

Person Specification and Further Information for Job Applicants



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Job Title	Performance Manager
Contract Type	This is a permanent and pensionable appointment
Business Area	Social Security Scotland
Main Location	Dundee House, 50 North Lindsay Street, Dundee DD1 1QE
Salary	£30,652.00 - £35,110.00
Nationality Requirements	<p>From 1 January 2021 the civil service nationality rules, that apply throughout the UK, will be amended to reflect the UK's exit from the European Union. It remains the case that you will be eligible to apply for any job in the Scottish Government if you are:</p> <ul style="list-style-type: none"> - a UK national or have dual nationality with one part being British; - a national of the Republic of Ireland; or - a national of a Commonwealth country. <p>In addition, you will be eligible to apply for a Scottish government job if you are:</p> <ul style="list-style-type: none"> - a national of any of the member states of the European Economic Area (EEA) or Switzerland who is already working in the UK Civil Service; - a national of any of the member states of the EEA or Switzerland who has built up the right to work in the Civil Service and has leave to remain in the UK either through the EU Settlement Scheme or limited or indefinite leave to remain; or - a certain category of family member of a relevant national of any of the member states of the EEA or Switzerland. <p>Further information about civil service nationality rules is available here.</p>
Qualification Requirements	<p>For jobs in Band B & C you must hold a minimum of 3 Highers or be able to evidence 'A clear focus on efficient and effective service delivery which meets clients' needs, gained in an operational or service delivery environment.' Other qualifications equivalent to these may also be acceptable, if you are in any doubt please contact to discuss.</p>
Working Pattern	This is a full time vacancy, however applications from people wishing to work an alternative working pattern will be considered.
Guaranteed Interview Scheme	Applicants claiming a guaranteed interview will be invited for further assessment should they meet the minimum essential criteria listed in this document.
Reserve List	In the event that further posts are required, a reserve list of successful candidates will be kept for up to 9 months.

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Security	<p>Good security is a priority for the Scottish Government and all employees play a key role in keeping the organisation safe, secure and resilient. A Baseline Personnel Security Standard (BPSS) check will be carried out as part of the pre-employment checks for this role, as is standard with all Scottish Government posts. Additional security checks may also be required if a higher level of clearance is required for this post.</p>
Further Information	<p>Further information on the post is available from Tony Day who can be contacted on tony.day@socialsecurity.gov.scot.</p> <p>If you have any queries relating to your eligibility on the grounds of Nationality or Qualifications, or if you have any difficulty applying for this role, please contact recruitment@gov.scot.</p>

Information about the Business Area

We are currently seeking applications for a Performance Manager within the Social Security based in Dundee. This is a permanent and pensionable appointment and new entrants will normally start on the minimum of the pay range. Candidates with a disability who meet the essential criteria below will be invited to the assessments. We believe that social security is a human right and we are working to make sure that people get what they are entitled to. We believe that people should be able to get support when and where they need it and this is exactly the way we will approach the delivery of the assistance that is devolved. Social Security Scotland will be built with you – not for you. Together let's build a public service to be proud of. The role offers the opportunity to manage and develop new teams in Scotland's new Social Security Agency. The development of our teams should focus on not only the 'what' but the 'how' in order to create an environment that blends human rights within all we do.

Information about the Role

This position would be ideal for someone who is empathetic, consistently able to put clients first, easily able to build trust and rapport and oversee their teams' performance to be able to identify the best solution for each client contacting the Agency. You will be joining our organisation at an exceptionally exciting time working together with our team to develop our Agency. This will require you to be adaptable and flexible in your approach as our systems and structures are established and our business develops and grows. As part of the end to end processing of operational delivery, this is an important role which may involve managing a range of duties to ensure that we provide an excellent service. The successful candidates will oversee the front line management of their operational teams within the Social Security Agency and their performance with responsibility for managing Team Managers.

