finance

BACKGROUND

About the Department of Finance (DoF or “the Department”)

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 the Public Sector Reform Division (PSRD)

BCS sits within PSRD. PSRD is responsible for leading, supporting and enabling public sector transformation and change across the wider public sector. PSRD works collaboratively with other organisations to promote innovation and improvement; engaging with staff and disseminating best practice lessons, as well as, leading, developing and implementing innovative solutions that generate more efficient and effective outcomes in and across NI Executive departments, arm's length bodies and local authorities. PSRD also works co-operatively with departments to support and enable the improvement of services for our citizens as well as managing, monitoring and reporting on the implementation of reform.

The Division leads on a number of cross cutting reform activities such as the Public Sector Transformation Fund and Open Government. It works collaboratively with other parts of the public sector through its 5 branches:

- Business Consultancy Services;
- Economic Advisory Unit;
- NI Innovation Lab;
- Engagement Branch; and
- NICS Libraries.

About Business Consultancy Services (BCS)

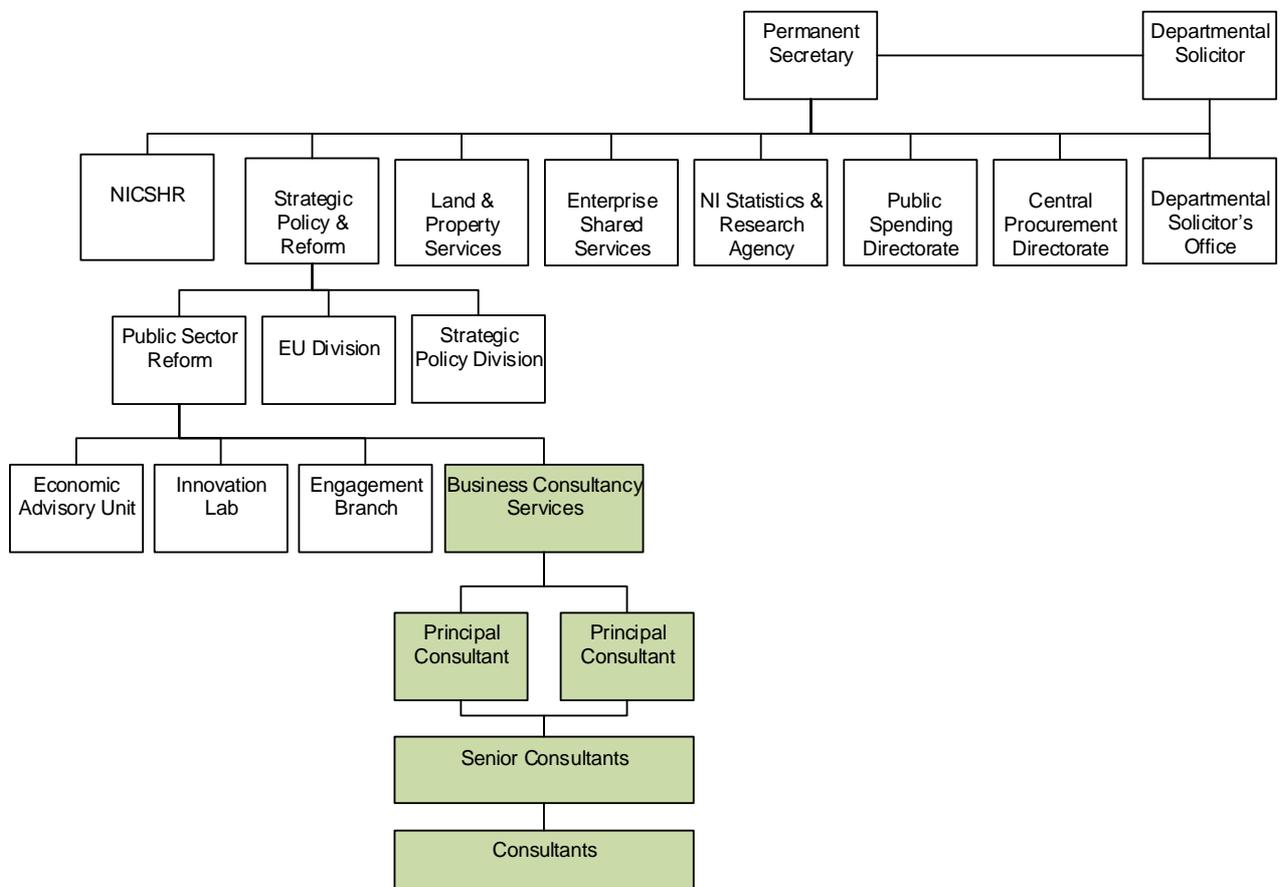
The post holder will assist BCS in its growth through developing and delivering a range of consultancy services. While not an exhaustive list, these include: use of organisational development and structural design; business improvement and change management; service design and process improvement interventions; major business case development; business continuity planning and policy and programme evaluation. This is delivered on behalf of its key stakeholders and their clients across the public sector.

