[Department logo]

**[Department]**

**Service Manager**

**Applicant Information Pack**

 

**Contents**

Welcome

Person Specification

Job Specific Skills

Role context

Terms and Conditions - Department to include

Equal opportunities

How to Apply

Role of Civil Service Commissioners

Dear Applicant,

Thank you for expressing interest in the Service Manager position.

[Introductory paragraph: responsibilities and vision of the department]

The government is resetting its approach to technology. In the past, senior technology leaders in the public sector have become too focused on the maintenance of large-scale, long-term outsourcing contracts. Systems and services have suffered from inflexibility, complexity and inefficiency.

This is a rare opportunity to play a key role in a large-scale programme of change that will radically change how government interacts with citizens. We are looking for candidates who can apply their on the ground experience of driving the digital transformation of organisations, not those who will maintain the status quo. This task will guided by some fundamental principles; putting the needs of users first, focusing on delivery and outcomes over process, and making the most of openness - open standards, open source, open data and open markets.

The Service Manager will deliver and run a world-class digital service based on user needs. They will be the owner of a high quality user experience between people and the department, and be the driving force behind service provision. They will be expected to manage the full product lifecycle - user research, design, delivery, continuous improvement - of one or more transactional services or platforms. They will also share expertise across government.

[Watch Francis Maude MP, Minister for the Cabinet Office, briefly describing the government’s digital strategy](http://youtu.be/o-m6l4keQc8).

The role of the Service Manager is to:

* Deliver services that meet the [Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default) and are best in class for government, giving the same level of digital experience users expect from daily interaction with the most respected web services.
* Be responsible for on and offline continuous service delivery, developing and delivering all the changes and improvements necessary to provide effective services for users.
* Represent your service to Departmental Board-level officials and senior stakeholders, using information from diverse user, commercial and service sources to create and project a compelling product vision.
* Engage with technical staff and suppliers to define the best system and platform configurations to achieve business/user objectives.
* Lead and develop a high performing team, embedding agile working practices and a digital by default culture across the department and the wider civil service.

Thank you for taking the time to read this pack. We look forward to receiving your application.

**Job Description**

**Primary Responsibilities**

The main responsibilities of the post are:

* Delivering services which meet and maintain the [Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default)
* Interpreting user insight and performance data to drive service design and iterative operational improvements for digital and assisted digital service channels
* Clarifying and articulating the diverse requirements of users and delivery partners to support effective delivery of a service
* Translating complex aims and needs into clear and manageable plans and determining resource requirements to support service design and maintenance
* Supporting the Chief Digital Officer in creating joined up service delivery plans that have positive impact and are aligned to the department’s overarching digital strategy
* Building and sustaining the department’s capability to design, build and operate high quality digital services, bringing in a range of technical, analytical and design skills
* Identifying step changes that quickly transform the flexibility, responsiveness and quality of a service, taking quick, confident decisions at a strategic level to move things forward
* Acting as an advocate for the digital transformation of services, promoting the department’s progress and publicising learning
* Proactively creating and maintaining a strong network of connections with colleagues across the department and service managers in the wider Civil Service
* Working effectively across teams to support the department in delivering back-end technology that enables that delivery of excellent digital public services
* Gathering and reporting detailed performance data against key indicators to generate actionable improvements to the quality of services offered by the department
* Understanding the financial position of the service, the department and the wider economy and recognise the impact of this when delivering services; promote and visibly demonstrate a culture of value for money
* Making strategic choices on spending and procurement, challenging high risk or costly options and using cloud-first options
* Using agile methodologies to maintain a strong focus on delivery priorities, holding others to account for delivery, and swiftly responding to changing requirements
* Promoting resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected developments

**Person Specification**

**Leadership**

The successful candidate will be a strong leader with the proven ability to set a strong direction and convey a persuasive future vision at all levels of an organisation. [Watch Baroness Lane-Fox (UK Digital Champion), Ian Trenholm (Chief Operating Officer, Defra) and Antonia Romeo (Director General, MoJ)](http://youtu.be/Oi_n3rAjs40) discuss the importance of digital leadership in government. Previous experience of leadership in government is not required for this role, but you will be expected to quickly get up to speed with the department’s technology architecture, culture and processes.

