



Civil Service



Department
for Work &
Pensions

Head of Enterprise Architecture

Department for Work and Pensions (DWP)

SCS Pay Band 1

Reference: 1621047

Closing date: 22nd April 2019

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Foreword from Nic Harrison

Digital Director – Design, Architecture & Planning



We in the DWP recognise that living and working in the UK requires people to navigate a complex and interlinked world where on-line services are increasingly becoming the norm and where expectations on service providers are becoming ever greater.

The citizen of the twenty-first century expects services that are simple to use and personalised, secure and yet interconnected. They expect to be able to share data about themselves in real time but only with their permission.

We need to transform the DWP from an organisation built around the delivery of primarily paper based processes to an organisation powered by the internet whilst remaining inclusive and available to all.

DWP supports some of the most vulnerable people in society. Our department aims to:

- Support those who can work; whilst protecting those that cannot
- Increase saving for, and security in, later life
- Run an effective welfare system

Against this backdrop, DWP's ambition is to become a truly internet enabled department. We collect and manage a vast array of data; we want to use this to:

- Target the right support at the right people at the right time
- Improve our users' lives and experiences safely

- Work across departments to improve the overall experience of interacting with UK government

In order to achieve the right outcomes for our users, we also need to continually transform our organisational skills and culture to enable us to meet the challenges of the digital age.

We're looking for a Head of Enterprise Architecture to help make all of this happen

The Head of Enterprise Architecture will play a critical role in designing, assuring and delivering the foundation of the new "joined up" welfare state. Working in an agile delivery environment with empowered multidisciplinary teams, developing and iterating numerous parallel products at the same time requires the maintenance and mastery of a complex and fast changing overview of the entire technical and business architecture.

This role is an exceptional and unique opportunity to play a key part in creating the future of digital government; to transform service delivery throughout DWP; and to improve people's lives. **Nic Harrison**

The Digital, Data and Technology (DDaT) Profession

This is an unprecedented time for digital, data and technology specialists as government harnesses digital technologies, skills and tools to transform public services on a global scale.

There have never been more opportunities to work collectively and creatively as a profession to respond to the changing needs and expectations of millions of people, and deliver services that are simple and easy to use. The digital, data and technology profession comprises 17,000 digital, data and technology colleagues across government, and is rapidly scaling up nationwide in line with our strategy.

The UK is recognised as a world leader in digital government; it ranks at the top of the

United Nations' e-government index and countries like the US, Canada, Australia and New Zealand are modelling their digital transformation on ours.

In your capacity of Head of Enterprise Architecture at DWP you will join a network of digital, data and technology leaders that has developed into an essential forum for co-ordinating and driving transformation across government.

With your senior colleagues from other departments you will set standards and maintain a shared vision to deliver transformation. You'll share best practice and drive collective efficiencies wherever possible, supporting and guiding our cross government programmes to build digital, data and capability, making government a destination of choice for digital, data and technology professionals.

And you'll be a role model and a relentless

champion of government as a place where everyone can thrive and where diversity can flourish; a place that reflects the public we serve.

The potential to shape our society's future is enormous and our purpose is to ensure the profession is equipped and inspired to deliver real, meaningful change for users; to do the work of transformation that makes government work better for everyone.



About the Department for Work and Pensions (DWP)

Background to the DWP

Often working in partnership with the private and voluntary sector, the Department of Work and Pensions (DWP) provides services and support to over 22 million people and is responsible for over 730 million benefit payments each year totalling £173.1 billion. At the same time, it is engaged in delivering a once in a generation programme of welfare reform to:

- Support economic growth and improved productivity by ensuring work always pays and people are supported to find and progress in work
- Help reduce the disadvantages faced by disabled people and people with health

conditions through the welfare system and labour market

- Increase saving for, and financial security in, later life
- Maximise the number of children benefiting from an effective child maintenance arrangement, encourage family based arrangements where appropriate and reduce parental conflict in families
- Transform the way we deliver our services to improve quality and reduce costs

For further information please go to

www.gov.uk/government/organisations/department-for-work-pensions.



