



## Wales Office | Swyddfa Cymru

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Ref:09FOI 283

22 October 2009

Mr David Jones  
[request-18901-  
c67e81a1@whatdotheyknow.com](mailto:request-18901-c67e81a1@whatdotheyknow.com)

Dear Mr Jones

Thank you for your e-mail on 30 September 2009 under the Freedom of Information Act 2000 requesting further information on recruitment and temporary promotion. I am sorry if our earlier efforts to clarify the position have made things less clear.

In the first part of your request, you asked for clarification relating to the cases of temporary promotion extending beyond 12 months. I can confirm that there have been 9 occasions when this has occurred since 1 April 2004 (however there were only 3 at the time of our response to your initial Freedom of Information Act request on 27 August 2009). Details are set out in the table at Annex A. In compiling the table I noticed that the post of Principal Private Secretary to the Secretary of State was incorrectly listed in a table we sent you previously as having received temporary promotion since 2005-06. That is not the case. The error arose because the individual concerned had been on temporary promotion before joining the Wales Office but this payment ceased on recruitment and was only re-instated when the post was re-graded as a Deputy Director-level post in May 2008.

I regret that we are not able to provide papers setting out justifications relating to temporary promotion extending beyond 12 months. As an associated office of the Ministry of Justice (MoJ), the Wales Office follows MoJ recruitment and promotion procedures. In line with the MoJ's Employee Records Retention Schedule "promotion and temporary responsibility arrangements documentation" is destroyed "after the summary is noted" and consequently we do not hold any relevant information. However, I have provided an explanation for each case of temporary promotion in the table at Annex A, and I hope that this is helpful.

In relation to your request for all related recruitment papers for the last 12 months, we have produced a further table attached as Annex B, outlining the key elements of the process for all lateral and promotion moves and related adverts for each. As outlined previously, recruitment is not required for periods of temporary promotion but forms part of the pay flexibilities policy, of which the relevant section is attached at Annex C for your information.

Finally, you are right that “regarded” was a mistype, and should have been “re-graded”. I am sorry for any confusion over this error. Re-grading is not undertaken internally within the Wales Office and was a function of the MoJ until August 2008. As a result, we do not hold any relevant information, although you may wish to forward this part of your request to the Ministry of Justice.

I hope that this response provides the clarification you were seeking. If you are unhappy with the decision made in relation to your request, you may ask for an internal review. You should contact Fiona Adams-James, Director of the Wales Office at the above address if you wish to complain.

If you are not content with the outcome of any internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at:

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

If you have any queries about this letter, please contact me at the above address. Please remember to quote the reference number above in any future communications.

*Yours sincerely,*

A handwritten signature in black ink, appearing to read "Stephen Knight", written over a horizontal line.

Stephen Knight  
Freedom of Information Unit

**ANNEX A – LIST OF TEMPORARY PROMOTION OCCASIONS EXTENDING BEYOND 12 MONTHS**

**FROM 1 April 2004 - 28 October 2009**

<b>Year commencing/ Job Title</b>	<b>Grade of Post</b>	<b>Length on TP</b>	<b>Justification</b>
<b>2003-04</b> Head of Economic Affairs	G7	22 mths	Substantive G7 left. Post advertised through fair and competition on a Deputising basis. Not offered substantively as National Assembly for Wales did not want to increase its headcount at this level. Post-holder returned to NAFW in his substantive grade as SEO.
Policy Adviser	HEO	20 mths	To cover above post-holder's role.
<b>2004-05</b>	<b>None</b>		
<b>2005-06</b> Private Secretary to Parliamentary Under Secretary of State	SEO	15 months	Post re-graded and current post-holder offered TP until post advertised. Individual successful following fair and open competition in being promoted substantively.
Legislative Policy Adviser	SEO	17 mths	Post re-graded. Post-holder offered TP until post advertised. Individual successful following fair and open competition in being promoted substantively
HR Manager	SEO	3 yrs 6 mths	HEO post advertised but no appointment made. Post broadened to include Freedom Of Information (FOI) management and offered on a TP basis. Post holder returned to Welsh Assembly Government to a post at their substantive grade.
<b>2006-07</b>	<b>None</b>		
<b>2007-08</b> Head of Policy and Strategy & Deputy Director	SCS	30 mths	Post re-graded. Post-holder offered TP until post advertised. Individual unsuccessful following fair and open competition. Post holder to return to Welsh Assembly Government at substantive grade next month
Legislative Programme Manager	SEO	16 mths	Post re-graded. Post-holder offered TP until post advertised. Postholder successful following fair and open competition in being promoted substantively.

Year commencing/ Job Title	Grade of Post	Length on TP	Justification
<b>2008-09</b>	SCS	15 mths	Deputy Director post established May 2008. Post-holder offered TP until post advertised. Individual successful following fair and open competition in being promoted substantively.
Principal Private Secretary to Secretary of State	SCS	15 mths	Previous Post holder moved to different role at Deputy Director level. Post holder chose not to compete in the fair and open competition and returned to the Welsh Assembly Government at substantive grade in September 2009.
<b>2009-10</b>	None		

## ANNEX B – TABLE OUTLINING RECRUITMENT ACTIVITY

### 2009-CURRENT DATE

Job Title	Grade	Job reference	Closing date	No. of apps*1	Sift date	No. sifted	Interview date	No. Appt'd*2	P or L*3	Reserve	Comments
Policy Officer	EO x 3	WO831	11/09/09	4	22/09/09	3	02/10/09	3	2P 1L	0	
Parliamentary Clerk	HEO x 1	WO 832	28/08/09	10	11/09/09	4	01/10/09	1	P	1P	
Policy Advisers	HEO x 3	WO 830	10/07/09	4	16/07/09	3	04/08/09	3	3P	0	
Director, Wales Office	SCS	No advert available as nominations for this post was sought via the Permanent Secretary		3		3		1	1L	0	1 candidate withdrew pre interview
Principal Private Secretary to SoS	SCS	No ref	13/07/09	3		3	21-22/07/09	1	1P	0	
Deputy Director Strategy, Economy & Policy	SCS	No ref	13/07/09	3		3	21-22/07/09	1	1P	0	

Apps\*1 = Applicants

Appt'd\*2 = Appointed

P or L\*3 = Promotion or Lateral appointment

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**2009-CURRENT DATE continued**

<b>Job Title</b>	<b>Grade</b>	<b>Job reference</b>	<b>Closing date</b>	<b>No. of apps*1</b>	<b>Sift date</b>	<b>No. sifted</b>	<b>Interview date</b>	<b>No. Appt'd*2</b>	<b>P or L*3</b>	<b>Reserve</b>	<b>Comments</b>
Deputy Director Legislation and Cabinet Support	SCS	No ref	13/07/09	5	16/07/09	5	21-22/07/09	1	1P	0	
Executive Asst	EA (EO equivalent)	No ref		1		1		1	1L	0	Appt'd on basis of application
Strategic Policy Adviser	SEO	WO 829	06/02/09	7	15/02/09	4	24/02/09	2	1P	1P	Reserve candidate appointed within 12 months when second Policy Branch established
Head of Human Resources	G7	No ref		1		1		1	1L	0	Appt'd on basis of application
Strategic Policy Adviser	SEO	WO 829	06/02/09	7	15/02/09	4	24/02/09	2	1P	1P	

