Application Sheet

# Cabinet Office

## Evidence and Impact Research Officer

### Responsibilities:

* Undertake and support quantitative and qualitative research and evaluation activities, contributing to the design and delivery of impact, process and economic evaluation of interventions; systematised evidence reviews; and research projects. This will include taking on specific research responsibilities within larger projects, across the whole research process from design, ethics, data collection, analysis, quality assurance and presentation of findings. It will also include supporting the commissioning of research, for example by contributing to drafting key documents, and supporting contract management and the review of ongoing outputs.
* Contribute to the development and implementation of appropriate monitoring processes and reporting tools, supporting the Government Skills team to make full use of data to facilitate appropriate interpretation and decision-making.
* Provide high quality project management support to research projects of varying scale and complexity, for example, by producing project plans and monitoring progress against them; arranging meetings and presentations; and maintaining high quality project documentation.
* Develop a strong understanding of the context for the research projects by reading key documents, attending and contributing to team meetings and events, and building strong relationships with a defined group of stakeholders.
* Apply your existing knowledge and skills of social research methods and proactively upskill yourself on unfamiliar or new approaches, for example, the ethical and robust use of AI within social research, or participatory research methods.
* Contributing to the effective development of the Evidence and Impact Team by supporting at least one cross-cutting corporate contribution, for example supporting the induction of new colleagues into the team, or developing guidance to support other team members on topics you are knowledgeable about.

### Person Specification:

Essential:

* Technical knowledge and practical experience of a range of qualitative and quantitative research methods which must include at least some knowledge or experience of systematised approaches to synthesising existing literature, and evaluation methods. You do not need to be an evaluation specialist for this role, but you do need some foundational prior knowledge or experience and a willingness to learn, if this is not your specialism. Your experience must include actually doing research or evaluation, not just managing contracts or others to deliver research. You should also have experience of ethics, GDPR and quality assurance within a social research context.
* Evidence of having proactively and successfully upskilled yourself on new research methods, or to increase your proficiency in a method you already knew something about.
* Experience of communicating about research to technical and non-technical audiences, including identifying ways in which research could help with improving people’s understanding of a real-world problem and how to address it, and helping people understand the findings and their importance and limitations.
* Experience of working in a team to successfully design, implement, deliver and communicate research and/or evaluation projects, including working with people in other professions that are not social research.
* Experience of research project management (for example [but not limited to] drafting documents and slides; producing Gantt charts or risk registers; arranging meetings) and of successfully juggling a portfolio of projects or a range of work, working with other people to manage work flexibly to adapt as priorities change.

Desirable:

* Knowledge and experience of evidence synthesis and evaluation methods, for example, systematic reviews, meta-analyses, experimental impact evaluation (RCTs), quasi-experimental impact evaluation designs, economic evaluation, implementation and process evaluation (IPE), or theory-based evaluation methods.
* Knowledge, experience or wider interest in education, learning skills, the workforce, psychology and/or adult learning.

### Supporting Statement (500 words):

Evidence of having proactively upskilled yourself on new research methods, or to increase your knowledge in a method you already knew something about:

* IMF economic forecasting

Experience of communicating research

* Workshops of horizon scanning research: conducted 3 different workshops to a non-technical audience
* Communication with the Housing Cross-Departmental strand with my colleague.

Experience of working in a team to design, implement, deliver and communicate research

* Worked with team on the trend deck, also worked with Leeds Policy Institute on creating policy documents based on quantitative research to deliver to journalists.

Experience of Research Project Management (juggling priorities, making slides, working with other people)

I am a final year Politics, Philosophy, and Economics university student. I am on track to graduate First Class with Honours. I have a strong foundation in quantitative analysis, research methods, economic theory and policy analysis. I am excited to apply my skills in the Civil Service and provide an evidence-based perspective to the research conducted at the Cabinet Office.

First, I have clear evidence of proactive upskilling on new research methods. Through-out my finals and at present, I have been completing the IMF’s IMFx Macroeconomic Forecasting course. Having attained high grades on my Stats & Econometrics and Applied Econometrics modules, with 85% and 76% respectively, I decided to focus on my strengths. This course extended my knowledge by more extensively covering forecast model evaluation, and adding sVARs, VECMs, and Johansen Cointegration tests to my repertoire.

Second, I have strong experience communicating my research to both a technical and non-technical audience. From July 1st to September 10th 2024, I undertook a summer internship with the Department for Work and Pensions, focusing on Horizon Scanning for the Fraud, Error and Debt (FED) division. Specifically, I was looking at how Data Regulation, Privacy, and Ethics (DRPE) would impact FED in the long-term (2-10 year time horizon). After my research, I conducted my research in 3 workshops, to my colleagues. I was able to convey my forecasts for Smart Data futures, specifically the likely up-coming Open Finance FinTech sector, to my manager and Grade 7, who had mentioned that they believed they would not understand the subject.

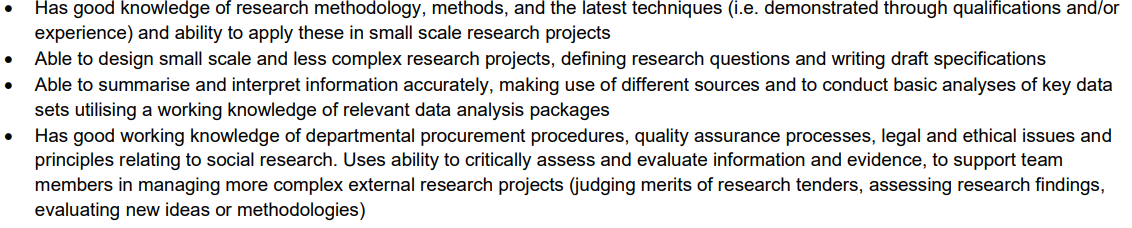
Third, the research project where I worked most closely with others was conducted for the student policy institute that I co-founded: I worked in the Urban Planning and Transport team to evaluate the impact of a series of different potential new tram routes against the one being proposed by Leeds City Council. We conducted a thorough literature review, investigating previous tram-line evaluations in Poland and Lithuania, and were inspired to implement an Electre-III methodology rather than rely on a CBA. We found that the proposal by the city council was not ranked first when considering environmental and ethical concerns. This research was communicated at BCUR 2024 at the LSE, raising the profile of the institute.

Finally, my experience of research project management was most developed in my time at the DWP. Presenting my research in 3 workshops required the creation of 3 slide decks. Once I had presented, my work was added to the slide deck consisting of the entire team’s forecasts and policy recommendations. I juggled a portfolio during my research – because I used the PESTLE framework, which decomposes research into political, economic, social, legal, technological, and ethical categories, I was investigating the latest legislation, court precedent, ethical concerns raised by watchdog groups, plus the latest technological innovations such as Open Finance. At the same time, I was tasked with writing and distributing policy analysis explainers to my department – for example, I wrote breakdowns for the King’s Speech and the Chancellor’s Maiden speech.

### Technical Skills (250 words):

Summer Internship main research project

* Used a PESTLE framework
* Experience and willingness to learn
* Your experience must include actually doing research or evaluation, not just managing contracts or others to deliver research. You should also have experience of ethics, GDPR and quality assurance within a social research context.
* Technical knowledge and practical experience of a range of qualitative and quantitative research methods which must include at least some knowledge or experience of systematised approaches to synthesising existing literature, and evaluation methods. You do not need to be an evaluation specialist for this role, but you do need some foundational prior knowledge or experience and a willingness to learn, if this is not your specialism. Your experience must include actually doing research or evaluation, not just managing contracts or others to deliver research. You should also have experience of ethics, GDPR and quality assurance within a social research context.



