



HM Prison &  
Probation Service

# Probation Workforce Programme (PWP) C&E and MMR

**Role:** Policy Lead

**Location:** National

**Grade:** Band 8



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### Ian Barrow

Executive Director  
& Programme  
Director Probation  
Workforce  
Programme (PWP)

Thank you for your interest in this role within the Probation Workforce Programme, HMPPS. It is an exciting time to be joining the PWP which will introduce a number of changes to strengthen our probation workforce, which will help us take advantage of opportunities to develop a joined-up approach to addressing some of the very real issues facing our workforce, as well as ensuring real alignment and coordination with other key areas of work, including the Probation Reform Programme.

The probation service has a 100-year plus history in rehabilitation and public service. As someone who joined the service in the 1990s, I have observed many changes in roles and responsibilities; however, one aspect of probation which remains constant is our belief that offenders can change, if they are provided with support, hope and opportunity. Over the years NPS' work has been extended to providing support for victims of serious crime: this challenging work also requires a high degree of skill and professionalism.

Our greatest asset in providing an effective service to victims and people on probation is our staff, which is why the PWP has an extraordinary purpose in ensuring we drive forward the changes and reforms required to ensure we have the most effective, futureproof and inclusive workforce system possible for our staff members and to deliver our core purpose of protecting the public. With a complete workforce with highly skilled and trained staff who are motivated, rewarded and provided with access to comprehensive training and professional development whilst working in the right places across the service, I believe the NPS can achieve the best results in reducing offending and protecting the public.

We welcome people from a wide range of backgrounds and with varied experience and are committed to being a great employer. We look forward to receiving your application and wish you all the best with it!

# Working in HMPPS

## Our Vision

Working together to protect the public and help people lead law-abiding and positive lives.

## Our Principles

### Enable people to do their best

The relationships we develop are critical to helping those across our service.

### An open, learning culture

Our work is affected by changes in technology and society.

### Transform through partnerships

Strong partnerships with other public and third sector organisations.

### Modernise our estates and technology

Ensure our prisons are decent and support our efforts to rehabilitate those in our care.

## Our Outcomes

- Public Protection
- Decent and safe prisons
- Reduced Reoffending
- High-quality sentence management
- Diverse, skilled and valued workforce

## Vacancy Description

### The Strategy, Design and Architecture - Review Team

#### Managerial Role Review Project

The **Review Team** is looking for a Policy Lead to support and manage planned sprints of a review of managerial roles within the Probation Service with the aim of making capacity and efficiency saving recommendations which will inform policy and procedure. This will involve:

- Gathering and analysing a wide range of evidence sources;
- Carrying out policy reviews and research exercises;
- Carrying out stakeholder engagement through qualitative focus groups;
- Engaging with workforce planning colleagues;
- Engaging with wider stakeholders across HMPPS;
- Collaborative policy design with trade union representatives;
- Presenting recommendations about policy changes to senior leaders;
- Implementing and communicating policy changes to staff; and
- Measuring implementation progress and iteratively responding accordingly.

#### The Role:

The role will require you to work with a range of stakeholders across the organisation and outside it to ensure that the project delivers on its objectives. You will have the chance to make a difference to the well-being of managers within the Probation Service and their ability to manage their workloads and deliver a services which manages risk, and rehabilitates to reduce reoffending.

# Vacancy Description

## The Team - Capacity & Efficiency Project

This Capacity and Efficiency Project is working to develop the strategy and supporting policies to identify and attract the future probation workforce, and enabling us to retain talent and develop individuals. The team lead on policy development in; the end to end recruitment process; reliably and efficiently forecasting demand for qualified probation officers; improving the diversity of the workforce so that it better reflects the UK population; creating opportunities to retain staff for longer; and deploying staff to the right role at the right grade.

## The Role

We are looking for a Policy Lead to support and manage the Recruitment of New Trainee Probation Officers (PQiPs) in meeting the national annual target with the aim of reducing staff caseloads and developing recruitment policy and procedure: This will involve

- Being seen as a subject matter expert providing advice and guidance on all elements of recruitment policy
- Devise the most effective and efficient way of developing and implementing national recruitment policy by communicating, engaging and consulting with a wide range of policy and operational stakeholders and staff
- Draft briefings and reports to support the PQiP recruitment work at all levels of stakeholders
- Set up projects with appropriate governance arrangements , identify risks and mitigating actions and report on progress to all levels of stakeholders
- Provide support to the Senior Policy Manager and stakeholders
- Undertake statistical analysis of data for briefing and reporting purposes

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# Vacancy Description

## Introduction

### Job Title

Policy Lead

### Organisation Grade

Band 8

### Civil Service Grade

SEO

### Location & Terms of Appointment

This position is based nationally, and some travel may be required, but currently programme staff are working remotely due to Covid 19 Guidelines.

