Job Specification

(Band A) – Head of Casework

Civil Service & Royal Mail Pension Team

Reference: Vacancy (4049)
WORK OF THE CABINET OFFICE

The Cabinet Office is at the centre of Government, co-ordinating policy and strategy. Headed by the Permanent Secretary and comprising a number of different business units, the Department has three core functions that enable it to achieve its overarching purpose of making Government more effective:

- Supporting the Prime Minister – to define and deliver the Government's objectives.
- Supporting the Cabinet – to drive the coherence, quality and delivery of policy and operations across departments.
- Strengthening the Civil Service – to ensure the civil service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives.

Information about the Cabinet Office can be found by visiting www.cabinet-office.gov.uk

WORK OF THE CIVIL SERVICE AND ROYAL MAIL PENSIONS TEAM

Our Pension team manages the Civil Service pension arrangements, which include the third largest pension scheme in the country (with 1.5 million members from around 350 employers) and the Royal Mail Statutory Pension Scheme (RMSPS), which is 6th biggest scheme. The Civil Service pension arrangements cover civil servants and staff working in over 330 employers both in the public and private sectors. The RMSPS is a closed scheme that has just over 400,000 members.

The team’s work is varied and challenging. It includes managing large outsourced administrations contracts, ambitious change programmes and challenging casework.

What we are looking for

We are seeking a highly organised Band A who will able to support senior managers in dealing with formal complaints and other official correspondence, including those from Ministers and senior officials. The post holder will manage the approvals process for civil service compensation schemes and responsibilities include managing twelve casework staff and providing regular Management Information on case numbers, types and progress to the Senior Leadership Team (SLT). The successful applicant will be confident, with strong interpersonal skills, excellent business skills and the ability to remain calm and reliable under pressure.

Key Responsibilities

Managing a team including:

- Managing the continuous development of the team’s Target Operating Model in line with the Pension Regulator code of practice requirements,
- providing leadership and direction to the staff,
- monitoring and assessing performance, and providing regular feedback,
- ensuring opportunity for staff development and improvement,
- maintaining Cabinet Office standards including diversity,
oversee positive cultural change

Responsible for managing systems for Correspondence, Internal Dispute Resolution (part of the complaints process), Pensions Operations Freedom Of Information (FOI) requests, Parliamentary Questions, Early Exit processes, Royal Mail death benefits discretions, and overpayments within the Cabinet Office in relation to the Civil Service and Royal Mail pension and compensation schemes, involving:

- overseeing the process of handling the different case types,
- analysing relevant statistical information, including reports to senior management,
- continuous improvement,

Responsible for providing strategic/tactical advice to other Cabinet Office personnel/teams, pensions administrators and other external stakeholders (e.g. The Pensions Ombudsman).

Identify and maintain senior strategic lead contacts in appropriate government and supplier stakeholder groups and be responsible for driving operational improvements within these groups and keeping them informed about operational changes within the Casework team and wider pensions environment. To take responsibility for developing and improving mutual awareness, engagement and best practice sharing.

Oversee Casework team Government Internal Audit Agency (GIAA) audits, including leading on liaison with GIAA during scoping and fieldwork, agreeing terms of reference and draft reports and ensuring report actions are completed within timescales.

Overseeing Casework team budget, including budget forecasting, training costs, invoice authorisation and business cases for additional funding.

**Person Specification - competencies, skills and experience**

In your application you will need to demonstrate how you meet the following essential success profile behaviours, skills as well as technical ability and experience.

During the interview you will be tested against these behaviours as well as experience together with strength based questions. (Enabler, Adaptable, Motivator, Networker)

**Managing a Quality Service**

- Demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations.
- Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings.
- Make clear, practical and manageable plans for service delivery.
- Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions.
- Establish how the business area compares to industry best practice.
• Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.

**Changing and Improving**

• Encourage, recognise and share innovative ideas from a diverse range of colleagues and stakeholders.
• Give people space to take initiative and praise them for their creativity.
• Create an environment where people feel safe to challenge and know their voice will be heard.
• Make changes which add value and clearly articulate how changes will benefit the business.
• Understand and identify the role of technology in public service delivery and policy implementation.
• Consider the full impact of implementing changes on culture, structure, morale and the impacts on the diverse range of end users, including accessibility needs. Identify early signs that things are going wrong and respond promptly.
• Provide constructive challenge to senior management on change proposals.

**Making effective decisions**

• Clarify your own understanding and stakeholder needs and expectations, before making decisions.
• Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery.
• Encourage both innovative suggestions and challenge from others, to inform decision making.
• Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications.
• Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence.
• Make decisions confidently even when details are unclear or if they prove to be unpopular.