My technical knowledge is shown through my time at the DWP, my degree, and my time undertaking smaller projects investigating the relationship between gilt yields and the debt-to-GDP ratio in the UK for a student-led policy institute. However, I will focus on my time at the DWP.

I have a strong foundation to learn the skills needed to be an evaluation specialist. In the DWP and throughout my degree programme, I have been expanding my research skills. I was tasked with evaluating the futures for Data Regulation, Privacy and Ethics (DRPE). The research design was conducted according to the Horizon Scanning established methodology, which involved first gathering signals and trends from the literature, and then combining the two in a workshop setting with my colleagues. These workshops used two thought experiments to generate credible policy forecasts and recommendations for the rest of the department. The literature included previous case precedent discussed with legal analysts, business sentiment surveys for the FinTech sector, and specialist interviews and articles. The Horizon Scanning methodology recommended using a PESTLE – political, economic, social, technological, legal, and ethical – framework to analyse and plan the literature review. This allowed me to both critically assess the information from a variety of viewpoints and to relay it in these categories for conciseness.

As a result of this process, I was able to compile my research into the team’s ‘Trend Deck’, a collection of their previous Horizon Scanning forecasts and recommendations, which was circulated around the department.

## Higher Economics Officer

### Personal Statement (500 words)

# Office for Budget Responsibility

## Fiscal Analyst

### Required Qualifications:

* An undergraduate degree in an analytical subject, or similar on-the-job experience (applications will be considered from candidates with proven successful experience of handling public finance data and processes).

### Required Behaviours, Experience and Technical Skills:

* A broad understanding of the medium- and long-term economic and fiscal issues facing the UK (Technical skill).

After completing my Applied Econometrics and Macroeconomics courses at university, I decided to complete the IMF Macroeconomic Forecasting course because I found the topics extremely interesting. I wanted to apply these new skills to investigate recent fiscal problems facing the UK, such as the decreased fiscal headroom and the Bank of England’s QT regime.

I decided to regress a SVAR model, borrowing closely from Blanchard and Perotti (2002) to solve endogeneity problems between yields and debt-to-GDP ratio. The model was to be estimated across 3-30yr bond maturities.

Yields, debt-to-GDP, the base rate and inflation expectations were the endogenous variables, and I introduced dummy variables when r<g, drawing on Blanchard’s work on low interest rates. Identification was possible because of my structural understanding of the UK economy, for example, the fact that procedural limitations delay discretionary spending responses to contemporaneous fluctuations in bond yields. I calibrated the model by using coefficient estimates in the literature, for example the elasticity of the base rate or inflation on yields. These restrictions allowed the structural matrix to be solved and core coefficients to be estimated. Lags were selected to minimise information criterion.

A rising debt-to-GDP ratio under low interest rates was significantly negatively correlated with yields at most lags, and positively correlated at high interest rates, indicating policymakers could be underestimating fiscal space under low rates. I published the results in my blog and sent my analysis to my old macroeconomics professor to discuss it with him; he commended me on the analysis.

* Strong analytical skills, ideally with experience of analysis of economic, tax or spending issues (Making effective decisions).

In the third year of my BA in Philosophy, Politics and Economics, I completed an Applied Econometrics module. The assessed coursework focused on assessing the macroeconomic drivers of inflation in the UK, Denmark, Norway, Sweden and Denmark.

I was tasked with investigating the impact of the M3 money supply, exchange rate, and global energy prices on inflation. The aim was to identify statistically significant relationships to learn how to inform policy prescriptions and forecasts.

I conducted a thorough literature review which included evidence from Thailand, Ukraine, and China, and a panel-data analysis of EU members. I compiled macroeconomic data from the OECD, World Bank, and BIS. To ensure robust results, I utilised timeseries techniques to address autocorrelation, multicollinearity, and stationarity. ARIMA, ARDL, and Fixed Effects (FE) models were estimated to investigate the relationship individually and cross-sectionally. When diagnostics tests gave ambiguous results, I discussed with my professor and made evidence-based decisions, utilising economic theory, to refine model specifications.

My final results found that autoregressive components, and global energy prices were statistically significant in estimating inflation, highlighting the importance of global price shocks in fiscal and monetary forecasting. M3 money supply and exchange rates were insignificant. The project was graded First Class with 75% and was praised for its extensive literature review and technical rigour, demonstrating my ability to apply econometric methods to analyse relevant economic questions under uncertainty. All analysis was conducted in STATA, with model selection guided by diagnostics and economic theory.

* A proven ability to combine intellectual rigour with effective communication, clearly explaining technical issues and drafting and presenting for non-expert as well as expert audiences (Communicating and influencing).

During the summer of 2024, I interned with the Horizon Scanning team in the Fraud, Error and Debt (FED) division at the Department for Work and Pensions (DWP). I researched how the evolving Data Regulation, Privacy and Ethics (DRPE) environment might impact FED over a 5-10 year time horizon. My research was segmented into a PESTLE framework (political, economic, social, legal, technological, and ethical).

I needed to communicate complex, technical findings, for example around emerging markets like Open Finance and the general FinTech sector, to colleagues and senior managers during my workshops. Once understood, they could contribute their own knowledge and expertise to my forecasts and recommendations.

I designed and delivered two workshops – one was tailored to technical audiences, such as the in-house legal team and my colleagues who were familiar with recent Smart Data innovations, while the other was tailored to my colleagues, such as my senior manager, who were unfamiliar with the jargon and practical implications. For the second workshop, I made sure to reach out to audience members if I felt they seemed to be struggling to understand and utilised relevant real-world examples, often related specifically to their current area of research.

Feedback was very positive – my manager and Grade 7 specifically noted they found the material clear and accessible due to my use of real-world examples and analogies, despite their initial doubts. My technical workshops were also well-received for their understanding of the intricacies of relevant legal precedent.

* A proven ability to work flexibly across teams and to deliver high-quality work to deadlines (Delivering at pace).

When I started my internship at the Department for Work and Pensions (DWP), the general election was just three days away. As a result, the policy landscape was quickly changing and there was a need to keep the Fraud, Error and Debt (FED) division informed on key developments.

Alongside work on my main research project, which was forecasting how Data Regulation, Privacy, and Ethics (DRPE) would impact FED, I was tasked with writing short explainers on new policy developments, such as the King’s Speech, the Chancellor’s maiden speech, and several think tank papers.

I discussed with my manager how to handle these new priorities – we added flexibility into my project and workshop deadlines so that I could dynamically respond to new requests as they arose. When different FED teams requested a specific paper analysis, I communicated closely with them to deliver concise and relevant summaries. I often drew on my economic expertise to highlight particular issues or inaccuracies in papers, but where necessary, I liaised with subject-matter experts to clarify technical terms and my interpretations. I made sure to proactively update these teams on my progress throughout the day. When multiple explainers were needed at the same time, I triaged them based on time-sensitivity.

The FED division found the explainers very helpful, particularly during a high-volume policy week. Several of the teams who had requested analyses responded positively, and my manager commended my ability to balance long-term research with short-term deliverables.

* Strong stakeholder management skills (Working together).

During my internship with the Department for Work and Pensions’ Horizon Scanning team in summer 2024, I was tasked with assessing the long-term impact of developments in Data Regulation, Privacy, and Ethics (DRPE) on the Fraud, Error and Debt (FED) division.

