

The next phase of change: information pack for staff

9 March 2011

We are now moving into the next phase of our restructuring programme, which will see us become a smaller, yet stronger department. Having learnt from the SCS selection process and listened to your feedback, we have now developed the draft organisational structure below the SCS as well as the application process and timetable. All of this information is included in this pack.

To honour our commitment to openness and fairness, we are publishing this information for all staff to see, alongside our Equalities Impact Assessment of the organisational design process. The EqIA work will continue to cover all stages of the restructuring process. For example, the selection process will be developed in consultation with you, the Staff Networks and the Departmental Trade Unions.

I am very keen to hear your questions and views to help us refine both the process and the EqIA. There will be many opportunities throughout March to discuss its contents in detail with the leadership team, the change team and me.

Finally, I want to assure you that I understand this will to a challenging time for all involved. Indeed, I recognise – and have discussed with Ministers – that we are entering a period where restructuring will be a very significant focus and call on our time. We will do everything we can to support you through it.

What This Pack Contains

Why and how we are changing

Why we are changing (slides 4-5)

Our proposed new Departmental structure for October 2012 (slides 6-17)

How we propose to run the change process for Grades 6 and below (slides 18-46)

How you can engage on our future structure (slide 16)

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Annex A: Tables showing the new Departmental structure (slides 47-72)

Annex B: Specialist skills and competences (slide 73-74)

Notes to readers

Although every effort has been made to ensure that the information presented in this pack is accurate, errors may be found. These will be corrected as soon as they are brought to our attention.

Colleagues should note that, in all of the tables, entries for AO refer to AO and AA staff combined.

This is because the small number of AA posts otherwise make it possible to identify individuals.

The scale of change DCLG faces is unprecedented

A range of factors, including the Coalition Government's ambition of a smaller, more enabling state, the shift in power away from Whitehall and the need to tackle the fiscal deficit, mean DCLG must change fundamentally. We need to:

- become a significantly **smaller** Department, focusing only on work that is essential and retaining the skills, expertise and knowledge that we will need in the future
- change the way we work, so that we are a much **stronger** Department, better able to provide effective leadership across Government on our core agenda

To underpin and drive this change, we have clarified the core purpose of DCLG, to:

- drive the transfer of power and funding away from Whitehall to people and communities: localism, decentralisation and the Big Society
- create – through its core policy responsibilities - the conditions which energise and empower individuals and communities to build successful neighbourhoods



Driving effective localism and creating the conditions for successful places

The DCLG Change Plan <https://intranet.communities.gov.uk/news/1851337> sets out the progress we have made so far and the next steps we will be taking.

We have:

- published DCLG's Structural Reform Plan and draft Departmental Business Plan setting out our vision and work programme for the coming period
- begun the restructuring process, creating a new senior leadership team and offering staff who want to leave the Department the option to go voluntarily
- agreed the four key attributes that we need to focus on in 2011 to become a top-performing Department, and the actions that will help us attain them

This pack sets out the next steps in becoming a smaller Department. It:

- describes the process we have gone through to agree a proposed structure for the new DCLG, sets out that structure with figures showing the proposed numbers of staff at each grade by Directorate and describes how the Department will consult staff on this structure within March
- sets out the proposed selection process for staff from Grades 6 and below, and describes how the Department will consult staff on the process within March

Once we have finished gathering your views on the structure, the process and the four key attributes, we will hold all-staff briefings on 4th April to let you know how we intend to move forward.

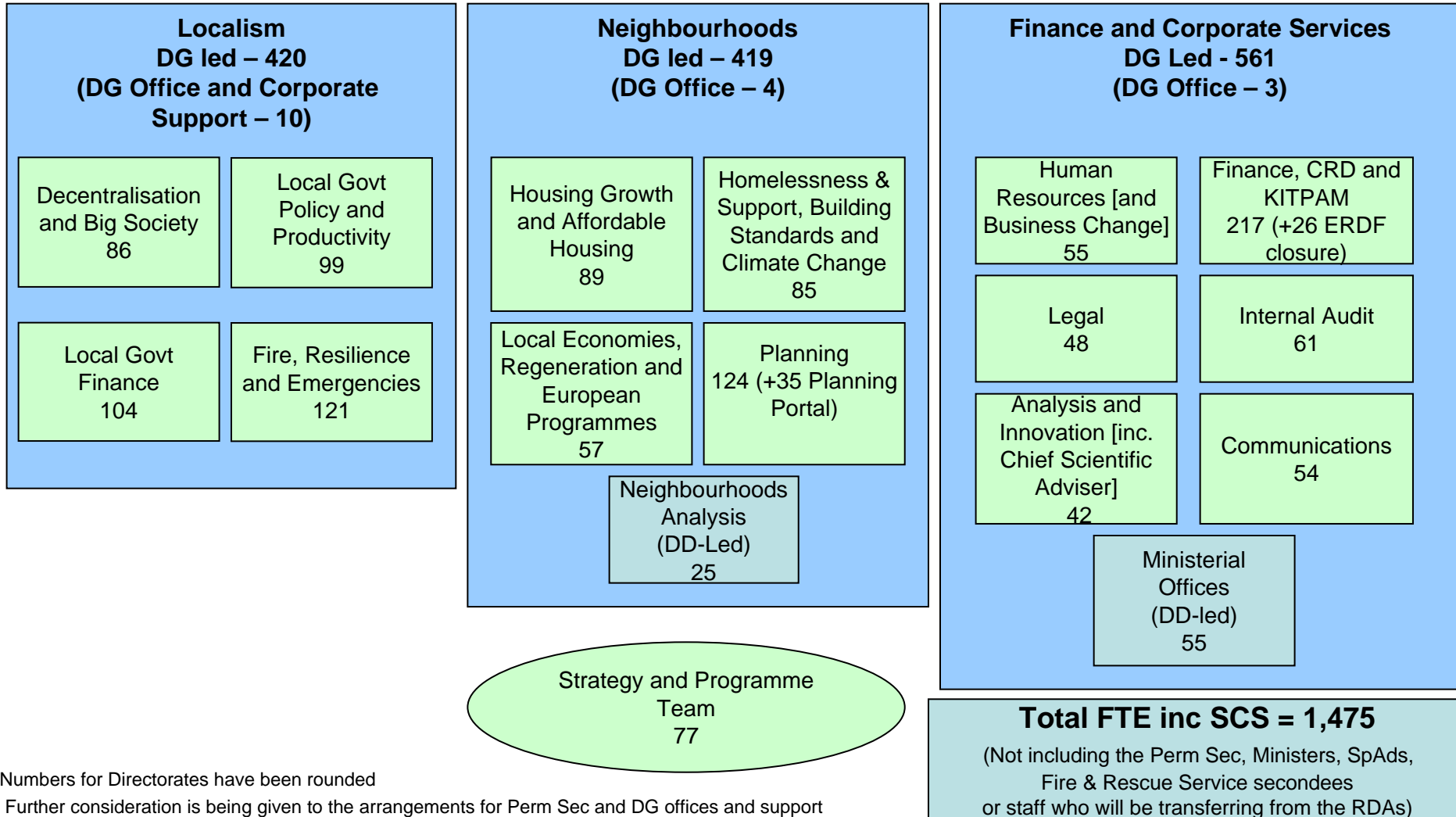
Our proposed new Departmental structure for October 2012