**This is a Fixed-Term Appointment for 24 months for external candidates OR a 24 month Loan for existing staff. There *may* be opportunity for extension after the initial 24 months.**

The Loan is subject to the approval of the selected candidate's Business Unit, which should be obtained before confirmation of appointment. If appointed on Loan from your home department for initially up to 24 months, you will remain on existing Terms & Conditions.

There may be the potential of the role being made permanent.

Standard working hours for this post are 37 hours per week excluding breaks which are unpaid.

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## Vacancy Description

### Introduction

The Ministry of Justice's (MoJ) priorities include improving public safety and reducing reoffending by reforming prisons, probation and youth justice, and building a justice system which makes access to justice swifter and more certain for all citizens whatever their background. Policy professionals in the MoJ help to improve the government's ability to protect the public and reduce reoffending, and to provide a more effective, transparent and responsive criminal justice system for victims and the public.

HM Prisons and Probation Service (HMPPS) is responsible for the delivery of probation services in England and Wales, and in January 2020 it launched an ambitious five-year programme to deliver the vision of a strengthened, innovative and professional probation workforce which is leading the criminal justice system to protect the public and reduce re-offending, and respond to the impact of increasing numbers of police officers and sentencing reform.

The Probation Workforce Programme (PWP) recognises that to make sure our probation workforce is fit for the future, resilient and able to respond to upcoming challenges we must do more to ensure we attract the right people to the profession; support every member of the workforce to build their capability and skills on an ongoing basis; allow those working across probation the opportunity to develop and further their careers; and make sure that our workforce feels valued and appreciated.

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## Vacancy Description

### The role

The role of a Policy Lead within the programme is to understand a given problem and its context, bringing together and interrogating different data sources, assessing the impact of change, and collaborating with stakeholders to devise solutions and advise senior leaders on the optimal ways of achieving preferred outcomes. The programme is looking to recruit a number of Policy Leads in the capability project and a merit list will be maintained for 12 months, so that candidates who meet the required standards can be offered a post as the programme continues to grow.

You will be expected to interpret both qualitative and quantitative staff data, and insights from staff and leaders across the business, and use it to help inform and determine how to monitor policy changes. We're a friendly, hard-working team looking for positive self-starters with policy skills to analyse problems and develop solutions ranging from urgent short-term work to longer term policy development, collaborating with colleagues across probation, MoJ and HMPPS. Knowledge of probation is not essential; strong policy development and senior stakeholder handling skills are **essential**.

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## Vacancy Description

### Key role responsibilities

- Solving complex problems and developing policy to deliver the most efficient and effective way of implementing change including communicating, engaging and consulting with a wide range of stakeholders to maintain their confidence
- An ability to work and plan effectively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst also having the confidence to challenge assumptions and inefficient practice where it exists
- Implementing policy change affecting different stakeholder groups
- To be able to listen to and understand different opinions and perspectives and bring different opinions together to reach solutions, including presenting at senior board meetings
- Acting as a subject matter expert, providing advice and guidance on all elements of your policy area of expertise to stakeholder groups (e.g Government Ministers, Directors, senior probation managers, trade unions, Shared Services staff)
- Identifying best practice and developing options and recommendations based on evidence and considering the needs of stakeholders including Operations, HR, Legal, Commercial, Finance
- Line Management responsibility for Band 6 team members

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## Vacancy Description

### Essential experience

- Excellent written skills
- Excellent analytical skills
- Experience of policy development
- Data analysis skills
- Excellent communication and stakeholder management skills
- Excellent organisational and prioritisation skills

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# Vacancy Description

## Application Process

You will be asked to provide evidence against three of the Civil Service behaviours:

- Changing & Improving
- Communicating & Influencing
- Delivering at Pace

Should there be a high number of applications, an initial shift shall be carried out against the lead behaviour; **Communicating and Influencing**

## Structure of interview

Successful candidates will then be invited for interview and the interviews will take place remotely on MS Teams. The interview will be comprised of three parts; a five-minute presentation; behaviour-based questions and strength-based questions. Feedback will only be given to candidates who attend an interview.

Please note, the question the presentation should focus on is 'What challenges do you see facing probation workforce in next 12 months?'

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# Recruitment Process

## How to Apply

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Alternative Formats

Further Information

To apply for this post please apply through the [Civil Service Jobs website](#) or directly through [MoJ external Jobs](#).

Once you have completed some basic personal details you will be invited to provide evidence of how you meet behavioural competencies.

The STAR Approach may also help you to present your evidence more successfully, providing structure and focus to your answers to questions about what you have done in the period the review covers.

NB: we will sift against the first competency question if we receive a high number of applications. In your responses you should briefly introduce the **context**, but focus the majority of your word allocation to describe the **actions** you took, with a short conclusion describing the result. If your application progresses to a full sift, all competencies will then be considered.

