



UK Visas
& Immigration



Home Office

CANDIDATE INFORMATION PACK

ASYLUM OPERATIONS

– DECISION MAKER

- Permanent posts
- Executive Officer Grade (EO)
- Salary: £26,866 - £30,896
- All roles based in Croydon.

Closing date for applications and the completion of online assessments is the 5th of September 2016 at 23.59.



INVESTORS
IN PEOPLE

Bronze



Introduction and Welcome

Thank you for your interest in this opportunity to join the Home Office. We have one of the most challenging and fundamentally important jobs in government: to keep Britain's streets safe and its borders secure. Each and every member of Home Office staff plays a part in making that happen.

Working for us is interesting and varied, and gives you the chance to make a real difference to people's lives. In UK Visas and Immigration (UKVI) we make millions of decisions every year about who can visit or stay in the country, keeping the UK safe and secure.



**UK Visas
& Immigration**

We expect the highest possible standards of professionalism and teamwork from our staff. You would be required to operate in sometimes difficult, complex, traumatic and pressurised environments. Working directly with Asylum claimants and Refugees requires you to have strong emotional resilience and make well balanced decisions in often difficult circumstances.

We select our staff through a stringent and robust recruitment process. For those who meet these demanding standards, it is a hugely rewarding and very satisfying career – and one that offers the opportunity for increasing responsibility and reward.

We wish you well in your application.

What's included in this pack?

Within this pack you will find information and advice on applying for a role within Asylum Operations. This includes:

- Who we are and what we do;
- An introduction to the role;
- Details of the application and selection process;
- Additional information regarding our processes, policies and procedures.

It is important that you read all of the information in this pack and in the web pages thoroughly before you complete your application.

Who to contact if you have any questions?

Should you have any queries or if you require any additional assistance in completing your application, please contact us by emailing UKVI@ManpowerGroup.co.uk. We will endeavour to respond within 48 hours (Monday to Friday). Please ensure that you allow yourself sufficient time to contact us before the closing date.

ManpowerGroup Solutions are appointed to support the management of the recruitment process. If you are successful, Civil Service Resourcing will process your pre-employment checks and security clearance and your contract would be signed directly with the Home Office.

Please Note: ManpowerGroup Solutions are the appointed Home Office to manage this recruitment campaign. Please be aware that this campaign is not being managed by Manpower UK and therefore the Manpower branch offices and head office will not be able to support your query or provide you with someone to speak to. We apologise that we cannot provide you with someone to speak to however due to the volume of applications and queries it is not possible.

Please contact us by email UKVI@ManpowerGroup.co.uk we will endeavour to respond within 48 hours (Monday to Friday).

About Us – who are we and what do we do?

The Home Office leads on immigration and passports, drugs policy, crime policy, counter-extremism and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK. These issues are at the heart of the Government's agenda. The challenges the Department faces are significant and can change rapidly in the global environment in which we operate. This makes it one of the most exciting and stimulating Departments to work in.

We are flexible, skilled, professional and diverse. We have been recognised in The Times Top 50 Employers for Women; and were the first organisation to be Clear Assured in recognition of our work to recruit and retain disabled staff. We have been in the top 10 of the Stonewall Workplace Equality Index for the past 5 years.

Asylum Operations

UK Visas and Immigration (UKVI) is one of four key business areas within the Home Office and we are undergoing an exciting period of change.



Alongside the other areas of the Home Office, the department is embarking upon a transformational programme. We aim to become a high performing, consistently competent and customer focused organisation which controls migration for the benefit of the UK, or removing those who have no right to be here, in a way that affords value for money for the taxpayer.

Within UKVI, Asylum Operations is responsible for registering, deciding and concluding asylum protection claims. The primary function of the directorate is to make high quality decisions on asylum cases and work with other parts of the organisation to ensure effective immigration control.

For more information about the Home Office and our business areas please visit: <https://www.gov.uk>

Overview of our Aims, Purpose, Vision and Principles

In UKVI, our strategic aims contribute to the Home Office strategic objectives: preventing terrorism and extremism; cutting crime and protecting the vulnerable; and reducing

immigration and preventing abuse. We also have a role in promoting growth.

OUR PURPOSE	Our Purpose is to make millions of decisions every year about who can visit or stay in the country, keeping the UK safe and secure.
OUR VISION	Our vision is to contribute to reducing net migration to tens of thousands, to counter abuse through strong controls and the application of the immigration rules, and to deliver highly competitive customer services supporting the country's economic growth.
OUR PRINCIPLES	Our principles are to be consistently competent, high performing and customer focused and these guide the way we deliver our purpose.

Following a claimant's arrival in the UK, their case is assigned to a Decision Maker. Some of the key responsibilities in this role include:

- Conducting asylum interviews to exacting standards: ensuring that all information necessary to make an appropriate decision is obtained within a decision making framework;
- Producing asylum decisions whilst demonstrating sensitivity, emotional resilience and understanding of the needs of vulnerable adults and children ;
- Developing specialist knowledge of legislation and policy, keep up-to-date with guidance and case law and seeking advice, guidance and escalating to senior colleagues or specialist caseworkers;
- Working positively with internal, corporate partners and stakeholders;
- Updating systems accurately and within the agreed timeframes, working to strict daily workloads.

IMPORTANT NOTE: Please refer to Annex A where we have provided full Job Description.

The Key Competencies and Indicators for the role

The competencies below demonstrate the key behaviours, skills and experience required in these roles. We have provided further information on what competencies are and how we use them to select the best applicants in Annex B.



What are we looking for?

We are looking for candidates who are:

- Emotionally resilient: Asylum cases can be upsetting and traumatic – helping people at a time of crisis in their lives;
- Robust at making decisions whilst maintaining professionalism and sensitivity;
- Committed to continuous improvement and thrive in an environment where performance matters;
- Flexible, adaptive and creative in solving problems and dealing with change;
- Able to effectively organise and plan;
- Professional and customer-focused;
- Objective and think in an analytical manner;
- Able to demonstrate a strong sense of personal ethics and honesty;
- Enjoy dealing with members of the public and external and internal stakeholders;
- Able to demonstrate sound interpersonal, communication and relationship-building skills and thrive working as part of a team.

Why apply to be an Asylum Operations Decision Maker?

You could be working in a fast paced government department working to tight deadlines, considering complex and large amounts of information, formulating arguments and communicating decisions on behalf of the Secretary of State.

You would play a part in making life-changing decisions. To achieve your best you would be supported by an experienced team and given extensive training to enable: considered, timely and fair decisions based on policy, guidance, information and case law.

This role gives you an opportunity to:

- Serve the government and your country;
- To work with us at a range of levels within the organisation;
- Be in a position to positively affect some of the challenges facing our country today.
- Help people at a time of crisis in their lives.