- Following the announcement of the Spending Review (SR) settlement in October 2010, Sir Bob Kerslake discussed the future shape and size of the Department with staff in the all-staff sessions at the QEII Conference Centre. Sir Bob also set out the top-tier structure for the Department.
- DGs were appointed in November 2010 and Directors in December 2010. Deputy Director roles were announced in January and the process for selection is currently underway, with an announcement on allocated roles expected by early April.
- Since October, the Department has also launched an Approved Early Retirement (AER) scheme, and other staff have also left the Department since October 2010 through a mixture of voluntary departures, termination of fixed contracts and machinery of Government changes.
- **Therefore by April 2011 (i.e. when we propose to start restructuring for Grades 6 and below), DCLG core headcount will be approximately 2,180**, (excluding staff transferring in from RDAs in July this year, Fire and Rescue Service roles, SpAds and Ministers). The breakdown by grade is as set out on slide 12.
- A Voluntary Exit Scheme (VES) was launched in January and the Department has offered 154 staff the opportunity to leave the Department between May and October 2011 – this will reduce the 2,180 further.
- Applications for a further VES are due to close on **25th March 2011**. This timetable has been deliberately extended as many staff said that they wanted to think about whether to apply once they were clearer about the future structure and grade mix. Further information can be found at <https://intranet.communities.gov.uk/our-department/businesschange/restructuring/voluntaryexit>. If, in the light of the information set out in this pack, you are interested in applying for VES, please discuss this with your line manager.

- Since taking up their roles in January, Directors have been working to develop the detail of their Directorate structures within the context of the business planning process for the next two years.
- To do this they have identified the workpackages in their respective areas of responsibility which are needed to achieve the Department's priorities
- They have identified their structures and the resources required to deliver these workpackages
- In doing all of this, Directors have been guided by a set of business design principles to ensure that:
 - The Department focuses only on essential work, and in doing so, identifies current activity that can be scaled down or stopped
 - New Directorate structures are sufficiently flexible to respond to shifting priorities and workloads
 - The grade mix reflects the accountabilities and responsibilities expected at each level, based on the leading flexible teams principles we established last year to provide empowering roles and to avoid 'grade drift'
 - Resourcing levels are affordable within the SR settlement
 - Our equalities responsibilities are fully and properly respected.

- The business planning work has therefore identified the number of staff required at each grade and location, including the number of generalist and specialist roles.
- The draft structure and baseline numbers presented include roles transferring in from the Government Office Network, as they will be part of the Department from April.
- However, it does not include a significant number of transitional time-limited roles, further details of which follow. Nor does it include those roles transferring in from RDAs, as they are not currently part of the Department, and will not be at the time the selection process begins.
- The draft structure also does not take account of any changes which would occur if the Department were to move to a shared services model, as any such changes are unlikely to take place before October 2012.
- The table on slide 11 summarises the proposed number of roles below the SCS in the Department in October 2012, by Directorate and grade.
- The detailed tables in Annex A provide a breakdown for each Directorate, showing the proposed grades, specialisms, and locations of staff.
- **Please note that this represents the proposed structure of the Department in October 2012. Transition to this structure will take place between April 2011 and October 2012.**

Overview of the draft new Departmental Structure at October 2012, including SCS staff



Proposed ongoing roles by Directorate and Grade for Grades 6 and below at Oct 2012

Group & Directorate		AO	EO	HEO	SEO	G7	G6	Total
Localism	DG OFFICE - Localism	0	3	4	1	0	1	9
	Decentralisation and Big Society	6	7	21	13	33	3	81
	Fire, Resilience & Emergencies	2	15	33	16	36	13	115
	Local Government Finance	11	23	32	5	25	4	99
	Local Government Policy, & Productivity	5	7	33	9	36	2	92
	Total	23	54	123	43	130	23	395
Neighbourhoods	DG OFFICE - Neighbourhoods	1	1	1	0	0	0	3
	Housing Growth and Affordable Housing	3	13	28	14	22	4	84
	HSBSCC	4	10	21	17	27	2	80
	LEREP	2	5	13	10	22	0	52
	Planning	7	24	30	26	25	6	118
	Planning Portal	0	10	9	8	5	3	35
	Neighbourhoods Analysis	0	2	9	0	10	3	24
Total	17	65	111	75	110	18	395	
Finance & Corporate Services	DG OFFICE - Finance & Corporate Services	0	1	1	0	0	0	2
	Analysis and Innovation & Chief Scientist	0	4	12	6	12	3	37
	Communications	0	8	17	15	8	3	51
	Finance, CPD, KITPAM	23	36	50	53	31	18	210
	GO Network and ERDF Closure	0	4	10	1	8	2	25
	Human Resources	9	8	16	4	11	4	52
	Internal Audit	0	2	24	26	8	0	60
	Legal	3	2	5	2	21	10	43
	Ministerial	15	17	16	0	6	0	54
	Total	50	82	151	107	105	40	534
Strategy & Programme Team		4	5	20	8	28	7	71
Total		93	205	404	233	373	88	1,396

- This table shows **staff** below the SCS from core DCLG including those transferring in from the GONs. It shows all FTE roles at October 2012.
- This table does not include staff transferring in from the RDAs or FRS roles. Nor does it include DCLG SCS, Ministers or SpAds.
- Given the small number of posts, AO refers to AO and AA staff combined to ensure individuals cannot be identified.

- Equalities considerations have been and will be taken full account of in the restructuring process. In particular, possible disproportionate impacts on staff in the protected groups - for example, staff who are female, BAME staff or staff who have a disability. These impacts will be identified, and where possible, mitigating actions will be implemented as far as is reasonably practicable.
- In terms of the number of staff at each grade, it is important to note that there is a higher number and proportion of staff in the protected groups within the AO and EO grades.
- The draft structure for October 2012 shows proposed reductions are spread relatively evenly across the grades, compared to April 2011, with a slightly higher proportionate reduction at AO and EO grades, and also Grade 6. Overall, this represents no significant change to the overall grade mix of the organisation.
- The proposed grade mix is driven by business need. Within Directorates, where there are reductions at AO or EO grades that are above the average, the business rationale has been investigated. In summary, higher than average reductions at the AO and EO grades are mostly due to changes in the work undertaken by DCLG, particularly less management of large programme budgets and fewer routine administrative tasks. This is set out in full in the EQIA which accompanies this pack.

	AO	EO	HEO	SEO	G7	G6	Total below SCS	SCS	Total
April 2011	154	326	578	325	545	132	2,061	119	2,180
October 2012	93	205	404	233	373	88	1,396	79	1,475
% change from April 2011	(39%)	(37%)	(30%)	(28%)	(32%)	(34%)	(32%)	(33%)	(32%)

Specialists within the Department

This table sets out the proposed number of specialist staff by grade in October 2012. Specialist staff will represent around one-third of staff below the SCS in the Department in October 2012. Annex B sets out the specialist skills/competences that the Department will be looking for in its specialist staff.

