

Job description and Person Specification Level 3/ SEO

Job title	Programme Officer
Grade	Senior Executive Officer (SEO)/ Band B
Salary band	£37,343 to £46,424 London salary band £32,928 to £40,087 National salary band New entrants are normally expected to join on the minimum of the pay band
Responsible to	Programme Manager
Base/location	London HQ Wales HQ or National
FTE/hours	37
Job type (i.e. fixed term/permanent)	Permanent or Fixed Term (secondment)
Security Clearance Required	Baseline (BPSS)

The YJB's mission statement

The YJB is a non-departmental public body established by the Crime and Disorder Act (1998). Its primary function¹ is to monitor the operation of the youth justice system (see glossary) and the provision of youth justice services². It has a legal duty to advise the Secretary of State on matters relating to the youth justice system, to identify and share examples of good practice and to publish information about the system: reporting on how it is operating and how the statutory aim of the system ('to prevent offending by children and young people') can best be achieved. The YJB is the only official body to have oversight of the whole youth justice system and so is uniquely placed to guide and advise on the provision of youth justice services.

Aims of the Youth Justice System

- Prevention of offending by children and young people:
 - To **reduce the number of children** in the youth justice system
 - To **reduce reoffending by children** in the youth justice system
 - To **improve the safety and wellbeing of children** in the youth justice system
 - To **improve outcomes** of children in the youth justice system

YJB's vision

¹ The YJB's primary and unique functions are set out in section 41, part III of the Crime and Disorder Act 1998

² As defined by section 38, part III of the Crime and Disorder Act 1998

Every child and young person lives a safe and crime-free life, and makes a positive contribution to society.

The YJB's Values

Child-centred – we see children first and offenders second. We make every effort to champion the needs of children and young people wherever they are in the youth justice system and ensure we give them a voice. We strongly believe that children and young people can, and should be given every opportunity to make positive changes;

Outcome focused – in fulfilling our statutory functions we provide leadership and expertise and promote effective practice across the youth justice workforce to maximise positive outcomes for children and young people and their victims.

Inclusive – we strive to challenge discrimination and promote equality, and we work with others to try to eliminate bias in the youth justice system;

Collaborative – We encourage system-led change, and are enablers to innovation. We actively encourage, facilitate and engage in partnership working to help meet the needs of children and young people, their victims and their communities;

Trustworthy – we endeavour to act with integrity in everything we do.

Job Summary

The purpose of this role is to deliver the YJB's objectives through programmes of work determined by the Board. The job holder will work (under the leadership of a Programme Manager) on one or a number of programmes which will change over time, and will be responsible for scoping, shaping, benefits planning, and delivery of the programmes allocated. The role will include working with Board members, partners and stakeholders and maintaining strong communications with other colleagues across the YJB to inform all areas of the organisation's work. The role may also include working on an intensive basis with local services to support specific performance improvement requirements.

Seconded to this role may be appointed on a fixed term to contribute to the delivery of a specific project or programme as required.

Grade Summary

- SEOs' responsibilities include management of a number of discrete areas of work or the management of a complex project/area of work. In this role they will have considerable scope for discretion and will have senior advisory or management responsibilities. They will use their developed management skills combined with technical expertise to make sound and balanced, evidence based judgements.
- The post holder will often have wide-ranging contacts at a similar or higher level both within and outside the YJB and they may represent the YJB externally and be involved in discussions with a range of external bodies and stakeholders.
- They will be expected to resolve complex technical or managerial issues using their initiative to develop new solutions or adapting existing ones and will deal with the most difficult cases which cannot be resolved within the normal rules or precedents.
- The role may include typically research, analysis and evaluating the effects of proposed changes and preparing papers and reports for senior staff or stakeholders.
- They may be required to manage significant resources across a number of functions including employees and budgetary responsibilities
- All posts within the YJB operate as a flexible resource to ensure the requirements of the business are met and as such the post holder may be required to undertake other duties in their role or duties in other parts of the business at their grade to meet business priorities.
- In carrying out their duties the post holder will respect the YJBs commitment to equality of opportunity and the diversity of the YJB and its stakeholders. In addition they will make

sure they understand and adhere to their responsibilities in relation to health and safety and data protection.

- The post holder will work in partnership with colleagues in YJB Cymru and always consider the impact of developments on policy, practice and legislation specific to Wales.