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Finance Officer	AO	NA		1				2	1L		Person transferred from Redeployment Pool
Legislation Programme Manager	SEO	WO 828	23/01/09	3	15/02/09	3	24/02/09	1	1P	1P	
Policy Advisers	HEO x 3	4311/08 No advert available as this exercise was run by MOJ not Wales Office						3	3P		This was an external recruitment by MOJ where 3 of our existing staff were appointed to vacant posts on successful promotion
Head of Leg Prog Team	G7	WO 827	18/11/08	2	27/11/08	2	08/12/08	1	1P	0	1 interview candidate withdrew
Information Officer	IO (HEO equivalent)	WO 3008	23/09/08	1	07/10/08	1	17/10/08	1	1L	0	

Apps\*1 = Applicants

Appt'd\*2 = Appointed

P or L\*3 = Promotion or Lateral appointment

## ANNEX B – TABLE OUTLINING RECRUITMENT ACTIVITY

2008-09 continued

Job Title	Grade	Job reference	Closing date	No. of apps* 1	Sift date	No. sifted	Interview date	No. Appt'd* 2	P or L*3	Reserve	Comments
Branch Support Officer	AO	NA						1	NA		Person taken from agency on FTA
Legislation Policy Officer	EO	NA						1	NA	0	Person taken from agency on FTA
PS to SoS	SEO	NA						1	1L		T transfer between Private Officers to meet business need
Head of Corporate Governance	G7	WO 826	05/06/08	3	08/09/08	3	25/09/09	1	1P	0	
Head of Corporate Services	G7	WO 825	05/06/08	3	08/09/09	3	01/10/09	1	1L	0	
Senior Policy Advisers	SEO x 2	WO 824	05/06/08	3	20/06/07	3	01/10/09	2	2P	0	1 as Cabinet Support Officer
Senior Legislative Policy Advisers	SEO x 2	WO 823	05/06/08	5	20/06/08	4	10/07/08	2	2P	0	1 interview candidate withdrew

Apps\*1 = Applicants

Appt'd\*2 = Appointed

P or L\*3 = Promotion or Lateral appointment

## ANNEX B – TABLE OUTLINING RECRUITMENT ACTIVITY

2008-09 continued

Job Title	Grade	Job reference	Closing date	No. of apps* <sup>1</sup>	Sift date	No. sifted	Interview date	No. Appt'd* <sup>2</sup>	P or L*3	Reserve	Comments
Legislation Programme Manager	SEO	WO 822	05/06/08	3	20/06/07	1	10/07/08	1	1P	0	
Policy Adviser	HEO x 2	WO 821	08/05/08	6	12/05/08	4	19/06/08	1	1P	0	1 appt'd candidate withdrew. 1 filled with HEOD (Fast streamer)
PPS to SoS	SCS	No ref	31/01/08					1	1TP	0	Previous post-holder re-instated
Head of Policy Briefing	G7	WO719	06/12/07	5	19/01/08	3	31/01/08	1	1L	1R	Reserve candidate appointed within 12 months when second Policy Branch established
Assistant Private Secretary	EO	WO716	31/05/07	3	05/06/07	2	13/06/07	1	1P	1R	Reserve candidate appointed within 12 months when successful candidate left

Apps\*1 = Applicants

Appt'd\*2 = Appointed

P or L\*3 = Promotion or Lateral appointment

## Annex C - Temporary responsibility allowance

Managers need to cover short-term projects or temporary pieces of work, staff absences such as maternity leave or medium term sickness, or to deal exceptionally with peaks of work on a temporary basis. Managers need to be able to adequately reward staff to give them sufficient incentive to take on additional responsibilities.

We propose a three-tier set of allowances to reward staff taking on additional responsibilities outside their normal day to day role:

□ additional responsibilities at the same level – 5% of current base salary, maximum period 12 months;

□ increased responsibilities at the level of the next Band – 10% of current base salary or Band Minimum of the role being covered, whichever is the greater, maximum period two years;

□ significant additional responsibilities – 15% of current base salary or Band Minimum of role being covered, whichever is greater, maximum period two years.

The allowance is non-consolidated but pensionable. The allowance will continue to be paid in full even if the sum of salary and the allowance takes a member of staff above the Target Maximum or Band Maximum.

It is important to note that these allowances are to cover temporary additional responsibilities. The current length of time that posts are filled on temporary promotion is unacceptable. Staff should not be asked to cover the work of colleagues on a sustained basis or to take on major additional projects without consideration being given to how their other duties will be managed. Such an approach:

- is not consistent with rules on fair and open competition;
- may threaten the work life balance of staff;
- may compromise the effective achievement of departmental objectives.

If a member of staff is being asked to take on additional responsibilities for a sustained period, this should be reflected in their job description, the job evaluated and if necessary advertised so that the member of staff has the opportunity to apply for the post substantively under fair and open competition. If they are unsuccessful the payment of the allowance ceases and staff will be supported in finding an alternative post in their substantive pay band.

The payment of the allowance will therefore be subject to time limits that should be agreed at the beginning of the period. Where it is not possible to agree a precise date then a period for review of the allowance should be agreed. The allowance should not be payable for less than five days or more than six months in the first instance.

Reviews must then be conducted on a six-monthly basis in the absence of a defined end date. No member of staff should be asked to perform additional duties and therefore receive a temporary responsibility allowance (TRA) for longer than two years.

The allowance can cease being paid before the date agreed if circumstances change e.g. a member of staff returns from a period of prolonged sick absence before the date anticipated. When the TRA ceases a member of staff may not receive the allowance again for the same reason for a period of three months.

<b>Pay Span or Grade equivalent</b> IO/HEO		<b>Job title</b> Wales Office Press Officer	
<b>Pay Band</b> HEO		<b>Location</b> Gwydyr House, Whitehall, London	
<b>Applications</b>	<a href="mailto:Claire.butler@walesoffice.gsi.gov.uk">Claire.butler@walesoffice.gsi.gov.uk</a> or <a href="mailto:Ruma.husain@walesoffice.gsi.gov.uk">Ruma.husain@walesoffice.gsi.gov.uk</a>		
<b>Telephone</b>	020 7270 0530 (GTN 7270 0530) / 020 7270 0586	<b>Email</b>	<a href="mailto:Claire.butler@walesoffice.gsi.gov.uk">Claire.butler@walesoffice.gsi.gov.uk</a>
<b>Quote ref number</b>	WO3008 (IO)	<b>Closing Date:</b> 23 <sup>rd</sup> September 2008  <b>Completed Application forms should be sent to Claire Butler, HR Manager, Wales Office, Gwydyr House, Whitehall, London SW1A 2NP</b>	

Could you help be Wales' voice in Westminster and Westminster's voice in Wales? The Wales Office is looking for an enthusiastic and able communicator to join its small and friendly press office. You would be working alongside a Grade 6 Head of Communications and Senior Information Officer to provide a high quality media support for the Secretary of State for Wales and Wales Office Minister.