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	93	181	282	116	241	43	957
Auditors			23	25	6		54
Communications		7	17	14	9	3	50
Economists			5		9	2	16
Finance and Accountants		2	17	21	12	6	58
Fire & Rescue Service						3	3
General Analyst			13	4	16	4	37
Human Resource			9	1	9	4	23
ICT professionals		4	7	5	1		17
Lawyers			4	2	20	10	36
Librarians				3		2	5
Statisticians		10	13	2	15	2	41
Planners			9	18	17	2	46
Procurement		2	3	8	6	2	21
Social Researchers			1	8	5	2	16
Operational Researchers & Scientists and Engineers			1	6	6	1	14
Other					2	1	3
Total Specialists		25	122	117	132	44	439
Below SCS total	93	205	404	233	373	88	1396

Proposed time-limited roles

- All the previous tables have focused on ongoing roles, as at October 2012.
- However, in addition to these, Directors have identified the potential need for about 500 time-limited roles below the SCS during the transition period. The split across the Groups is as set out below.

Group	Total
Localism Group	152
Neighbourhoods Group	168
Finance & Corporate Services Group	131
Strategy & Programme Team	50
Total	501

- These are roles which are not in the ongoing Departmental structure, but are in areas where the nature of the work is expected to change, reduce or complete some time between September 2011 and October 2012.
- These roles will reduce on a staged basis up to October 2012, with the majority completing before April 2012.
- More detail on the time-limited roles, including the Directorate in which they would feature and the length of the role, will be available shortly.

A more detailed breakdown of future roles below the SCS by Directorate is at Annex A

- The attached Annex A gives a more detailed breakdown for each Directorate. This gives an indication of proposed roles by grade, specialism and possible location for staff below the SCS in October 2012. Time-limited roles are not included.
- Proposed locations of staff set out in Annex A are based on current arrangements but may change as part of further reviews underway.

How you can engage on our future structure

- The structure set out in this Pack has been developed by Directors, based on their assessment of future work and resourcing needs in their areas, with oversight and quality assurance by the Executive Team.
- We would now welcome your views – in particular, on the balance of roles across the Groups and Directorates, the balance of generalist and specialist roles, the spread of roles across locations and the overall mix of staff within the Department. In doing so, please bear in mind the design principles on slide 8 and that we will also need to ensure that the size and shape of the Department is affordable.
- **Team discussions w/c 7 March and w/c 14 March**
- Directors will hold sessions with their teams to further explain the structures they have arrived at through the business planning exercise. There will be an opportunity to ask questions and comment on the proposed structures. Your comments will be fed back to the change team. The sessions will also provide a forum to apply your knowledge and experience of specific work areas to help test whether staffing/grading assumptions are appropriate to the work, and offer suggestions on resourcing and ways of working.
- **Email**
- You can also email your comments on the future structures to: change@communities.gsi.gov.uk using the heading 'Future Structure'

We would also welcome your views on making DCLG a top-performing Department

- There is also a lot of work going on in the wider Change Programme to ensure that the Department will be stronger as well as smaller going forward. Staff input in this work is also hugely valued. Already, feedback from the Staff Survey and from our external partners has helped the leadership team define the four priorities for 2011:
 - **Strong and visible leadership**
 - **Powerful at influencing**
 - **Excellent at growing our people**
 - **Consistently getting the basics right**
- If you have not already done so, please also use your Directorate discussions to talk about these priority areas and to share your ideas on what actions we could all take

Other opportunities coming up will include:

- open sessions focusing on our core purpose so that everyone is clear about what DCLG is for, and how their work fits in
- helping to identify the priority skills that we need
- developing ways of working that support successful influencing
- helping to ensure that our values reflect our new core purpose
- working with our corporate services teams to inform service delivery

Email

- You can also email your comments on becoming a top performing DCLG to: change@communities.gsi.gov.uk using the heading 'Top Performing Department'

How we propose to run the change process for Grades 6 and below

We have applied a set of principles in the design of the process for restructuring in Grades 6 and below

- **Fairness, openness and transparency:**
 - We will publish all the relevant information and be prepared to explain our thinking
- **Equality:**
 - We will use our equality impact analyses to ensure we are taking appropriate mitigating actions
- **Learning:**
 - We have used our experience of the SCS selection process to improve the process and reduce the burden on applicants e.g. we have reduced the requirement for a CV to a simple career history
- **Listening:**
 - We have listened to the views people have expressed: in particular including our values in the criteria for assessment
- **Skills:**
 - Drawing a balance between the your past performance , the skills you have developed and your deployability in the new DCLG
- **Support and assistance:**
 - We will provide advice, support and assistance throughout the process

What is the timescale for this process?

- **Stage 1 – Outline timetable for G6s and G7s**
 - Selection packs issued: Early April
 - Workshops on completion of applications and for line managers on assessments: April
 - Training for Deputy Director line managers as assessors in April
 - Applications to be completed: By early May
 - Training provided for moderation panel members: May
 - Line manager assessments to be completed: By mid-May
 - Applications considered by moderation panels to reach decision on selection: By early June
 - Staff notified of outcomes: Early to mid-June
 - Appeals process: Mid to late June
 - Final decisions: Late June / early July
 - Posting process, with staff assigned to new job roles or to redeployment pool: September

Selection Process for Grades 6 and 7

Aims to Start April 2011

Application – 5 April to 6 May

Grades 6/7 will be asked to complete a selection pack containing the following elements:

- Evidence of competence against the DCLG core skills, professional competence (if applicable), broader experience and career history;
- An opportunity to indicate preferences including for Directorates, permanent or time-limited roles or voluntary exit

Line management assessment – 9 to 18 May

Line managers will assess and rate each individual's application and comment on their deployability.

Moderation panels – 23 May to 3 June

A Director-led panel will validate and moderate line manager assessments and produce scores for both overall performance and deployability which will be used to position individuals on the selection grid.

Results and appeals – 9 June to 22 June

Following notification of results to individuals there will be a window for appeals, which will be considered by a panel led by the HR Director.

Outcomes – 4 July

Permanent placements

Staff notified that they have secured an on-going appointment

Placements with deferred end-dates

Staff notified that they will be considered for a posting with a deferred end-date at which point they will leave the Department

Redeployment & Severance

Staff assigned to a new redeployment and outplacement pool and notified that they are at risk of redundancy if suitable alternative employment cannot be found. We will only move to compulsory redundancies if absolutely necessary.

What is the timescale for this process?