Key role accountabilities

1	Working with a range of partners, delivery organisations, practitioners and service users to develop and deliver programmes through a varied range of methods and approaches
2	Ensuring the full range of YJB resource contributes to the development of work, including analysis, intelligence from the sector and policy information from across government departments.
3	Close working with the innovation and engagement teams to ensure consistent and joined up work on the programmes
4	Ensuring that programme aims and objectives are achieved
5	Ensuring a robust audit trail of activity to feed into overall YJB corporate memory.
6	Ensuring working-level join up with other programmes where interdependencies exist.
7	Supporting programme leads to report progress against the programme aims to the Programme Board
8	Communicating the programme aims and co-ordinating YJB activity

Professional Experience, Knowledge and/or Qualifications

Professional experience, knowledge and/or qualification, **not covered in the competency framework or professional competencies**. The successful candidate should demonstrate evidence of this experience, knowledge or qualification in their application/ within their competency evidence

Essential Experience, Knowledge, Qualifications	Desirable Experience, Knowledge, Qualifications
A thorough understanding of PPM methodology combined with significant experience of successfully managing projects or programmes using PPM methodology	Knowledge/understanding of the Youth Justice System and the role of the Youth Justice Board
Customer focused with the ability to apply methodology in an organisational context	

Competencies for SEO

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines 10 competencies, which are grouped into 3 clusters: Set Direction; Engage People and Deliver Results.

For each competency there is a description of what it means in practice and some examples of effective and ineffective behaviours at all levels. These indicators of behaviour provide a clear and consistent sense of what is expected from individuals in the YJB

The framework is used for recruitment, performance management and development discussions and for decisions about progression.

For recruitment purposes particular competencies are selected (X) against which candidates are required to demonstrate evidence in the application process.

Competency Clusters	Competency	Identified competencies X
CS Competencies Strategic Cluster – Setting Direction	1. Seeing the Big Picture	
	2. Changing and Improving	X
	3. Making Effective Decisions	
CS Competencies People Cluster – Engaging People	4. Leading and Communicating	X
	5. Collaborating and Partnering	X
	6. Building Capability for All	X
CS Competencies Performance Cluster – Delivering Results	7. Achieving Commercial Outcomes	
	8. Delivering Value for Money	
	9. Managing a Quality Service	
	10. Delivering at Pace	X
<u>Professional Competencies</u> , if applicable	Not applicable	
	Not applicable	

Strategic Cluster – Setting Direction

1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet organisational goals and deliver the greatest value. At senior levels, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the citizen and support economic, sustainable growth.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour <i>People who are effective are likely to...</i>	Ineffective Behaviour <i>People who are less effective are likely to...</i>
Be alert to emerging issues and trends which might impact or benefit own and team's work	Ignore changes in the external environment that have implications for YJB policy and considerations
Develop an understanding of own area's strategy and how this contributes to YJB priorities	Shows limited interest in or understanding of YJB priorities and what they mean for activities in their area
Ensure own area/team activities are aligned to YJB priorities	Be overly focused on team and individual activities without due regard for how they meet the demands of the YJB and Youth Justice system as a whole
Actively seek out and share experience to develop understanding and knowledge of own work and of team's business area	Take actions which conflict with or mis-align to other activities
Seek to understand how the services, activities and strategies in the area work together to create value for the customer/end user	Commit to actions without consideration of the impact on the diverse needs of customers/end users – apply a 'one size fits all' approach

2. Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it's about being open to change, suggesting ideas for improvements to the way things are done, and working in 'smarter', more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive Public Service. It also means making use of alternative delivery models including digital and shared service approaches wherever possible.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour <i>People who are effective are likely to...</i>	Ineffective Behaviour <i>People who are less effective are likely to...</i>
Find ways to improve systems and structures to deliver with more streamlined resources	Retain resource intensive systems and structures that are considered too difficult to change
Regularly review procedures or systems with teams to identify improvements and simplify processes and decision making	Repeat mistakes and overlook lessons learned from what has not worked and what has worked in the past
Be prepared to take managed risks, ensuring these are planned and their impact assessed	Have ideas that are unfocused and have little connection to the realities of the business or customer needs
Actively encourage initiative and recognise/praise ideas from a wide range of sources and stakeholders and use these to inform own thinking	Not listen to suggested changes and not give reasons as to why the suggestion is not feasible