There are many other benefits of working for us including some of the best training programmes and benefits in the labour market today, as follows:

- Annual leave and privilege holidays
- Pensions
- Career and personal development
- Flexi time (following successful completion of probation)
- Childcare support
- Cycle to work scheme
- Free Eye tests
- Support and network groups
- Employee assistance programmes.

Are You Eligible to Apply?

To be eligible for the role you must;

- Be eligible to work in the UK. This is a Non Reserved post and is open to UK, Commonwealth and European Economic Area (EEA) and certain non EEA nationals. We have provided further information on Nationality below;
- Hold the minimum stated qualifications or significant relevant experience and present evidence of this at your interview. Further details on these criteria are provided below;
- Be able to provide all of the documents we need to complete your pre-employment screening and security clearance including a full and valid passport which you **MUST** present at interview.

Nationality

These are non-reserved posts and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. In order to confirm your eligibility for this post, you will be asked to make declarations at the application stage and you will be required to provide evidence should you be invited to the interview. Further information can be found by visiting <https://www.gov.uk/government/publications/nationality-rules>

Candidates will be subject to UK immigration requirements as well as Civil Service nationality rules. Please be aware that foreign or dual nationality is not an automatic bar. However certain posts may have restrictions which could affect those who do not have sole British nationality or who have personal connections with certain countries outside the UK.

Security Clearance

These posts require you to undergo and successfully complete a CTC (Counter Terrorist Check) level of security clearance and you should normally have been resident in the UK for three years immediately preceding your application. Further information can be found at

<https://www.gov.uk/government/publications/national-security-vetting-advice-for-people-who-are-being-vetted>

Under statutory identification rules, at the interview stage all candidates (including those from other government departments) will need to produce documents to support the pre-employment screening checks. You will be required to bring the documents detailed in Annex C to the interview.

Essential Criteria – your qualifications or experience

In order to be eligible you must meet at least ONE of the below criteria. Either you must hold;

- The MINIMUM of Two A Levels (A*-E Grade) **and** GCSEs at Grade A*-C in both Maths and English. If you would like help determining if your qualifications meet this criteria please see the section below for further information.

Please note you must have already been awarded the qualification(s) and must be able to provide your certificate(s) at the interview.

Or, if you do NOT hold these qualifications:

You must have significant experience in a role which required/s you to make complex decisions in a regulatory or legislative capacity in a rules based environment. Your experience will need to include conducting interviews in order to obtain evidence, analysing evidence, making sound decisions based upon evidence and communicating evidence both orally and in writing.

You will be asked to provide details of how you meet ONE of these essential criteria in your application. If you do not hold the required qualification and are reliant on experience you will be asked to separately demonstrate the relevance of your work experience in a 250 word statement outside of the employment history provided in your application.

Further information / guidance on the above criteria

If you need any help determining if your qualifications are at least the equivalent of 2 A Levels (A-E) or 5 GCSEs (A-C), please visit <https://www.gov.uk/what-different-qualification-levels-mean/compare-different-qualification-levels> or speak to your local careers service. We are sorry that we are not able to provide advice and guidance prior to your application to this regard.

Please also note:

- We will ask you to detail which criteria you meet in your application and we will also ask that you provide certificates if you are shortlisted to attend an interview
- We reserve the right to complete independent checks
- Any false declaration will result in your application being withdrawn/ rejected or you may be subject to dismissal
- It will be your responsibility to provide evidence to support your qualifications if you are shortlisted to attend an interview- we will not be able to offer any posts to applicants who cannot provide copies of qualification certificates or evidence of their experience.

Key Information about the role

Working Hours

We have a flexi-time system (subject to successful completion of probation and change in line with business needs) which provides employees (apart from shift workers) with flexibility over when they start and end their working day within core periods. It also allows employees to accrue flexi-hours as credits. These can be taken as Flexi Leave in addition to the annual leave and the public and privilege holiday entitlement if you pass your probationary period.

Part Time Working

The Home Office is committed to a policy of equal opportunity and encourages a diverse workforce offering flexible working arrangements wherever possible. Part-time opportunities may be very limited and cannot be guaranteed. Part-time working hours must meet business needs which include the interview schedules for casework and are normally be a minimum of 25 hours

per week (due to business needs)

Salary

The salary bandings for permanent Asylum Operations Decision Makers (EO) is:

- £26,866 - £30,896

Type of Contract and Posting Length

The posts are permanent positions. The expectation within the Home Office is that staff will normally remain in post for a minimum of two years and will not apply for Home Office roles on level transfer during that time.

Start Dates

We are advertising for both planned and anticipated vacancies, some of these are expected to start immediately following the successful completion of your pre-employment checks and security clearance and/ or no longer than 4 weeks notice given to current employer) . Where we are not in a position to offer posts, we may place candidates (who meet the standard), on reserve lists for up to 12 months. This means that if successful you could be offered a role to start between late 2016 and December 2017.

NB ~ if we are unable to agree a start date as a result of annual leave we may have to put your posting on hold to when it will fall in line with available training course dates.

Locations

These vacancies are based in our office in Croydon, we reserve the right to offer successful applicants posts in other locations based on business needs.

IMPORTANT INFORMATION

We are advertising for anticipated vacancies and we expect to hold a number of posts in each location immediately and also require successful applicants to start throughout the following 12 months.

We have provided further information in the terms and conditions in Annex D.

Training

What's involved in training?

We have briefly depicted and described the training pathways below:



The Asylum Operations Decision Maker training pathway consists of classroom, mentoring and on the job support and development. The classroom element is a five week compulsory training programme combining assessment, role-play, live and theoretical tests. This is then followed by a period of consolidated learning (mentoring) in an operational environment, which will continue for 8 weeks.

Once all strands of the programme have been completed and all the necessary tests and assessments have been passed you will be able to start managing your own cases. However, a significant proportion of your work will be independently checked for a further three months and regularly thereafter throughout your career as an Asylum Operations Decision Maker.

Professional Development

We are committed to supporting all staff to develop their skills and knowledge at work providing a range of development opportunities from coaching and mentoring to stretch projects and opportunities through twinning and job swaps. Career Pathway Coaching sessions provide opportunities to understand and plan development, actions and support required to fulfil potential. Other schemes include the Aspiring Leaders talent scheme which aims to identify high-potential employees who are likely to progress to future leadership roles and the fast stream which is open to those who demonstrate outstanding potential and have the ability to rise rapidly.

Where and when will the training take place?

Training courses start every five weeks. If you are successful your start date will depend on when your security clearance is completed. Training is expected to be based in Croydon, however if this is not possible you will be required to undertake training elsewhere in the region. Expenses will be paid to post holders who are required to travel or stay overnight at a different location. Training is Monday to Friday.