BCS deploys its resources and efforts to help shape the future of the public sector by supporting its clients through programmes of work across all government departments and arm's length bodies and by improving delivery of services for the citizen.

Service delivery for BCS operates at a strategic and operational level. Therefore, the engagement of consultants requires the skillful application of consultancy interventions assisting organisations to shape, lead, manage and implement transformational change. To support the delivery of services BCS has 3 tiers of consultants; Consultant (SO grade), Senior Consultant (DP Grade) and Principal Consultant (Grade 7).

A primary focus for BCS is to maintain the delivery of high quality consultancy support to its client base in the NICS and the wider public sector. The business consists of highly skilled consultants and an ethos of continuous development will remain a key focus in future years.

Organisation Structure



JOB DESCRIPTION

There are currently 3 permanent, full time vacancies. However, further appointments are anticipated and may be made from this competition should NICS positions become vacant within the lifetime of the competition which have similar duties and responsibilities. While these vacancies are full time; where at all possible, consideration would be given to accommodating alternative working patterns such as part-time, job share, flexible working or other family friendly working patterns.

Location

The successful candidates will be based in Clare House, 303 Airport Road West, Belfast, BT3 9ED.

Salary

The salary payable will be within the range £30,149 - £31,760 (under review). Starting salary will be at the minimum of the scale. If the successful candidate is an existing NICS employee, normal pay on promotion/regrading terms will apply.

Hours of Work

The normal hours of work are full-time 37 hours per week Monday to Friday. However, the successful candidate will be expected to be flexible in relation to working hours in order to fulfil the demands of the post. DoF operates a flexible working hours system.

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 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

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 Basic.

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.

Further Information

Applicants wishing to learn more about the post before deciding to apply may contact Darren Crothers on 07765152756 or email darren.crothers@finance-ni.gov.uk.

If you have any questions about the competition process, you should contact HRConnect on 0800 1 300 400 or at nics@hrconnect.gsi.gov.uk.

KEY RESPONSIBILITIES

The post holder will have the opportunity to play a key supporting role in advising and assisting leaders throughout the public sector as they work to improve the delivery of high quality public services and value for money. As a result you must be able to build and manage trusted working relationships with clients and colleagues.

The post holder will be required to carry out the following duties, either individually or as part of a team:-

- Assist in the delivery of a portfolio of BCS consultancy assignments and reform projects, with thorough in-depth analysis, identification and assessment of options and the design of recommendations that address a range of business issues.
- Assist in scoping, defining and designing consultancy projects to develop proposals that address business issues and meet client needs.
- Assist clients/ organisations to think innovatively about managing and implementing change, by applying a range of consultancy techniques that support effective change and improvement of business performance. These include, but are not limited to, structural design, organisational development, process improvement, change management, policy evaluation, business planning, business continuity planning; business case development, human and financial resource utilisation.
- Apply analytical skills to support consultancy delivery, including research, data collection, analysis and interpretation to support the forming of evidenced based recommendations.
- Assist in the development of oral presentations and written reports, proposals and other written documentation.
- Provide effective support to a range of project managers during concurrent consultancy assignments, including the administration required to support full cost recovery.
- Assume the role of project manager on smaller consultancy projects.
- Support project managers in managing client relationships and expectations, maintaining a focus on overall deliverables.
- Contribute to the wider PSRD work programme.
- Keep abreast of best practice in organisational development, change management and consultancy techniques and sharing knowledge.

- Application of strong interpersonal skills to develop effective working relationships with BCS and other PSRD colleagues, clients and stakeholders.

The above list is not exhaustive and will vary over time according to business needs. Throughout your work in BCS, you will be required to undertake various roles within a team. There will also be a requirement to work both in a consulting and shadow consulting role in order to achieve skills transfer. You will be required to demonstrate a team ethos and subscribe to the team values that exist within BCS.