This is an exciting and challenging opportunity to play a central role in the Welsh devolution process in Westminster and Cardiff Bay, working closely with Ministers, officials and stakeholders

#### **Organisational background**

Established in 1999, the Wales Office supports the Secretary of State for Wales in ensuring the smooth working of the devolution settlement in Wales, and representing Welsh interests within the UK Government and the UK Government in Wales. It is Wales' voice in Westminster and Westminster's voice in Wales.

With offices in Whitehall and Cardiff Bay, the Wales Office is responsible for handling Welsh legislation in Parliament. The Secretary of State for Wales also chairs three Cabinet Committees, and is the UK Minister responsible for digital inclusion, as well as overseeing the British Irish Council and the Joint Ministerial Committees with the devolved administrations.

#### **Job profile**

The post holder will help to deliver the communications and media priorities for the Wales Office as part of a small and dedicated team of press officers. Day-to-day duties will cover all aspects of press office work, including: writing press notices and articles for media; responding to press enquiries; handling interview bids; providing media handling advice to ministers and colleagues; accompanying ministers on official visits; and monitoring the media.

In addition, the Information Officer will have specific responsibilities for: preparing weekly media update reports for the Secretary of State and Minister; and managing the content of the Wales Office's English and Welsh language websites.

This is a great opportunity to work closely with ministers and play an active part in the modern governance of post-devolution Wales.

Although based in Whitehall, the successful candidate will be expected to also work from the office in Cardiff Bay as required and accompany Ministers on visits across Wales.

This job has also been advertised on the GCN.

**If you would like to discuss this job please contact:** Andrew Mathias or Kate Williams  
on 0207 270 0565/0566

### 3.1 Person specification and Competences

Please list here the key job objectives and the main duties of the post, including any resource and/or staff management responsibilities.

The post holder will help to deliver the communications and media priorities for the Wales Office as part of a small and dedicated team of press officers. Day-to-day duties will cover all aspects of press office work, including: writing press notices and articles for media; responding to press enquiries; handling interview bids; providing media handling advice to ministers and colleagues; accompanying ministers on official visits; and monitoring the media.

In addition, the Information Officer will have specific responsibilities for: preparing weekly media update reports for the Secretary of State and Minister; and managing the content of the Wales Office's English and Welsh language websites.

The post requires excellent personal communication skills and relevant experience in media or public relations. You will have an understanding of the political environment in Westminster and Cardiff Bay. The ability to speak Welsh would be an advantage.

#### GCN Core Skills

Communications – drafting, layout and design  
Channels and technologies  
Business knowledge and communication environment  
Relationships/account management

### 3.2 Core competences required for the job

	Competence	Outcome	Give examples of how these will be demonstrated in the job you are filling.
1	Communications – Drafting, Layout and Design (GCN)	Produces clear, persuasive and accessible communication products	<ul style="list-style-type: none"> <li>Writes clearly, concisely and accurately in plain English for all formats</li> <li>Identifies what issues will be of media interest</li> </ul>

2	<b>Channels and Technologies (GCN)</b>	Uses the most effective and appropriate channels and technologies to deliver communications	<ul style="list-style-type: none"> <li>• Aware of the rapid changes taking place in the media world</li> <li>• Understands channels available to reach target audience</li> </ul>
3	<b>Business Knowledge and Communication Environment (GCN)</b>	Understands organisation's business and how communication supports it; is aware of the wider communication context and GCN; is fully aware of and applies propriety guidelines	<ul style="list-style-type: none"> <li>• Understands the pressure from and demands of Ministers/Chief Executives and officials</li> <li>• Keeps up to date with current affairs and is aware of the broader political/government context</li> <li>• Knows what information can and cannot be released</li> </ul>
4	<b>Relationship/Account Management (GCN)</b>	Understands, responds to and satisfies communications needs of diverse audiences – clients, government, stakeholder groups, partners, media, and employees; builds and maintains constructive relationships and balances different demands.	<ul style="list-style-type: none"> <li>• Develops and sustains stakeholder relationships using appropriate channels to keep them informed</li> <li>• Develops and nurtures excellent contacts with newspapers and broadcasters</li> </ul>
5	<b>Communication (WO)</b>	Communicating effectively and appropriately to achieve the task	<ul style="list-style-type: none"> <li>• Identify key points from complex information/sources and present them briefly, persuasively and logically</li> <li>• Identify themes and messages and ensure they are promoted and accessible to all</li> </ul>
6	<b>Working as a team (WO)</b>	Working effectively with other people and using the diversity of the team to create a working environment which helps achieve the task	<ul style="list-style-type: none"> <li>• Adapt how you communicate depending on the audience</li> <li>• Know how and when to consult experts and value their advice to make sure te team is supported</li> </ul>

### 3.3 Other skills and experience

List here any desirable skills or experience for the job, such as computer or language skills. These can be used as additional sift criteria if the advertisement attracts a lot of applicants who have the required Core Competences.

The ability to speak Welsh would be an advantage.

### 3.4. Additional requirements

Please use this space to give any additional requirements of the job such as **essential** travelling, anti-social or long hours or overnight stays.

Although based in Whitehall, the successful candidate will be expected to also work from the office in Cardiff Bay as required and accompany Ministers on visits across Wales.

**Comment [DS1]:** Trying to encourage people not to include non essential things like long hours that may deter certain candidates – carers etc

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<p>Could you help be Wales' voice in Westminster and Westminster's voice in Wales? The Wales Office is looking for an enthusiastic and able communicator to join its small and friendly press office. You would be working alongside a Grade 6 Head of Communications and Senior Information Officer to provide a high quality media support for the Secretary of State for Wales and Wales Office Minister.</p> <p>This is an exciting and challenging opportunity to play a central role in the Welsh devolution process in Westminster and Cardiff Bay, working closely with Ministers, officials and stakeholders</p> <p><b>Organisational background</b></p> <p>Established in 1999, the Wales Office supports the Secretary of State for Wales in ensuring the smooth working of the devolution settlement in Wales, and representing Welsh interests within the UK Government and the UK Government in Wales. It is Wales' voice in Westminster and Westminster's voice in Wales.</p> <p>With offices in Whitehall and Cardiff Bay, the Wales Office is responsible for handling Welsh legislation in Parliament. The Secretary of State for Wales also chairs three Cabinet Committees, and is the UK Minister responsible for digital inclusion, as well as overseeing the British Irish Council and the Joint Ministerial Committees with the devolved administrations.</p> <p><b>Job profile</b></p> <p>The post holder will help to deliver the communications and media priorities for the Wales Office as part of a small and dedicated team of press officers. Day-to-day duties will cover all aspects of press office work, including: writing press notices and articles for media; responding to press enquiries; handling interview bids; providing media handling advice to ministers and colleagues; accompanying ministers on official visits; and monitoring the media.</p> <p>In addition, the Information Officer will have specific responsibilities for: preparing weekly media update reports for the Secretary of State and Minister; and managing the content of the Wales Office's English and Welsh language websites.</p>			