To produce accurate horizon scans, I needed to engage with a range of internal and external stakeholders, including our in-house legal team, data analysts, colleagues, and cross-departmental teams working on related topics, such as the Smart Data team in the Department for Business and Trade (DBT).

At first, I held internal informal meetings with colleagues on my team, to understand the existing state of research and their technical knowledge on related topics, such as Web3 and stablecoin innovations. I then expanded outward, communicating with departmental economists to understand the cost benefits associated with Third Party Data Gathering legislation. Finally, I held meetings with teams helping to rollout Smart Data in the Department for Business and Trade. I incorporated their insights into my own policy recommendations, maintained an open line of communication and invited groups to my final research workshops to ensure their findings were reflected accurately.

By combining expertise across teams and departments, my research had broad relevance and accuracy. My manager and Grade 7 praised the clarity of my delivery in my non-technical workshops, particularly how I translated technical topics into policy recommendations for the whole FED division. I also learned how to engage a range of cross-department stakeholders and interpret their specific data streams.

# Trade Remedies Authority

## Assistant Economist (x2)

### Essential Skills and Experience:

* Technical Qualification: Undergraduate degree in Economics or degree containing 50% Economics.
* Knowledge of and ability to apply economic tools and quantitative and qualitative analytical techniques.
* Ability to analyse and critically evaluate data and evidence to support development of evidence-based policy advice, following best practice in quality assurance.
* Ability to provide effective and appropriate written and oral communication of economic analysis to stakeholders from different backgrounds.
* Ability to use MS Excel and ability to learn software packages such as R and PowerBI.
* Ability to deliver high impact analysis to tight deadlines.

### Desirable Skills and Experience:

* Interest in, or knowledge of international trade, trade remedies and trade data.

### Personal Statement (500 words)

My knowledge of quantitative economic tools stems from my Applied Econometrics and Advanced Microeconomics university modules, and the IMF’s Macroeconomic Forecasting course. I applied econometric techniques to analyse the determinants of inflation, the social benefit of green spaces, and to forecast unemployment with fan-charts. I independently added SVARs, VECMs, Hodrick-Prescott filtering, and principal component analysis to my repertoire. Due to my quantitative skills, I received a 1st on my Applied Econometrics coursework, I am predicted a 2:1 in Advanced Microeconomics, and I passed the IMF course with 78%.

As policy head for the Urban Planning and Transport group in a student-run think tank that I co-founded, I used my qualitative skills to tailor a questionnaire for local residents regarding a potential tram system. Answers were used as weights in our Electre-III methodology. We found that the officially proposed city tramline would underperform compared with potential alternatives. We were accepted to present our project in the British Conference for Undergraduate Research at the LSE.

During my summer internship at the Department for Work and Pensions (DWP), I was on the Horizon Scanning and Insights team. My research topic was Data Regulation, Privacy and Ethics. My role required me to consider several perspectives, including economics. Through a thorough literature review, I forecasted the effects of new types of Smart Data licenses and proposed data storage infrastructure, concluding that these would likely improve innovation in the FinTech sector. An important part of Horizon Scanning (HS) was to follow the best practice laid out by the HMRC HS team. They explained the necessary workflow, such how to properly detect signals and present workshops. As a result, I was able to cleanly contribute to my team’s final product and circulated evidence-based policy advice around the department.

I discussed my research with technical and non-technical stakeholders such as economists, cross-department strands, and teammates. Leveraging my oral and written skills, I succinctly explained the evidence I had to support my narrative. The technical workshops supplied valuable criticism and my manager and Grade 7 congratulated me on my ability to simplify information.

I have strong experience in programming and computational thinking, so I would have no problem learning software such as PowerBI or strengthening my abilities in R. I am a seasoned web and API developer, having programmed two websites which received strong praise from the executive teams and users, particularly for UI. My diploma in Information Technology included extensive training in Excel - I achieved a Distinction Starred on the Excel module and on the course as a whole.

Finally, I have lots of experience delivering high impact analysis to tight deadlines. Besides my main DWP research project, I was tasked with writing policy explainers on recent publications. I handled these new priorities by adding flexibility into project deadlines, implementing a Kanban-style framework, and communicating closely with relevant specialist teams to flesh out my analysis. My manager commended my ability to balance long-term research with short-term deliverables and my department responded positively to my explainers.

Plan:

* Knowledge of and ability to apply economic tools and quantitative and qualitative analytical techniques,
  + Applied econometrics, and spent spare time doing the IMF Macroeconomic Forecasting course. My quantitative techniques are advanced, including Hodrick-Prescott (HP) filtering, accounting for models’ forward bias, and have conducted my own in-house regressions to learn how to calibrate models using coefficients from the literature.
  + I have also spent time tailoring questionnaires when I worked as the Policy Head for the Urban Planning and Transport team at Leeds Policy Institute. We decided to conduct an Electre-III Multiple Criteria Decision Analysis (MCDA) to evaluate potential tram routes in Leeds compared to the route likely to be chosen by the West Yorkshire Combined Authority (WYCA). For our project we interviewed local shopkeepers, students and residents for them to create a ranked list of transport preferences (e.g. noise, proximity, frequency, etc.) to use as weights in our methodology.
* Ability to analyse and critically evaluate data and evidence to support development of evidence-based policy advice, following best practice in quality assurance.
  + DWP
  + Best practice previously established by HMRC – our team learned a lot from them and one of the first things I did was to fully understand the handbook they had published on Horizon Scanning. In workshops, the use of break-out rooms and the general communication style was also heavily borrowed from the best practice standards set out by the HMRC team.
* Ability to provide effective and appropriate written and oral communication of economic analysis to stakeholders from different backgrounds
  + DWP – workshops presented to technical and non-technical audiences, such as departmental economists, cross-department Smart Data strands, and colleagues researching different subjects.
* Ability to use MS Excel and ability to learn software packages such as R and PowerBI.
  + Time doing an Information Technology diploma, and using Excel, R and STATA extensively throughout my university experience, plus my experience programming as a web developer, means I am highly accustomed to computational, abstract and logical thinking and can pick up languages and software fairly easily. For example, I recently picked up EViews 10+

## HEO Investigator (x16)

### Key Responsibilities

* Conduct research to gather evidence from a range of sources, and apply judgement to reach well-reasoned and defensible conclusions;
* Undertake analytical assessments, collecting, analysing and manipulating complex data to identify trends and anomalies, to answer questions and advance arguments;
* Verification/assurance of financial data and other supporting material, seeking advice as necessary;
* Support the organisation in developing relationships with key stakeholders including domestic and international industry and government agencies;
* Draft high quality written reports and briefs in a clear and compelling manner;
* Develop and apply knowledge consistently, drawing on the provisions of trade remedies legislation, regulations and procedures, with support from colleagues;
* Undertake the ‘learner journey’, where comprehensive technical training and opportunities for externally recognised qualifications will be provided.

### Essential Experience

* Analytical skills – ability to interpret complex data, identify patterns to support evidence-based conclusions;
* Communication and influencing – effective in building and maintaining collaborative relationships with stakeholders from different backgrounds;
* Organisational skills – proficiency in managing tasks, time and records;
* Report writing – skilled in drafting clear, concise and comprehensive reports for a range of audiences;

### Personal Statement (750 words)

I hold a First-Class degree in Philosophy, Politics and Economics and have gained professional research experience through my internship with the Department for Work and Pensions (DWP), as well as through my leadership in a student-led think tank. I am passionate about evidence-based policymaking and skilled in both quantitative and qualitative research.