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Selection for appointment to the Civil Service is on merit, on the basis of fair and open competition, as outlined in the Civil Service Commission's [Recruitment Principles](#).

## Recruitment Process

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The Probation Workforce Programme PMO will manage the recruitment process in conjunction with our Shared Service Centre (SSCL) and can be contacted through SSCL.

Applications will be sifted to select those demonstrating the best fit with the post. The short list candidates will be invited to an interview. It will assess both what candidates are good at but also how they do it.

The panel interview will be held in virtually via Ms Teams. You will be advised of these details and of the format in advance of the interview.

Feedback will only be made available to candidates who make it through to the interview stage.

## Recruitment Process

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All interviews are currently taking place on MS Teams. You will be sent an MS Teams link prior to your interview date.



## Recruitment Process

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If we receive applications from more suitable candidates than we have vacancies at this time, we may hold suitable applicants on a reserve list for 12 months, and future vacancies requiring the same skills and experience could be offered to candidates on the reserve list without a new competition.

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You must submit your application by the closing date as stated in the advert

Applications received after this date for this campaign will not be considered.

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**Alternative Formats**

Further Information

If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact MoJ

Recruitment & Vetting Enquiries at

[MoJ-recruitment-vetting-enquiries@gov.sscl.com](mailto:MoJ-recruitment-vetting-enquiries@gov.sscl.com)

## Recruitment Process

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If you have any questions about the role or would like to discuss the post further, contact the Probation Workforce PMO at [probationworkforcePMO@justice.gov.uk](mailto:probationworkforcePMO@justice.gov.uk)

# Indicative Timeline

Please note that these dates are indicative and could be subject to change.

If you are unable to meet these timeframes, please let us know following your application by emailing SSCL.

The anticipate timetable is as follows:-

## Application Sifting

Applications will be sifted to select those demonstrating the best fit with the post

Est. End August

## Offers

If successful you will be contacted by our shared service team with links to complete onboarding forms – pre-employment checks cannot start until these have been completed

## Induction

All new candidates to the Function will be required to complete a two day induction process via MS Teams

APPLY NOW!

Est. WC 12th Sept

## Advertisement Closing Date – 14/08/2022

Deadline for Submitting CV & Application Form

## Interviews

Successful candidates will be invited to interview

## Pre-Employment Checks

These will start automatically, once completed you will be informed and we will contact you to arrange a start date (usually take 6 to 8 weeks)



## Terms & Conditions

### Modernised Terms & Conditions

Eligibility & Nationality

Security Clearance

Reserved for UK Nationals

Conflict of Interest

Equality & Diversity

Civil Service Code

Civil Servants taking up appointment on promotion will adopt the modernised Civil Service Terms and Conditions which came into effect on 1<sup>st</sup> July 2013. Existing Civil Servants appointed on level transfer may also be expected to adopt the modernised terms if moving on a voluntary basis.

## Terms & Conditions

Modernised Terms &  
Conditions

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The post is advertised to suitably qualified people in the external market, and to existing Civil Servants and those in accredited Non Departmental Public Bodies.

To be eligible for employment you must be a national from the following countries:

- The United Kingdom
- The Republic of Ireland
- The Commonwealth\*
- A European Economic Area (EEA) Member State
- Switzerland
- Turkey

Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.

(\*Commonwealth citizens not yet in the UK, who have no right to abode in the UK and who do not have leave to enter the UK are ineligible to apply)  
For further information on whether you are eligible, please visit [gov.uk](https://www.gov.uk).

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Before the appointment of the successful candidate can be confirmed, the MoJ will undertake background security checks. As part of this, you will be required to confirm your identify, employment history over the past three years (or course details if you were in education), nationality and immigration status, and criminal record (unspent convictions only)

Successful candidates must typically hold or be willing to obtain security clearance at Baseline level before taking up post. Depending on the assignment or its location, security clearance required may be increased to CTC level which will be communicated with candidates at the allocation of each assignment.



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Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, but this will not normally prevent access to a wide range of development opportunities within the Civil Service.

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Candidates must note the requirement to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners when apply for these roles.

The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.

If you believe you may have a conflict of interest, please contact [probationworkforcePMO@justice.gov.uk](mailto:probationworkforcePMO@justice.gov.uk) before submitting your application

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**Equality & Diversity**

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

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

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**Equality & Diversity**

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MoJ also offer a Guaranteed Interview Scheme (GIS) for all disabled applicants. This means we are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack. To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Act as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meaning:

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

Should you consider yourself eligible to apply for this post under the GIS, please indicate on your application form.

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**Civil Service Code**

All civil servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities.

For further information, visit [gov.uk](https://www.gov.uk).