About DWP Digital

Everything we do in DWP Digital (known as ‘Digital Group’ internally) is driven by user needs – whether these are the needs of our 22 million customers or 84,000 colleagues.

Our products enable delivery of support which helps millions of people, such as Universal Credit, Personal Independence Payment and New State Pension.

Internally, we’re modernising one of Europe’s biggest IT estates across 800 locations, and creating a ‘digital workplace’ to help colleagues connect and collaborate. We pioneer innovative use of data to drive business intelligence and automation, and share 10 million data records every day

across government and with other partners. Our security team plays a vital role in protecting DWP’s customers, colleagues, data and systems from daily cyber-attacks.

These are exciting times in Digital Group. We’re transforming public services on which millions rely at pace, driving continuous progress through fortnightly releases, and designing next-generation systems which can accommodate policy changes across successive parliaments.

We’re reducing reliance on big suppliers, designing and delivering more digital products ourselves, and - where we continue to outsource our work - working with a much wider range of innovative commercial partners.

Central to this transformation is a focus on culture and capability. Alongside developing the skills of our existing colleagues, we’re recruiting hundreds of specialists who are the very best in their fields. We value collaboration and creativity as much

as technical capability. We’re building an organisation where colleagues are empowered to deliver.

Our leaders inspire DWP Digital to be the best at what we do: an innovative, outward-looking digital organisation where people love what they do and are proud to make a positive difference to millions of people’s lives.

To find out more about our work and the people who deliver it, follow [@DWPDigital](#) and read our regular [blogs](#).



The Role

The Head of Enterprise Architecture is a pivotal role within DWP Digital Group, responsible for helping business leaders enable their future-state business capabilities that, in turn, drive the organisation's business outcomes through the choice of programs, projects and initiatives DWP chooses to invest in.

Key Responsibilities

As a key member of the DWP Architectural Practice, the Head of Enterprise Architecture will:

- **Lead** and be accountable for the development of Enterprise Architecture function, sharing best practice and reference architectures from across the DWP enterprise, promoting the Architectural Principles and Blueprint;
- **Support** the strategic goals of DWP as outlined in the Single Departmental Plan and the Digital Strategy, by promoting the business value of the Enterprise Architecture programme/function, its processes and results;
- **Partner** with the DWP senior business, strategy and policy leads and stakeholders across the enterprise, to demonstrate the business value of Enterprise Architecture as an enabler of strategy formulation, business change and technology innovation, developing business capability models and roadmaps to facilitate discussion and decision making;
- **Develop**, promote and maintain the vision and strategy for DWP Enterprise Architecture, in order that solutions are flexible over time to meet evolving use cases, business and operating models; are re-usable; support consolidation of the technology estate; are always citizen focused and ensure that DWP consistently applies the best EA approach;
- **Lead** analysis of the business' future-state capabilities and future (and current) IT environment to detect critical

The Role

deficiencies and recommend solutions for improvement and driving the business forward;

- **Create** a comprehensive Implementation Plan for Enterprise Architecture based on business strategy and requirements;
- **Participate** in product/programme inceptions to ensure awareness of Enterprise Architecture standards and opportunities for reuse, are baked in from the start of the planning process;
- **Drive** continuous effective operation oversight and governance of all changes (aspirational, planned, reactive and live) to business as usual as well as new operations;
- **Ensure** Enterprise Architecture solution integrity in order to maintain and assure

the design integrity and quality of Digital solutions at all stages of development across DWP;

- **Translate** complex technical language and concepts, to provide advice and guidance to the business which must be given in clear unequivocal language and in plain English;
- **Contribute** as a key member of the Service Design Forum and the Digital DWP Design Authority (DA), to internal governance boards from an Enterprise Architecture perspective;
- **Define** Enterprise Architecture policy and standards to ensure they are relevant, current, visible and applied consistently across DWP in-line with strategic and architectural principles;

- **Position** the EA function as a recognised industry leader and exemplar for Enterprise Architecture practice;
- **Manage** the Enterprise Architecture budget, reporting back to the Architecture Director as required.



