



Home Office

# Director General for Passports, Visas and Asylum

Home Office

SCS Pay Band 3

CSJ Ref: 308471

Closing Date: 23:55 Sunday 17<sup>th</sup> September





Dear Candidates,

I am delighted that you are considering making an application to join the Home Office. It is a brilliant place to work. The Department offers a sense of purpose, challenge, and variety that few other organisations can match.

We are recruiting a Director General for Passports, Visas and Asylum. The role brings together responsibility for His Majesty's Passport Office, UK Visas and Immigration and asylum casework, with leadership of over 20,000 colleagues based in the UK and around the world.

As incoming Director General you will spearhead a global operation, fostering a culture of exceptional performance and customer service. You will ensure the passport service and visa decision making meet service standards and that asylum decision making is productive and high quality. You will provide outstanding leadership and deliver transformational change, challenging where necessary and improving productivity.

As postholder, you will be a senior leader in the Home Office and a member of our Executive Committee. In your area, you will drive an ambitious agenda as well as support a wider programme of reform and modernisation across the whole organisation.

If this challenging and inspiring opportunity resonates with you, I strongly encourage you to apply. This role is a rare opportunity to deliver change on a significant scale, making a difference for many people. You will be integral to making that change happen.

**Simon Ridley,**  
**Interim Second Permanent Secretary, Home Office**

# About the Role

## Director General for Passports, Visas and Asylum

### Location

Flexible – you can be based at any of His Majesty's Passport Office and UK Visas and Immigration locations across the UK (London, Manchester, Sheffield, Liverpool, Croydon, Peterborough, Cardiff, Durham and Glasgow). Regular travel to London will be required (up to two to three days per week).

### Grade and Salary

SCS Pay Band 3. £127,000 to £149,999

This post is set within the SCS Pay Band 3 salary range. The starting salary will be dependent on qualifications, knowledge, and relevant experience. Existing civil servants will be appointed in line with Cabinet Office pay rules.

The role includes a Civil Service Pension with an average employer contribution of 27%

### Contract Type

This role is being offered on a permanent basis (it is expected you would complete 3 years as a minimum). A loan or secondment may also be considered.

### Working Arrangements

This is a full time role; we will also consider some flexible working options, including pre-arranged job-share.

If applying as job share partners, you must contact [HORCSCSRecruitment@homeoffice.gov.uk](mailto:HORCSCSRecruitment@homeoffice.gov.uk) for job share guidance.

## The Role

The Director General for Passports, Visas and Asylum is responsible for over 20,000 staff based in the UK and overseas. The Director General is tasked with fostering a culture of exceptional performance. This means ensuring the passport service and visa decision making meets service standards and ensuring that the asylum decision making process is productive and high quality.

The Director General will line manage six direct reports who oversee a total team of 20,000 colleagues. The successful candidate will be supported by an established Private Office team led by a Chief of Staff.

The successful candidate will ensure their teams make robust, high-quality decisions across all service lines whilst supporting the Home Office's wider goals to drive modernisation and reform across the organisation.

## As the Director General you will have the following responsibilities:

- Lead and manage passports, visas and asylum with vision and direction, fostering a culture of high productivity and exceptional customer service.
- Lead a transformative modernisation program to enhance employee and customer experiences, while delivering a more productive and efficient service that maximises value for UK taxpayers. The Passport transformation agenda is a prime example of our success, driving improved productivity and efficiency throughout the service line.
- Effectively manage the external reputation of all service lines, collaborating closely with senior stakeholders, such as Ministers, to develop, deliver and promote a clear understanding of our operational priorities. Build strong partnerships with external stakeholders and serve as a persuasive advocate and ambassador, both nationally and internationally.
- Implement robust and ambitious plans to effectively manage cases through the immigration system, aligning with published service-level agreements.
- Ensure that fees and charges for the services provided by your teams align with the organisation's goals and broader government objectives.
- Lead the Transformation Portfolio to drive consistency and productivity by simplifying processes and identifying opportunities for increased use of technology where suitable, such as automation.
- As a key member of our senior leadership team in the Migration and Borders Mission and the Home Office Executive Committee, you will play a crucial role in delivering the Department's priorities. You will drive positive change and serve as a prominent and inspiring role model for colleagues across the organisation, demonstrating the Civil Service leadership behaviours outlined in the Civil Service Leadership Statement.

# Person Specification

## Essential Criteria:

It is imperative that in your written application you give evidence of proven experience in each of the essential criteria in the person specification. These responses will be developed and discussed with those candidates invited for interview. The successful candidate must be able to demonstrate their experience and skills against the following essential criteria:

- Extensive senior leadership experience with evidence of developing a compelling organisational vision and providing leadership and direction for large, contrasting teams.
- A proven track record of running large-scale and complex operations, aligning functions and resources, and deploying people and skills optimally to achieve strategic priorities, with a continual focus on driving high performance and productivity. This includes a customer-centric mindset with experience in leading and delivering customer-focused initiatives within a complex and diverse organisation.
- Ability to build capabilities and manage rapid change to drive transformation; proven history of seeking out opportunities for innovation and delivering a culture that emphasises continuous improvement, efficiency and value for money.
- Strong commercial acumen, with experience of managing budgets, ensuring tight financial controls and maximising income generation.
- The flexibility and personal resilience to adapt to rapidly changing circumstances in an environment of regular scrutiny by the media, public and others.
- An ability to operate in a political and/or sensitive environment, working closely with senior stakeholders such as Ministers, to deliver on and adapt to political priorities.