My analytical skills, notably my ability to easily approach new topics and make fast progress, are why I feel especially well-positioned to work in an investigative role. I most clearly demonstrated this as an intern in the Horizon Scanning and Insights team in the Department for Work and Pensions. I was tasked with researching Data Regulation, Privacy and Ethics (DRPE), which had proven challenging for others in the team. I gathered and interpreted data from varied streams, such as legal documents, inter-departmental communication with economists, and literature reviews of the effects of data regulation in the EU. I then hosted workshops to gather feedback on my forecasts. The result was that my work was included in the Trend Deck, our team’s evidence base, and praised for clearly translating technical topics for non-technical audiences.

My skills in communicating and influencing were also important in this role. Not only did I have to host scenario workshops to explain my research, I was also responsible for writing briefing documents on new political developments, which were common because I began my internship just after the new government had been elected.

For my workshops, I needed to communicate technical research, for example around emerging markets like Open Finance and the general FinTech sector, to colleagues, senior managers and other stakeholders. Only once I had successfully translated the work for a non-technical audience could they contribute their own knowledge and expertise. When I delivered workshops, I always made sure to check in with attendees to ensure understanding. Feedback was very positive – my manager and Grade 7 specifically said the material was clear and accessible due to my use of real-world examples and analogies, despite their initial doubts.

When writing briefing documents for other teams, I communicated closely with them to understand their exact needs and areas of interest. These documents included information on, for example, the King’s Speech, the Chancellor’s maiden speech, and recently published think tank papers. I often drew on my economic expertise to highlight particular issues or inaccuracies in texts, but where necessary, I liaised with subject-matter experts to clarify technical terms and my own interpretations. I regularly kept stakeholders informed of my progress. These teams communicated with me and my manager to let her know that my written work was concise and clearly focused on core details. As a result, I continued to receive briefing requests and continued to improve my communication skills.

My time writing these briefings also taught me a lot about organisational skills and deadline management. Because new political developments emerged rapidly, I had to balance frequent briefing requests with my main research task. I discussed with my manager how to handle these new priorities – we added flexibility into my project and workshop deadlines so that I could dynamically respond to new requests as they arose. When multiple explainers were needed at the same time, I triaged multiple requests and made necessary trade-offs. My manager commended my ability to balance long-term research with short-term deliverables.

These explainers strengthened my report writing; however, I have developed this skill throughout many different fields. As a student at university, I co-founded a think tank to produce policy analysis on six different research areas. In its first year, the policy lead for the Urban Planning and Transport group left due to low morale and stress, so I took over. We were writing a policy report on a proposed tramline and our own evaluation. I began by consulting each member of the team to understand their expertise and reassign tasks based on individual strengths. I oversaw the final report to ensure it met professional and stylistic standards. I reviewed sections written by team members to ensure consistency in structure and referencing. The report was completed on time, and, because of its clarity and professional style, we were accepted to present our findings at the British Conference of Undergraduate Research.

I believe my ability to conduct and communicate research, and manage competing priorities demonstrates the core competencies this role requires. My experience in policy research and academia prepared me to succeed in an analytical, stakeholder-facing role.

# Office for Rail and Road

## Assistant Economist

### Responsibilities:

* Provide high-quality economic assessment and advice on the impact and implementation of policy proposals, for example, arising out of the government’s rail reform programme.
* Contribute to economic benchmarking and financial analysis projects including analysis of whole-industry productivity. This may include projects run from the regulatory finance team.
* Assist in the analysis of applications from train operators to run new services.
* Support colleagues in engaging external stakeholders to represent ORR in a credible and convincing manner.
* You may work on aspects of ORR’s work on charges and incentives for Network Rail/GBR as ORR’s role in this area transitions to the role specified in the government’s rail reform consultation.
* Contribute to the review of the charging and financial frameworks for infrastructure managers such as the high speed link for international services (operated by London St Pancras High Speed), Eurotunnel, Crossrail and Core Valley Lines.

### Essential Criteria:

|  |  |
| --- | --- |
| **Behaviours** | * Working together * Communicating and influencing * Delivering at pace |
| **Technical** | * **Application of knowledge: a good understanding of economic principles, and a proven ability to apply them** * Analysis of data: be highly numerate and comfortable working with data and spreadsheets |
| **Qualifications** | * Degree in economics or a discipline with a substantial quantitative component, or equivalent experience |

### Supporting Statement (10000 characters):

During the summer of 2024, I interned with the Horizon Scanning team in the Fraud, Error and Debt (FED) division at the Department for Work and Pensions (DWP). I researched how the evolving Data Regulation, Privacy and Ethics (DRPE) environment might impact FED over a 5-10 year time horizon. My research was segmented into a PESTLE framework (political, economic, social, legal, technological, and ethical).

To produce accurate horizon scans, I needed to work together with a range of internal and external stakeholders, including our in-house legal team, data analysts, colleagues, and cross-departmental teams working on related topics, such as the Smart Data team in the Department for Business and Trade (DBT).

At first, I held internal informal meetings with colleagues on my team, to understand the existing state of research and their technical knowledge on related topics, such as Web3 and stablecoin innovations. I then expanded outward, communicating with departmental economists to understand the cost benefits associated with Third Party Data Gathering legislation. Finally, I held meetings with teams helping to rollout Smart Data in the Department for Business and Trade. I incorporated their insights into my own policy recommendations, maintained an open line of communication and invited groups to my final research workshops to ensure their findings were reflected accurately.

By combining expertise across teams and departments, my research had broad relevance and accuracy. My manager and Grade 7 praised the clarity of my delivery in my non-technical workshops, particularly how I translated technical topics into policy recommendations for the whole FED division. I also learned how to engage a range of cross-department stakeholders and interpret their specific data streams.

My skills in communicating and influencing were shown most clearly when I needed to communicate these complex, technical findings, which I had sourced from the relevant experts, to colleagues and senior managers during my workshops. Once understood, they could contribute their own knowledge and expertise to my forecasts and recommendations.

I designed and delivered two workshops – one was tailored to technical audiences, such as the in-house legal team and my colleagues who were familiar with recent Smart Data innovations, while the other was tailored to my colleagues, such as my senior manager, who were unfamiliar with the jargon and practical implications. For the second workshop, I made sure to reach out to audience members if I felt they seemed to be struggling to understand and utilised relevant real-world examples.

Feedback was very positive – my manager and Grade 7 specifically noted they found the material clear and accessible due to my use of real-world examples and analogies, despite their initial doubts. My technical workshops were also well-received for their understanding of the intricacies of relevant legal precedent.

When I started my internship at the DWP, the general election was just three days away. As a result, the policy landscape was quickly changing and there was a need to keep the FED division informed on key developments, and to deliver this information at pace.

Alongside work on my main research project on DRPE, I was tasked with writing short explainers on new policy developments, such as the King’s Speech, the Chancellor’s maiden speech, and several think tank papers.

I discussed with my manager how to handle these new priorities – we added flexibility into my project and workshop deadlines so that I could dynamically respond to new requests as they arose. When different FED teams requested a specific paper analysis, I communicated closely with them to deliver concise and relevant summaries. I often drew on my economic expertise to highlight particular issues or inaccuracies in papers, but where necessary, I liaised with subject-matter experts to clarify technical terms and my interpretations. I made sure to proactively update these teams on my progress throughout the day and when multiple explainers were needed at the same time, I triaged based on time-sensitivity.