Person Specification

The successful candidate must demonstrate the following key skills and experience:

You will have:

- A **successful track record** of leading a business facing Architecture Practice or team within a complex, data rich public or commercial sector organisation;
- **Exemplary stakeholder engagement and management skills**, able to build the case for Enterprise Architecture as a key enabler of business and process change, comfortable with influencing at the highest levels across the organisation;
- Experience of leading the **creation, promotion and implementation** of an organisation wide, Enterprise Architecture Vision and Strategy;
- Proven ability to **translate technical solutions** into clear, measurable, **business outcomes** and vice versa;
- A clear **understanding of the current technology architecture**, with capability to create a **definition** of the **future architecture** and **provide options** for the transformation to that future in a complex, multi supplier environment;
- Proven ability to undertake **detailed analysis** of **technical designs** and provide the business with **assurance** of **supplier designs** and proposals and, where necessary, challenge to drive further innovation and business efficiencies;
- **Experience in at least three Enterprise Architecture related disciplines**, such as Business Architecture; Solutions Architecture; Information Architecture; Technical Architecture; Business Relationship Management; Business Analysis; Application Development, Middleware, Information Analysis; Database Management or Operations in a multi-tier environment;
- Experience of **strategic and operations planning**;
- **Exceptional leadership skills** particularly across multi-disciplinary teams with differing views among a range of experts.

It is desirable, but not essential, that you have:

- Experience in matrix-managing multi-disciplinary teams;
- Recognised certification in Scrum,
- Kanban and/or Lean techniques;
- Recognised certification in scaled
- Agile techniques (e.g. LeSS, Nexus or SAFe) or Managing Successful Programmes or similar;
- ITIL foundation.



Success Profiles

The Civil Service recruits using Success Profiles. This means for each role we advertise, we consider what you will need to demonstrate in order to be successful.

This gives us the best possible chance of finding the right person for the job, drives up performance and improves diversity and inclusivity.

During the application process we will be considering the following Behaviours:

- Leadership
- Communicating and influencing
- Working together
- Delivering at pace

Further information about the post please contact: Adrian Barlow on [M: 07393 011150](tel:07393011150) or [E: Adrian.barlow@gatenbysanderson.com](mailto:Adrian.barlow@gatenbysanderson.com).



Salary and Benefits

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Salary

Circa £90,000 -£100,000 per annum

The post is set within the SCS Pay Band 1 salary range.

No allowances will be payable. Standard Cabinet Office rules on pay will apply to Civil Servants appointed on level transfer or promotion

Location

The location for this role is London, Manchester, Leeds, Blackpool, Newcastle or Sheffield. However, more frequent travel will be required if not based in London or Manchester.

Working Hours:

For new entrants to the Civil Service and existing Civil Servants appointed on promotion, basic hours of work will be 37 hours per week, excluding lunch breaks. For existing civil servants appointed on

level transfer, your current contractual entitlements in relation to basic hours of work will continue to apply.

Childcare Support:

A range of childcare support options, including holiday play-schemes and a childcare voucher salary sacrifice scheme, is available to DWP staff. The type of provision available to you will depend on the area in which you work. All staff, male and female, full and part-time, can apply for childcare support.

Application Instructions



The Selection Process

The role is being completed in accordance with the Civil Service Recruitment Principles. The selection panel will be chaired by Nic Harrison – Director for Design, Architecture & Planning.

The remaining panel members are as follows:
Mike Ratcliffe – Head of Architecture
Hannah Bloxham – HR Deputy Director
Ramila Mistry – Strategic Clinic Quality Lead

Applications will be sifted to select those demonstrating the best fit with the post against the key criteria, including the relevant Behaviours and Experience, set out in the person specification. Please ensure you keep this in mind when writing your CV and supporting statement.

A sift stage will identify shortlisted candidates. Those candidates shortlisted will be selected for interview and asked to undergo the following psychometric assessments, to test their Ability:

- An Individual Leadership Assessment (ILA) designed to identify key behavioural strengths as well as any associated areas for development.
- A Staff Engagement Exercise (SEE), which is an interactive exercise with a panel of DWP colleagues. A presentation is used to engage in a discussion with the panel, which is guided by an Occupational Psychologist.