Please Note:

- These roles require a lengthy training process which must be passed before you are able to undertake the duties of the role
- These roles require a significant commitment on your part to training and development
- All aspects of this training and mentoring programme are tested and failure to pass will be

deemed as poor performance.

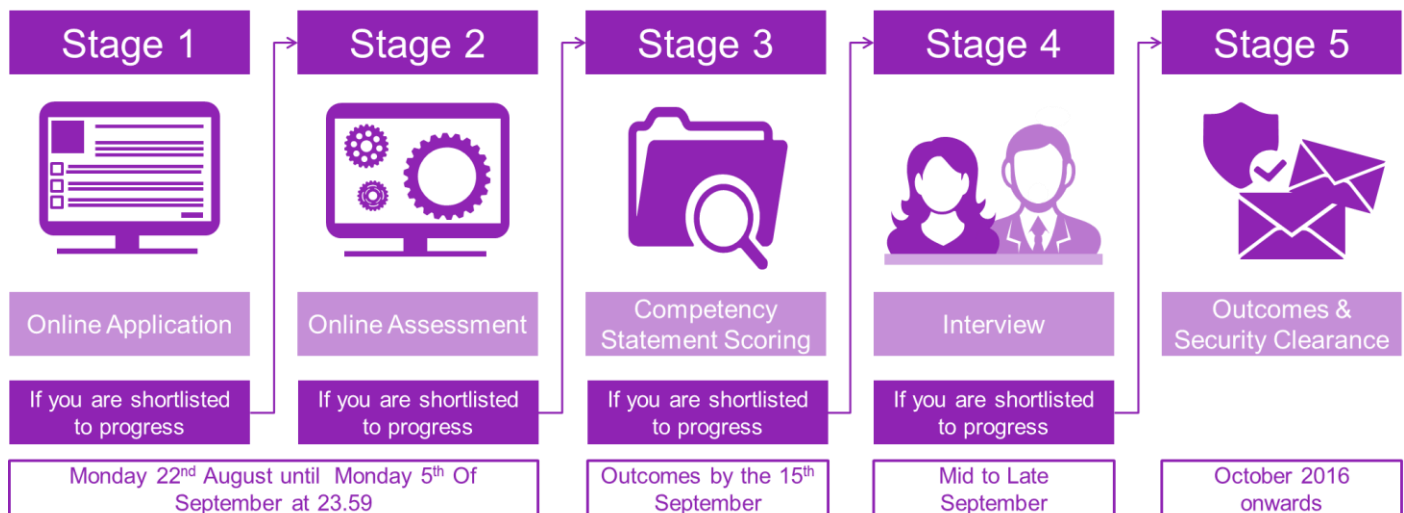
Application and Selection Process

We very much hope that having read the information provided so far, you find the prospect of these roles exciting. We have created a thorough selection process that has been designed with our candidates in mind, so that each of you receives equal and fair treatment.

There are four key stages to your application to include your:

- Online application and the information provided;
- Online assessment results;
- Competency evidence and examples provided in your application;
- Performance and responses at an interview.

Please be aware that our selection process may change during the campaign to include additional sifting and selection tools or alternative processes. We have provided below an overview of the selection process and the anticipated timelines below.



Please note: Should you not complete your online application, assessment, or interview during the timeframes outlined above and in the emails issued during the application process, your application will not be progressed to the next stage of the selection process. Please also note that due to the volume of applications that may be received, the above timelines are subject to change. Any changes will be communicated via email.

Further details on each stage have been outlined on the pages below.

Stage 1



Online Application

Your application will be managed through an online automated process. Simply click on the Job or the 'Apply Now' button on our web page and you will be able to apply for the posts.

You will first be asked to register your personal details. You will then be asked a series of questions and to make declarations to ensure you meet the eligibility criteria and understand the terms and the nature of the posts. You will be presented with a list of statements to read and agree to. False declarations may result in your application being rejected or later dismissal.

Next, you will be asked to complete your application form. Here you will need to advise us of your education and previous employment history as well as other personal details. The final part of the application includes a number of competency statements. You will also be asked to provide examples of where you have demonstrated the key competencies we are looking for, please refer to Annex B onwards for further information on how to prepare your competency statements.

- Once you have submitted your application it cannot be amended; only submit your application when you have completely finished and answered all the relevant questions
- We strongly recommend that you write your competency statements in a word document and paste these into your application once you are satisfied, retaining a copy for your information
- Paper applications will only be considered if you have a disability that prevents you from applying online. If this is the case, please email UKVI@ManpowerGroup.co.uk

Should you have any queries in regard to the recruitment process, please contact us via email: UKVI@ManpowerGroup.co.uk. We will endeavour to come back to you within 48 hours (Monday to Friday). Please ensure that you allow yourself sufficient time (i.e. 48 hours) to contact us before the close date and time of the vacancy as we will not consider late applications.

Stage 2



Online Assessment

What Happens Next?

If you pass the basic checks completed on your application form, the next stage of the process is to complete two online assessments. You can either complete the assessments straight away or come back to complete them any time before the close date on the 5th of September 2016 at 23.59.

We have selected two assessments which cover some of the essential skills and competencies required to be a successful Asylum Operations Decision Maker.

The first assessment, Verbal Reasoning, will last around 10 minutes and covers some of the essential skills required to be a successful Asylum Operations Decision Maker including; the ability to analyse information and to put this information together and measures language ability, induction, deduction and logical analytical thinking.

The second assessment is a situational judgement test, this assessment asks you to read ten brief scenarios and tell us which from a selection of options you would take. We expect this will take no more than 20 minutes, the test is not timed. You can either complete this test straight away or come back to complete the test any time before the close date on the 5th of September 2016.



If you are registered disabled and require reasonable adjustments in these assessments, please detail these in your application form so that the appropriate support can be arranged. You must provide details of any adjustments in your application form.

Completing the test

- Ensure you are in a quiet area before starting the assessment to avoid distraction and ensure you receive a fair and honest test score
- Once you have started each individual assessment, you **cannot stop**
- You can stop in-between the two Assessments and complete them at separate times
- Only the highest scoring applicants will progress to the next stage of the selection process
- Applicants who are registered disabled and apply under the Guaranteed Interview Scheme must meet the minimum pass mark in the on line assessment
- We reserve the right to ask a selection of applicants to re-sit the test in controlled conditions to validate test scores if selected for interview, any variance in scores outside of accepted norms may result in your application being rejected or later dismissal.