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<b>Pay Band A</b>		<b>Job title Head of Legislation</b>	
<b>Salary range National Plus for Cardiff</b>		<b>Programme Management Team</b>	
<b>Inner London for London</b>		<b>Location Cardiff/London</b>	
<p>The Wales Office operates under the umbrella of the Ministry of Justice, but reports to the Secretary of State for Wales. It plays a key role in promoting the interests of Wales in policy formulation by the UK Government.</p> <p>The postholder will play a key role in helping manage and deliver a legislative programme for Wales. The role involves close engagement with the legislative plans of both UK and Welsh Assembly Governments, often acting as an important intermediary as issues are discussed and resolutions sought to any problems that arise. It also involves working closely with Ministers, providing high quality advice and support as they fulfil their Parliamentary and public duties. The postholder will lead and develop a small team (1 SEO and 2 EOs), as well as support the Head of Legislation on corporate issues within the Branch (eg risk registers, business plans etc).</p>			
<b>If you would like to discuss this job please contact:</b> Glynne Jones, 0207 270 0552			
<b>Work options which will be considered:</b> Part time/Compressed Hours – not less than 4 days per week			
<b>Transfer terms which will be considered:</b> None			
<b>Closing date for applications:</b> 5pm Weds 19 <sup>th</sup> November 2008			
Job pack from	Claire Butler or Ruma Husain		
Telephone	0207 270 0530	Email	<a href="mailto:claire.butler@walesoffice.gsi.gov.uk">claire.butler@walesoffice.gsi.gov.uk</a> <a href="mailto:ruma.husain@walesoffice.gsi.gov.uk">ruma.husain@walesoffice.gsi.gov.uk</a>
Quote ref number	WO0827		



## Wales Office: HR Manager

The Wales Office seeks an HR Manager, to help it through the next phase of its development, and to secure HR transactions from partner bodies. The post gives opportunity for strategic HR development and to contribute widely to the Office's management and performance, particularly in staff engagement, and corporate performance. The post will be in London, on detached duty terms through a standard 2 year loan. Expressions of Interest from candidates up to Grade 7 welcomed no later than COP on 28 March 2009.

### Contact details for further information:

Alan Cogbill  
Tel: 020 7270 0558  
e-mail: Alan.Cogbill@walesoffice.gsi.gov.uk

The Wales Office is an associate of the Ministry of Justice (MoJ) but reports exclusively to the Secretary of State for Wales. It plays a key role in promoting the interests of Wales in policy formation by the UK Government, representing UK Departments' policies in Wales, and managing the devolution settlement. Staff need the versatility to engage in a wide range of subjects, variously briefing on, assessing, aiding discussions on and presenting issues.

### Purpose of the role

The Office has 60 staff, split between London and Cardiff, most being MoJ staff but many on loan from the Welsh Assembly Government. The job is to manage the complex HR service for Wales Office staff and Ministers. The person will understand the Office's relationship with the Welsh Assembly Government and Ministry of Justice, and how the HR policies of those bodies affect Wales Office staff. They will develop distinctive Wales Office HR policies where needed. They will understand the Office's aims and objectives and work with the Wales Office Management Board to set strategic plans to deliver them. The postholder will manage all Wales Office recruitment, handle casework and deal with HR problems and issues in a timely and professional manner. The role involves close engagement with the HR teams at the Welsh Assembly, MoJ and other Whitehall Departments. The postholder will ensure that Wales Office needs are met when new policies are developed which affect it.

### Tasks/Accountabilities/responsibilities

Provide full dual HR function for Wales Office staff, spanning MoJ and WAG systems, managing day to day issues, staff casework, payroll, confidential matters etc. Develop Wales Office specific policy where neither WAG nor MoJ policies fit.

- Lead on all HR matters including representing the Wales Office in discussion with MoJ HR Directorate and other Government departments.
- Work closely with WO Management Board to ensure an effective HR strategy for the Wales Office, covering issues including workforce planning and staffing, learning and development, recruitment, payroll, and childcare.
- Manage and deliver an effective recruitment strategy to ensure that high calibre staff are brought in to Wales Office posts at the appropriate time.
- Act as centre of expertise on all aspects of HR, but especially Wales Office detached duty terms and conditions including inward & outward loans/secondments; negotiate and

arrange all such appointments with UK Government departments, and (predominantly) the Welsh Assembly Government. Ensure Inland Revenue detached duty requirements are met.

- Be first point of contact for staff with problems, ensuring confidentiality, sorting out practical problems, working with staff and directly to the Wales Office Director to bring issues to a satisfactory conclusion. Day to day, this is a significant part of the job.
- Draft answers to Parliamentary Questions and official correspondence and letters from the public relating to HR issues within the prescribed deadlines.
- Build good working relations with MoJ HR Directorate and Welsh Assembly HR Division.
- Manage and develop one EO ensuring he/she is familiar with WO role and how it sits in the overall MoJ structure and the importance of continuing good relations with the Welsh Assembly Government.

**The Wales Office has its own core competencies, to meet its business needs. They fall within Welsh Assembly Government's (and cover more than MoJ's).**

#### Core competence profile

Competence	Outcome	Examples of how these will be demonstrated in the job
1 Focusing on the customer	Meeting customers' needs and being able to continually improve the services we provide to make sure our customers and stakeholders receive an excellent service.	<p>You will build relationships with stakeholders to help deliver an excellent service.</p> <p>You will consider and manage stakeholders' expectations, keeping them up to date with progress.</p>
2 Developing our people	Behaving ethically and professionally in your role, being aware of your and other people's strengths and weaknesses, and taking steps to learn and develop over the course of your career and achieve high levels of performance in yourself and others.	<p>You take responsibility for your own professional development.</p> <p>You communicate expectations and make sure people's objectives are in line with the organisation's priorities.</p>
3 Using evidence to make decisions	Identifying and using various sources of evidence, interpreting it to understand how relevant and valid it is, to make sure your decision-making helps increase your performance and success.	<p>You will anticipate problems, use evidence to identify the causes and then present workable solutions.</p> <p>You will act decisively and practically in the interests of the whole business unit.</p>

<p>4 Planning and managing resources</p>	<p>Making sure the organisation delivers its priorities, tasks and forecasts, managing relationships and risks and using resources appropriately to achieve success.</p>	<p>You understand how your team contributes to achieving the organisation's financial goals.</p> <p>You actively manage risks through effective contingency planning.</p>
<p>5 Working as a team</p>	<p>Working effectively with other people and using the diversity of the team to create a working environment which helps achieve the task.</p>	<p>You will take time getting to know people so they can approach you about any matter.</p> <p>You will use a variety of methods to gain support for ideas.</p> <p>You will provide leadership to deliver results, even if this means you are not popular.</p>
<p>6 Communication</p>	<p>Communicating effectively and appropriately to achieve the task.</p>	<p>Your written work's context, style and language are suited to the audience.</p> <p>You will identify key points from complex information/sources and present them briefly, persuasively and logically.</p>



**WALES OFFICE**  
(Interdepartmental Competition Notice)

**Principal Private Secretary to the Secretary of State for Wales**

**Pay span or equivalent: SCS Payband 1**

**Salary range: £59,600-£82,040 (SCS Payband 1 London)**

**Introduction**

The Wales Office was created in 1999, at devolution of executive powers to Wales. It exists to support the Secretary of State for Wales and his junior Minister in managing the devolution settlement, responding to Parliamentary interests in Welsh affairs, representing the interests of Wales in UK Government, championing the country's interests more widely, and representing UK Government to Wales.