Full details of the assessments will be provided beforehand. The outcomes from these assessments are fed into the final interview panel.

Those selected to interview will also be offered an opportunity to have a fireside chat with recruiting line manager.

The final interview will require the selected candidates to prepare a 5-minute presentation, the topic and further details will be confirmed as part of the invitation.

The final interview will be a blended interview, covering Behaviours and Experience. A blended interview aims to be more of a conversation at interview. Behavioural questions will explore what you have done in previous jobs or experiences as well as what you have achieved and/or learned. We would encourage you to read the essential requirements of the role and understand what you personally can offer to the role.

Application Instructions



The Civil Service Commission has two key functions.

- To maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel;
- To promote an understanding of the Civil Service Code which sets out the

constitutional framework in which all civil servants work and the values they are expected to uphold, and to hear and determine appeals made under it.

For more information regarding the Commission please click [here](#).

Guaranteed Interview Scheme

DWP is committed to the employment and career development of disabled people and will guarantee to interview anyone with a disability whose application meets the minimum criteria for the post.

Complaints

DWP'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 Commissioners' Recruitment Principles details of which can be found [here](#).

If you feel your application has not been treated in accordance with the Principles

and you wish to make a complaint, in the first instance you should contact Simon Monks: simon.monks@dwp.gsi.gov.uk. Post: Specialist Talent Acquisition & Recruitment, HR Services, Department for Work and Pensions, Level 1 Kings Court, Sheffield, S3 7UF | Telephone: 0114 2098733.

If you are not satisfied with the response you receive you can contact the Commission as follows:

Post: Civil Service Commission, G/8, 1 Horse Guards Road, London, SW1A 2HQ

Email: info@csc.gov.uk

Telephone: 020 7271 0831

Please note:

Expenses incurred by candidates during the recruitment process will not be reimbursed by the DWP except in exceptional circumstances and only when agreed in advance with the SCS Recruitment Team.

Application Instructions

All applications must be submitted via the GatenbySanderson website: which can be found at: www.gatenbysanderson.com/job/GSe52253.

To apply, please visit the GatenbySanderson website where you will be able to upload a copy of:

- Your CV;
- A Statement of Suitability describing how you best meet the essential skills, experiences and competencies required for the role (limited to two A4 pages);
- A completed Diversity Questionnaire;
- A completed Guaranteed Interview Scheme form (if applicable).