- **Stage 2 – Outline timetable for SEO and below staff**

- Selection packs issued: Early May
 - Workshops on completion of applications April / May
 - Training for line manager assessors at grades 6/7
 - Applications to be completed: By late May
 - Training provided for moderation panel members: May / early June
 - Line manager assessments to be completed: By early June
 - Applications considered by moderation panels: By mid to late June
 - Staff notified of outcomes: Late June
 - Appeals process: Early to mid-July
 - Final decisions: Mid-July
 - Posting process, with staff assigned to new job roles, or to redeployment pool: September
- *Note: The process outlined here begins sooner than the indicative timetable for staff at these grades included in the October 2010 staff information pack. It also asks all staff in these grades to submit applications at the same time, rather than each grade in turn. Applications will be moderated considering staff at a single grade together.*
 - *The process has been designed in this way in order to ensure all staff have certainty about their future roles in DCLG before the summer recess. For staff at SEO level and below, it may not be possible to then confirm postings until September.*

Selection Process for Grades SEO and below Aims to Start May 2011

Application – 3 May to 26 May

Staff at SEO and below will be asked to complete a selection pack containing the following elements:

- Evidence of competence against the DCLG core skills, professional competence (if applicable), broader experience and career history;
- An opportunity to indicate preferences including for Directorates, permanent or time-limited roles or voluntary exit

Line management assessment – 27 May to 8 June

Line managers will assess and rate each individual's application and comment on their deployability.

Moderation Panels – 13 June to 24 June

A Deputy Director-led panel will validate and moderate line manager assessments and produce scores for both overall performance and deployability which will be used to position individuals on the selection grid.

Results and appeals – 29 June to 11 July

Following notification of results to individuals there will be a window for appeals, which will be considered by a panel led by the HR Director.

Outcomes – 22 July

Permanent Placements

Staff notified that they have secured an on-going appointment

Placements with deferred end-dates

Staff notified that they will be considered for a posting with a deferred end-date at which point they will leave the Department

Redeployment & Severance

Staff assigned to a new redeployment and outplacement pool and notified that they are at risk of redundancy if suitable alternative employment cannot be found. We will only move to compulsory redundancies if absolutely necessary.

What evidence will I need to provide?

- We are asking you to demonstrate in your application evidence of your performance, skills and deployability.
 - This evidence will be assessed and rated by your line manager
 - The moderation panels will review your evidence and your line managers' assessments and, in conjunction with your line manager, determine two combined ratings - performance and "fit" for the future department. These two ratings will be used to place your application on a selection grid.
 - This panel will seek to ensure consistency of scoring through a process of moderation.
- **Proposed criteria and evidence**
1. You will be asked to provide a short evidence-based self assessment against each **DCLG competence** (up to 250 words each), which reflect both Professional Skills for Government and the DCLG values. The competences are:
 - Leadership
 - Analysis and use of evidence
 - Communications and marketing
 - Financial management
 - Programme and project management
 - Strategic thinking
 - *either* People management *or* Working with each other (dependent on your level of responsibility)

- **PROPOSED CRITERIA AND EVIDENCE**

2. If you are a **specialist** and wish to be considered for roles in that specialism you would also need to provide an additional evidence-based self-assessment against the relevant professional competences. Details of roles considered to be ‘specialist’ for the purpose of the restructure are set out in Annex B.
3. All staff will also be asked to set out a simple **career history** (covering your role, the organisation, and amount of time you worked there). This will take the form of a short table rather than being a full CV, to enable the information to be provided in a consistent format and to make the application process less onerous. The career history is to show the range of your work, including both broad and deep experience of different roles or areas of work.
4. You will be invited to provide a further text contribution on **additional skills or experience** that are relevant to your application – for instance, to evidence recognised qualifications or additional skills or experience gained outside of work which show flexibility, leadership and learning.

Proposed criteria and evidence

5. While we accept that use of the performance rating for 2010/11 places additional emphasis on this year's PMR process, an assessment of current performance should be an important factor in looking at the evidence for each individual. Consequently, our aim is for you to supply your **three most recent PMR box markings**, for consideration alongside the evidence on each of the six core competences, specialist skills where relevant and any additional skills and experience you wish to mention. In that way the 2011 performance markings become only one third of one of the seven factors to be taken into account.

6. Any proven conduct/ disciplinary action that remains current on your personal record will also form part of your evidence to be assessed.

Responding to your feedback and our equalities screening we have considered, but decided not to use the following criteria:

- **Age** – which could potentially be discriminatory for either older or younger staff
- **Length of service** – which risks being seen as a proxy factor for age; there are other opportunities for you to set out your range of experience
- **Sickness absence** – if this were used it would in any case need to exclude absences related to disability or maternity. But more generally there are data inconsistencies in recording sickness which could disadvantage some people

How will my evidence be assessed?

- When you have completed your evidence pack your line manager will rate each aspect of your evidence i.e. separate ratings for each competence, for overall performance and for any proven and current conduct / disciplinary action.
- For specialists, the Head of Profession may be asked to provide a rating for evidence of your professional competence.
- Your line manager will also be asked to provide written comment and assessment of your ability to be deployed into roles within the new structure. This plus the assessment of your leadership skills will form the assessment of your fit for the new DCLG.
- To ensure consistency in the final outcome, your line manager will receive training in how to assess and rate your evidence, including the need to recognise and deal with unconscious bias.
- Your application will then be passed to a panel for independent assessment and moderation.
- At the conclusion of this process your application will receive two overall scores: one for your skills and one for your 'fit' for the new Department.

Note this process differs from the SCS process in the following respects

- the validation stage has been dropped – with line managers providing the assessment this part of the SCS process becomes unnecessary
- applications are scored by one assessor rather than two – although the moderation panel will provide independent review and moderation of individual assessments.
- applications are moderated by a panel of at least two independent assessors

Can you say more about the moderation process?

- **Our proposal is:**
 - To use a small number of dedicated panels to moderate line manager assessments, to ensure consistency in the process across the Department
 - To train all panel members, including on the need to avoid unconscious bias, and for them to be representative of our diverse workforce
 - That panel members will be primarily at the same grade as applicants' line managers
 - That moderation will be carried out for each grade on a Departmental basis, not in pools by Groups or other teams – although specialists will be considered separately
 - That before the moderation exercise, a member of the relevant panel will test the rating of each application against the evidence
 - For panels to consider each application, with relevant line managers attending to explain the basis for their own assessments and ratings
 - For panels to map applicants onto a similar assessment grid to that used for SCS process

How will I be supported through the process?

- **We will provide support for applicants including:**
- **Information and feedback**
 1. Seminars in March for information and feedback on this proposed process
 2. A 'Managing Your Future' section on the intranet signposting to self-help pages available through our internal HR portal as well as external support websites, including the Civil Service Benevolent Fund.
 3. Discussions with staff networks to identify additional support which might be provided to minimise impacts on protected groups and any refinements we need to make to the proposed process

Personal Support

4. 24 hour Counselling and support service (Employee Assistance Programme). Details of this service on are on the intranet at <https://intranet.communities.gov.uk/our-people/counselling-support/> or direct via <http://www.eap.rightcorecare.co.uk>

Compiling and presenting your evidence

5. During the application phase -workshops on marshalling and presenting relevant evidence (for all staff),
6. Relevant support for staff receiving reasonable adjustments – if you are disabled and have been assessed by the Department as requiring reasonable adjustments for your job, you will also be able to receive any further support you need to make your application. HR will contact all staff concerned before the selection packs for staff at your grade are sent out.
7. Where identified through our EQIA process, we will provide additional support for any group of staff where they might be disadvantaged by the proposed selection process.

