Welcome

Are you interested in working in a high performing unit at the heart of Government, with the ability to effect real change for citizens, influence Ministers, and work across a wide range of high profile policy areas? If so, read on...

Our vision

The successor to the Prime Minister’s Delivery Unit, the Implementation Unit (IU) provides support and challenge to departments as they implement the Government’s highest priorities. The Prime Minister, Minister for the Cabinet Office, other Government Ministers and the Cabinet Secretary, use our work to inform their decision-making.

We strive to be valued by Ministers and departments alike for:

- providing an honest and objective assessment of the status and risks to delivery of the Government’s highest priority policy areas;
- bringing high quality and robust analysis, including evidence from the frontline, to bear on some of the Government’s most complex implementation issues;
- providing creative and objective insight to challenge established thinking about what is possible and what can be done; and
- working collaboratively with a wide range of people to find rapid and innovative solutions to implementation problems.

Our role

A key function of an effective civil service is ensuring that policy decisions Ministers have taken are put into practice and have their intended impact. The Prime Minister and her Cabinet colleagues have made it clear that they want the Civil Service to be focussed on the implementation of its agenda over the course of this Parliament.

Our core work is in supporting the Prime Minister to understand performance across the Government’s priority issues and in ensuring the right actions are being taken to deliver them. We play a lead role in shaping and supporting delivery across a wide range of policy areas, including issues such as welfare, housing, immigration, extremism, crime and justice, employment, healthcare, education and energy.

We do this by:

- Tracking the delivery of the PM’s priority policies and the wider Government programme: We do this by working with departments to ensure they have robust and implementable plans for delivery and clarity about how they will achieve and monitor the desired impact; by
working with Departments to understand how they are delivering against those plans; and by ensuring that Ministers and in particular the Implementation Task Forces have the information required to track and drive progress on cross-cutting issues.

- Intervening where delivery is at risk or progress is unclear: We do this in a number of ways, ranging from short-term analysis of barriers to implementation, through to targeted reviews employing fieldwork and robust analysis to assess progress, identify delivery barriers and develop solutions.

- Strengthening implementation capability across departments: We do this through modelling good practice in our work, providing training to departments to increase their understanding and application of our implementation tools and techniques, and by supporting the increasing number of departmental implementation units being established to support individual Secretaries of State.

Our values

Across the Cabinet Office and wider Civil Service we have built a strong brand for the work we do and the way in which we do it. This is reflected in our core values:

- We invest in building strong relationships with departments and wider delivery organisations, never forgetting it is they who are doing the actual delivery.

- We are driven by the evidence ensuring the IU’s advice is always underpinned by our robust analysis of data and frontline intelligence.

- We focus our efforts on the highest priorities, and where we will add most value.

- We put the development of our people at the heart of all we do to empower everyone to achieve excellence.

- We value and support each other, harnessing our different skills and experience, and embracing a feedback culture, to become greater than the sum of our parts.

Who are we looking to recruit?

We are holding a recruitment round to increase our pool of Band A Senior Advisers and Principal Analysts. We want to bring in people from the private sector and from across the Civil Service, including those with frontline delivery experience, who share our passion for getting things done and have the skills we need to support excellent implementation of the Government’s priorities.

We expect all candidates to be able to demonstrate performance against our set of ‘Implementation Leader’ characteristics and to be committed to our implementation behaviours (see Annex A for an overview). In particular, we are looking for people who can show they are a strong leader with a clear focus on delivery, an effective and influential communicator, and a creative and analytical problem solver.
We expect our Senior Advisers and Principal Analysts to combine abilities at both ends of the spectrum, including being able to:

- navigate the centre of Government while understanding the local view;
- see the big picture and the political intent while understanding the details of a delivery system; and
- support implementation with expertise while challenging implementation through analysis.

If you have an analytical background, the Implementation Unit also offers a fantastic opportunity for economists, statisticians, operational researchers and social researchers to apply their skills in high profile policy areas at the heart of Government. Our Principal Analysts play a similarly active and influential role as our Senior Advisers and lead on a wide range of work, but with a greater focus on using their skills to undertake in-depth, quantitative analysis.

**What we do**

The IU provides support and challenge to departments as they implement the highest priorities of the Prime Minister. We do this through a wide range of activities from supporting Ministerial decision-making in Whitehall to undertaking implementation reviews of major delivery programmes.

**Implementation Task Forces**

The Implementation Task Forces (ITFs) are cross-departmental ministerial groups responsible for driving the delivery of some of the Government’s most important and challenging cross-government commitments.

Working closely with wider Cabinet Office colleagues, the IU plays a primary role in:

- shaping the focus of ITF discussions by ensuring Ministers have the information and insight they need to drive successful implementation; and
- tracking delivery of the agreed programme of work, ensuring we have the necessary framework in place to assess whether progress is being made and is having the desired impact.