The FED division found the explainers very helpful, particularly during a high-volume policy week. Several of the teams who had requested analyses responded positively, and my manager commended my ability to balance long-term research with short-term deliverables.

Moving onto technical skills, my knowledge and application of economic principles was most clearly demonstrated by my independent work investigating fiscal sustainability in the UK. After completing my Applied Econometrics and Macroeconomics modules at university – and passing with 75% and 76%, respectively – I decided to complete the IMF Macroeconomic Forecasting course because I found the topics extremely interesting. I wanted to apply these new skills to investigate recent fiscal problems facing the UK, such as the decreased fiscal headroom and the Bank of England’s QT regime.

I decided to regress a SVAR model, borrowing closely from Blanchard and Perotti (2002) to solve endogeneity problems between yields and debt-to-GDP ratio. The model was to be estimated across 3-30yr bond maturities.

Yields, debt-to-GDP, the base rate and inflation expectations were the endogenous variables, and I introduced dummy variables when r<g, drawing on Blanchard’s work on low interest rates. Identification was possible because of my structural understanding of the UK economy, for example, the fact that procedural limitations delay discretionary spending responses to contemporaneous fluctuations in bond yields. I calibrated the model by using coefficient estimates in the literature, for example the elasticity of the base rate or inflation on yields. These restrictions allowed the structural matrix to be solved and core coefficients to be estimated. Lags were selected to minimise information criterion.

As a result, I found that a rising debt-to-GDP ratio under low interest rates was significantly negatively correlated with yields at most lags, and positively correlated at high interest rates, indicating policymakers could be underestimating fiscal space under low rates. I published the results in my blog and sent my analysis to my old macroeconomics professor to discuss it with him; he commended me on the analysis.

My skills in data analysis, numeracy and spreadsheet management were most clearly demonstrated during my time shadowing economists when I was interning at the DWP. Even though I was in a policy role, because of my strong interest in economics and my desire to follow it as a career path, I asked my manager if I could spend some time with departmental economists to learn about the professional process.

My task was to provide feedback and input on the analysis from a recent hire to the economics team, and for him to teach me about his current task and analysis. He was working on a policy costings analysis to examine the effects of greater DWP power to request data from bank accounts and press claims in income.

I quickly grasped the concept and process, including how he added certain behavioural assumptions of how individuals would respond to the new powers, thus accounting for attrition. Due to my numeracy and training in spreadsheet composition I received from my Information Technology National Foundation Diploma, I was able to quickly make suggestions to him about how he formatted the spreadsheets and connected his different data streams. While his setup followed standards across the department, small QoL improvements to formats were still valuable. Furthermore, I was able to point out a mistake he had made when filtering statistics on the number of claimants to figure out the total sum of people who would likely be affected by changes.

The result was that I was able to gain a great insight into the procedure and ethos of data analysis and statistic compilation work in the civil service, particularly for answering economic questions. The colleague who I was shadowing was thankful for my contributions, but of course he taught me a great deal more than I helped him. Finally, I learned that what I had learnt during my National Foundation Diploma was highly relevant and applicable to work as an economist.

Finally, my university qualifications do meet the criteria for this application. I completed a BA in Philosophy, Politics, and Economics; however, I focused very heavily on economics in my second and third years. In my third year, I completed modules in Public Enterprise and Regulation, receiving a 2:1, Advanced Micro- and Macroeconomics, Applied Econometrics, and in my second year a mathematics module focusing on linear algebra and a statistics module, receiving 93% and 85% respectively. I am expected to graduate First Class with Honours.

## Highways Analyst

### Responsibilities

* Providing support for economic, financial and performance analysis;
* Monitoring and reporting on National Highways’ activities through benchmarking of its performance;
* Monitoring and reporting on aspects of National Highways’ financial and efficiency performance
* Supporting projects relating to ORR’s role in the road investment strategy development process;
* Reporting on, and holding National Highways to account for, its performance relating to strategic road network user satisfaction; and
* Providing support for other Highways team projects and activities.

### Essential Behaviours

* Communicating and influencing
* Seeing the bigger picture
* Delivering at pace

### Supporting Statement (max 10000 characters):

I hold a First-Class degree in Philosophy, Politics and Economics and have gained professional research experience through my internship with the Department for Work and Pensions (DWP), as well as through my leadership in a student-led think tank. I am passionate about evidence-based policy advice and skilled in both quantitative and qualitative research. I believe I will fit in very well as a highways analyst – I have a strong passion for microeconomic impact analysis and I received one of the best results in my Advanced Macroeconomics module with 71%, due to my strong foundations in applying Revealed and Stated Preference models. I would now like to take the next step and get involved in a team where I can learn more about necessary practical implications, while further developing my theoretical understanding to prepare myself for a master’s degree in economics.

During my internship in the Horizon Scanning and Insights team at the Department for Work and Pensions (DWP), I was responsible for developing a forward-looking evidence base on Data Regulation, Privacy and Ethics (DRPE) for inclusion in the Trend Deck, which was a strategic product used to inform long-term planning.

My skills in communicating and influencing were important in this role. Not only did I have to host scenario workshops to explain my research, I was also responsible for writing briefing documents on new political developments, which were common because I began my internship just after the new government had been elected.

For my workshops, I needed to communicate technical research, for example around emerging markets like Open Finance and the general FinTech sector, to colleagues, senior managers and other stakeholders. Only once I had successfully translated the work for a non-technical audience could they contribute their own knowledge and expertise. When I delivered workshops, I always made sure to check in with attendees to ensure understanding. Feedback was very positive and my manager and Grade 7 specifically said the material was clear and accessible due to my use of real-world examples and analogies, despite their initial doubts.

When writing briefing documents for other teams, I communicated closely with them to understand their exact needs and areas of interest. These documents included information on, for example, the King’s Speech, the Chancellor’s maiden speech, and recently published think tank papers. I often drew on my economic expertise to highlight particular issues or inaccuracies in texts, but where necessary, I liaised with subject-matter experts to clarify technical terms and my own interpretations. I regularly kept stakeholders informed of my progress. These teams communicated with me and my manager to let her know that my written work was concise and clearly focused on core details. As a result, I continued to receive briefing requests and continued to improve my communication skills.

To produce high-quality strategic insight, I needed to see the big picture and apply core Horizon Scanning methods, such as the identification of early signals and long-term trends. I identified signals such as regulatory shifts in the UK’s Smart Data regime and landmark data privacy court cases, and assessed how these might evolve into broader trends affecting the UK welfare system, through fraud and error on the one hand, but more effective linkages between departments on the other.

I further aligned my analysis with the wider department by recognising where my research intersected with my colleagues’ work. I noticed how greater access to credit and financial insights via Open Banking might be relevant insights that could support a colleague’s work on housing futures, so I arranged a meeting with him to contribute to his upcoming cross-departmental presentation.

As a result of focusing on strategic drivers and keeping up-to-date with emerging trends, I built plausible long-term scenarios that were included in the Trend Deck. This shaped departmental understanding of data legislation and my manager commended me for drawing connections across legal, economic and ethical domains, identifying common themes, and in general being able to see the big picture. My colleague told me that my input enhanced the depth and relevance of his work.

My time writing briefings also taught me a lot about organisational skills and deadline management. Because new political developments emerged rapidly, I had to balance frequent briefing requests with my main research task. I discussed with my manager how to handle these new priorities – we added flexibility into my project and workshop deadlines so that I could dynamically respond to new requests as they arose. When multiple explainers were needed at the same time, I triaged multiple requests and made necessary trade-offs. My manager commended my ability to balance long-term research with short-term deliverables. Furthermore, part of the reason why the other teams felt they could trust me with more requests for urgent briefings is because I clearly communicated my progress and let them know if there would be any delays – although this was rarely the case.