**Seeing the Bigger Picture**

• Develop and maintain an understanding of economic, social, political, environmental technological developments to ensure activity is relevant.
• Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies.
• Adopt a government-wide perspective to ensure alignment of activity and policy.
• Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.
Leadership

- Promote diversity, inclusion and equality of opportunity, respecting difference and external experience.
- Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them.
- Stand by, promote or defend own and team's actions and decisions where needed.
- Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

In addition to the above behaviours you will also need to demonstrate your ability and experience in terms of:

**Essential SKILLS REQUIRED**

- Experience of staff management
- Good reporting and letter writing skills & some pensions knowledge

**Desirable skills**

- Experience of dealing with formal complaints and regulatory bodies

**Terms, Conditions and Benefits**

This is a permanent role and is offered to applicants both inside and outside the Civil Service.

This role is at Cabinet Office Band A level with a starting salary range of £48,965 to £60,635.

There is a choice of excellent pension schemes. More information about pension provisions can be found at [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)

Existing civil servants will take up the post on loan from their parent department for one year.

**Flexible Working**

Flexible working including job-share arrangements may be considered for this role.

**Leave allowances**

There are 25 days paid leave per annum, which rises to 30 days after five years services. In addition, full-time staff receives eight public holidays and the Queen's Birthday privilege day as well as competitive maternity, paternity, parental and adoption leave. Existing Civil Servants will retain their current terms annual leave and privilege day entitlement.
Probation
Staff new to the Civil Service will normally be required to serve a six-month probationary period.

Location
The post is based in Basingstoke with some travel (or around 30%) to London, Liverpool and Sheffield.

Relocation Costs
No relocation costs will be available.

Equality and Diversity
The Cabinet Office is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of gender, gender identity, race, disability, sexual orientation, religion or belief, age, those with caring responsibilities, part time workers or any other factor irrelevant to a person’s work.

We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

Assessment for recruitment, selection, appraisal, training and career progression purposes is based both on the individual’s ability and suitability for the work. We are committed to providing all staff with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible.

As public authorities departments have statutory duties placed on them that require them to promote equality of opportunity and eliminate unlawful discrimination. We expect all staff to assist the department in meeting these obligations. All staff should have due regard for the need to promote good relations between individuals from different groups and work towards achieving equality of opportunity for all.

Civil Service Code
All civil servants are subject to the provisions of the Civil Service Code (see Annex A below), which details the Civil Service values, standards of behaviour and rights and responsibilities. Go to http://civilservicecommission.independent.gov.uk for more information.

Childcare
We recognise that many staff balance working lives with the demands of a family life. We offer support with childcare and holiday play schemes costs by providing childcare vouchers for staff who meet the eligibility criteria.

Recruitment and Selection Process

Nationality
You must be a British Citizen, citizen of the British Commonwealth* an EC national or national of specified Member States of the European Free Trade Area, together with certain members of their families. Certain Turkish nationals are also eligible to apply. If
you have any questions about nationality requirements contact the Recruitment Team on 020 7271 1327. (*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)

Guaranteed Interview Scheme
The Cabinet Office is committed to the employment and career development of disabled people and will guarantee to interview anyone with a disability whose application meets the minimum criteria for the post.

Pre-appointment enquiries
The successful candidate’s appointment will be subject to a series of checks including security, nationality, health and references before a formal offer of appointment is made. Subject to satisfactory completion of the pre-appointment enquiries, you will be invited to take up the post as soon as possible.

The selection process
Recruitment into the Civil Service is governed by the Civil Service Commission, which has two key functions.

 To maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition.
 To promote an understanding of the Civil Service Code, which sets out the constitutional framework in which all civil servants work, and the values they are expected to uphold, and to hear and determine appeals made under it. More detailed information can be found at on the Civil Service Commission website: http://civilservicecommission.independent.gov.uk

For more information about this role please contact muna.rowe@cabinetoffice.gov.uk

The application process
Please complete online application and also provide a copy of your CV and statement of suitability and personal statement of around 1000 words. No later than close of business 25/07/19 11:55 pm -

Late or faxed applications will not be accepted

Timetable

Closing date: Friday 26/07/19
Expected shortlisting date: TBC
Expected interview date: 12/08/19

You will receive a notification of the outcome of your application at shortlisting stage. However, due to the high number of recruitment campaigns currently being run we will be unable to provide feedback if you are not called to interview.

Complaints

The Department’s recruitment processes are underpinned by the requirement of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commissioners’ Recruitment Principles details of which can be found
ANNEX A

Civil Service Code

Civil Service values

1. The statutory basis for the management of the Civil Service is set out in Part 1 of the Constitutional Reform and Governance Act 2010.

2. The Civil Service is an integral and key part of the government of the United Kingdom. It supports the Government of the day in developing and implementing its policies, and in delivering public services. Civil servants are accountable to Ministers, who in turn are accountable to Parliament.

3. As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: integrity, honesty, objectivity and impartiality. In this Code:

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1Civil servants working for the Scottish Executive and the Welsh Assembly Government, and their Agencies, have their own versions of the Code. Similar Codes apply to the Northern Ireland Civil Service and the Diplomatic Service. Civil servants working in Non Ministerial Departments in England, Scotland and Wales are covered by this Code.

2 Some civil servants are accountable to the office holder in charge of their organisation. This is made clear in terms and conditions of employment.