Important Information required to access the online assessment

- You will not be able to access this test from a terminal server (often operated in Government buildings)
- The verbal reasoning assessment can be completed on a tablet, the second assessment cannot. We would recommend that both assessments are completed using a desktop.
- HTTPS access and JavaScript must be allowed
- Pop-up blocker setting should allow pop-ups on the application URL.

The test can operate on the below operating systems; Microsoft Internet Explorer v7, or later, Mozilla Firefox v3 or later and Google Chrome Apple Safari.

Stage 3



Competency
Statement Scoring

What Happens Next?

The top scoring applicants from the online assessment stage will progress through to the next stage of the selection process where our independent panel will assess and score the competency statements provided in the application. We expect to be able to let you know the outcome by the 30th of September. We may also place applicants who meet the minimum pass mark in the assessments (yet are not in the top scoring applications) on hold for up to six months – potentially progressing the application as further posts become available.

Why are Competency statements so important?

Applicants who best demonstrate and provide the strongest evidence for the competencies will progress. The competency statements provided in your application form will be reviewed by an independent assessor panel:

- The Panel will firstly review your statement for “Making Effective Decisions” the lead competency
- The Panel will not cross refer to any other part of your application, for example they will not cross refer competency statements and they will not look at your education or employment history.
- If you do not achieve a score of 4 or more (out of a possible 7) in the lead competency your application will not progress and we will **not review** any other statements or any other part of your application
- If your response to this competency achieves a score of 4 or more the panel will then review your statement for “Delivering at Pace” and potentially the remaining statements in your application.
- Due to the volumes of applications we expect in this campaign, we will **NOT** be able to provide you with feedback on your statements this includes the scores or the reasons for the score.

Please refer to Annex B where we have provided guidance, hints and tips on completing your competency statements, including the behavioural indicators we are seeking.

Stage 4

What Happens Next?

Applicants who best demonstrate and evidence the behaviours, skills and experience for the competencies will be invited to interview.



Face-to-face
Interview

Interviews can be booked online and we recommend this is done as soon as possible to receive the best possible choice of dates and times. Once the interview is booked we will issue an email confirming the interview time and date and providing full details of what to expect, how best to prepare and all of the documents that need to be presented at the interview.

Interviews can be changed using the online system up-to 72 hours before the interview. If you need to make any changes or are unable to attend within 72 hours of your interview you must email UKVI@ManpowerGroup.co.uk.

You will need to allow yourself around two hours for the interview:

- We will firstly verify all of your documentation and identification (see Annex C)
- You will then be interviewed by two people. Typically, the interview takes around 45 minutes to complete. Here you will need to provide examples of your ability to perform all of the competencies for the role (see Annex B).

Important notes

- We expect to hold interviews in our office in Croydon however we will inform you if they will be required to take place at an alternative location.
- Please note expenses will not be reimbursed for interviews
- Failure to bring the correct documentation may mean that your interview will NOT be conducted.

Stage 5



Outcomes and
Security Clearance

What Happens Next?

All applicants who are interviewed will be scored and ranked. The highest scoring applicants will be offered posts first. We may also offer successful applicants a place on the Reserve List. This means that we may contact successful applicants at any time in the following 12 months as posts become available.

Please note:

- We may consider the online assessment scores, competency statements, interview and experience to differentiate between applicants on the merit list who achieve the same score
- Successful candidates must pass security clearance (CTC Level) and will only be offered the position if they either hold Home Office CTC level clearance already or subsequently pass the clearance process
- If you are recommended for appointment, we may make enquiries into your nationality, health and other matters, to ensure that you are qualified for appointment
- We will **NOT** be able to provide you with specific feedback on scores at any stage of the application or recruitment process.

Thank you for your interest in this exciting opportunity. We have provided further information in the annex below which includes further important notes about these roles and guidance on how to best manage your application, please ensure you have read and understood these before you apply.

WE WISH YOU THE BEST WITH YOUR APPLICATION.

INFORMATION IMPORTANT NOTES, GUIDANCE AND TERMS AND CONDITIONS

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Annex A – Job Description

Asylum Operations Decision Maker Job Description

Background

UK Visas and Immigration (UKVI) is undergoing an exciting period of change.

Alongside the other areas of the Home Office, the department is embarking upon a transformational programme. We aim to become a high performing, consistently competent and customer focused organisation which controls migration for the benefit of the UK, or removing those who have no right to be here, in a way that affords value for money for the taxpayer.

Within UKVI, Asylum Operations is responsible for registering, deciding and concluding asylum protection claims. The primary function of the directorate is to make high quality decisions on asylum cases and work with other parts of the organisation to ensure effective immigration control.

The post holder will also be working in a fast paced government department working to tight deadlines. You will be required to consider large amounts of information, formulate arguments and write letters on behalf of the Secretary of State explaining their decisions. All asylum decisions must be made in line with Home Office policy, guidance and with reference to relevant country information and case law.

The work that you undertake is life-changing and in order to achieve your best you will be supported by an experienced team, given full training enabling you to make considered, timely and fair decisions.

Role description and person specification

We are looking for staff who:

- Are committed to continuous improvement, in an environment where performance matters;
- Are flexible, adaptive and creative in solving problems and dealing with change;
- Can effectively organise and plan;
- Professional and customer-focused;
- Think in an objective and analytical manner;
- Have a strong sense of personal ethics and honesty;
- Enjoy dealing with members of the public and external and internal stakeholders;
- Can demonstrate sound interpersonal, communication and relationship-building skills and thrive working as part of a team.

Desirable Criteria

- Experience of interviewing and or decision making using evidence and wide ranging information.

Key Tasks and Responsibilities:

You would be expected to be responsible for delivery of a wide variety of tasks which may

include but are not limited to:

- To produce asylum decisions in line with Home Office Policy and guidance and with reference to approved source of country information and relevant case law;
- To keep up-to-date with current country guidance and case law and if necessary seek the advice of a senior caseworker;
- To complete an agreed minimum number of annual decision events monitored on a weekly basis;
- Due to the sensitive nature of the work, candidates will be required to demonstrate excellent communication skills (both written and oral), emotional resilience; an understanding of the needs of vulnerable adults and children and adhere to the Home Office obligations to safeguard children and vulnerable people;
- Conduct asylum interviews to the required Home Office standard ensuring that all information necessary to make an appropriate decision is obtained;
- Carry out case working functions in order to make decisions on asylum cases within the decision making framework;
- Develop specialist knowledge of legislation and policy and escalate more complex issues to senior colleagues or specialist caseworkers;
- Update management systems accurately, such as the Asylum Casework Information Database (ACID), in line with compliance and audit procedures and within the agreed timeframes;
- Work to strict daily workload allocation and tasking; seeking advice where barriers are encountered;
- Adapt to changing priorities and manage caseload accordingly, escalating where appropriate;
- Liaise with internal partners to meet joint objectives;
- Work positively with stakeholders and corporate partners when representing the Home Office/ UKVI;
- Proactively manage professional development.