Specific Duties

Core duties can include, but are not restricted to:

- Line manage, support and develop a cohort of Team Managers with counter-signing responsibility for Client Advisors.
- Build and maintain a constructive and encouraging team environment where your teams understand their contribution to the Agency.
- Act as a role model who will demonstrate commitment to making sure that enquiries are dealt with sensitively, appropriately and consistently.
- Ensuring Team Managers are investigating and handling complaints with due diligence and in accordance with our processes and procedures, acting as a point of escalation when required.
- Co-ordinate the delivery of our services by using available management information to plan and organise necessary resource to meet fluctuating business demands.
- Liaise with internal and external stakeholders to ensure minimal disruption from system issues and service releases by considering potential risks and impacts.
- Manage changes to policy and processes efficiently and constructively.
- Seek to find new solutions to improve business processes, quality and client satisfaction.
- Engage with the other functions to provide cross-area support to meet the business needs as and when required.

Essential Criteria

You will be asked to provide evidence of how you meet these criteria in your application.

1. A clear focus on efficient and effective service delivery which meets clients' needs, gained in an operational or service delivery environment
2. Proven line management experience and a track record of influencing teams to develop and reach their potential
3. Involvement in driving continuous improvement for the benefit of stakeholders, staff and clients
4. Experience of engaging with and developing staff to build resilience to handle change in an environment which is evolving

During the application process you will be asked to provide specific evidence based examples to demonstrate how you meet the criteria. Please ensure that provide specific evidence – you may wish to follow to STARR format (Situation, Task, Action, Result, and Reflection).

- Situation – give a *brief* outline of the context
- Task – What did you want to achieve? What were your aims / objectives?
- Action – What did you personally do?
- Result – What was the result?
- Reflection - Do you have reflections on the event? How have you applied this learning since? What would you do differently next time?

Where the criteria states that you must hold a qualification, you need only state that you do or do not hold the qualification and provide any other information you feel relevant. We would recommend that you prepare your answers before you begin the online application process.

Competencies Required

Here are details of the Competencies required for this role and you will be tested against these competencies if you are invited to attend the interview/assessment.

- [Scottish Government Competencies \(PDF\)](#)
- [Competencies for Band B Roles \(PDF\)](#)

Political Activity

All appointees to the Civil Service must be able to fully comply with the requirements of the [Civil Service Code](#) and are expected to carry out their role with dedication and a commitment to the Civil Service and its core values: which are Honesty, Integrity, Objectivity and Impartiality. As part of this, some restrictions are placed on political activity. You will see that there is a question regarding such activity on the application form. A positive response to this question should not affect the consideration of your application, but is likely to mean that you will be asked additional questions at interview. What you then say at interview will clarify if you meet the requirements of the Civil Service Code.

The Civil Service Code states that:

You must

- Serve the government, whatever its political persuasion, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this code, no matter what your own political beliefs are
- Act in a way which deserves and retains the confidence of ministers, while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future government
- Comply with any restrictions that have been laid down on your political activities

You must not

- Act in a way that is determined by party political considerations, or use official resources for party political purposes
- Allow your personal political views to determine any advice you give or your actions.

Pre-Employment Security and Eligibility Checks

If you are successful, and are not currently a serving member of the Civil Service, we will as part of the Scottish Governments pre-employment process carry out the following enquiries into your identity, employment/academic history, nationality and immigration status, 'unspent' criminal record (Disclosure certificate), health and other matters, to ensure that you are qualified for the appointment.

Further details on these checks are available to view [here](#).

Completion of Pre-Employment Security and Eligibility Checks

When the pre-employment enquiries are satisfactorily completed to our standard, we will then make you a formal offer of appointment and you will be expected to take up appointment as soon as possible. If you have any question about our pre-employment checks please do not hesitate to get in touch.



Selection

We have a two stage selection process. The first stage is where we review your application form to decide if it does or does not meet the Essential Criteria. Those who meet the Essential Criteria will normally be selected for the next stage of assessment. It is therefore important that you complete your application as fully, but concisely, as possible to demonstrate how you meet the criteria for the post. Please ensure that you study the selection criteria carefully before you complete your application.

The next stage of assessment will be a competency based interview and in most circumstances this will be accompanied by other forms of assessment such as a presentation or written test. You will be given further details about the competency based interview and other assessment elements with your letter of invitation. The data we collect throughout the selection process will be held and used in accordance with the terms of the Data Protection Act.