**Implementation reviews**

We carry out focused reviews of policy areas where specific implementation support is needed. Although the type and length of review varies depending on the question we are looking to answer, these typically take the form of 6-8 week long ‘deep dives’ into specific programmes and delivery issues. We use a range of tried and tested tools and techniques to understand how a policy is being implemented, to identify obstacles to delivery and to develop options to overcome these. Critically we use field work to see what is happening on the ground and at the front line, supplementing this with analysis of the relevant performance data and management information to get a full picture of where delivery is working well and where it could be improved.
Tracking Government’s priorities and manifesto commitments

The IU provides a vital role in tracking progress against the Government’s priorities and manifesto commitments, which are set out in Single Departmental Plans (SDPs). SDPs contain each department’s key objectives and the relevant indicators necessary for monitoring progress towards achieving them. Using the SDPs and employing a range of tools and approaches to get under the skin of delivery, we work closely with departments to provide assurance to the Prime Minister, the Minister for the Cabinet Office and No.10 that the Government is delivering on its programme of work.

What we offer our Senior Advisers and Principal Analysts

“You are, in my opinion, one of the highest performing Groups, in one of the highest performing departments, in the best Civil Service in the World.”

Sir Jeremy Heywood, Cabinet Secretary

Previous alumni frequently describe their time with us as one of the best jobs they’ve ever had. This is demonstrated by the commitment of our previous staff who continue to attend our events and help provide training and expertise to our current team members. During your time with us, you will benefit from:

- opportunities to see and understand decision making at the highest levels of Government, including supporting the Ministerial Implementation Task Forces and working closely with the country’s most senior Ministers and Civil Servants;
- experience of implementation issues in a wide range of policy areas across all that HMG does;
- knowing that your work is making a difference to citizens and businesses across the UK;
- opportunities to conduct fieldwork at the frontline with delivery organisations, the private sector and citizens throughout the country;
- working in a high performing but friendly and supportive team environment – in all likelihood forming working relationships that will last throughout your career; and
- excellent learning and development – from our ‘Implementation Leader’ Basecamp induction programme through bespoke training and development plans during your time in the Unit.
Salary

The Implementation Unit’s salary offer will fall within the relevant Cabinet Office pay band (Band A, Grade 6/7 equivalent - £48,000 to £60,484). Annual salary increases will depend upon individual performance and contribution to the organisation’s success. In addition there will be the opportunity to earn performance related bonuses. For existing Civil Servants applying on a level transfer, the salary offered will match that included in your existing terms of contract.

Further details on terms and conditions are provided in the job specification available at [https://www.civilservicejobs.service.gov.uk](https://www.civilservicejobs.service.gov.uk).

What we expect from Senior Advisers and Principal Analysts

Learning and development (L&D) is a core part of being in the Implementation Unit. At the heart of our mission is building capability across Whitehall and one core part of that is building the skills and knowledge of the people within the unit, both so they can perform to their highest ability within their role in the IU and so that they can take these skills with them if they move to future roles elsewhere in Government.

The IU has developed its own tailored L&D programme focussed around the skills and knowledge needed to drive implementation across Government. This includes a week-long intensive 'Basecamp' training course that all new joiners will complete that is designed to introduce you to the relevant tools, techniques and approaches you’ll need during your time in the IU. Alongside this we run regular sessions focussed both on skills and knowledge as well as a broader programme of Implementation Expert talks and other training. All members of the IU are expected to get involved in this effort, ensuring we build on and share the knowledge and competence across the unit.

Each person within the IU will work with their line manager to produce a personalised development plan that will be monitored on a regular basis, to make sure development needs and objectives are identified and an appropriate plan is put in place to address them. This will be delivered both through the range of challenging work you will face in your day-to-day life in the IU, and also from the range of L&D opportunities available.

Reporting directly to a Senior Civil Servant, a Senior Adviser or Principal Analyst’s programme of work will typically involve the following:

Leading relationships with key departments across government to support better implementation of Ministers’ priorities

- Understand the PM and Secretary of State’s priorities; monitor and analyse current performance, likely risks and barriers to success.

- Build a strong network of relationships with Senior Civil Servants and working level contacts across the departments, its delivery agents and key stakeholders in local areas/private sector to enhance your understanding and intelligence on implementation of key priorities.
• Work closely with colleagues in No.10, across the Cabinet Office and in HM Treasury to ensure a joined up central position on key implementation priorities.

• Provide on-going support and challenge through informal relationships and more formal governance – e.g. as a member of high-level departmental programme boards; or supporting the work of Implementation Task Forces, Inter Ministerial Groups, Cabinet Committees and Ministerial bi-laterals.