Annex B – Competency Statement Guidance Notes

What are competencies?

Competencies are the skills, knowledge and behaviours that lead to successful performance.

The competency framework sets out how we want people in the Civil Service to work. It puts the Civil Service values of honesty, integrity, impartiality and objectivity at the heart of everything we do and is aligned to the three leadership behaviours that every Civil Servant needs to model: Set Direction, Engage People and Deliver Results.

Civil Servants work in a range of jobs across the country and overseas. Their common thread is that they serve to support the elected government, providing advice to help shape its policies and ensuring seamless and practical implementation in line with those policies.

What are the competencies for these roles?

- Making Effective Decisions
- Delivering at Pace
- Leading and Communicating
- Managing a Quality Service
- Collaborating and Partnering

Why are Competency statements so important?

You will be asked to provide examples of when you have demonstrated the competencies for these roles in your application form. Applicants who best demonstrate and provide the strongest evidence for the competencies will progress. The competency statements provided in your application form will be reviewed by an independent assessor panel. The Panel will not cross refer to any other part of your application, for example they will not consider your test scores, education, employment history or any part of your application. The panel works blindly and only looks at the evidence provided in your statement to determine if you will progress.

Preparing your Competency statements

You will be asked to demonstrate evidence of the skills, knowledge and behaviours for the selected competencies in your application form. We will ask you for a 250 word example for the first two competencies that have been selected for the Asylum Operations Decision Maker. If you are shortlisted to attend an interview, you will also be asked questions against all five competencies and we will provide further guidance at this time.

Remember to choose real life examples which best demonstrate the indicators and your experience of this competency. When deciding which examples to use, keep referring back to the requirements of the post that are described in this candidate pack and cover as many indicators as you are able. One approach that may help you is the STAR method (detailed below) which helps provide a structure and focus to your responses.

Situation

briefly describe the context and your role

Task

the specific challenge, task or job that you faced

Action

what you did, how and why you did it

Result

what you achieved through your actions

Hints & Tips

Keep the situation and task elements brief. Concentrate on the action and the result. If the result was not entirely successful, describe what you learned from this and what you would do differently next time.

- Do not use more than 250 words.
- Make sure you include how you overcame any problems or obstacles.
- Keep looking back at the competency indicators and cover the key points using examples and evidence
- Describe your thoughts, actions and feelings rather than just describing what happened.
- Don't forget to include results and show why your actions were effective and / or how you could have improved on what you did.
- Use 'I' not 'we.' This is about your role in the task and how you affected the outcome.
- Use short statements that show the value you added and use your own words.
- Choose your most powerful examples – situations that have lots of substance.

Don't get caught up in telling a story in your example. Just give enough to show how you went about the task, why you did it the way you did and any obstacles you encountered.

Making Effective Decision – Asylum Operations Decision Maker - Lead Competency

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's being careful and thoughtful about the use and protection of government and public information to ensure it is handled securely and with care.

Effective Behaviour- People who are effective are likely to...	Ineffective Behaviour- People who are less effective are likely to...
Demonstrate accountability and make unbiased decisions	Avoid making decisions that lie within own remit; continually push decisions up
Examine complex information and obtain further information to make accurate decisions	Miss important evidence or make hasty judgement
Speak with the relevant people in order to obtain the most accurate information and get advice when unsure of how to proceed	Encounter problems by failing to check issues and relevance of information before using it
Explain clearly, verbally and in writing, how a decision has been reached	Share decisions in a way that leads to frustration or additional work
Provide advice and feedback to support others to make accurate decisions	Provide limited or no assurance that the right decisions are being made in team/work area
Monitor the storage of critical data and customer information to support decision making and conduct regular reviews to ensure it is stored accurately, confidentially and responsibly	Take little care with data and information storage; allow inaccuracies and mishandling to occur

Asylum Operations Decision Maker Competency 2 – 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

Effective Behaviour- People who are effective are likely to...	Ineffective Behaviour- People who are less effective are likely to...
Create regular reviews of what and who is required to make a project/activity successful and make ongoing improvements	Fail to maintain pace and progress
Be interested and positive about what they and the team are trying to achieve	Display limited interest or positivity for their role or purpose
Take ownership of problems in their own area of responsibility	Avoid responsibility for dealing with problems
Remain positive and focused on achieving outcomes despite setbacks	Over control delivery so that teams don't have sufficient space or authority to meet their objectives
Check own and team performance against outcomes, make improvement suggestions or take corrective action when problems are identified	Neglect performance reviews and so be unable to give timely and constructive feedback
Set and achieve challenging goals and monitor quality	Blame others for poor quality work

Asylum Operations Decision Maker Competency 3 – Leading & Communicating

At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity and enthusiasm. It's about championing difference and external experience, and supporting principles of fairness of opportunity for all.

Effective Behaviour - People who are effective are likely to...

Ineffective Behaviour – People who are less effective are likely to...

Display enthusiasm around goals and activities – adopting a positive approach when interacting with others

Express limited interest in goals and activities

Listen to, understand, respect and accept the value of different views, ideas and ways of working

Adopt a biased, exclusive or disrespectful manner in their dealings with others

Express ideas effectively, both orally and in writing, and with sensitivity and respect for others

Demonstrate no awareness of the impact of their behaviour on others nor consider the potential reactions of others to the ideas put forward

Confidently handle challenging conversations or interviews

Unable to deal objectively with conflicts and disputes when they arise

Confront and deal promptly with inappropriate language or behaviours, including bullying, harassment or discrimination

Avoid challenging inappropriate language or behaviours

Asylum Operations Decision Maker Competency 4 – Managing a Quality Service

Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project and risk management approaches to support service delivery.

Effective Behaviour- People who are effective are likely to...	Ineffective Behaviour- People who are less effective are likely to...
Explain clearly to customers what can be done	Give customers and delivery partners an unrealistic picture of what is possible or focus on what cannot be done
Work with team to set priorities, create clear plans and manage all work to meet the needs of the customer and the business	Always rely on others to focus and plan their work
Ensure delivery of professional excellence and expertise	Focus on immediate service delivery problems and neglect overall quality or customer /end user needs
Keep internal teams, customers and delivery partners fully informed of plans and possibilities	Provide infrequent, unclear, insufficient updates to others in need of the information
Promote adherence to relevant policies, procedures, regulations and legislation, including security, equality and diversity and health and safety	Pay little attention to highlighting and explaining the reasons for compliance
Identify common problems or weaknesses in policy or procedures that affect service and escalate these	Show a lack of desire to improve the quality of service

Asylum Operations Decision Maker Competency 5 – Collaborating & Partnering

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the Civil Service, whilst having the confidence to challenge assumptions.