The Wales Office has about 60 people. It is administratively an associate of Ministry of Justice, but is accountable exclusively to its own Ministers for delivering their requirements. It is financed by top slice from the grant to Wales. The Office has a mix of staff, some Ministry of Justice, others on loan from the Welsh Assembly Government. It has premises in Whitehall and Cardiff Bay.

**Context**

The Wales Office needs to improve its performance in its traditional tasks of intelligence gathering, briefing, and helping to resolve policy or legislative issues between UK Government Departments and Welsh Assembly Government. It has gained a major new field of work, under the Government of Wales Act 2006, which it took through. This created from May 2007 a new kind of Assembly, able to gain primary law-making powers – incrementally in specified matters, or (with certain exceptions) all at once, following a referendum in favour. Since July the Welsh Assembly Government has been a coalition of Labour Party and Plaid Cymru, founded in giving effect to the 'One Wales' manifesto. Meanwhile, both Ministry of Justice and Cabinet Office have strengthened their machinery to secure more strategic, and better co-ordinated UK management of devolution, now that there are functioning legislatures in Scotland, Wales and Northern Ireland.

The Office has reorganised to provide a dedicated legislation section under a new SCS post. It has created also a new style briefing unit, and strategic policy branch which supports Ministers in the debate about further devolution and in a range of topics which require close attention. The existing post of Deputy Director, Strategic Policy is being upgraded to SCS to provide these teams with exemplary leadership and motivation through the period of change in organisation, methods, and operating environment.

The post of Principal Private Secretary to the Secretary of State is being upgraded to SCS in recognition of the more challenging business environment on every front, and the need to provide the Secretary of State for Wales with fuller support alongside his DWP portfolio and to co-ordinate advise between his two portfolios. The Secretary of State has had another portfolio alongside Wales since 2002, although the particular nature of his DWP responsibilities has increased the coalition challenge. The burden on the PPS is the greater in judging issues and priorities, and managing the Secretary of State's time to optimum effect.

**Resources**

No direct financial management responsibility.

**Staff**

Management of 10 Private Office and Parliamentary Branch staff.

**Location**

London, but travelling often to Cardiff (with overnight stays) to accompany the Secretary of State there.

## **The role**

PPS to SofS for Wales carries out generic PPS functions, leading the management of Ministers' time, deployment, communications with the Office, and communications outside, including managing Parliamentary Branch. Functions have to be discharged for only two Ministers, but at two sites, London and Cardiff. It is complicated by SofS's busy DWP portfolio.

In common with other Cabinet Ministers' PPSs, the post has a personal advisory role to SofS, and is SofS's mouthpiece in representing his views and seeking to secure his wishes, with WO, all other Departments including No 10 and Cabinet Office, Parliamentary business managers, Parliamentarians, and outside.

WO PPS has to engage directly with a wide range of players outside Government, as ambassador/representative/agent of SofS.

In a small Department - but with the attributes of department rather than simply private office - the PPS also provides strategic oversight and advice.

To enhance the networking, problem solving and representative functions of WO, since July we have set up a team of Parliamentary Private Secretaries, Welsh Whip and MPs. The PPS runs this, ensuring alignment with SofS's needs and wishes.

Finally, SofS requires the PPS to work closely with DWP (he sits there part of the week) to ensure that there is no discordance between advice to him from DWP and WO. Given the scale of DWP, but also its pivotal role in Wales, because its functions are not devolved and Wales has a legacy of heavy benefit dependence, this means managing a major exposure, in a context unique in Whitehall.

## **Main duties**

- Give strategic direction to Private Office and Parliamentary Branch; and ensure successful delivery of Private Office and Parliamentary Branch objectives;
- Quality assure all material provided to Secretary of State;
- Advise SofS how he should respond to issues, what his priorities should be dealing with the coalition Welsh Assembly Government etc, and propose solutions to any problems identified;
- Ensure SofS's particular interests are promoted across UK and Welsh Assembly Governments, Parliament and outside;
- Provide direction to WO on behalf of Secretary of State and represent his views;
- Provide strategic input to the work of the Wales Office, particularly the implementation and bedding-in of the new devolution settlement;
- Manage the 10 staff and co-ordinate work of Private Office, Special Advisers and Press Office;
- Manage interface between Wales Office and Department of Work and Pensions, ensuring effective support to Secretary of State to help deliver his priorities in both. This is an unusual and obligatory requirement.

## **Person specification**

### **Part 1: Experience and knowledge required**

#### Essential qualities

- The key requirement is very quickly to have knowledge and understanding of SofS's interests in issues, and probable approach, and to command his confidence as adviser and agent. This entails to an unusually high degree, even by PPS standards, being able to give a view which can be relied on even if there is minimal or no opportunity to check with SofS.
- Thorough knowledge of Parliamentary procedures and management of legislation. Preferably knowledge of or at least demonstrable ability quickly to grasp, the principles and regimes under the Government of Wales Act 2006.
- Wide knowledge of, and political sensitivity in issues across Whitehall. Knowledge of key players and opinion formers in Wales, and skill in bringing them to support SofS's interests.

- Readiness to contribute to the corporate management of the Office – alongside the immediate role of securing SofS's wishes day to day.

## Part 2: Competences Professional Skills for Government

You will be expected to demonstrate all core and professional skills and expertise required of Senior Civil Servants as set out in the Professional Skills for Government (PSG) framework - Annex A

- Leadership
- People Management
- Financial Management
- Programme and Project Management
- Analysis and Use of Evidence
- Strategic Thinking
- Communications and Marketing

**The PSG skills framework is at:**

[http://psg.civilservice.gov.uk/skill\\_selection.asp](http://psg.civilservice.gov.uk/skill_selection.asp)

Of these, leadership, people management, strategic thinking, and communications are particularly important.

### Person Specification

You will need to demonstrate examples where your experience match the criteria detailed above. Personal attributes and skills considered important to this role will be assessed within the process.

You will be expected to demonstrate evidence to support the PSG Core Skills at SCS level, which is the basis of the MOJ's Leadership Profile for senior managers, and specifically as stated above.

### Appointment & Work Options

This is a full-time post. Those appointed will be on a 2-3 year loan with a possibility of permanency if they are not already permanent members of MOJ staff.

### Security Clearance

Due to the nature of this role the successful applicant will need to be cleared to 'DV' level.

### Eligibility

Applications are invited from existing members of the SCS at Pay Band 1 on level transfer, or from staff in Band A or equivalent on promotion to the SCS.