How will I be supported through the process?

- **We will also provide for line managers:**

- Training on supporting people through restructuring.
- Recognising the particular pressures on those people who are line managers, in addition to relevant training we will work with the G6&7 Forum to take views on personal and team impacts as well as further support needed.
- Training for managers on providing robust and consistent assessments and ratings

We will also provide for everyone:

- Regular information about the change programme across the Department and within teams
- Additional sessions on the proposed new structure for the Department and on building a top-performing Department (mainly through Directorate discussions)

- **Ways in which you can help one another include:**
 - Mentoring and buddying – supporting colleagues outside your own line management chain, including those who have gone through their own process sharing their experiences. (NB: while we would not expect line managers to help you write your application, they can share their experience of the process with you and suggest areas where your work experience might provide evidence against a specific competence.)
 - Managing other workloads flexibly within teams – to help to ensure that everyone has time to complete their own application at the relevant stage, and to carry out the relevant assessments where they are line managers, while at the same time the Department continues to deliver for Ministers. There is a particular responsibility for SCS staff in managing this.
 - Making sure colleagues working outside the Department or away from the office are kept in touch with developments.

If I am not selected, what will happen?

- **You may wish to appeal against non-selection:**
 - To ensure fairness and transparency in our processes, we will make sure that everyone has the opportunity to appeal against a decision that affects their future.
 - Appeals will be subject to specific criteria rather than dissatisfaction with the outcome. For example, you may wish to appeal if you feel that there are circumstances that the panel did not know about that might have affected your completion of your evidence or your assessment by your line manager.
 - To ensure we adopt a consistent approach, appeals will be considered by a senior member of HR and two other members of the SCS from different parts of the Department.
 - When the appeals process has been completed, individuals will be informed of the outcome by letter.

If I am not selected, what will happen?

- Anyone not offered a permanent appointment may either be offered a time-limited role with a deferred exit date or placed into the redeployment and outplacement pool.

- **For those made surplus and at risk of redundancy, additional practical support will be provided in the form of:**
 - Help with redeployment within the civil service
 - Redundancy swaps
 - Job searching
 - Skills assessment
 - CV writing
 - Completing application forms
 - Interview skills
 - Advice and guidance on benefits and entitlements

If I am selected, how will I be allocated to a role in the future Department?

- As part of your application, you will have been asked to say whether your preference is for a permanent role in the future Department, for a time-limited role or for a voluntary exit. If your preference is for a permanent or a time-limited role, you will also have the chance to express up to three preferences for the Directorate you would like to work in.
- As for the SCS, this preference will **not** be considered as part of the selection process. Rather, it will be used at the next stage to decide postings for successful individuals.
- For those offered a permanent appointment, the HR Team and a team of Directors will prepare an initial set of posting proposals.
- In making this allocation they will follow the process set out below :
 - Placement of specialists to roles and teams
 - Placement of the remaining specialists in order of overall grid placement i.e. those with the highest scores will be placed in roles first
 - Unplaced specialists who have indicated they would wish to be considered for a generalist role will then be included in the generalist pool
 - Placement of generalists will take account of
 - ~ business need of teams for balance of skills and experience
 - ~ the need for continuity of delivery
 - ~ individuals preferences for particular Directorates or teams
- The initial proposals will then be looked at by a panel of representatives from each DG Group, before a final proposal is put to the Change Programme Board for sign-off.
- Allocating staff to Directorates rather than individual roles will help us to take flexible working patterns into account.

How will this process apply to me...

- **...if I want to apply for voluntary exit rather than selection into the new DCLG?**
- If you have decided that you would like to apply for voluntary exit, the deadline for applications to the second tranche of the current scheme is Friday 25 March. Information can be found at <https://intranet.communities.gov.uk/our-department/businesschange/restructuring/voluntaryexit>.
- You will also be able to express a further preference to leave on voluntary terms as part of the selection exercise. If you choose to follow this route, you will also need to complete the full application pack.
- In all cases, your application for an exit would need to be supported by your manager.
- **...if I am a specialist?**
- If you wish to express a preference for a specialist role, your application for selection will need to include evidence against the professional competences and standards. This will be assessed by the relevant Head of Profession or another senior specialist, along with your line manager's assessment of your general skills.
- If you are not successful in gaining a post in your relevant specialism you will be considered for generalist posts.
- **... if I am in a time-limited role?**
- This does not mean that your contract will end at the same time as your current role. The purpose of the selection process is to identify those people who will stay or leave the organisation. If you are successful then you will be given a new role.

How will this process apply to me...

- **...if I am in the Fast Stream?**
- Having assessed the Department's future skills, talent and capability requirements, at this stage we are not intending to restructure the Fast Stream. We plan to control Fast Stream numbers through the recruitment processes to ensure they remain within current capacity. We will continue to review this position through the restructuring process. There are currently 67 Fast Streamers in the Department and we are due to recruit an additional 6 generalist Fast Streamers (a 50 per cent reduction on previous years), and we intend to reduce the numbers from there over the restructuring period.
- **...if I am currently on probation?**
- You will have the right to be considered for roles in the new structure, but the monitoring of your performance, conduct and attendance will continue until your probation has been completed.
- **...if I am currently on temporary promotion?**
- Very few staff are still on temporary promotion. Those who are will be expected to compete in the selection process at their substantive grade and take up roles at that level if they are successful.
- **...if I am new into a post or my line manager has recently left DCLG?**
- There may be circumstances in which your current line manager is not best suited to assess your application. By agreement with HR a previous line manager, recent task manager or other senior colleague will be able to complete this role. In cases where your line manager has left but is willing to contribute their evidence can be made available for the assessor to consider

How will this process apply to me...

- **...if I am on, or about to go on, maternity leave?**
- If you are pregnant but not on maternity leave when the restructuring for your grade is announced and before the deadline for appeals under the selection process, you will be treated as any other member of staff and be required to participate in the restructure process.
- If you have begun your maternity leave on or before the deadline date for appeals under the selection process then you will be exempt from participating in the restructure process. On your return from maternity leave you will be automatically posted into a role which is broadly comparable to the one you last occupied when you were at work. (Women on maternity leave have the right to return to their job or to a suitable alternative role if their previous role has been affected by restructuring.)
- Where you are sharing your maternity leave with a partner who also works for DCLG, your partner would not be exempt from participation in the restructure process.
- Women on maternity leave can still apply for voluntary exits and the Department will make arrangements to ensure that they are contacted as soon as any voluntary scheme is offered to staff.

How will this process apply to me...

