

Person Specification and Further Information for Job Applicants



Scottish Government
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Job Title	Head of Business Change
Contract Type	This is a permanent and pensionable appointment
Business Area	National Record Scotland
Main Location	Ladywell House, Edinburgh, EH12 7TF
Salary	£49,420 - £61,617
Nationality Requirements	<p>Nationality requirements</p> <p>This job is broadly open to the following groups:</p> <ul style="list-style-type: none"> • UK nationals • nationals of Commonwealth countries who have the right to work in the UKs • nationals of the Republic of Ireland • nationals from the EU, EEA or Switzerland with (or eligible for) status under the European Union Settlement Scheme (EUSS) • relevant EU, EEA, Swiss or Turkish nationals working in the Civil Service • relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service • certain family members of the relevant EU, EEA, Swiss or Turkish nationals
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.
Security	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.

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Further Information	<p>Further information on the post is available from Carla McHendry via email at Carla.mchendry@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>
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Information about the Business Area

National Records of Scotland (NRS) is a Non-Ministerial Department of the Scottish Government. Our purpose is to collect, preserve and produce information about Scotland's people and history and make it available to inform current and future generations.

Information about the Role

The Head of Business Change is a senior leadership role reporting to the Delivery Director in the newly created NRS Delivery Directorate. At a time of significant change and delivery priorities this role will be instrumental in the establishment and development of a centralised corporate change function to enable the delivery of the NRS strategic objectives.

Specific Duties

Establishment and leadership of the NRS change management function. To include:

- Developing a sustainable change strategy to support the transformational objectives of the organisation.
- Establishing a centralised corporate change function and securing skills and expertise needed to develop NRS change maturity.
- Engaging with NRS senior management e.g. Directors, Project Sponsors and Service owners, to provide consultancy and guidance for all phases of the change life cycle. Developing thorough approaches to anticipate and minimise impact of planned change across the organisation.
- Lead the development of change initiation and business case development. Ensuring all aspects of change – people, data, process and system – are considered.
- Work collaboratively with colleagues to prioritise and approve the NRS change ideas and priorities, ensuring the organisation is focusing on the right initiatives.
- Ownership of processes, guidance, documentation and engagement needed to develop the project and change maturity of the organisation.
- Lead, engage and embed the change management arrangements across NRS.
- -Work collaboratively with the Census 2022 PMO team to prepare a comprehensive plan to transition skills, knowledge and lessons learnt.

Create a culture across the organisation to support, enable and empower people to deliver change. To include:

- Ownership and development of a change toolkit.
- Creation of a change portal providing online tools and support to navigate the project lifecycle and governance.
- Development, communication and adoption of change methodology and approaches.
- Responsible for consistent clear documentation and comprehensive guidance to underpin the NRS change process.
- Work collaboratively with HR and Organisational Development colleagues to develop change profession career pathways and support.
- Provide training and development resources.
- Establish and lead local change 'champion' network.
- Lead on change communication and engagement plans.
- Share case studies and lessons learnt.
- Offer mentor and coaching in change management practices.



Development and management of centre of excellence in change management. This will include:

- Provide consultancy expertise, guidance and delivery of the business change elements of key NRS programmes such as: Digitisation, Future working, Data strategy.
- Work with colleagues to ensure lessons are shared and learnt, change is embedded in the organisation and benefits are tracked and realised.
- Lead, support and champion the use of continuous improvement techniques and tools across NRS. Empowering colleagues to make local changes.
- Leading and enabling a corporate approach to service design. Ensuring a user-centric approach to change is adopted.
- Lead on innovation in NRS. Responsible for capturing and developing new ideas, opportunities and partnerships that support NRS' transformative ambitions. Propose and support different change approaches, re-use opportunities, identify synergies and collaboration prospects.
- Work collaboratively with stakeholders across NRS, particularly IT, Organisational Development and Census 2022 to develop the corporate change maturity needed to deliver the NRS Strategy.
- Engage with change professionals across Scottish Government and other organisations to share change management best practice methodology & processes. Foster strong relationships and partnerships to identify learning opportunities and support.
- Represent the NRS Delivery Directorate internally and externally and deputise for Delivery Director as needed in various Board and Governance forums.
- Lead, manage and mentor the NRS Business Change team (initially B3 and B2 change analysts).

Essential Criteria

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

1. Proven experience of delivering significant project and change programmes.
2. Demonstrable experience of leading and building teams and the ability to work well across an organisation to build the capacity for change.
3. Strong track record of shaping change initiatives, business case development and securing buy-in.
4. Excellent communication and engagement skills that have resulted in the building of effective cross-functional relationships.

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.

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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 C 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.