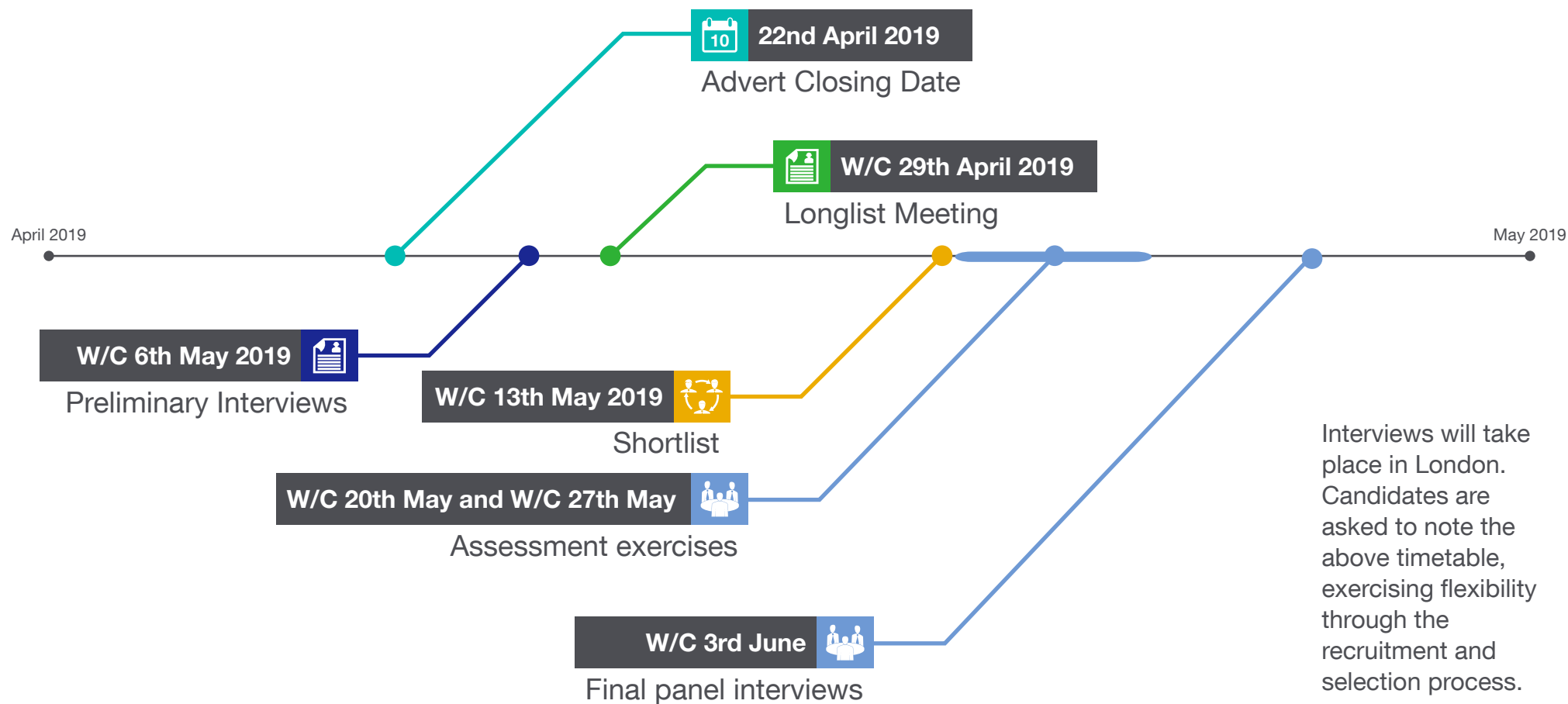
If you do not receive a response email from [GatenbySanderson](#) within 48 hours of submitting your application, please call 0113 205 6062, or email Toria.lorman-connolly@gatenbysanderson.com.

Please note that at first interview with GatenbySanderson, you will be required to provide Proof of Identity and, where necessary, permission to work as required by the UK government. You will also be required to provide these documents when you are invited to attend any subsequent interviews with DWP.



Indicative Timeline

Please note that the dates below are only indicative at this stage and could be subject to change. Please let us know in your application letter if you are unable to meet these timeframes. The anticipated timetable is as follows:



FAQs



The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

1. Location

The location for this role is London, Manchester, Leeds, Blackpool, Newcastle or Sheffield. However, more frequent travel will be required if not based in London or Manchester.

2. Working Hours

For new entrants to the Civil Service and existing Civil Servants appointed on promotion, basic hours of work will be 37 hours per week, excluding lunch breaks. For existing civil servants appointed on level transfer, your current contractual entitlements in relation to basic hours of work will continue to apply.

3. Remuneration

The post is set within the SCS Pay Band 1 salary range £90,000 -£100,000. No allowances will be payable. Standard Cabinet Office rules on pay will apply to Civil Servants appointed on level transfer or promotion.

4. Childcare Support

Childcare benefits (policy for new employees as of 5 April 2018): The government has introduced the Tax-Free Childcare (TFC) scheme. Working parents can open an online childcare

account and for every £8 they pay in, the government adds £2, up to a maximum of £2000 a year for each child or £4000 for a disabled child. Parents then use the funds to pay for registered childcare. Existing employees may be able to continue to claim childcare vouchers, so please check how the policy would work for you here; <https://www.gov.uk/help-with-childcarecosts/>

5. Pension

Abatement of pension may apply if you are in receipt of a public service pension. In addition, civil servants who have been granted early retirement (under the terms of the Compulsory Early Retirement, Compulsory Early Severance, Flexible Early Retirement or Flexible Early Severance schemes) may be required to repay all or part of their lump sum compensation payments if their re-employment commences during the period represented by the compensation payment. Please note

FAQs



If you previously worked for an employer who participated in the Civil Service Pension Scheme, different conditions may apply, as may your benefits if you left the Civil Service with an early retirement, severance, or redundancy package. Abatement of pension may apply if you are in receipt of a public service pension. In addition, civil servants who have been granted early retirement (under the terms of the Compulsory Early Retirement, Compulsory Early Severance, Flexible Early Retirement or Flexible Early Severance schemes) may be required to repay all or part of their lump sum compensation payments if their re-employment commences during the period represented by the compensation payment.