- **...if I am on, or about to go on, adoption leave or paternity leave?**
- Staff on paternity leave are not exempt from the restructuring process and will be required to participate at the appropriate time. However, if you are on additional, unpaid paternity leave then you will not be required to take part in the restructuring process and will be offered an ongoing role on your return.
- If you are not on adoption leave when the restructuring for your grade is announced and before the deadline for appeals under the selection process, you will be treated as any other member of staff and be required to participate in the restructure process.
- If you have begun your adoption leave on or before the deadline date for appeals under the selection process then you will be exempt from participating in the restructure process. On your return you will be automatically posted into a role which is broadly comparable to the one you last occupied when you were at work. (People on adoption leave have the right to return to their job or to a suitable alternative role if their previous role has been affected by restructuring.)
- Staff on adoption leave can still apply for voluntary exits. The Department will make arrangements to ensure you are contacted as soon as any voluntary scheme is offered to staff.

How will this process apply to me...

- **...if I am on a career break, or taking unpaid special leave?**
- If you are due to return from unpaid special leave before the date by which a selection application is due to be submitted (or shortly after that date), you will be expected to participate in the selection process.
- Staff returning from unpaid special leave after the date in which a selection application is due to be submitted will return to the same physical location, at the same pay band and for the same conditioned hours as the job they left provided at least one month's written notice is given to their Director of the intention to return. The Director will arrange for the member of staff to return to their former post or to another suitable job within the Directorate by the intended return date.
- If you are due to return from a career break before the date by which a selection application is due to be submitted (or shortly after that date) you will similarly be expected to participate in the selection process.
- For those staff who are currently on a career break and contemplating a return to work, you should consider whether you wish to participate in the selection process. If you decide you wish to participate, you should complete your selection application and submit the form to your previous line manager. Where this manager has left the Department you should submit your application form to HR who will arrange for it to be assessed in accordance with the process.

How will this process apply to me...

- **...if I am on a career break (continued)?**
- If you are successful in securing a role you will be expected to return to work to take up the position by October 2011.
- If you wish to continue your career break you need not participate in the selection process. However, you must give at least four months written notice of the intention to return from a career break to the HR Shared Service Centre. You will be placed in the Redeployment and Outplacement Pool and you will be expected to find a post to return to. You will remain on unpaid leave while looking for a suitable job, up to a maximum period of six months after the end of your career break. During the period of job search, you must apply for suitable vacancies and keep a record of the applications that have been made. Provided those steps have been taken to find a suitable job, the HR Shared Service Centre will place you back on the payroll and find you a temporary post if a new post has not been secured.
- There is no plan at present to alter the current guidance on career breaks; however, as there will be fewer posts available in the future you will need to weigh the potential difficulty of finding a post on your return against the benefits you hope to achieve from the break itself.
- The Department is not able to advise staff who are considering applying for unpaid special leave or a career break on the best course of action. It is very much a personal decision.

How will this process apply to me...

- **...if I am out of the Department on loan or secondment?**
- Staff who are on loan or secondment break from the Department are required to take part in the selection process. As a consequence, the required paperwork should be completed and returned by the stated deadline for your grade.
- Staff currently out of the Department on loan or secondment and who are successfully appointed to a role may be required to return to the Department to take up the role if required. However, the Department is keen to ensure the benefit to career development of the loan or secondment is realised, and so consideration will be given to the continuation of that loan or secondment through discussion with the individual and the organisation in which they are currently deployed.
- Where someone who is currently out of the Department on loan or secondment is not successfully appointed to a role, will discuss with them the opportunity to continue the loan or secondment in conjunction with the organisation in which they are currently deployed.

How will this process apply to me...

- **...if I am on loan or secondment into DCLG?**
 - We are seeking overall to prioritise the number of roles we are able to fill with established members of DCLG staff. We will not be asking colleagues currently on loan to DCLG to compete for permanent roles as part of the restructuring process.
 - However, we recognise the value of inward loans to the Department and reserve the right to retain staff on loan for the duration of their loan agreement where appropriate.
- **...if I am on long-term sick leave?**
 - We will provide as much support as possible to help staff who are out on sick leave to take part in the selection process (including reasonable adjustments if you have formally told us you are disabled). Please contact HR if you have queries or concerns.

Why is this information being provided now?

As is set out in this Pack, we are reducing the number of roles at every grade and asking staff to go through a selection process to compete for those roles. That means that, while the majority of staff will be able to secure a role in the new Department, by issuing this Pack we are advising all staff at Grades 6 and below that they are at risk of future redundancy. As we have done at all stages, we will maximise the opportunities which staff will have to opt to leave on voluntary redundancy terms.

We will shortly advise the Departmental trade unions that we are commencing the 90 day period of meaningful consultation as required by Cabinet Office pre-redundancy protocols. Both this period of consultation and a 6 week period of reflection (which can run concurrently) must be completed prior to serving individuals with any formal notice of compulsory redundancy.

Taking into account the timetable for the selection process and the period for consultation, staff will know the outcome of the selection process for them before Summer Recess but we are unlikely to issue any individuals with notice of compulsory redundancy any earlier than the beginning of September.

We are sharing this information with colleagues across the Department now so that:

- People have enough certainty about the process and the timing to start preparing for it
- We can seek views and other feedback on some of the details, to help to improve the process where people have good ideas or particular concerns
- It's clear how the proposals for the selection process fit with the proposals for the new organisational structure and building commitment to a stronger Department

- We have therefore scheduled some seminars for staff in March to explain further and discuss the information in this pack about the selection process for Grades 6 and below staff. We will also be talking to the staff networks about specific aspects of the process. This is all in addition to formal consultation with the trade unions.

What aspects of this are open for discussion? Where will my input make a difference?

We would be particularly interested to have your views about:

- What specific evidence should be sought for staff at each grade? Our proposal is that every member of staff should provide evidence against each relevant competence. If you don't agree, which competences should be used and why?
- We are proposing to use the same approach on skills as for the SCS, i.e. written examples of evidence. If you disagree, what should we use instead – e.g. would you prefer to be able just to use tick boxes against the competence definitions?
- We propose to take a similar approach for staff at all grades – do you agree? If not, what should be changed for which grades and why?
- How should we help people who are concerned that their manager will not treat them fairly and should not assess their application?
- Should people who are not selected for a role at their current grade be able to compete for roles at the next grade down?
- You can tell us what you think at staff seminars in March if you can attend, or email your views to change@communities.gsi.gov.uk headed 'Proposed selection process'

How you can get involved with the change process for Grades 6 and below – seminars

- **Staff seminars**

- Seminars have been arranged in Eland House to explain further and discuss the information in this pack about the selection process for G6 and below staff
- These seminars will provide opportunities to ask questions and to give your views and feedback on some of the options for how the selection process will work
- There will be sessions for discussions with G6s and G7s; SEOs and HEOs; EOs, AOs and AAs; and specialists at any grade – to prompt discussion of issues and concerns relevant to each group, as well as general views. There will also be a session in each of those weeks open to all staff, where people prefer this option or can't attend the more focused sessions. Dates and times are on the next slide
- You can book a place by emailing Lorraine Walls in People, Capability & Change (lorraine.walls@communities.gsi.gov.uk). Please state which session you would like to attend, and if there are any alternatives you could make if your preferred seminar is already full
- If you are working outside London and cannot attend these seminars, you can email change@communities.gsi.gov.uk with your views and any queries. We will try to arrange discussions for other locations if there is a lot of interest