To summarise, I believe my ability to conduct and communicate research, see the big picture, and manage competing priorities demonstrates the core competencies this role requires. My experience in policy research and academia prepared me to succeed in an analytical, stakeholder-facing role, and my believe my long-run equilibrium is one where I am using economics on a day-to-day basis.

# Rural Payments Agency

## Strategic Data Analyst

### Responsibilities (Budget Forecasting Analyst):

* Developing and maintain spend forecasting models to support both in-year and future years financial planning and budget processes.
* Analysis of historical data to identify trends and patterns to develop assumptions.
* Collaborating with cross-functional teams to gather non-data based assumptions and insights
* Collaborating with Finance and Operations colleagues to ensure a broader understanding of forecast assumptions and methodologies.
* Presenting findings and recommendations to budget holders.
* Monitoring and report actual spend against forecasts making adjustment where necessary in the case of forecast deviation.

### Essential Criteria

* Proven experience of using R to interrogate data and perform analysis.
* Experience of working in analysis using various systems to extract information.
* Experience of working with, and analysing, a large amount of data.
* Strong data analysis and problem solving skills.
* An ability to work well within a team and with a wide range of audiences.
* Excellent communication skills and the ability to discuss the findings and implications of analysis with a range of audiences, including non-analysts.
* Experience in managing your own workload and time and the ability to drive projects forward with good planning skills.
* Ability to work at pace.
* Ability to adapt well when circumstances or priorities change.

### Personal Statement (750 words):

My knowledge of quantitative tools stems from my Applied Econometrics and Advanced Micro- and Macroeconomics university modules, and the IMF’s Macroeconomic Forecasting course.

I already had strong experience in programming and computational thinking, being a seasoned web developer and programming two websites. I am familiar with R because I used it in an extracurricular environment for a policy project. I was the policy lead for the Urban Planning and Transport group, and we decided to conduct a Multi-Criteria Decision Analysis (MCDA) to assess the newly proposed Leeds tramline. We compared the likely route (constructed using press releases) with modified variants and interviewed local residents to construct weights for characteristics, such as critical risk points and travel time, and evaluated each route. The analysis for travel time, for example, was calculated by producing various isochrones for each travel route, which I learnt to do using a package in R. We also used R to run the Electre-III algorithm to rank the various routes. We found that the likely tramline was not the best route, when accounting for residents’ preferences. We were also accepted to present this research at the British Conference for Undergraduate Research (BCUR) at the LSE.

My abilities to work with large amounts of data and apply my strong analytical skills were demonstrated clearly when I applied econometric techniques to extract information about the determinants of inflation, the social benefit of green spaces, and to forecast unemployment with fan-charts. With the macroeconometrics course, I independently added SVARs, VECMs, Hodrick-Prescott filtering, and principal component analysis to my repertoire. Due to my quantitative skills, I received a 1st on my Applied Econometrics coursework and Macroeconomics exam. I am predicted a 2:1 in Advanced Microeconomics, and I passed the IMF course with 78%.

During my summer internship at the Department for Work and Pensions (DWP), I was on the Horizon Scanning and Insights team. My research topic was Data Regulation, Privacy and Ethics. My role required me to consider several perspectives, including economics. Through a thorough literature review, I forecasted the effects of new types of Smart Data licenses and proposed data storage infrastructure, concluding that these would likely improve innovation in the FinTech sector.

In the DWP, I used my ability to work together across a range of internal and external stakeholders to produce accurate horizon scans, including our in-house legal team, data analysts, colleagues, and cross-departmental teams working on related topics, such as the Smart Data team in the Department for Business and Trade (DBT). At first, I held internal informal meetings with colleagues on my team, to understand the existing state of research and their technical knowledge on related topics, such as Web3 and stablecoin innovations. I then communicated with departmental economists to understand the cost benefits associated with Third Party Data Gathering legislation. Finally, I held meetings with the Department for Business and Trade’s Smart Data team. I incorporated insights into my own policy recommendations and invited groups to my final research workshops to ensure their findings were reflected accurately. By combining expertise, my research achieved broad relevance and accuracy. I learned how to engage a range of cross-department stakeholders and interpret their specific data streams, and as a result my technical presentations received strong praise for the clarity of argument and relevance to mainstream literature.

My ability to communicate effectively to non-analysts has also been strongly demonstrated in the DWP. As stated, I designed technical workshops for economists and other stakeholders. However, I also designed non-technical workshops for my teammates. During these presentations, I made sure to reach out to audience members if they were struggling to understand, and utilised relevant real-world examples, often related specifically to their current area of research. I also ensured that technical jargon was either fully cut-out or that definitions were readily available on relevant slides. Feedback was very positive – my manager and Grade 7 praised the clarity of my delivery in my non-technical workshops, and specifically noted that despite their initial doubts my effective use of analogies allowed them to follow along.

Finally, I have extensive experience delivering high impact analysis under tight deadlines. Besides my main DWP research project, I was tasked with writing policy explainers on recent publications. I handled these new priorities by adding flexibility into project deadlines, implementing a Kanban-style framework, and communicating closely with relevant specialist teams to flesh out my analysis. My manager commended my ability to balance long-term research with short-term deliverables and my department responded positively to my explainers.

# Welsh Treasury

### Behaviour Responses

#### Seeing the Big Picture

During my internship in the Horizon Scanning and Insights team at the Department for Work and Pensions (DWP), I was responsible for developing a forward-looking evidence base on Data Regulation, Privacy and Ethics (DRPE) for inclusion in the Trend Deck, which was a strategic product used to inform long-term planning.

To produce high-quality strategic insight, I was tasked with applying core Horizon Scanning methods, such as the identification of early signals and long-term trends.

I identified signals such as regulatory shifts in the UK’s Smart Data regime and landmark data privacy court cases, and assessed how these might evolve into broader trends affecting the UK welfare system, through fraud and error on the one hand, but more effective linkages between departments on the other.

I further aligned my analysis with the wider department by recognising where my research intersected with my colleagues’ work. I noticed how greater access to credit and financial insights via Open Banking might be relevant insights that could support a colleague’s work on housing futures, so I arranged a meeting with him to contribute to his upcoming cross-departmental presentation.

As a result of focusing on strategic drivers and keeping up-to-date with emerging trends, I built plausible long-term scenarios that were included in the Trend Deck. This shaped departmental understanding of data legislation and my manager commended me for drawing connections across legal, economic and ethical domains and identifying common themes. My colleague told me that my input enhanced the depth and relevance of his work.

#### Changing and Improving

During my summer internship at the Department for Work and Pensions (DWP), I worked on the Horizon Scanning and Insights team, where I was tasked with researching the future of Data Regulation, Privacy and Ethics (DRPE) and presenting findings through workshops for both technical and non-technical stakeholders.

I was encouraged to follow best practice guidance issued by the HMRC’s Horizon Scanning team, which recommended using ‘axes of uncertainty’ in breakout-style workshops to guide discussion and build confidence bands for future scenarios. However, after reviewing the materials, I identified that the layout and wording of the axis labels were ambiguous, particularly for non-technical participants. I believed this risked undermining both engagement and the validity of the output.