Interview Expenses

Travel and subsistence expenses incurred during the selection process are the responsibility of the applicant.

Diversity Monitoring Form

Information given on the diversity monitoring form will be treated in strictest confidence and will be retained by HR for monitoring purposes. It will be kept separately from your application form and will not be made available to those involved in the selection decision. Guidance on the Diversity Monitoring Form and why we ask you to complete it is available on our [website](#).

Disability

We are participants in the Jobcentre Plus “Positive about Disabled People” scheme. Under the terms of the scheme, all candidates who consider themselves to be disabled in terms of the Equality Act 2010, and who meet the essential minimum criteria for the post, will be guaranteed an interview. Note: The Equality Act 2010 states that a person has a disability if they have a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. A 'substantial disadvantage' is a disadvantage which is more than minor or trivial. 'Long-term' means that the effect of the impairment has lasted or is likely to last for at least twelve months (there are special rules covering recurring conditions). Further guidance in relation to the meaning of disability is accessible on the Equality and Human Rights Commission [website](#).

We will also ensure that we consider and implement any reasonable adjustments you may require to attend for interview or during the course of your employment, should you be successful in securing a post.



Starting Salary

We expect that all new entrants will join us on the minimum of the advertised pay range.

Working Pattern

The standard working week is a 5 day week of 37 hours, net of lunch breaks. You may have the scope to participate in the Scottish Government's flexible working scheme. Consideration will be given to candidates interested in part-time or other non-standard working patterns and in-line with best practice, the Scottish Government has extended to all staff the right to request a flexible working pattern. All requests will be seriously considered.

Annual Leave (pro rata for part-time)

You will have an annual leave allowance of 5 weeks, rising to 6 weeks after 4 years. In addition, the Scottish Government observes 11½ days public and privilege holidays, dates of which are set annually.

Probation

You will be required to serve a probationary period of 9 months and confirmation of your appointment is dependent on the satisfactory completion of this probation period in terms of performance, conduct and attendance.

Travel and Subsistence

Subsistence allowances and travelling expenses on official duty are paid. The cost of normal daily travel between home and office is not reimbursable.

Sick Absence

You are expected to attend for work. However, we do recognise that 100% attendance may not be possible on occasions when you are unwell. We have an attendance management policy in place that makes it clear the level of attendance that the Scottish Government expects and what may happen if this cannot be achieved. The policy outlines the support offered to staff during periods of illness and the assistance available to help them back to work.

Retirement

The Scottish Government has a "no retirement age" policy for staff in Bands A-C. This means that you are free to continue in employment for as long as you wish. Continued employment will remain subject to the normal rules concerning performance, conduct and attendance.



Outside Activities

As a civil servant, you may not take part in any activity which would in any way impair your usefulness to the Service, or engage in any occupation which may conflict with the interests of the Scottish Government or be inconsistent with your official position. Subject to these conditions, and in some circumstances prior permission being sought, work of a minor or short-term nature (for example, vacation work or work after hours) is normally allowed. Also for health and safety purposes you should notify HR if you have more than one job. You will also be subject to certain restrictions, depending on your grade and the nature of your work, on national and local political activities. These include standing as a candidate in parliamentary or local authority elections, or canvassing on behalf of candidates; and expressing views on matters of political controversy in public speeches or publications.

The Civil Service Commission

The Department's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition. Details of how this principle should be applied can be found at the Civil Service Commission [website](#). If you feel that your application has not been treated in accordance with the Commission's guidance and you wish to make a complaint, you should write to Head of Resourcing, F Spur, Saughton House, Broomhouse Drive, Edinburgh, EH11 3XD in the first instance. If you are not satisfied with the response you receive, you can contact the Office of the Civil Service Commission.

Civil Service Values

As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: Integrity, Honesty, Objectivity and Impartiality. These values are set out in the [Civil Service Code](#).

'Integrity'

Putting the obligations of public service above your own personal interests;

'Honesty'

Being truthful and open;

'Objectivity'

Basing your advice and decisions on rigorous analysis of the evidence; and

'Impartiality'

Acting solely according to the merits of the case and serving equally well Governments of different political persuasions.