ELIGIBILITY CRITERIA

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

- 1a. Five GCSEs at Grade C or above (including English and Mathematics) or equivalent qualification, together with at least 3 years relevant experience supporting management consultancy* or business improvement projects.

OR

- 1b. Bachelor's degree or equivalent qualification, together with at least 1 year's relevant experience supporting management consultancy* or business improvement projects.

AND

2. **Experience in providing support on a project(s) or a programme(s) that involved the application of any 1 of the 6 consultancy, business improvement or project / programme methodologies set out below.** The experience must be gained within the last 8 years and include the impact/result achieved:

- I. Business improvement methodology – an applied and recognised approach to achieving business improvement. While not an exhaustive list this might include methodologies such as: lean six sigma; agile management; whole systems thinking; user centred design (or other); or
- II. Organisational review - such as review of an existing organisation structure or design of a new organisation structure; or
- III. Business continuity planning and testing; or
- IV. Economic appraisal – including options appraisal, business case development; or
- V. Programme or project evaluation - including application of Northern Ireland Guide to Expenditure Appraisal and Evaluation (NIGEAE) guidelines/ Gateway Review among others; or
- VI. Delivery of a major project or programme – including supporting the application of a programme or project management methodology and tools.

Applicants must be able to demonstrate their practical involvement in the application of the specific methodologies, tools and techniques, including the contribution they made to the overall project result/impact.

AND

3. **Experience in any 1 of the 3 areas below. The experience must be gained within the last 8 years for each of the areas and should demonstrate how your personal contribution added value to the business / organisation including result/impact achieved:**

I. Oral and Written Communication. Either:

- Experience in the design and delivery of oral presentations linked to management consultancy or business improvement or change - to a wide range of audiences. or
- Experience in development of written proposals and/or reports linked to management consultancy or business improvement or change - for a range of stakeholders.

II. Experience in Relationship Management: demonstrate experience of how you have built relationships with a diverse range of stakeholders (internal and external) to support change and improvement.

III. Experience in Supporting the Creation of a Strong Evidence Base for Change: demonstrate how you supported the identification, collection and analysis of information from a diverse range of sources that supported the formulation of sound options for change and/or business improvement / change recommendations.

* Management consultancy is the provision to management of objective advice and assistance relating to the strategy, structure, management and operations of an organisation in pursuit of its long-term purposes and objectives. Such assistance may include the identification of options with recommendations; the provision of an additional resource and/or the implementation of solutions.

** Please Note: reference is made to provision of a second example (2 out of 3) as part of the Shortlisting Criteria on the following page.

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 interview so please ensure you have these readily available.

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 criteria will be used;

1. The number of areas that the relevant experience will be required in at eligibility criterion 3 will be increased to 2 of the 3 areas listed.

The Panel will complete this assessment against the information provided under eligibility criterion 3.

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**

ASSESSMENT PROCESS

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

PRESENTATION

Before the competence based interview, candidates will be required to deliver a presentation, lasting no more than 7 minutes, the subject of which will be provided to candidates in the invitation to interview letter.

Candidates should fully prepare their presentation in advance of the interview and no preparation time will be provided on the day of interview. Candidates will be advised of presentation topic in their invite to interview letter. Candidates will be allowed to bring flipchart sheets and/or speaking notes in to the interview for assistance during the presentation only. No other materials or visual aids will be permitted.

Following the presentation, the panel may elect to ask questions on the presentation.

The presentation will be used to assess the '**Leading and Communicating**' and '**Changing and Improving**' competencies.

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.

Marks available: 30

1. 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.

Marks available: 20

2. 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.

Marks available: 20

3. 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.

Marks available: 20

4. 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.

Marks available: 20

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.

Marks available: 20

Total Marks Available: 130

Overall Pass Mark: 78 (60%)

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.

Candidates will be allowed to bring flipchart sheets and/or speaking notes in to the interview for assistance during the presentation only.

INTERVIEWS

It is intended that interviews for this post will take place in Belfast during week commencing Monday 17th June 2019.

AVAILABILITY

Precise dates for the interviews will be arranged shortly. In the meantime if you decide to apply, and for good reason, will not be available from the Monday 17th June 2019, should include this in your application.

NICS COMPETENCY FRAMEWORK

The selection process will assess candidates against the NICS competency framework at level 3.

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

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, 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.

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

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.

Security

1. Baseline Personnel Security Standard

For this post 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) 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.

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.

The AccessNI code of practice can be accessed via www.nidirect.gov.uk/accessni.

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.

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.

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**