# The Recruitment Process

## Online Application

Please submit your application online at the following link:  
<http://www.gatenbysanderson.com/job/GSe102128> no later than **23:55hrs on Sunday 17th September 2023**.

Provide some **personal information**;

- 1. CV** - setting out your career history and highlighting specific responsibilities and achievements that are relevant for this role, such as details where budgets and significant numbers of people were managed, together with reasons for any gaps within the last two years;
- 2. Statement of Suitability** – (limited to 1250 words) explaining how you consider your personal skills, qualities and experience make you well-suited to the role, with particular reference to the essential criteria in the person specification.
- 3. Diversity Monitoring** - as part of the online application process, you will be asked a number of diversity-related questions. If you do not wish to provide a declaration on any of the characteristics, you will have the option to select 'prefer not to say'. See the [Civil Service Diversity and Inclusion Strategy: 2022 to 2025 \(HTML\) - GOV.UK \(www.gov.uk\)](#) for more information.

It is essential that in your written application you give evidence, using examples, of proven experience. These responses will be developed and discussed with candidates invited for interview.

**Failure to submit both a CV and Statement of Suitability will mean the panel only have limited information on which to assess your application against the criteria in the person specification.**

**Please Note:**

- Gatenby Sanderson have been appointed to administer the campaign on behalf of the Home Office, which includes an executive search and preliminary interview for candidates progressed by the panel following the longlist meeting.
- The competition will be chaired by a Civil Service Commissioner.

- Shortlisted candidates will undertake a leadership assessment which will consist of psychometric tests and a virtual meeting with an assessor. They will also be required to conduct a Staff Engagement Exercise.
- Both will be assessed along with the interview, which will include a presentation. The interview will be conducted in person in central London.
- If you are shortlisted, you will be provided with full details of the next stages of the selection and assessment process. Shortlisted candidates may also be required to meet with a Minister.
- The final selection panel interview will be held in London at the Home Office (subject to current Government working guidelines).
- Expenses incurred by candidates during the recruitment process will not be reimbursed by the Home Office except in exceptional circumstances and only when agreed in advance with the Home Office Resourcing Centre (HORC) Senior Civil Service (SCS) Recruitment Team.
- Once you have submitted your application online it cannot be amended; only submit your application when you have completely finished it.

## Positive Action

- Where two or more candidates in a recruitment exercise are considered to be of equal merit after interview, the Home Office may use Positive Action, in accordance with section 159 of the Equality Act 2010.
- When considering the application of Positive Action, equal merit candidates will be contacted and invited to provide data regarding their protected characteristics.
- To protect your data, please be aware that we will refer to you using your unique candidate application ID in any communication relating to Positive Action.



Matthew Rycroft

# Permanent Secretary

## Migration & Borders Second Permanent Secretary



Simon Ridley (interim)

### Homeland Security Group



Chloe Squires

### Public Safety Group



Jae Samant

### Migration and Borders Group



Dan Hobbs

### Strategic Operations



Stuart Skeates

MISSIONS

Abi Tierney



### Passports, Visas and Asylum

Tony Eastaugh (interim)



### Immigration Enforcement

Phil Douglas



### Border Force

CAPABILITIES

David Kuenssberg



### Corporate and Delivery

Jennifer Rubin



### Science, Technology, Analysis & Research

Sarah Goom and John Ward



### HO Legal Advisors

Julie Blomley



### Human Resources

Emily Weighill



### Strategy & Private Office

Robert Hall



### Communications

# The Recruitment Process

## **Equal Opportunities Monitoring**

As a mandatory part of the application process, we ask candidates to complete equal opportunities monitoring information. This will help us follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential and used for statistical purposes only. It will not be used to make selection decisions. If you do not wish to provide a declaration on any of the characteristics, you will have the option to select 'prefer not to say'.

## **Guaranteed Interview Scheme for Disabled Persons**

The Home Office is an accredited user of the Government's "Disability Confident" symbol, which denotes organisations that have a positive attitude towards disabled applicants. Applicants who meet the minimum (i.e. essential) criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to apply for consideration under this scheme, please complete the form in Annex C. It is not necessary to state the nature of your disability.

## **Guaranteed Interview Scheme for former Veterans**

A Great Place to Work for Veterans is aimed at encouraging veterans from the armed services into public sector roles. Applicants who meet the minimum (i.e. essential) criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to apply for consideration under this scheme, please select this on your application.

For more information and eligibility requirements around the Veterans scheme please visit [here](#)

## **Home Office SCS Further Information**

[Home Office Senior Leaders - Home Office Careers](#)

## **Home Office SCS Application Process**

[Applying for Senior Civil Service vacancies - Home Office Careers](#)

# Expected Timeline

Please note that these dates are only indicative at this stage and could be subject to change. We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process. You will be advised of the format of the final selection panel interview in advance.