### How to Apply

#### **Application and information:**

If you wish to apply for this post then **please complete a CV and two page statement detailing your suitability for the post** (and giving examples of where your skills or experience match the criteria as per the PSG framework and send it to Holly Pescina-Taylor in the HR Directorate, 6th Floor, Clive House, 70 Petty France, SW1H 9EX, or by email (with signed hard copies to follow) to [holly.pescina-taylor@justice.gsi.gov.uk](mailto:holly.pescina-taylor@justice.gsi.gov.uk) by 4pm on Thursday 31 January 2008.)

You should also enclose with your application copies of your **two most recent appraisal reports and a reference statement from your line manager (Annex C)**, which indicates your likely release date and (if applicable) suitability for promotion should you be successful. Please also complete the Ethnic Monitoring Questionnaire attached link (**Annex B**) and return these with your application.

**The applicant is responsible for ensuring that all requested papers are attached and that the application form is correctly completed.**

For further information on how to apply, and any selection process queries, please contact Holly Pescina-Taylor on 0207 189 2594. E-mail: [holly.pescina-taylor@justice.gsi.gov.uk](mailto:holly.pescina-taylor@justice.gsi.gov.uk)

**If you would like to discuss either of these roles please contact Alan Cogbill, Director of Wales Office on 020 7270 0558**

**Timetable for Selection Process**

Closing Date: 4pm Thursday 31 January 2008

Sift: Tuesday 12 February 2008

Assessment Centre: Either 18, 20 or 27 February 2008 **(please note all candidates shortlisted for interview will be required to attend a one-day assessment centre in London)**

Interviews: Tuesday 11 March and Thursday 13 March 2008

## ANNEX A

### CORE SKILLS FOR ALL STAFF AT SCS PB 1 / 1A / 2

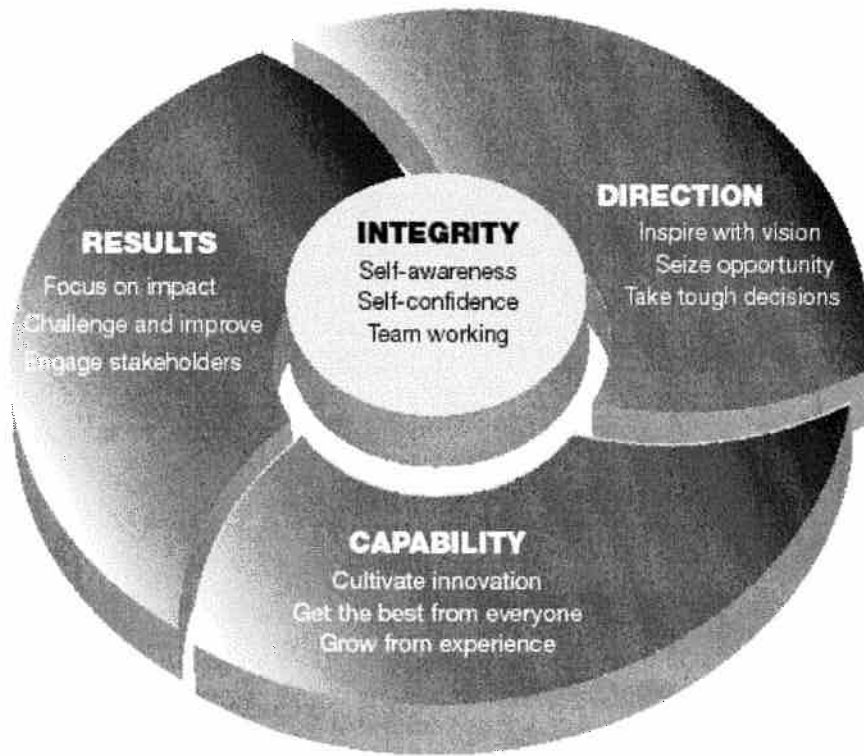
<b>People Management</b>	<b>Financial Management</b>	<b>Project and Programme Management</b>	<b>Analysis and use of evidence</b>	<b>Strategic Thinking</b>	<b>Comms &amp; Marketing</b>
Develops team capability in line with business plan and organisational vision	Influences the organisation's business model and is adept at communicating it to internal and external audiences.	Takes responsibility for the definition and successful delivery of programme benefits through cost effective measurement processes. Can oversee the development and delivery of a viable business case.	Predicts and secures appropriate evidence as a basis for decisions, including testing for deliverability and preparing for evaluation	Understands can explain Department's strategy and priorities.	Uses communications and marketing to put the citizen at the heart of policy development and operations.
Coaches & develops individuals and teams for high performance	Plans, agrees and monitors the delivery of stretching targets. Identifies and implements innovative ways to improve efficiency and effectiveness in the use of resource and assets.	Anticipates, manages and monitors programme / project risks, including by using market knowledge and networks	Links evidence with specific outputs to challenge decision-making, and identifies ways to improve its quality & use	Understands government priorities, wider policy environment and institutional constraints. Translates overall strategic direction of Dept and Govt as a whole into effective delivery of own work area	Understands and uses cross departmental customer segmentation, identifies consumer/citizen needs and understands the range of communication channels
Champions equality & diversity, & promotes best practice	Interprets a wide range of financial information (including corporate financial reports) to make management decisions. Competent when approving investment appraisals.	Ensures effective communications with stakeholders	Champions use of a variety of tools in collecting and analysing evidence, balancing needs and concerns of users and suppliers	Identifies, understands and takes account of key strategic drivers affecting the delivery system, including the potential impact of ICT	Aligns policy and delivery with clear communications objectives and measurement criteria
Manages change effectively identifying resistance, building engagement and involvement, and rewarding innovation	Provides assurance to the Board on the achievement of the highest standards of internal controls and public sector governance.	Ensures OGC Gateway™ reviews are commissioned and contributed	Ensures deployment of evidence is consistent with wider government requirements	Understands and deploys a range of strategic analysis tools	Understands the wider ministerial and communications agenda across Department and Government

Works in partnership with HR experts to achieve organisation's goals	Works in partnership with finance experts to achieve organisation's goals	Works in partnership with PPM experts to achieve organisation's goals	Works in partnership with a wide range of analytical experts to achieve organisation's goals	Works in partnership with internal and external strategy experts to achieve organisation's goals	Works in partnership with communications and marketing experts to achieve organisation's goals
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**PROFESSIONAL EXPERTISE FOR POLICY DELIVERY STAFF AT SCS PB 1/ 1A/ 2**