• Highlight opportunities, risks and potential solutions for implementation challenges to both the department and also Ministers and senior officials at the centre of government.

• Develop strategies for improving the implementation capability and capacity of the department and working with them to put in place solutions and support.

Independently leading Implementation Projects

• Establish review teams with the right skills to undertake implementation projects.

• Collect new insights on Government priorities, using high quality quantitative and qualitative analysis, including through fieldwork with public and private sector organisations, as well as with end-users.

• Build strong relationships with key project stakeholders, including Senior Civil Servants from other departments.

• Opportunities to engage with and present findings to Ministers, Senior Civil Servants and Special Advisers.

• Make recommendations and present findings to influence and improve government policy and implementation.

Contribute to the Implementation Unit and wider Civil Service capability development programme

• Share your skills with other members of the Unit through training sessions.

• Assist the IU’s development programme team with your knowledge of good practice.

• Design and develop new tools for assessing and improving implementation capability.

• Contribute to training and/or other materials on key implementation insights and tools for other civil servants across Whitehall.
Contribute to on-going development of government performance management—e.g. through sharing knowledge of management information, reporting, PMO, performance management and similar topics, based on private sector experience.

If you think you have these skills and are interested in the Implementation Unit, we are interested in you.
The Recruitment Process

The Implementation Unit is building its capability to respond to the implementation challenges we face during this Parliament. We will be running an assessment centre in December 2016 to take on up to seven new Senior Advisers and one person with an analytical specialism (e.g. Economists, Statisticians, Operational Researchers, and Social Researchers) as a Principal Analyst.

We are looking to take successful candidates on loan/secondment from their sponsoring employer or department, or a permanent contract. This opportunity is open to civil servants on level transfer and on promotion.

We assess our candidates at the Implementation Unit Assessment Centre. This includes exercises that reflect our core skills. You will be assessed purely on your performance against the nine ‘Implementation Leader’ Characteristics (Annex A) during the exercises. There will be a slightly different process for those applying for the Principal Analyst role, details of which are set out below.

We use this process so we can make a fair and objective assessment of the experience and skills candidates bring. It is also an opportunity for candidates to get a feel for the work we do and to meet many of our staff and Senior Leadership Team.

The Assessment Centre is an all day exercise. Those who score sufficiently highly at the Assessment Centre will be invited for a one-hour follow-up session approximately one week after the Assessment Centre. You will be given the opportunity to demonstrate the Implementation Leader Characteristics over the following exercises:

A. Senior Advisers and Principal Analysts

Assessment Centre

1. Group Exercise

The group exercise will focus on a question from a Minister, relating to a specific area of government policy, that your group has been asked to answer. During this time you will have to read the information, discuss issues with others in a meeting format and reach a conclusion. Group members are regarded as equal and groups are told not to appoint someone to chair the meeting. Not only will you be expected to present a strong case, you will also need to listen to what the other candidates have to say and then negotiate to come to an agreed position.

Implementation Leader Characteristics tested:

- Resilience
- Connects with a range of people
2. **Panel Interview**

The panel interview will allow you to set out why you want to work in the Implementation Unit, as well as asking you to provide evidence about how you meet the Implementation Leader characteristics. You will be asked to provide evidence from previous roles you have undertaken and to set this out using the Situation, Task, Action and Result approach, with emphasis on what you personally contributed.

3. **Analytical Exercise**

This will test your numerical and analytical skills and ability to use Excel. You will be asked to use the information provided to produce a chart or graph with commentary. You will be required to explain the process that you followed and to show your workings as part of your panel interview.

Implementation Leader Characteristics tested:

- Focuses on impact
- Ability to inspire
- Applies logical thinking with political awareness

4. **Written Exercise**

The written exercise will test your ability to construct a short briefing note which summarises a diverse range of information provided to you. You will be provided with a number of documents from a variety of sources. Your task will be to analyse the papers and prepare a briefing note for the Minister. The important thing is how you support your conclusions using the facts provided, and how you express this in writing.

Implementation Leader Characteristics tested:

- Ability to inspire - Translates complex issues into simple, focused actions
- Applies logical thinking with political awareness

**Follow-up**

If you score sufficiently highly at the Assessment Centre we will invite you to a follow-up session with the whole of the IU Senior Management Team, involving a presentation task and any closing interview questions.
1. **Presentation Exercise**

For the presentation exercise you will be given 30 minutes to prepare a 10-minute presentation. The panel will then follow-up with a 10-minute Q&A.

Implementation Leader Characteristics tested:

- Resilience
- Applies logical thinking with political awareness
- Connects with a range of people

2. **Closing interview questions**

The closing interview questions will give the panel a chance to ask any final questions about why you want to work in the Implementation Unit, as well as how you meet the Implementation Leader characteristics.