Effective Behaviour- People who are effective are likely to...	Ineffective Behaviour- People who are less effective are likely to...
Demonstrate interest in others and develop a range of contacts outside own team to help get the job done	Ignore the knowledge and expertise that a wider network of colleagues and partners can bring to the work of the team
Actively encourage team working, changing ways of working to facilitate collaboration for the benefit of the team's work	Continue to work in set ways that make it difficult for colleagues to contribute to or benefit from the team's work
Proactively seek information, resources and support from others outside own immediate team in order to help achieve results	Take a narrow approach to resolving resourcing issues in own area and fail to explore other resourcing opportunities and possibilities
Readily identify opportunities to share knowledge, information and learning and make progress by working with colleague	Rarely share information, or restrict it to immediate colleagues only
Listen attentively to others and check their understanding by asking questions	Show a lack of interest or skill in interacting with others
Take responsibility for creating a working environment that encourages equality, diversity and inclusion	Adopt a biased, exclusive or disrespectful manner in their dealings with others

Annex C – Important Documents to Bring to Your Interview

If you work for the Home Office today you will need to bring your passport and driving licence to your interview.

Under statutory identification rules, at the interview stage all candidates from other government departments and non-civil servants will need to produce various documents and bring them to the interview these include, but are not limited to;

One of the following

- Full valid current 10 year British Passport
- Other full valid passport, including European Union Identification Card

Plus **two** of the following as additional forms of identity

- Bank or building society statement at given address - dated within last 3 months
- Credit Card statement at given address - dated within last 3 months
- **Original** Birth Certificate (issued within 42 days of birth)
- Adoption Certificate (issued within 42 days of adoption order)
- Driving Licence
- Utility Bill (dated with the last 3 months)/Council Tax Bill(dated within the current tax year) sent to the candidate at their given address (Mobile Phone Bills are not accepted)

Candidates who have never worked in the UK will be required to provide proof of their National Insurance Number using one of the following:

- National Insurance Card
- Original letter confirming National Insurance Number issued by Government Department

Candidates who fall into the groups below will need to bring with them evidence of their immigration status:

- British nationals who have been naturalised: Naturalisation certificate
- EEA, Turkish and Swiss nationals: Residence permits (if held).
- Commonwealth citizens with no restriction or time limit attached to their stay in the UK: Original Home Office papers confirming indefinite leave to remain.

Annex D Terms and Conditions

Contract length: Permanent.

Salary: The Home Office will review your pay annually and will engage in a process of collective bargaining with the recognised trade unions – any increase to your salary will be at the discretion of the Home Office.

Former Civil Servants who have left the Civil Service early with a severance package or retired with a pension may see either their pension abated or be required to repay some of their lump sum compensation payment. For further information please contact

MyCSP: Address: MyCSP, PO Box 2017, Liverpool, L69

2BU Telephone: 0300 123 6666

Email: contactcentre@mycsp.co.uk

Dual Workplace arrangements:

Where dual workplace arrangements apply applicants need to be aware that if there will be a requirement to work regularly out of more than one location, e.g. Sheffield and London, there may be a tax implication on any expenses paid by the employer. Regular is defined as one day a week/4 days a month. Both will also need to be clear on the arrangements for the travel expenses and who will be required to pay the costs of travel to both locations.

The options are:

- Staff meet their own costs of travel.
- The employer pays the expenses, e.g. for travel to London if the role is based in Sheffield but staff will be required to pay the tax.
- As above but the employer pays the expenses and tax.

It should also be noted that the expenses paid by the employer will form part of the P60 earnings and may therefore affect any tax credits or child benefit, or their tax band and that the employer will not compensate for any loss.

Location Preferences

We have detailed the location that we anticipate posts within the advert. Further opportunities may also become available in other locations not listed and we may offer successful applicants a post at any location. We will firstly consider your preferred location and then we may offer successful applicants posts across the region and then nationally. Please note this will be managed in merit order and based on business need. We cannot guarantee that there will be opportunities in your preferred location. We will not be able to advise candidates of their position on the merit or the reserve list.

If you accept a post in a location which is not your stated preferred location, you will lose your right to be transferred to that location should posts subsequently become available. If we offer you an alternative location which you are not able to accept, you will maintain your position on

the reserve list of your preferred location. However, please note there is no guarantee that you will be offered a post at your preferred location depending on your position on the list and business need.

These are anticipated vacancies and if you are recommended for appointment any formal offer of employment will be based on business requirements at that time and will be subject to successful completion of our pre-employment checks. We may consider your online test score, competency statements, interview and experience to differentiate between applicants on the merit list who achieve the same score. Further opportunities may also become available in other locations not listed and we may offer successful applicants a post at any location. We will firstly consider your preferred location and then we may offer successful applicants posts elsewhere.

Grade:

Executive Officer (EO).

Pension:

Pension schemes are available and more information will be provided to successful candidates. For further information on these schemes please refer to the following website

<http://www.civilservicepensionscheme.org.uk/>

Age of Retirement:

The Civil Service has adopted a no retirement age policy. This came into effect on 31 March 2010.

Annual leave:

New entrants to the Civil Service

New entrants to the Civil Service will receive 25 days leave rising to 30 days after 10 years' service. In addition you are entitled to 8 days bank/public holidays and 1 day privilege leave to be taken at a fixed time of the year (Pro-rata for part-time).

Existing Civil Servants; Please see the table on page 33 below for the terms and conditions that will apply to you.

Health Standard

You must be able to give regular and effective service. You will be asked to complete a health declaration, and, if necessary, to attend a medical examination.

Hours and Shift working:

New entrants to the Civil Service will work a 37 hour week excluding meal breaks. Existing Civil Servants should refer to the table below for the terms and conditions that will apply to them.

Part Time

The Home Office is committed to a policy of equal opportunity and encourages a diverse workforce offering flexible working arrangements wherever possible. However, due business needs

Nationality

These are non- reserved posts. Posts are open to UK Nationals, British Nationals (Overseas), British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non EEA family members and Swiss nationals under the Swiss EU agreement. There must be no employment restriction or time limit on your permitted stay in the UK. You should normally have been resident in the United Kingdom for the last 3 years as this role requires CTC clearance.

Probation:

You will serve a period of probation unless you are transferring from another role in the Civil Service and have satisfactorily completed a probation period. Your performance, conduct and attendance will be monitored and reviewed.

Posting Length

The expectation within the Home Office is that staff will normally remain in post for a minimum of two years and will not apply for Home Office roles on level transfer during that time.