How you can get involved with the change process for Grades 6 and below

Staff seminar dates

- Monday 14 March, 10.30 am: G6s and G7s
- Tuesday 15 March, 3 pm: SEOs and HEOs
- Wednesday 16 March, 2.30 pm: EOs, AOs and AAs
- Thursday 17 March, 10.30 am: specialists (at any grade between G6 and AA)
- Thursday 17 March, 2 pm: any staff between G6 and AA

- Monday 21 March, 10 am: EOs, AOs and AAs
- Tuesday 22 March, 10.30 am: any staff between G6 and AA
- Tuesday 22 March, 2 pm: specialists at any grade between G6 and AA
- Thursday 24 March, 10.30 am: SEOs and HEOs
- Thursday 24 March, 3 pm: G6s and G7s

Staff networks

- We are also offering discussions with the staff networks to consider particular issues that are important to different groups of staff in the way the process works and its outcomes.
- The networks will circulate information on any specific sessions they arrange for members, and this information will also be on the intranet.

Annex A: The new Departmental structure

Colour key for this section

Time Limited

Specialist

Time Limited & Specialist

Localism

DG: David Prout

Director General: David Prout

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists		3	4	1		1	9
Below SCS total	0	3	4	1	0	1	9

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		3	4	1		1	9
Below SCS total	0	3	4	1	0	1	9

Director: Lucy Makinson

DD 1: (Strategy)

DD 2:
(Transparency &
Accountability)

DD 3: (Place
Based
Productivity)

DD 4:
(Democracy)

DD 5: (Prod &
Service
Transformation)

DD 6: (Audit
Commission
Closure)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	5	7	31	7	30	1	81
Economists			2		2		4
Statisticians					1		1
Social Researchers				2	1		3
Other					2	1	3
Below SCS total	5	7	33	9	36	2	92

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	5	7	33	9	36	2	92
Below SCS total	5	7	33	9	36	2	92

Director: Mark Carroll

DD 1: (Decentralisation Strategy)

DD 2: (Big Society: Overarching Policy)

DD 3: (Big Society: Barrier Busting)

DD 4: (Integration)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	6	7	20	9	30	2	72
Social Researchers			1	4	3	1	9
Below SCS total	6	7	21	13	33	3	81

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	6	7	21	13	33	3	81
Below SCS total	6	7	21	13	33	3	81

Director: Simon Ridley

DD 1: (Workforce, Pay & Pensions)

DD 2: (Business Rates & Valuation)

DD 3: (Strategy, Revenue & Capital)

DD 4: (Data Collection, Analysis & Accountancy)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	11	15	24	4	13	2	69
Economists			1		3		4
Finance and Accountants					1	1	2
Statisticians		8	7	1	8	1	25
Below SCS total	11	23	32	5	25	4	99

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	11	23	32	5	25	4	99
Below SCS total	11	23	32	5	25	4	99

Director: Neil O'Connor

Fire & Rescue Adviser: Sir Ken Knight*

DD 1: (Fire Programmes)

DD 2: (Resilience & Emergencies Management)

DD 3: (National Fire Policy)

DD 4: (Fire Policy)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	2	15	30	12	32	7	98
Communications					1		1
Fire & Rescue Service						3	3
ICT professionals			1				1
Statisticians			1	1	1		3
Procurement						1	1
Social Researchers				1	1	1	3
Operational Researchers & Scientists and Engineers			1	2	1		4
Below SCS total	2	15	33	16	36	13	115

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	2	9	16	10	14	9	60
Brighton			1	1			2
Gloucestershire			1	1			2
Hemel Hempstead		2	1	1			4
Sub-national resilience (retained functions)		4	14	3	22	4	47
Below SCS total	2	15	33	16	36	13	115

* A Senior Fire and Rescue Adviser will be recruited as a DD equivalent specialist role outside the main selection process.

Neighbourhoods

DG: Richard McCarthy

Director General: Richard McCarthy

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	1	1	1				3
Below SCS total	1	1	1	0	0	0	3

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	1	1	1				3
Below SCS total	1	1	1	0	0	0	3

Director: Terrie Alafat

DD 1: (Housing Markets & Supply)

DD 2: (Affordable Housing Regulation & Investment)

DD 3: (Affordable Housing Management & Standards)

DD 4: (Private Rented Housing & Empty Homes)

DD 5: (HCA Transitional and TSA Closure)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	3	13	28	14	22	4	84
Below SCS total	3	13	28	14	22	4	84

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	3	13	28	14	22	4	84
Below SCS total	3	13	28	14	22	4	84

Director: Jon Bright

DD 1: (Welfare Benefits)

DD 2: (Homelessness & Support)

DD 3: (Climate Change & Existing Buildings)

DD 4: (Building Regulations and Standards)

DD 5: (Decent Homes and HRA Reform)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	4	10	19	13	20	1	66
Economists			1		2		3
General Analyst			1		1		2
Scientists and Engineers				4	4	1	9
Below SCS total	4	10	21	17	27	2	80

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	4	10	21	17	27	2	80
Below SCS total	4	10	21	17	27	2	80

Director: Philip Cox

DD 1: (Strategy
and Policy)

DD 2:
(Implementation)

DD 3: (ERDF
Delivery)

DD 4: (Reg
Implementation
Unit)

DD 5: (Olympics
& Legacy)

DD 6: (RDA
Closure)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	2	5	13	10	22		52
Below SCS total	2	5	13	10	22	0	52

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	2	5	13	10	22		52
Below SCS total	2	5	13	10	22	0	52

These figures do not include the staff transferring in from the RDAs in July 2011.

Director: Shona Dunn

DD 1: (Chief
Planner)

DD 2: (Economy
& Society)

DD 3:
(Development
Plans)

DD 4:
(Development
Management)

DD 5:
(Infrastructure &
Environment)

DD 6: (PINS &
IPC Sponsorship)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists*	7	34	31	20	15	7	114
Planners			8	14	15	2	39
Below SCS total	7	34	39	34	30	9	153

* Of which, posts in the Planning Portal	0	10	9	8	5	3	35
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Locations	AO	EO	HEO	SEO	G7	G6	Total
London	4	12	23	18	22	5	84
Birmingham	3	9	2	4	3	1	22
Bristol		11	11	4	5	3	34
Leeds			1	2			3
Plymouth		2	2	1			5
Mobile				5			5
Below SCS total*	7	34	39	34	30	9	153

*Of which, posts in the Planning Portal		10	9	8	5	3	35
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6 of the SEO specialist planner posts are non-London

DD 1: (Neighbourhoods Analysis) (DD led)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists							0
Economists						1	1
General Analyst			5		7	1	13
Statisticians		2	4		4	1	11
Below SCS total	0	2	9	0	10	3	24

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		2	9		10	3	24
Below SCS total	0	2	9	0	10	3	24