I consulted with colleagues to gather feedback, and based on our discussion, I made several improvements to the materials. These included changing what the axes represented to better reflect key variables, introducing more accessible labels for wider audiences, and adding brief context boxes to clarify each scenario. I let the team know I would be implementing these changes in my first workshop, and after I was finished, I followed up with them to see what worked and what didn’t.

As a result, my workshop sessions were far more interactive, with attendees reporting greater clarity and confidence in expressing their views. My manager was particularly impressed and suggested adopting my revised format for future team sessions. This experience demonstrated my ability to challenge current practices and deliver meaningful improvements.

#### Working Together

During my internship with the Department for Work and Pensions’ Horizon Scanning team in summer 2024, I was tasked with assessing the long-term impact of developments in Data Regulation, Privacy, and Ethics (DRPE) on the Fraud, Error and Debt (FED) division.

To produce accurate horizon scans, I needed to engage with a range of internal and external stakeholders, including our in-house legal team, data analysts, colleagues, and cross-departmental teams working on related topics, such as the Smart Data team in the Department for Business and Trade (DBT).

At first, I held internal informal meetings with colleagues on my team, to understand the existing state of research and their technical knowledge on related topics, such as Web3 and stablecoin innovations. I then expanded outward, communicating with departmental economists to understand the cost benefits associated with Third Party Data Gathering legislation. Finally, I held meetings with teams helping to rollout Smart Data in the Department for Business and Trade. I incorporated their insights into my own policy recommendations, maintained an open line of communication and invited groups to my final research workshops to ensure their findings were reflected accurately.

By combining expertise across teams and departments, my research had broad relevance and accuracy. My manager and Grade 7 praised the clarity of my delivery in my non-technical workshops, particularly how I translated technical topics into policy recommendations for the whole FED division. I also learned how to engage a range of cross-department stakeholders and interpret their specific data streams.

#### Delivery at Pace

During my internship with the Department for Work and Pensions (DWP), I worked on the Horizon Scanning and Insights team, where collaboration was key to delivering research on complex, forward-looking policy areas such as Data Regulation, Privacy and Ethics (DRPE). As part of a small, cross-functional team working on high-level strategic analysis, I made it a priority to support colleagues whenever tasks became particularly demanding or ambiguous.

For example, during a busy policy week that included the King’s Speech, the Chancellor’s maiden speech, and several think tank reports, our team was tasked with producing multiple briefings under tight deadlines. One of my colleagues was new to the team and unfamiliar with the briefing format. I offered to walk them through examples, explained the expectations of our internal stakeholders, and created a short checklist to streamline the writing process. This not only helped build their confidence but also improved consistency across our outputs.

Separately, when working with fellow interns across Leeds and Sheffield offices, I helped foster a supportive environment by regularly checking in during group tasks, flagging time pressures early, and volunteering to take on additional responsibilities when others were overwhelmed. I made a point of encouraging open communication and proactively offered support or clarification when tasks were unclear or fast-paced.

My manager noted that I contributed positively to team morale and was trusted to balance my own responsibilities while helping others navigate challenges. This experience strengthened my ability to lead with empathy and contribute to effective, resilient teams.

### Experience

#### Proven ability to manage multiple tasks and prioritise to meet deadlines

When I started my internship at the Department for Work and Pensions (DWP), the general election was just three days away. As a result, the policy landscape was quickly changing and there was a need to keep the Fraud, Error and Debt (FED) division informed on key developments.

Alongside work on my main research project, which was forecasting how Data Regulation, Privacy, and Ethics (DRPE) would impact FED, I was tasked with writing short explainers on new policy developments, such as the King’s Speech, the Chancellor’s maiden speech, and several think tank papers.

I discussed with my manager how to handle these new priorities – we added flexibility into my project and workshop deadlines so that I could dynamically respond to new requests as they arose. When different FED teams requested a specific paper analysis, I communicated closely with them to deliver concise and relevant summaries. I often drew on my economic expertise to highlight particular issues or inaccuracies in papers, but where necessary, I liaised with subject-matter experts to clarify technical terms and my interpretations. I made sure to proactively update these teams on my progress throughout the day. When multiple explainers were needed at the same time, I triaged them based on time-sensitivity.

The FED division found the explainers very helpful, particularly during a high-volume policy week. Several of the teams who had requested analyses responded positively, and my manager commended my ability to balance long-term research with short-term deliverables.

#### Proven ability to use Microsoft 365 applications to enable the efficient use of colleague’s time and ensure effective outcomes

During my internship at the Department for Work and Pensions (DWP), I used Microsoft 365 tools extensively to support collaboration and deliver high-quality research on Data Regulation, Privacy and Ethics (DRPE). My work involved engaging a range of colleagues across departments, so I used Microsoft 365 to structure communication, manage resources, and make efficient use of everyone’s time.

To coordinate long-term research activities, I created structured OneDrive folders with clearly labelled sub-sections for background literature, summaries, and working drafts. This improved version control and made it easy for colleagues to locate and contribute to ongoing documents without confusion or delay.

I used Microsoft Teams to schedule and run workshops and interviews, making use of the built-in calendar, chat, and file-sharing functions to prepare participants in advance. A particularly effective feature I used was Teams Whiteboard, which allowed me to visually map ideas during workshops in real time. I structured discussions using pre-labelled axes and prompts, so participants could contribute their thoughts collaboratively. This encouraged active engagement and helped capture input clearly and efficiently, especially from non-technical attendees.

After the workshops, I summarised outcomes using OneNote and distributed action points quickly. For policy briefings, I used Word’s review and comment features to gather stakeholder feedback and finalise documents rapidly.

These tools collectively enabled me to reduce administrative burdens, support collaborative decision-making, and deliver outputs that were timely, well-organised, and easy for colleagues to engage with. My manager specifically praised the clarity and structure of my approach.

# Ministry of Defence

## Supply Chain Directorate Markets and Sectors Analyst

### Behaviour Responses

#### Communicating and Influencing

During the summer of 2024, I interned with the Horizon Scanning team in the Fraud, Error and Debt (FED) division at the Department for Work and Pensions (DWP). I researched how the evolving Data Regulation, Privacy and Ethics (DRPE) environment might impact FED over a 5-10 year time horizon. My research was segmented into a PESTLE framework (political, economic, social, legal, technological, and ethical).

I needed to communicate complex, technical findings, for example around emerging markets like Open Finance and the general FinTech sector, to colleagues and senior managers during my workshops. Once understood, they could contribute their own knowledge and expertise to my forecasts and recommendations.

I designed and delivered two workshops – one was tailored to technical audiences, such as the in-house legal team and my colleagues who were familiar with recent Smart Data innovations, while the other was tailored to my colleagues, such as my senior manager, who were unfamiliar with the jargon and practical implications. For the second workshop, I made sure to reach out to audience members if I felt they seemed to be struggling to understand and utilised relevant real-world examples, often related specifically to their current area of research.

Feedback was very positive – my manager and Grade 7 specifically noted they found the material clear and accessible due to my use of real-world examples and analogies, despite their initial doubts. My technical workshops were also well-received for their understanding of the intricacies of relevant legal precedent.

#### Leadership

In university, I co-founded a student think-tank to produce meaningful policy recommendations and give students experience in analysis and teamwork. After the policy lead for the Urban Planning and Transport group resigned due to stress and low morale, the executive team and I agreed I would step in to reinstate direction and motivation.

I felt it was important to first consult each team member and understand their contributions, working preferences, and interests, so that I could assign new tasks based on individual strengths. I created an Excel document to track progress and deadlines, which was important because we were working towards being accepted to the British Conference for Undergraduate Research and had fallen behind on time. I set a clear final deadline and broke the project into manageable weekly milestones, which I shared in a common folder for visibility.