**B.) Principal Analyst role only**

For candidates applying for the Principal Analyst role, we will run a parallel process with proportionately greater emphasis on understanding your analytical skills, whilst still exploring how you meet the Implementation Leader characteristics we look for in the IU.

This is likely to involve a short presentation on day one (focusing on an analytical topic candidates will be asked to prepare in advance) and an interview designed to assess a mix of the specialist analytical and Implementation Leader skills we are looking for.

**Further details about the Assessment Centre will be provided if you are successful at the sift stage.**

**How to apply**

**All applicants** need to complete the online application form via the Civil Service Jobs website.

**For the Senior Adviser role**

Your application should outline in each space provided how you meet the following Implementation Leader characteristics:

1. **Leader:** shown an ability to inspire by driving delivery, including through others
2. **Communicator:** challenged ideas and convinced others to change
3. **Problem solver:** used analytical and creative problem solving techniques to provide thoughtful and well-timed solutions
For the Principal Analyst role

Your application should outline how you meet the three Implementation Leader characteristics listed above, in addition, you should also set out how your skills and experience make you qualified for the position of Principal Analyst.

If you would like to apply for both the Senior Adviser and Principal Analyst roles you are free to. To do so, please submit two separate applications for the posts in line with the instructions set out on the Civil Service Jobs website.

The process for both roles

Should you be successful in the sift for both the Senior Adviser and Principal Analyst roles, your assessment centre will be tailored accordingly to test the additional analytical skills as well as core Implementation Leader characteristics.

A paper sift will be carried out on 21 November 2016 and we plan to inform candidates of the result as soon as possible after.

We will be holding two Assessment Centre days on 1 and 2 December 2016. The follow-up session will take place on Wednesday 7 December.

To discuss this opportunity further, please contact Ailsa Kirkland, Head of Implementation Strategy & Practice, Implementation Unit – ailsa.kirkland@cabinetoffice.gov.uk, or Chantelle Lyon, Group Operations Manager – chantelle.lyon@cabinetoffice.gov.uk

Further opportunities

We will maintain a reserve list of applicants for up to 12 months, which we may look to use to fill future vacancies in the IU.

Candidates not immediately offered a role in the central IU may also be considered for appointment to one of the departmental implementation units. Please consider whether you would be content to work in one of these roles in addition to the central IU.
### Annex A - Implementation Leader characteristics

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<tr>
<th>Leader</th>
<th>Communicator</th>
<th>Problem Solver</th>
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<tr>
<td><strong>Passion to drive change</strong></td>
<td>Wants to continuously learn and develop</td>
<td>Self starter</td>
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<tr>
<td>Delivers results at pace and makes things better</td>
<td>Eagerly transmits and receives knowledge</td>
<td>Seeks out new and different information that drives priorities, and doesn’t wait to be asked</td>
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<tr>
<td>Delegates and drives delivery through others by capitalising on strengths</td>
<td>Proactively helps others to learn and develop</td>
<td>Dares to be different and is not afraid to innovate</td>
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<tr>
<td>Committed to push the boundaries because it matters</td>
<td><strong>Connects with a range of people</strong></td>
<td>Applies logical thinking with political awareness</td>
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<tr>
<td>Ability to inspire</td>
<td>Empathises and is not patronising/intimidating, with a self awareness of impact on others</td>
<td>Provides thoughtful and well timed solutions</td>
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<tr>
<td>Creates a compelling vision and sees it through</td>
<td>Credible, builds and maintains trust by being engaging and personable – not arrogant or aggressive</td>
<td>Pragmatic and adaptable not driven by process, flexible and can cope with uncertainty/ambiguity</td>
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<tr>
<td>Translates complex issues into simple, focused actions</td>
<td>Actively listens to others but is not afraid to have difficult conversations.</td>
<td>Applies political judgement, knowing when to push for more, when to escalate and when to take a different approach</td>
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<tr>
<td>A team player, who enjoys being part of a team, can take different roles in a team or lead a team, but is not driven by status</td>
<td><strong>Challenges ideas</strong></td>
<td>Focuses on impact</td>
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<tr>
<td>Resilience</td>
<td>Seeks more information, doesn’t take things at face value</td>
<td>Looks beyond the immediate task and considers objectives</td>
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<td><strong>Confident without attitude</strong></td>
<td>Challenges on an equal footing, grounded in evidence</td>
<td>Creative, inquisitive and thinks outside the norm to get results and doesn’t just take the easiest options</td>
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<td>Stays cool under pressure, deals with setbacks and crisis positively</td>
<td>Courage and determination to convince others to change</td>
<td>Will not compromise on quality</td>
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<td>Persuades and influences others to buy into change but feels comfortable taking the tough choices</td>
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