3Civil servants advising Ministers should be aware of the constitutional significance of Parliament, and of the conventions governing the relationship between Parliament and the Government.
• ‘Integrity’ is putting the obligations of public service above your own personal interests;
• ‘Honesty’ is being truthful and open;
• ‘Objectivity’ is basing your advice and decisions on rigorous analysis of the evidence; and
• ‘Impartiality’ is acting solely according to the merits of the case and serving equally well Governments of different political persuasions.

4. These core values support good government and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of Ministers, Parliament, the public and its customers.

5. This Code\(^4\) sets out the standards of behaviour expected of you and other civil servants. These are based on the core values that are set out in legislation. Individual departments may also have their own separate mission and values statements based on the core values, including the standards of behaviour expected of you when you deal with your colleagues.

**Standards of behaviour**

**Integrity**

6. You must:

- Fulfil your duties and obligations responsibly;
- Always act in a way that is professional\(^5\) and that deserves and retains the confidence of all those with whom you have dealings\(^6\);
- Carry out your fiduciary obligations responsibly (that is make sure public money and other resources are used properly and efficiently);
- Deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability;
- Keep accurate official records and handle information as openly as possible within the legal framework; and
- Comply with the law and uphold the administration of justice.

7. You must not:

- Misuse your official position, for example by using information acquired in the course of your official duties to further your private interests or those of others;
- Accept gifts or hospitality or receive other benefits from anyone which might reasonably be seen to compromise your personal judgement or integrity; or
- Disclose official information without authority. This duty continues to apply after you leave the Civil Service.

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\(^4\) The respective responsibilities placed on Ministers and special advisers in relation to the Civil Service are set out in their Codes of Conduct: [www.cabinetoffice.gov.uk/propriety_and_ethics](http://www.cabinetoffice.gov.uk/propriety_and_ethics). Special advisers are also covered by this Civil Service Code except, in recognition of their specific role, the requirements for objectivity and impartiality (paragraphs 10-15 below).

\(^5\) Including taking account of ethical standards governing particular professions.

\(^6\) Including a particular recognition of the importance of cooperation and mutual respect between civil servants working for the UK Government and the devolved administrations and vice-versa.
Honesty
8. You must
- Set out the facts and relevant issues truthfully, and correct any errors as soon as possible; and
- Use resources only for the authorised public purposes for which they are provided.

9. You must not:
- Deceive or knowingly mislead Ministers, Parliament or others; or
- Be influenced by improper pressures from others or the prospect of personal gain.

Objectivity
10. You must:
- Provide information and advice, including advice to Ministers, on the basis of the evidence, and accurately present the options and facts;
- Take decisions on the merits of the case; and
- Take due account of expert and professional advice.

11. You must not:
- Ignore inconvenient facts or relevant considerations when providing advice or making decisions; or
- Frustrate the implementation of policies once decisions are taken by declining to take, or abstaining from, action which flows from those decisions.

Impartiality
12. You must:
- Carry out your responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity.

13. You must not:
- Act in a way that unjustifiably favours or discriminates against particular individuals or interests.

Political Impartiality
14. You must:
- Serve the Government\(^7\), whatever its political persuasion, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this Code, no matter what your own political beliefs are;
- Act in a way which deserves and retains the confidence of Ministers, while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future Government; and
- Comply with any restrictions that have been laid down on your political

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\(^7\) Some civil servants are accountable to the office holder in charge of their organisation. This is made clear in terms and conditions of employment.
activities.

15. You must not:
   - Act in a way that is determined by party political considerations, or use official resources for party political purposes; or
   - Allow your personal political views to determine any advice you give or your actions.

Rights and responsibilities

16. Your department or agency has a duty to make you aware of this Code and its values. If you believe that you are being required to act in a way which conflicts with this Code, your department or agency must consider your concern, and make sure that you are not penalised for raising it.

17. If you have a concern, you should start by talking to your line manager or someone else in your line management chain. If for any reason you would find this difficult, you should raise the matter with your department’s nominated officers who have been appointed to advise staff on the Code.

18. If you become aware of actions by others, which you believe, conflict with this Code you should report this to your line manager or someone else in your line management chain; alternatively you may wish to seek advice from your nominated officer. You should report evidence of criminal or unlawful activity to the police or other appropriate regulatory authorities. This Code does not cover HR management issues.

19. If you have raised a matter covered in paragraphs 16 to 18, in accordance with the relevant procedures\(^8\), and do not receive what you consider to be a reasonable response, you may report the matter to the Civil Service Commission\(^9\). The Commission will also consider taking a complaint direct.

\(^8\)The whistleblowing legislation (the Public Interest Disclosure Act 1998) may also apply in some circumstances. The Directory of Civil Service Guidance and the Civil Service Management Code give more information: www.cabinetoffice.gov.uk/conduct-ethics/civil-service.aspx.

\(^9\)The Civil Service Commission’s Guide to Bringing a Complaint gives more information, available on the Commission’s website: http://civilservicecommission.independent.gov.uk