Finance & Corporate Services

DG (Acting) : David Rossington

Director General (Acting) : David Rossington

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists		1	1				2
Below SCS total	0	1	1	0	0	0	2

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		1	1				2
Below SCS total	0	1	1	0	0	0	2

Director: Shirley Pointer

Business Change Director: Keith Palmer

DD 1: (Strategic Business Relationship Management)*

DD 2: (HR Strategy and Policy – Service Delivery)*

DD 3: (People, Capability and Change, Project & Programme Management)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	9	8	7	3	2		29
Human Resource			9	1	9	4	23
Below SCS total	9	8	16	4	11	4	52

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	3	5	13	3	10	3	37
Liverpool	6	3	3	1	1	1	15
Below SCS total	9	8	16	4	11	4	52

Director: Stephen Park (Interim)

DD 1: (Financial Accounting & Control)*

DD 4: (Procurement)

DD 7: (Estates Management)

DD 2: (Planning and Reporting)*

DD 5: Efficiency, SS and ALB Closure

DD 8: (Knowledge Management)

DD 3: (Finance Business Partnering)*

DD 6: (IT)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	23	28	24	12	12	10	109
Finance and Accountants		2	17	21	11	5	56
ICT professionals		4	5	5	1		15
Librarians				3		2	5
Planners			1	4	2		7
Procurement		2	3	8	5	1	19
Below SCS total	23	36	50	53	31	18	210

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	4	11	22	33	28	16	115
Birmingham				1			1
Hastings	4	5	5	2			16
Hemel Hempstead	15	19	23	15	3	2	76
Liverpool				1			1
Nottingham				1			1
Below SCS total	23	36	50	53	31	18	210

Director: Brian Hackland

DD 1: (GO Policy)

DD 2: (GO
Implementation)

DD 3: (ERDF Closure)

DD 4: (ERDF 2000-06
& GO Residual Risks)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists		4	10	1	8	2	25
Below SCS total	0	4	10	1	8	2	25

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		4	10	1	8	2	25
Below SCS total	0	4	10	1	8	2	25

Centrally managed staff, but located in DCLG buildings across England

Director: Jon Whitfield

DD 1: (Internal Audit)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists		2	1	1	2		6
Auditors			23	25	6		54
Below SCS total	0	2	24	26	8	0	60

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		2	10	12	6		30
Birmingham			1	1			2
Bristol			1	3	1		5
Cambridge			1	1			2
Leeds			2	2			4
Manchester			2	4			6
Newcastle			1	1	1		3
Nottingham			3	1			4
Plymouth			3	1			4
Below SCS total	0	2	24	26	8	0	60

Regional staff locations TBC following the current recruitment exercise.

Director: Susanna McGibbon

DD 1:
(Decentralisation &
Local Government)

DD 2: (Housing)

DD 3: (Planning)

DD 4: (Regeneration
& Commercial
Matters)

DD 5: (Resource
Review, Audit Com &
Localism Bill)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	3	2	1		1		7
Lawyers			4	2	20	10	36
Below SCS total	3	2	5	2	21	10	43

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	3	2	5	2	21	10	43
Below SCS total	3	2	5	2	21	10	43

HEO is equivalent to a Legal Trainee, SEO equivalent to a Legal Officer.

Director: George Eykyn

DD 1: (External
Communications)

DD 2: (Corporate
Communications)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists		1		1			2
Communications		7	17	14	8	3	49
Below SCS total	0	8	17	15	8	3	51

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		8	17	15	8	3	51
Below SCS total	0	8	17	15	8	3	51

DD 1: (Ministerial) (DD led)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	15	17	15		6		53
ICT professionals			1				1
Below SCS total	15	17	16	0	6	0	54

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	15	17	16		6		54
Below SCS total	15	17	16	0	6	0	54

Director: Stephen Aldridge

Chief Scientific Adviser: Jeremy Watson (PT)

DD 1: (Innovation)

DD 2: (Strategic
Analysis)

DD 3: (Cross-Cutting
Research & Statistics)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists		4	5	2	2		13
General Analyst			7	4	8	3	22
Procurement					1		1
Scientists and Engineers					1		1
Below SCS total	0	4	12	6	12	3	37

Locations	AO	EO	HEO	SEO	G7	G6	Total
London		4	12	6	12	3	37
Below SCS total	0	4	12	6	12	3	37

Two of the General Analyst posts are expected to be filled by ICT Professionals.

Strategy & Programme Team

Director: Andrew Campbell

DD 1: (Corporate
Performance
Management)

DD 2: (Strategy 1)*

DD 3: (Strategy 2)*

DD 4: (Strategy 3)*

DD 5: (Localism Bill)

Specialisms	AO	EO	HEO	SEO	G7	G6	Total
Generalists	4	5	18	7	25	6	64
Economists			1		2	1	4
Statisticians			1		1		2
Social Researchers				1			1
Below SCS total	4	5	20	8	28	7	71

Locations	AO	EO	HEO	SEO	G7	G6	Total
London	4	5	20	8	28	7	71
Below SCS total	4	5	20	8	28	7	71

Annex B: Specialist skills and competences

The following definition has been used to identify specialist roles within the Department:

A post for which the job holder must have a specific qualification and/or specific skills set measured against a pre-defined cross-Whitehall competency framework. The definitions set out below for each specialism have been used, and further work is being done to define the criteria you would need to demonstrate if applying as a specialist.

Specialism	Qualification	Cross-Whitehall Network/skills framework
Auditors	Professional qualification from the Institute of Internal Audit, or a qualified Accountant	None
Chartered Surveyors	Corporate Member of the Royal Institute of Chartered Surveyors, Degree in Land/Estate Management	None
Communications	Qualification in relevant communications	Government Communications Network
Economists	Degree in economics	Government Economics Service (GES)
Finance and Accountants	CCAB accreditation e.g. ICAEW (ACA), ACCA, CiMA, CIPFA	Government finance Profession
General Analysts	Degree social science discipline or in a numerate subject (eg Statistics)	GSR social researchers; GES economists; GSS statisticians; GOR operational researchers and Geographers affiliated to the Royal Geographical Society.
Human Resource	Member of the Chartered Institute of Personnel and Development	None
ICT professionals	IT qualification	Skills For the Information Age (SFIA)
Lawyers	Law degree, or conversion course. On the list of solicitors and/or a valid bar council practicing certificate	Government Legal Service (GLS)
Librarians	Certificate of Practice for Records Management, ISEB certificate	None
Operational Researchers	Degree in a numerate subject (2.1) or 2.2 with relevant experience	GORS and GORS Competency Framework
Planners	Degree or diploma eligible for Royal town Planner Membership	None
Procurement	Certificate of Competence or Membership of the Chartered Institute of Purchasing Supply	None
Scientists and Engineers	Degree in a physical science, engineering or architecture	Government Science and Engineering (GSE)
Social Researchers	Degree in a social science discipline	Government Social Research (GSR)
Statisticians	Degree in a numerate subject	Government Statistical Service (GSS), statistical competence framework