We are looking for a candidate with the ability to:

* Be highly articulate and credible at a senior level across the civil service, consistently delivering inspiring, engaging and meaningful messages about the future direction;
* Display strong negotiation skills and the ability to influence external partners, stakeholders and customers to secure mutually beneficial outcomes;
* Champion the strategic importance of people, talent management and development issues, building a strong culture of continuous learning and knowledge sharing between specialists and generalists;
* Create a team that is viewed as an exemplar of high quality across the civil service and beyond, making the department an enviable environment to work in

**Job specific skills:**

* Proven leadership in successful digital service delivery; successful design, delivery and ongoing management of high quality services which maximised opportunities offered by digital technology
* Proven grasp and expertise in analysing and using customer insight and user and performance data to design and continually improve digital services to fully meet user needs in a convenient and straightforward way
* Practical success in interpreting user data and feedback to design and implement channel shift strategies to move users from traditional to digital delivery channels
* Proven ability to challenge and remove any unnecessary barriers to service delivery
* A high degree of market awareness, with demonstrable experience of innovative approaches to procuring services and of managing relationships with suppliers
* Experience of current agile project management practices, open source, cloud platforms and digital services

**Reporting lines**

The post-holder will report to the [Chief Digital Officer]. There are [xxx] direct line reports who will be managed by this post.

**This role - context**

[What has happened to date]

[How the role is expected to transform the department]

[Future priorities and challenges]

**Terms and Conditions**

**Equal Opportunities**

We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the Department's objectives, and to fulfil their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements.

Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Department uses the ‘two ticks’ Disability Symbol, showing it is an employer which has a positive attitude towards applications from disabled people. The Department also offers a Guaranteed Interview Scheme (GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.  For the purposes of this policy, these words have the following meanings:

* ‘substantial’ means more than minor or trivial
* ‘long-term’ means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)
* ‘normal day-to-day activities’ include everyday things like eating, washing, walking and going shopping.

Should you consider yourself eligible to apply for this post under the GIS, please complete the relevant section of the application form.

# How to Apply

To apply for this post, please provide the following information:

* a comprehensive CV setting out your career history with key responsibilities and achievements;
* a supporting statement of up to three sides of A4, explaining how you believe your skills and experience match the leadership and role specific skills of the post.
* your evidence should also clearly show what draws you to the post and why you think you would make a success of it.
* if appropriate, please complete and submit a Guaranteed Interview Scheme Declaration (enclosed) for people with disabilities; and
* a completed Nationality and Immigration Form (enclosed). This form is mandatory.
* if applying internally on promotion, a recommendation from your line manager, on no more than two sides of A4, assessing you against the leadership criteria and job specific skills

Applications should be sent to [recruitment contact] to arrive no later than [**xxxx]**.

For any additional information on this role, please contact [xxxx]

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## The role of the Civil Service Commissioners

The recruitment process will be run under the rules and guidelines set down by the Civil Service Commissioners. The Commissioners have two key functions.

The first is to maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commissioners discharge their responsibilities directly by overseeing the recruitment process and chairing the final selection panel.

The second is 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. A copy of the code can be found at: [Civil Service Code](http://www.civilservice.gov.uk/about/values/cscode/index.aspx) or a hard copy is available on request.

## Complaints under the Civil Service Commissioners’ Recruitment Code

The Department’s recruitment processes are underpinned by the Civil Service Commissioners’ Recruitment Principles which outline that selection for appointment be made on merit on the basis of fair and open competition.

If you feel your application has not been treated in accordance with the values in the Civil Service Code/if you feel the recruitment has been conducted in such a way that conflicts with the Civil Service Commissioners’ Recruitment Principles, you may make a complaint.

If you are not satisfied with the response you receive from the Department, you can contact the Office of the Civil Service Commissioners.

<http://www.civilservice.gov.uk/recruitment/background>