



Promoting improvements
in policing to make
everyone safer

Notes for Candidates – Police efficiency, organisational development and change management

Salary

The daily rate for this post is between £265 and £300. Tax and National Insurance will be deducted at source.

Once on HMIC's associate register, individuals will be allocated short-term fixed-term appointment contracts dependent on:

- business need;
- level of role and leadership required;
- match with the skills required; and

experience and capability of individuals selected to the associate register.

Successful applicants will be required to undergo a security vetting procedure.

Role specifics – Efficiency Specialist

Essential criteria:

- Understanding of financial accounting, forecasting and financial management.
- Experience of producing or analysing public sector accounts.
- Assessment of project business cases.
- Experience in auditing and/or value for money assessments.
- Experience in designing, managing or high level assessment of organisational development or change programmes.

Desirable

- Excellent analytical skills and the ability to articulate complex concepts in a way that people can easily understand.

Key competencies

You must also be able to demonstrate the following competencies:

Seeing the bigger picture

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

- Identify implications of departmental priorities and strategies on your own area of activity and ensuring plans and activities reflect these appropriately;
- Adopt a Government wide perspective, scanning the horizon to ensure alignment of activity and policy;
- Bring together views and perspectives of stakeholders to gain a wider picture of the landscape surrounding activities and policies; and
- Anticipate economic, social and environmental developments to keep activity relevant and appropriately targeted.

Collaborating and partnering

People skilled in this area create and maintain professional working relationships with a wide range of people within and outside the Civil Service to help get business done. At all levels, it requires working effectively and building supportive, responsive relationships with colleagues and stakeholders. At senior levels, it is about achieving business objectives by creating an inclusive environment, encouraging collaboration and building effective partnerships.

- Encourage contributions and involvement from a broad and diverse range of staff by being visible and accessible.
- Effectively manage the dynamics within complex teams, when working across departmental and other boundaries.
- Seek constructive outcomes in discussions, balance a firm stance with willingness to compromise when beneficial to progress.

Making effective decisions

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

- Analyse and evaluate the importance and weight of information and opinion from various sources, recognise when to bring in experts/researchers to add to available data.
- Draw together and present sound analytical conclusions from a wide range of incomplete and complex evidence and data – demonstrating the ability to act or decide even when details are not clear.
- Identify the main issues in complex problems; clarify understanding or stakeholder expectations, agenda and positions to seek the best option.
- Critically appraise different options, ensuring that all courses of action have been explored and clearly understood.
- Make difficult or unpopular decisions by pragmatically weighing the complexities involved against the business need to act.

Leading and communicating

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

- Stand by your own and team's actions and decisions – promote and defend where needed.
- Confidently engage with stakeholders and colleagues at all levels to inspire, inform and generate commitment to goals.
- Communicate using appropriate styles and methods, including digital channels where appropriate, to maximise understanding and impact.
- Be open and inviting to the views of others and respond despite pressure to ignore, revert or concede.

Location of roles

The location of the role will be dependent on the activity required. This role is designated as remote access and business travel expenses will be paid.

Travel around the UK, with frequent overnight stays, will be necessary. Accommodation will be provided.

Applications will be assessed and ranked. All those successful at the sift stage will be required to undertake an online written test prior to interview.

The successful candidate must pass security clearance and any offers made will be based on the condition that he or she subsequently passes the clearance process.