Confidentiality:

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired in the course of official duties, and not to disclose information which is held in confidence.

Outside activities

As a civil servant you may not take part in any activity which would in any way impair your usefulness to the service, or engage in any occupation which may conflict with the interests of your department or be inconsistent with your official position. Subject to these conditions, work of a minor or short-term nature (for example, vacation work or work after hours) is normally allowed, provided you seek prior permission.

You will also be subject to certain restrictions, depending on your grade and the nature of your work, on national and local political activities. These include standing as a candidate in parliamentary or local authority elections, or canvassing on behalf of candidates; and expressing views on matters of political controversy in public speeches or publications.

Equal Opportunities:

The Home Office is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of, gender, gender identity, race, disability, sexual orientation, religion or belief, age, marriage and civil partnerships, pregnancy and maternity, caring responsibilities, part-time working, or any other factor irrelevant to a person's work.

We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

Home Office HR procedures (for example, for recruitment and selection, staff appraisals and career progression) are based on an assessment of an individual's ability and their suitability for the work. We are committed to providing all staff with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible.

As a public authority, the Home Office has statutory duties placed on it under the Equality Act 2010 that state that it must have due regard of the need to:

- eliminate discrimination, harassment, and victimisation
- advance equality of opportunity, and
- foster good relations

We expect all staff to assist the department in meeting these obligations.

The Home Office has concluded that membership of any group or organisation that promotes hatred in its philosophy, aims, principles or policies, based on gender, gender identity, race, disability, sexual orientation, religion or belief, is incompatible with the work and values of the Home Office.

Retention of Personal Data:

The personal data which you have provided, and which we may request in connection with your application, will not be retained beyond 24 months should your application be unsuccessful. If you are appointed to the post(s) applied for, your personal data will only be used for the purposes of Personnel Management.

Pre-appointment Enquiries:

If you are recommended for appointment enquiries will be carried out on health and other matters, to ensure that you are qualified for appointment. To enable these enquiries to be completed, we will need to see your current valid passport. When the enquiries are completed satisfactorily, it will be for the department to make you a formal offer of appointment. We may also require other forms of identification which will be confirmed should you be invited to attend an interview.

Checks:

The Home Office will need to conduct checks using applicants personal data provided during the application process, which will include checks against Home Office databases. The personal data supplied will be managed confidentially, securely and in accordance with the Data Protection Act 1998. By making an application you will be providing the consent to use this information.

Complaints under the Civil Service Commission's Recruitment Principles:

The Department's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles. If you feel your application has not been treated in accordance with the Principles and you wish to make a complaint, you should firstly contact UKVI@ManpowerGroup.co.uk. Your complaint will be managed by ManpowerGroup Solutions in the first instance and will also be notified to the Home Office Resourcing Teams. If you are not satisfied with the response you receive from us, you can contact the Office of the Civil Service Commission.

Uniform / Dress Standards:

Asylum Operations Decision Makers are expected to maintain a professional appearance at all times, there may also be a requirement in the future to wear corporate workwear in line with

our professional and customer care standards.

Modernised Terms and Conditions for existing Civil Servants

Terms	Home Office & HMPO promotees to posts advertised on or after 31 August 2014.	Staff joining the Home Office on level transfer or promotion from an OGD on a permanent and voluntary basis to posts advertised on or after 31 August 2014.
Mobility	All grades and all working patterns can be compulsory permanently transferred to any civil service post within the UK and abroad – if deemed reasonable taking into account individual circumstances.	All grades and all working patterns can be compulsory permanently transferred to any civil service post within the UK and abroad – if deemed reasonable taking into account individual circumstances.
Hours of work	Standard full-time working week of 37 hours net regardless of geographical location (pro-rata for part-time staff).	Standard full-time working week of 37 hours net regardless of geographical location (pro-rata for part-time staff).
Occupational sick pay	If on pre-modernised T&Cs prior to promotion: 5 months full pay and 5 months half pay. If on modernised T&Cs prior to promotion: continue accruing entitlement as for new starters up to 5 months full pay and 5 months half pay during the fifth year of service	If on pre-modernised T&Cs prior to transfer: 5 months full pay and 5 months half pay. If on modernised T&Cs prior to transfer: continue accruing entitlement as for new starters up to 5 months full pay and 5 months half pay during the fifth year of service
Privilege leave	1 day privilege leave in recognition of the Queen's Birthday.	1 day privilege leave in recognition of the Queen's Birthday.
Annual leave	Annual leave starts at 25 days rising to 30 days after 10 years of service (6 years in HMPO) – to take effect from the start of the next annual leave year after promotion	Annual leave starts at 25 days rising to 30 days after 10 years of service (6 years in HMPO).

NB: If you are moving on level transfer within the Home Office/HM Passport Office your terms and conditions will not be affected.

EMPLOYMENT OF EX-OFFENDERS IN THE HOME OFFICE: POLICY STATEMENT

General Principles

The principle responsibilities of the Home Office are to protect the public and to secure our borders. We work with the police and security agencies to ensure we do all we can to achieve these objectives.

These responsibilities mean that we set very high standards for our staff. Honesty and integrity are essential and form part of the core values of the Civil Service.

We will always carefully check the suitability of new employees for employment at the Home Office and are not tolerant of dishonest behaviour. We do not condone criminal activity in any way.

However, within these constraints, we recognise the contribution that ex-offenders can make to a workforce. Our aim is to ensure that potentially suitable candidates for employment are not automatically ruled out from employment with the Home Office. As such, having a criminal record will not automatically bar an individual from working with us. This will depend on the:

- nature of the position;
- the circumstances, seriousness and background of the offence(s);
- whether or not the conviction is “spent” (“Spent” convictions need to be declared when applying for security clearance);
- the applicant’s openness shown in declaring the conviction.

Pre-appointment Procedures

We carry out our own pre-employment checks and security clearances which include checks about an applicant’s character and integrity.

We exercise vigilance and rigour in the recruitment of staff who will be working in sensitive areas of Departmental business or with vulnerable groups. For example, where a position involves regularly caring for, supervising, training or being in sole charge of children under the age of 18 or vulnerable adults we will seek enhanced disclosure from the Disclosure and Barring Service.

Pre employment enquiries relating to identity and immigration will be undertaken. This will include any criminal offences that fall under these areas. The relevant form is usually submitted via the recruiting manager but can be sent under separate, confidential cover, to authorised individuals if desired and will normally only be seen by those who need to see it as part of the recruitment process.

Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment or termination of a contract where employment has already started and then information subsequently comes to light.