<b>Policy Design</b>	<b>Policy Delivery</b>	<b>Partnership Working &amp; Stakeholder Management</b>	<b>Sector Knowledge</b>
Steer the design of a range of policies taking account of legal environment, EU considerations, and guidance on policy/regulatory appraisal	Ensure staff understand parliamentary process and the roles of ministers and civil servants. Influence effectively, as appropriate, at EU level.	Work with ministers and their private offices to ensure policy meets their expectations	Identify areas that need cross-cutting work and develop effective solutions
Confirm that advice, recommendations and actions within my area of responsibility take account of what is effective in delivering policy outcomes on the ground	Explain the delivery mechanisms for policies and how they fit with those elsewhere in the organisation and beyond	Facilitate relationships with a range of people across government, the wider public sector and the EU who will or may be affected by issues within my area, and ensure effective engagement at EU level.	Demonstrate an awareness of other strategies being delivered in the sector and identify opportunities to work together
Ensure that teams within my area of responsibility have the ability to create a range of policy options and know how to evaluate them, based on the evidence	Propose realistic, innovative and evidence based ways to deliver new objectives effectively; in line with RIA requirements	Develop and encourage relationships between individuals, teams and business units inside in my organisation and beyond. Know how and when to contribute to cross cutting work	Identify the different strands of knowledge and expertise that need to be drawn on in addressing issues in my sector.
Apply lessons learned from success and failure across different policy areas	See delivery as an integrated part of policy development and ensure my team work effectively with all parts of the delivery chain	Set clear expectations of my team to proactively engage, support and develop relationships with partners/stakeholders	
Ensure that my team identified and anticipates risks in devising policies	Lead the work to ensure policies, programmes and services stay on track and, where possible, constantly improve	Build and use external networks and media to champion Departmental or Agency services and successes	
Ensure the establishment of inter-disciplinary teams with appropriate mix of skills	Ensure that there is an effective relationship with delivery partners to monitor delivery		

# Leadership



**Equality and Diversity Policy – Disability & Ethnic Monitoring Questionnaires**

The Department for Constitutional Affairs is committed to provide real equality of opportunity in the recruitment, development and promotion of all our employees irrespective of race, nationality, colour, ethnic or national origins, religion, sex, marital status, disability, sexual orientation, age, gender reassignment, work pattern or membership or non-membership of a Trade Union.

To find out if our policy is working we need your help and would be grateful if you could complete the two attached questionnaires.

Whilst completion of these forms is voluntary, the information requested is essential if we are to adequately monitor the effectiveness of the Department's *Equality and Diversity Policy*, including our performance against the Diversity targets we have set as a result of the *Modernising Government White Paper*.

*In particular we want to:*

- *ensure that discrimination does not occur*
- *ensure our recruitment procedures are fair*
- *establish where there might be an imbalance in success rates or under-representation in grade bands or particular areas*
- *know the proportions of staff by ethnic groups at each grade and by disability*

The information collected is treated with the highest degree of confidentiality. Further to the Code of Practice agreed with the Trade Union Side, information will only be reproduced in statistical form and statistics cannot be published which would enable the identification of individuals. The forms will not be placed on your personal file and will be destroyed once the information has been recorded.

When you have completed the forms please return them with your completed application form.

Your assistance in this matter is appreciated.

Ethnic Monitoring Questionnaire

RESTRICTED – STAFF

To the Applicant:

(Please state your full name and your date of birth. It is essential that you complete both boxes to enable your information to be recorded.)

Name:	
Date of Birth:	

This questionnaire is removed from your application and is not used in any part of the selection process. The information you provide on the questionnaire is confidential and is used purely for statistical purposes so that we can monitor the effectiveness of our Equality and Diversity policies

Which groups do you most identify with? Please tick only **ONE** box in **column A** and **ONE** box in **column B** (The options are listed alphabetically).

**Column A**

- (A)  British or Mixed British
- (B)  English
- (C)  Irish
- (D)  Scottish
- (E)  Welsh
- (F)  Or any other? (specify if you wish)

**Column B**  
**ASIAN**

- (A)  Bangladeshi
- (B)  Indian
- (C)  Pakistani
- (D)  Any other Asian background (specify if you wish)

**BLACK**

- (E)  African
- (F)  Caribbean
- (G)  Any other Black background (specify if you wish)

**CHINESE**

- (H)  Any Chinese background (specify if you wish)

**MIXED ETHNIC BACKGROUND**

- (I)  Asian and White
- (J)  Black African and White
- (K)  Black Caribbean and White
- (L)  Any other Mixed ethnic background (specify if you wish)

**WHITE**

- (M)  Any White background (specify if you wish)

**ANY OTHER ETHNIC BACKGROUND**

- (N)  Any other ethnic background (specify if you wish)

## RESTRICTED – STAFF

(If you do not have a Staff Number, please state your full name)

Staff Number:	
(or) Name:	

### DISABILITY SURVEY QUESTIONNAIRE

## Please read this questionnaire carefully before answering

#### Section 1

Please tick **one** of the following boxes

**Do you consider yourself to have a disability?**

Yes

No  02

(Please read the attached notes for guidance)

- If you answered NO, please return the questionnaire with your completed application form
- If you answered YES, please complete Sections 2-4.

#### Section 2

Please tick **one** of the following boxes which **most accurately describes your main disability**. The examples below are given for guidance only. The particular effects of the disability in your individual case must be considered. Guidance on whether the effects of an impairment may be regarded as substantial under the terms of the Act is given in the attached chart.

#### PLEASE TICK ONE BOX ONLY IN THIS SECTION

40	<input type="checkbox"/>	Hearing Impairment	
41	<input type="checkbox"/>	<b>Visual Impairment</b>	
42	<input type="checkbox"/>	Speech Impairment	
43	<input type="checkbox"/>	Mobility Impairment	
44	<input type="checkbox"/>	Physical Co-ordination Difficulties	Problems of manual dexterity and of muscular control e.g. incontinence, epilepsy.
45	<input type="checkbox"/>	Reduced Physical Capacity	Inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, such as might arise, for example, from asthma, angina or diabetes.
46	<input type="checkbox"/>	Severe Disfigurement	
47	<input type="checkbox"/>	Learning Difficulties	Persistent inability to remember, inability to concentrate, learn or understand e.g. dyslexia, epilepsy or the mental inability to perceive the risk of physical danger.
48	<input type="checkbox"/>	Mental Illness	

#### Section 3

- If, in addition to your main disability indicated above, you have one or more other disabilities, please tick.

#### Section 4

May we write to you regarding the disability provisions? Yes  No

Please return this questionnaire with your completed application form

## WHAT IS MEANT BY DISABILITY ?

Further to the definition in the Disability Discrimination Act, a person has a disability if they have a:

- (i) **physical or mental impairment** which has a
- (ii) **substantial** and
- (iii) **long-term** adverse effect on their ability to carry out
- (iv) **normal day-to-day activities.**

**NB.** (With the exception of spectacles or contact lenses to correct sight), where an impairment is being treated or corrected, it is the effect the impairment would have without such correcting measures being taken which should be considered.

### (i) Physical or mental impairment

- This includes sensory impairments such as those affecting sight or hearing
- “Mental impairment” is intended to cover a wide range of impairments relating to mental functioning, including learning disabilities
- Only clinically well-recognised mental illnesses are included
- Certain conditions are not regarded as impairments for the purposes of the Act including:
  - dependency on or addiction to non-medically prescribed substances;
  - seasonal conditions such as hay fever (except where it aggravates the effect of another condition);
  - tendency to set fires, steal or physically or sexually abuse other persons;
  - exhibitionism and voyeurism.