Annual leave

If you are a new entrant to the Civil Service your annual leave allowance will be 25 days in the first year, rising by one

day per year (on the anniversary of your start date) to a maximum of 30 days after five years of service. One day of privilege leave will be given on account of the Queen's birthday every year. If you are an existing civil servant appointed on promotion, you will be appointed on modernised terms and conditions. Existing civil servants appointed on level transfer retain current contractual entitlements in relation to annual leave and privilege leave.

6. Nationality

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

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

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

(*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)

For further information on whether you are eligible to apply, please visit Gov.UK

7. 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, please complete the Annex B form provided with the application papers which asks for information regarding nationality. You will not be asked to produce the evidence stated at the application stage but you will be required to do so should you be invited to the final panel interview.

FAQs

8. Civil Service Code

The Civil Service Code sets out the constitutional framework within which all civil servants work and the values they are expected to uphold.

9. Conflict of interest:

If you or your spouse have any business interest or potential conflict of interest with the activities of the DWP you will be expected to declare this at a later stage. You will also be asked to inform us if you have any indirect association of this kind through any other family member or partnership.

10. Pre-appointment checks

The responsibilities of the Department 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 DWP 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 DWP. As such, having a criminal record will not automatically bar an individual from working with us.

11. Security Clearance

The successful candidate will be required to obtain security clearance (SC) level clearance before taking up post. Further information on what this involves can be obtained by contacting the SCS Recruitment team. Please note that individuals should normally have been resident in the UK for five years preceding their application for SC clearance.

If we receive applications from more suitable candidates than we have vacancies for now, we may hold suitable applicants on a reserve list for 12 months, and future vacancies in the Civil Service requiring a similar level of skills and experience could be offered to candidates on the reserve list without a new competition.

Pension: Entitled to membership of a Civil Service Pension Scheme. More information can be found at: <http://www.civilservicepensionscheme.org.uk/>.

Please note:

If you previously worked for an employer who participated in the Civil Service Pension Scheme, different conditions may apply, as may your benefits if you left the Civil Service with an early retirement, severance, or redundancy package.

Annex A

DWP equal opportunities statement

The DWP 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, those with caring responsibilities, part time workers 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.

Assessment for recruitment, selection, appraisal, training and career progression purposes is based both on the individual's ability and 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 DWP has statutory

duties placed on it that require it to promote equality of opportunity and eliminate unlawful discrimination. We expect all staff to assist the department in meeting these obligations. All staff should have due regard for the need to promote good relations between individuals from different groups and work towards achieving equality of opportunity for all.

The DWP 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 DWP.

Please complete and submit these forms with your application. These are available to download alongside the link to this candidate pack.

- Diversity Monitoring
- Nationality Form
- Guaranteed Interview



Diversity & Inclusion

The Civil Service
is committed
to becoming
the most inclusive
employer in the UK.

We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Civil Service.

Our vision is to ensure the Civil Service represents modern Britain and is a truly inclusive employer – an example to other employers. We will create an organisation where diversity is not only respected and valued – but celebrated.

What's in it for me?

We want to maximise the potential of everyone who chooses to work for us – regardless of background.

If you're interested in becoming a world class leader, developing your career with us – starting with this interesting and challenging role – or doing things differently and inspiring colleagues, then the Civil Service is the place for you.

Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

What's next?

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. [Find out more.](#)





Civil Service

Contact us

If you would like to discuss the role in more detail, or have any questions, please contact

Adrian Barlow on **07393 011150** or **Adrian.barlow@gatenbysanderson.com** or

Stephanie Wilson on **07880 382745** or **Stephanie.wilson@gatenbysanderson.com**

Thank you.



Stonewall

LinkedIn