In addition to the pre-employment checks post in the Home Office will require National Security Vetting checks. All applicants are obliged to complete an online Security Questionnaire or Criminal Convictions Declaration Form when applying for a position within the Home Office. The type of

form to be completed depends on the level of clearance required for the post. It includes the requirement to disclose all convictions, spent and unspent.

We ensure that all those who are involved in the security vetting process have been suitably trained to identify and assess the relevance and circumstances of offences. We will consider issues such as the post for which the individual is applying, the nature and seriousness of the offence, the length of time since the offence was committed and the relevance of the conviction but each case will be considered individually on its merits.

Information about convictions or criminal activities provided as part of the Security Vetting process will be treated in strict confidence. A criminal record will not necessarily prevent an individual from gaining security clearance.

The HO will maintain the confidentiality of any disclosures made and in asking for disclosures we trust the applicant to be honest about their background. Any failure to disclose relevant circumstances or information is likely to be regarded as evidence of unreliability and will be taken into account in assessing suitability for security clearance.

Annex E – The Civil Service Code

Civil Service values

The statutory basis for the management of the Civil Service is set out in Part 1 of the [Constitutional Reform and Governance Act 2010](#).

The Civil Service is an integral and key part of the government of the United Kingdom¹. It supports the government of the day in developing and implementing its policies, and in delivering public services. Civil servants are accountable to ministers², who in turn are accountable to Parliament³. As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: integrity, honesty, objectivity and impartiality. In this code:

- ‘integrity’ is putting the obligations of public service above your own personal interests
- ‘honesty’ is being truthful and open
- ‘objectivity’ is basing your advice and decisions on rigorous analysis of the evidence
- ‘impartiality’ is acting solely according to the merits of the case and serving equally well governments of different political persuasions

These core values support good government and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of ministers, Parliament, the public and its customers.

This code⁴ sets out the standards of behaviour expected of you and other civil servants. These are based on the core values which are set out in legislation. Individual departments may also have their own separate mission and values statements based on the core values, including the standards of behaviour expected of you when you deal with your colleagues.

Standards of behaviour I

Integrity; You must:

- fulfil your duties and obligations responsibly
- always act in a way that is professional⁵ and that deserves and retains the confidence of all those with whom you have dealings⁶
- carry out your fiduciary obligations responsibly (that is make sure public money and other resources are used properly and efficiently)
- deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability
- ensure you have Ministerial authorisation for any contact with the media⁷
- keep accurate official records and handle information as openly as possible within the legal framework
- comply with the law and uphold the administration of justice

You must not:

- misuse your official position, for example by using information acquired in the course of your official duties to further your private interests or those of others

- accept gifts or hospitality or receive other benefits from anyone which might reasonably be seen to compromise your personal judgement or integrity
- disclose official information without authority (this duty continues to apply after you leave the Civil Service)

Honesty- You must:

- set out the facts and relevant issues truthfully, and correct any errors as soon as possible
- use resources only for the authorised public purposes for which they are provided

You must not:

- deceive or knowingly mislead ministers, Parliament or others
- be influenced by improper pressures from others or the prospect of personal gain

Objectivity- You must:

- provide information and advice, including advice to ministers, on the basis of the evidence, and accurately present the options and facts
- take decisions on the merits of the case
- take due account of expert and professional advice

You must not:

- ignore inconvenient facts or relevant considerations when providing advice or making decisions
- frustrate the implementation of policies once decisions are taken by declining to take, or abstaining from, action which flows from those decisions

Impartiality- You must:

- carry out your responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity

You must not:

- act in a way that unjustifiably favours or discriminates against particular individuals or interests

Political Impartiality- You must:

- serve the government⁸, whatever its political persuasion, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this code, no matter what your own political beliefs are
- act in a way which deserves and retains the confidence of ministers, while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future government
- comply with any restrictions that have been laid down on your political activities

You must not:

- act in a way that is determined by party political considerations, or use official resources for party political purposes
- allow your personal political views to determine any advice you give or your actions.

Rights and responsibilities

Your department or agency has a duty to make you aware of this Code and its values. If you believe that you are being required to act in a way which conflicts with this Code, your department or agency must consider your concern, and make sure that you are not penalised for raising it.

If you have a concern, you should start by talking to your line manager or someone else in your line management chain. If for any reason you would find this difficult, you should raise the matter with your department's nominated officers who have been appointed to advise staff on the code. If you become aware of actions by others which you believe conflict with this code you should report this to your line manager or someone else in your line management chain; alternatively you may wish to seek advice from your nominated officer. You should report evidence of criminal or unlawful activity to the police or other appropriate regulatory authorities. This code does not cover HR management issues.

If you have raised a matter covered in paragraphs 16 to 18, in accordance with the relevant procedures⁹, and do not receive what you consider to be a reasonable response, you may report the matter to the Civil Service Commission¹⁰. The commission will also consider taking a complaint direct. Its address is:

Civil Service
Commission G/8
1 Horse Guards
Road London
SW1A 2HQ
Tel: 020 7271 0831
Email: info@csc.gov.uk

If the matter cannot be resolved using the procedures set out above, and you feel you cannot carry out the instructions you have been given, you will have to resign from the Civil Service. This Code is part of the contractual relationship between you and your employer. It sets out the high standards of behaviour expected of you which follow from your position in public and national life as a civil servant. You can take pride in living up to these values.

March 2015

Civil servants working for the Scottish and Welsh Governments, and their agencies, have their own versions of the code. Similar codes apply to the Northern Ireland civil service and the Diplomatic Service. Civil servants working in non-ministerial departments in England, Scotland and Wales are covered by this code.

Some civil servants are accountable to the office holder in charge of their organisation. This is made clear in terms and conditions of employment. Civil servants advising ministers should be aware of the constitutional significance of Parliament, and of the conventions governing the relationship between Parliament and the government. The respective responsibilities placed on ministers and special advisers in relation to the civil service are set out in their codes of conduct. Special advisers are also covered by this Civil Service code except, in recognition of their specific role, the requirements for objectivity and impartiality. Including taking account of ethical standards governing particular professions. Including a particular recognition of the importance

of co- operation and mutual respect between civil servants working for the UK government and the devolved administrations and vice-versa.

The whistleblowing legislation (the Public Interest Disclosure Act 1998) may also apply in some circumstances. The 'Directory of Civil Service guidance' and the 'Civil Service management code' give more information.

Some civil servants are accountable to the office holder in charge of their organisation. This is made clear in terms and conditions of employment. The whistleblowing legislation (the [Public Interest Disclosure Act 1998](#)) may also apply in some circumstances. The '[Directory of Civil Service guidance](#)' and the '[Civil Service management code](#)' give more information. The Civil Service Commission's 'Guide to bringing a complaint' gives more information. It is available on the [Civil Service Commission website](#).