### (ii) Substantial adverse effect

- A substantial effect is defined as one which is more than “minor “ or “trivial”
- In deciding whether a particular adverse effect meets this criteria, the following factors must be taken into account:
  - How far an individual can reasonably be expected to modify their behaviour to prevent or reduce the effects of an impairment
  - the effects of the environment
  - the time it takes to carry out a particular activity and the way in which it is carried out
  - whether the impairments together have a substantial overall effect - where a person has more than one impairment,
  - the effect the impairment would have *without the measures in question (with the exception of spectacles or contact lenses to correct sight)* - where an impairment is being treated or corrected.
- The specific examples given in the Act of effects it would be reasonable to regard as “substantial” are detailed in the table attached.

### (iii) Long-term adverse effect

- A long-term effect is one:
  - which has lasted at least twelve months; or
  - where the total period for which it lasts is likely to be at least twelve months; or
  - which is likely to last for the rest of the life of the person affected.
- Where an impairment ceases to have a substantial adverse effect, it should be treated as continuing to have that effect if it is more probable than not that the condition will recur.
- A person who has had a disability within the definition is protected under the Act even if they have since recovered, or the effects have become less than substantial.

### (iv) Normal day-to-day activities

- These are activities which are carried out by most people on a fairly regular and frequent basis
- The term is not intended to include activities which are normal only for a particular person or group of people, such as playing a musical instrument or a sport to a professional

standard.

- The test of whether an impairment affects normal day-to-day activities is whether it affects one of the broad categories listed in the table attached.

### **Progressive Conditions**

Where a person has a progressive condition, they will be treated as having an impairment which has a substantial adverse effect from the moment any impairment resulting from that condition first has some effect on the ability to carry out normal day-to-day activities.

The effect need not be continuous and need not be substantial.

### **Severe Disfigurement**

Severe disfigurement is treated as having a substantial adverse effect on a person's ability to carry out normal day-to-day activities.

Disfigurement consisting of a tattoo or resulting from the piercing of the body for decorative purposes is not to be considered as a severe disfigurement.

### **Registered Disabled People**

Persons registered as disabled under the Disabled Persons Employment Act 1944 both on 12 January 1995 and 2 December 1995 are treated under the new Act as having a disability until 2 December 1999, regardless of whether they fall within the above definition.

**Definition Of “Disability” Under The Disability Discrimination Act 1995**

<b>Impairment/What needs to be taken into account in assessing its effect:</b>	<b>It would be reasonable to regard as being a sub effect:</b>
<p><b><u>Hearing</u></b> If a person uses a hearing aid, the effect experienced if they are not using it.</p>	<p>(i) Inability to hold a conversation with someone talk normal voice in a moderately noisy environment. (ii) Inability to hear and understand another person s clearly over the telephone.</p>
<p><b><u>Visual</u></b> If a person’s sight is corrected by spectacles or contact lenses, or could be corrected by them, the effect remaining while they are wearing such spectacles or lenses, in light of a level and type normally acceptable to most people for normal day-to-day activities.</p>	<p>(i) Inability to recognise by sight a known person a moderately sized room. (ii) Inability to distinguish colours i.e. total colour blind (iii) Inability to read ordinary newsprint.</p>
<p><b><u>Speech</u></b> How far a person is able to speak clearly at a normal pace and rhythm and to understand someone speaking normally. It is necessary to consider any effects on speech patterns for example by someone who has had a stroke.</p>	<p>(i) Inability to give clear instructions orally to collea providers of a service. (ii) Inability to ask specific questions to clarify instructio</p>
<p><b><u>Mobility</u></b> The extent to which a person can get around unaided or using an appropriate means of transport, can leave home with or without assistance, walk a short distance, climb stairs, travel in a car or on public transport, sit, stand, bend, or reach or get around in an unfamiliar place.</p>	<p>(i) Inability to travel a short journey as a passenger in a v (ii) Inability to walk other than at a slow pace or with u or jerky movements; (iii) Difficulty in going up or down steps or stairs.</p>
<p><b><u>Physical co-ordination</u></b> Balanced and effective interaction of body movement, including hand and eye co-ordination. Account should be taken of the ability to carry out composite activities such as walking and using hands at the same time. <b><u>Manual Dexterity</u></b> The ability to use hands and fingers with precision. Account should be taken of the extent to which a person can manipulate the fingers on each hand or co-ordinate the use of both hands together to do a task e.g. pick up or manipulate small objects, communicate through writing or typing or operate a range of equipment manually. <b><u>Continence</u></b> The ability to control urination and/or defecation. Account should be taken of the frequency and extent of the loss of control and the age of the individual.</p>	<p>(i) Ability to pour liquid into another vessel only with slowness or concentration. (ii) Inability to place food into one’s mouth with for without unusual concentration or assistance.  (i) Loss of function in one or both hands such that the cannot use the hand or hands. (ii) Inability to handle a knife and fork at the same time; (iii) Ability to press the buttons on keyboards or keypa ordered way, but only much more slowly than is nor most people.</p>
<p><b><u>Reduced Physical Capacity</u></b> Ability to lift, carry, or otherwise move everyday objects. A person’s ability to repeat these functions or, for example, to bear weights over a reasonable period of time. Everyday objects might include such items as books, a kettle of water, a briefcase, a chair or other piece of light furniture</p>	<p>(i) Ability to pick up an object of moderate weight w hand but not the other. (ii) Inability to carry a loaded tray steadily.</p>
<p><b><u>Severe Disfigurement</u></b> It may be necessary to take account of where the feature in question is (e.g. on the back as opposed to the face).</p>	
<p><b><u>Learning Difficulties</u></b> <b><u>Memory or ability to concentrate, learn or understand</u></b> The person’s ability to remember, organise his or her thoughts, plan a course of action and execute it, or take in new knowledge. This includes considering whether the person learns to do things more slowly than is normal.</p>	<p>(i) Persistent inability to remember the names of people such as family or friends. (ii) Inability to adapt to minor change in work routine.</p>

Impairment/What needs to be taken into account in assessing its effect:	It would be reasonable to regard as being a sub effect:
<u>Perception of the risk of physical danger</u> The underestimation and overestimation of physical danger, including danger to their well-being.	(i) Inability safely to operate properly maintained machin
<b>Mental Illness</b>	Inability to sustain activity over a reasonable period.

**ANNEX C**

**RESTRICTED - SENIOR STAFF**

***SCS REFERENCE FORM***

**Name:**

**Job applied for:** **Principal Private Secretary to the Secretary of State for Wales**

**Suitability:**

<b>Not suitable</b>	<b>Suitable</b>	<b>Highly suitable</b>

**Only to be completed by Line Manager if applicant is applying on Promotion :**

<b>Suitable for Promotion</b>

**ASSESSMENT AGAINST RELEVANT CORE CRITERIA:**

**GENERAL COMMENTS:**

I can confirm that x x can be made available to start a new role x x

**Signed:** \_\_\_\_\_ **Date:**

**Name:** \_\_\_\_\_ **Position / Dept:**

**Address:**