Be willing to meet the challenges of difficult or complex changes, encouraging and supporting others to do the same	Resist changing own approach in response to the new demands - adopting a position of 'always done things like this'
Prepare for and respond appropriately to the range of possible effects that change may have on own role/team	Take little responsibility for suggesting or progressing changes due to perceived lack of control of processes

3. Making Effective Decisions

Effectiveness in this area is about being objective; using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. For all staff, it means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well-reasoned justifiable decisions. At senior levels, leaders will be creating evidence based strategies, evaluating options, impacts, risks and solutions. They will aim to maximise return while minimising risk and balancing social, political, financial, economic and environmental considerations to provide sustainable outcomes.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour <i>People who are effective are likely to...</i>	Ineffective Behaviour <i>People who are less effective are likely to...</i>
Make decisions when they are needed, even if they prove difficult or unpopular	Miss opportunities or deadlines by delaying decisions
Identify a broad range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources	Only use evidence sources that support arguments or are easily accessible ignoring wider concerns such as security, legal or technical advice
Recognise patterns and trends in a wide range of evidence/data and draw key conclusions, outlining costs, benefits, risks and potential responses.	Come to conclusions that are not supported by evidence
Ensure all government and public data and information is treated with care in accordance with security procedures and protocols.	Give little consideration to the people and resources impacted by decisions
Recognise scope of own authority for decision making and empower team members to make decisions	Create confusion by omitting to inform relevant people of amendments or decisions causing delays in implementation
Invite challenge and where appropriate involve others in decision making to help build engagement and present robust recommendations	Consistently make decisions in isolation or with a select group

People Cluster - Engaging People

4. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It's about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision; managing and engaging with people with honesty and integrity, and upholding the reputation of the organisation.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour <i>People who are effective are likely to...</i>	Ineffective Behaviour <i>People who are less effective are likely to...</i>
Continually communicate with staff, helping to clarify goals and activities and the links between these and YJB strategy	Be rarely available to staff and others, communicate infrequently
Recognise, respect and reward the	Take the credit for others' achievements

contribution and achievements of others, valuing difference	
Communicate in a straightforward, honest and engaging manner with all stakeholders and stand ground when needed	Give in readily when challenged
Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact	Communicate in a set way with little variation, without tailoring messages, style and timing to the needs of the target audience
Promote the work of the YJB and play an active part in supporting the YJB values and culture	Be ignorant of and/or dismissive of broader organisational values and goals, such as equality and diversity
Role model enthusiasm and energy about their work and encourage others to do the same	Communicate information without consideration for the audience or with limited/low levels of enthusiasm and effort

5. Collaborating and Partnering

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the sector to help get business done. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it's about delivering business objectives through creating an inclusive environment, encouraging collaboration and building effective partnerships including relationships with Ministers.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour <i>People who are effective are likely to...</i>	Ineffective Behaviour <i>People who are less effective are likely to...</i>
Establish relationships with a range of stakeholders to support delivery of business outcomes	Devote little or no time to networking or engaging with immediate stakeholders, preferring to work in isolation
Act as a team player, investing time to generate a common focus and genuine team spirit	Demonstrate limited capability to get the best from people and create barriers or negative feelings between and within teams
Actively seek input from a diverse range of people	Display little appreciation of the value of different contributions and perspectives
Readily share resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation	Create reasons why resources and support cannot be shared
Deal with conflict in a prompt, calm and constructive manner	Show a lack of concern for others' perspectives
Encourage collaborative team working within own team and across the YJB	Support individual or silo ways of working

6. Building Capability for All

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. At senior levels, it's about talent management and ensuring a diverse blend of capability and skills is identified and developed to meet current and future business needs. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour	Ineffective Behaviour

<i>People who are effective are likely to...</i>	<i>People who are less effective are likely to...</i>
Identify and address team or individual capability requirements and gaps to deliver current and future work	Manage others in a weak or ineffective manner, allowing capability gaps to persist
Identify and develop all talented team members to support succession planning, devoting time to coach, mentor and develop others	Choose to only develop team members who reflect own capabilities, styles and strengths
Value and respond to different personal needs in the team using these to develop others and promote inclusiveness	Be insensitive to and unaware of the diverse aspirations and capability of all members of the team
Proactively manage own career and identify own learning needs with line manager, plan and carry out work-place learning opportunities	Passively expect others to identify and manage their learning needs
Continually seek and act on feedback to evaluate and improve their own and team's performance	Make no attempt to learn from or apply lessons of feedback