At one point, a disagreement emerged over methodology, where one member disagreed with the direction of research because he felt he was more experienced in a traditional analytical model. However, they had already decided to use a newer model which another team member was more familiar with. To reach a compromise, I held open discussions so we could all understand the potential methodologies and we agreed to modify our plans to make use of everyone’s skills.

As a result, the team regained confidence, we completed the project on time, and were accepted to present at the conference. This experience reinforced the value of inclusive, structured, and outcomes-focused leadership.

#### Delivering at pace

When I started my internship at the Department for Work and Pensions (DWP), the general election was just three days away. As a result, the policy landscape was quickly changing and there was a need to keep the Fraud, Error and Debt (FED) division informed on key developments.

Alongside work on my main research project, which was forecasting how Data Regulation, Privacy, and Ethics (DRPE) would impact FED, I was tasked with writing short explainers on new policy developments, such as the King’s Speech, the Chancellor’s maiden speech, and several think tank papers.

I discussed with my manager how to handle these new priorities – we added flexibility into my project and workshop deadlines so that I could dynamically respond to new requests as they arose. When different FED teams requested a specific paper analysis, I communicated closely with them to deliver concise and relevant summaries. I often drew on my economic expertise to highlight particular issues or inaccuracies in papers, but where necessary, I liaised with subject-matter experts to clarify technical terms and my interpretations. I made sure to proactively update these teams on my progress throughout the day. When multiple explainers were needed at the same time, I triaged them based on time-sensitivity.

The FED division found the explainers very helpful, particularly during a high-volume policy week. Several of the teams who had requested analyses responded positively, and my manager commended my ability to balance long-term research with short-term deliverables.

#### Changing and Improving

During my summer internship at the Department for Work and Pensions (DWP), I worked on the Horizon Scanning and Insights team, where I was tasked with researching the future of Data Regulation, Privacy and Ethics (DRPE) and presenting findings through workshops for both technical and non-technical stakeholders.

I was encouraged to follow best practice guidance issued by the HMRC’s Horizon Scanning team, which recommended using ‘axes of uncertainty’ in breakout-style workshops to guide discussion and build confidence bands for future scenarios. However, after reviewing the materials, I identified that the layout and wording of the axis labels were ambiguous, particularly for non-technical participants. I believed this risked undermining both engagement and the validity of the output.

I consulted with colleagues to gather feedback, and based on our discussion, I made several improvements to the materials. These included changing what the axes represented to better reflect key variables, introducing more accessible labels for wider audiences, and adding brief context boxes to clarify each scenario. I let the team know I would be implementing these changes in my first workshop, and after I was finished, I followed up with them to see what worked and what didn’t.

As a result, my workshop sessions were far more interactive, with attendees reporting greater clarity and confidence in expressing their views. My manager was particularly impressed and suggested adopting my revised format for future team sessions. This experience demonstrated my ability to challenge current practices and deliver meaningful improvements.

## Intelligence Analyst

### Personal Statement (500 words):

# Water UK

## Regulatory Economist/Analyst

### Essential Qualifications:

* A degree (or higher) qualification in a numerate discipline such as economics, finance, mathematics or science.
* Experience in undertaking research and quantitative and/or qualitative analysis to develop and evidence credible findings and recommendations.
* Strong communication skills, including drafting and presentations. Be able to convey findings in a simple and compelling way, including through engagement with colleagues, external stakeholders and decision-makers.
* An ability to manage and prioritise between multiple projects, comfortable delivering quickly and moving swiftly between topics, and the resilience and initiative to proactively overcome challenges.
* A self-starting attitude, able to identify and pursue work with limited oversight and to get to grips quickly with new, complex topics.
* Strong interpersonal skills, with an ability to work confidently and credibly with companies, government and stakeholders.
* High degree of comfort with handling and interpreting data

### Covering Letter (500 words):

Dear Hiring Team,

I hold a First-Class degree in Philosophy, Politics and Economics and have gained professional research experience through my internship with the Department for Work and Pensions (DWP), as well as through my leadership in a student-led think tank. I am passionate about evidence-based policy advice and skilled in both quantitative and qualitative research and I believe I will fit in very well as a regulatory economist.

During university, I developed a strong foundation in economic analysis, particularly in Advanced Microeconomics and Applied Econometrics, where I achieved 71% and 75%, respectively. My microeconomics module focused on economic valuation, while my econometrics coursework required me to use Excel and STATA to explore time-series data and macroeconomic modelling. My success in handling and interpreting data led me to specialise further into data analysis, and I recently completed the IMF’s Macroeconometric Forecasting course finishing with 78%. Finally, to keep my technical communication skills sharp, I have started my own blog where I post articles analysing tax policy.

At the Department for Work and Pensions, I worked in the Horizon Scanning and Insights team, where I was tasked with exploring long-term risks and opportunities around Data Regulation, Privacy and Ethics. The subject matter was novel and technically complex, with limited prior research in the department. I synthesised information from legal sources, economic literature and internal stakeholder interviews to develop forecasts which were presented them through scenario workshops. My findings were included in the team’s evidence base and were praised by senior staff for clearly translating technical material for non-technical colleagues.

Clear communication has been central to my academic and professional work. At DWP, I regularly wrote briefing documents on topics like the King’s Speech, the Chancellor’s maiden speech, and recent think tank publications. These needed to be tailored to each team’s needs and delivered quickly. I was told my writing cut through unnecessary detail while remaining accurate, and I received follow-up requests as a result.

In the student think tank, I stepped in to lead the Urban Planning and Transport group when the original lead stepped down. I restructured the team, introduced tracking tools, and reviewed sections to ensure clarity and consistency. We completed a policy report on a proposed tramline, and due to its professional standard, we were invited to present at the British Conference of Undergraduate Research.

Both experiences taught me how to manage changing priorities. At DWP, I balanced long-term research with rapid briefing requests, working with my manager to build flexibility into deadlines. In the think tank, I reallocated tasks to fit individual strengths and kept the group on track. Across both, I worked flexibly and maintained high standards under pressure.

In both civil service and academic environments, I have enjoyed building professional relationships and engaging with stakeholders. I consulted subject-matter experts, policy colleagues, economists and legal advisors, and received positive feedback on my collaborative working style. I am excited to bring these experiences and skills to this role and would welcome the opportunity to discuss my application further.

### Covering Letter Version 2.

I hold a First-Class degree in Philosophy, Politics and Economics and gained research experience through my internship at the Department for Work and Pensions and through leading a student think tank. I am skilled in both quantitative and qualitative research and interested in applying evidence-based analysis to support regulatory policy.

At university, I developed a strong foundation in economic analysis. I achieved 71% in Advanced Microeconomics, where I focused on economic valuation, and 75% in Applied Econometrics, where I used Excel and STATA to analyse time-series data and build macroeconomic models. My success in handling and interpreting data led me to specialise further into data analysis, and I recently completed the IMF’s Macroeconometric Forecasting course finishing with 78%. Finally, to keep my technical communication skills sharp, I have started my own blog where I post articles analysing tax policy.

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I am motivated by research that supports better public outcomes. I am confident handling economic analysis, communicating findings, and managing shifting priorities. I am keen to take the next step and get involved in a team where I can learn more about practical application, while further developing my theoretical understanding of regulation and ultimately preparing myself for a master’s degree in economics.