Performance Cluster - Delivering Results

7. Achieving Commercial Outcomes

Being effective in this area is about maintaining an economic, long-term focus in all activities. For all, it's about having a commercial, financial and sustainable mindset to ensure all activities and services are delivering added value and working to stimulate economic growth. At senior levels, it's about identifying economic, market and customer issues and using these to promote innovative business models, commercial partnerships and agreements to deliver greatest value; and ensuring tight commercial controls of finances, resources and contracts to meet strategic priorities.

Level 3 (HEO & SEO or equivalent)	
<i>Effective Behaviour</i> <i>People who are effective are likely to...</i>	<i>Ineffective Behaviour</i> <i>People who are less effective are likely to...</i>
Consider, in consultation with commercial experts, alternative ways of working with partners and contractors to identify more efficient outcomes, balancing cost, quality and turn around times	Overlook opportunities for continuous improvement in service delivery
Work with commercial experts in engaging effectively and intelligently with delivery partners in order to define and /or improve service delivery	Lack impact when engaging with commercial experts and delivery partners through misunderstanding commercial issues
Gather and use evidence to assess the costs, benefits and risks of a wide range of delivery options when making commercial decisions	Take a narrow view of options and focus only on cost, rather than long term value and impact
Identify and understand relevant legal and commercial terms, concepts, policies and processes (including project approvals and assurance procedures) to deliver agreed outcomes	Show a lack of understanding about relevant commercial concepts processes and systems

8. Delivering Value for Money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve the best mix of quality and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. At senior levels, effective people

embed a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the organisation maximises its strategic outcomes within the resources available.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Recommend actions to achieve value for money and efficiency	Ignore financial experts – not ask for advice or seek advice at the right time
Cultivate and encourage an awareness of cost, using clear simple examples of benefits and how to measure outcomes	Reserve resources for own team without considering wider business priorities or the organisation's financial environment
Work confidently with performance management and financial data to prepare forecasts and manage and monitor budget against agreed plans	Misinterpret or over-estimate performance and financial data used to forecast and monitor budgets and plans
Follow appropriate financial procedures to monitor contracts to ensure deliverables are achieved	Ignore the organisation's financial procedures or break rules for the sake of expediency
Monitor the use of resources in line with organisational procedures and plans and hold team to account	Be unable to justify own and their teams' use of resources

9. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People, who can effectively plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost-effective delivery models for public services.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions	Has minimal understanding of what could go wrong or needs to be resolved as a priority
Develop, implement, maintain and review systems and service standards to ensure professional excellence and expertise and value for money	Focus on delivering the task to the exclusion of meeting customer/end user requirements and needs
Work with team to set priorities, goals, objectives and timescales	Allocate or delegate work without clarifying deadlines or priorities
Establish mechanisms to seek out and respond to feedback from customers about service provided	Be unable to explain common customer problems or needs and how these are evolving
Promote a culture that tackles fraud and deception, keeping others informed of outcomes	Not give sufficient priority and attention to ensuring that fraud and deception is being tackled.
Develop proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners	Generate limited proposals to create service improvements and do so with little involvement of staff

10. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly and promptly. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times.

Level 3 (HEO & SEO or equivalent)	
Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
Successfully manage, support and stretch self and team to deliver agreed goals and objectives	Give people work to do without supporting them to develop the skills and knowledge they need for the job
Show a positive approach in keeping their own and the team's efforts focused on the goals that really matter	Allow work flow to lose momentum or drift away from priorities
Take responsibility for delivering expected outcomes on time and to standard, yet allowing the teams space and authority to deliver objectives	Give little or no support to others in managing poor performance, allow others' problems and obstacles to hamper progress
Plan ahead but reassess workloads and priorities if situations change or people are facing conflicting demands	Show no consideration for diversity-related needs of the team when organising the workload
Regularly monitor own and team's work against milestones or targets and act promptly to keep work on track and maintain performance	Allow poor performance to go unchallenged, causing workload issues for other team members
Coach and support others to set and achieve challenging goals for themselves	Allow organisational and other obstacles, including a lack of support, to stand in the way of own and others' aspirations