The anticipated timetable is as follows:

<b>Advert Closing Date</b>	23:55 - Sunday 17 <sup>th</sup> September 2023
<b>Longlist Meeting</b>	Week commencing 18 <sup>th</sup> September 2023
<b>Preliminary Interviews</b>	Weeks commencing 25 <sup>th</sup> and 2 <sup>nd</sup> October 2023
<b>Shortlist</b>	Week commencing 9 <sup>th</sup> October 2023
<b>Assessments</b>	Weeks commencing 16 <sup>th</sup> and 23 <sup>rd</sup> October 2023
<b>Interviews</b>	Week commencing 30 <sup>th</sup> October 2023

## Lea Paterson, Civil Service Commissioner



Lea's career has spanned public policy, regulation, HR and financial journalism. She has held a number of senior roles at the Bank of England, including serving as the Bank's Executive Director of People & Culture, and as the organisation's first Director of Independent Evaluation. As a financial journalist, Lea worked at The Independent and at The Times, where she was Economics Editor. Lea is currently a Board Member at the Independent Parliamentary Standards Authority (IPSA), an independent member of Warwick University's Remuneration Committee and holds a number of voluntary and community roles - Lea was appointed as a Civil Service Commissioner on the 13th June 2022.

## Sir Matthew Rycroft, Permanent Secretary at the Home Office



Matthew is the Permanent Secretary of the Home Office. He began his career in the Foreign and Commonwealth office, where he held a number of roles including HM Ambassador to Bosnia, Chief Operating Office for the Department and the British Permanent Representative to the UN. He became the Permanent Secretary of the Department for International Development in January 2018, before moving to his current role in the Home Office in March 2020.

## Simon Ridley, Interim Second Permanent Secretary at the Home Office



Simon is the Second Permanent Secretary for the Home Office. He oversees the whole Migration and Borders System. Simon began his career at HM Treasury where he held several roles. He then moved to the Department for Local Government where he was Director of Local Government Finance, then Chief Executive of the Planning Inspectorate and followed by Director General Decentralisation and Growth. After senior roles relating to EU Exit, Simon took a central role in response to the pandemic as Head of the Cabinet Office Covid Taskforce. He was then joint head of the Ukraine Humanitarian Taskforce before moving into his current post in April 2023.

## Additional Panellist to be confirmed

# Terms & Conditions

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

**Appointment Term:** This post is offered as a permanent appointment.

**Working Arrangements:** This role is available on a full-time basis; we will also consider some flexible working options including a prearranged job-share.

**Working Hours:** 37 hours per week, excluding lunch breaks.

**Location:** London, Manchester, Sheffield, Liverpool, Croydon, Peterborough, Cardiff, Durham and Glasgow.

**Remuneration:** The post is set within the SCS Pay Band 3 salary range - £127,000 to £149,000 plus a Civil Service Pension with an average employer contribution of 27%.

**Please note:** Standard Cabinet Office rules on pay will apply to civil servants appointed on level transfer or promotion. Their salary will increase to the minimum of the SCS PB3 range or by a promotion award of up to 10% more than their current salary (whichever is the greater). Individuals appointed on level transfer will retain their existing salary.

You may be eligible for a non-consolidated annual bonus payment, subject to successful performance, in line with the Home Office Senior Civil Service pay arrangements. These are set annually within the guidelines laid down by the Cabinet Office.

**Childcare Support:** The Government's Tax-Free Childcare Scheme (TFC), has recently been introduced and replaces all employer provided childcare voucher schemes. You can get up to £500 every 3 months for each of your children to help with the costs of childcare. In order to determine your eligibility, you can find the rules for the scheme on **GOV.UK** at [helping pay for childcare](#).

**Annual leave:** Candidates from outside the Civil Service will be entitled to 25 days paid as standard, plus public holidays. Existing civil servants appointed on level transfer will retain current contractual entitlements in relation to annual leave and privilege leave.

If you are an existing civil servant appointed on promotion, you will be appointed on modernised terms and conditions.

**Nationality:** This is a non-reserved post and therefore open to those nationals who qualify under the Civil Service Nationality Rules - [Civil Service Nationality Rules \(publishing.service.gov.uk\)](#)

In order to confirm your eligibility for this post, please complete the Eligibility section on Civil Service Jobs. 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.

**Conflict of interest:** If you or your spouse/partner have any business interest or potential conflict of interest with the activities of the Home Office 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.

# Terms & Conditions continued

**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 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.

**Security clearance:** The successful candidates must be cleared to Security Clearance (SC) level before they are able to start and be willing to obtain Developed Vetting (DV) clearance once in post.

[United Kingdom Security Vetting - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

**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. A copy of the Code can be found at:

<http://www.civilservice.gov.uk/about/values>.

**Data Protection:** The Home Office takes its obligations under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may also be used for the purposes of monitoring the effectiveness of the recruitment process, but in these circumstances will be kept anonymous. The Diversity Monitoring Form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted. If you are unsuccessful, your personal data relating to application will be destroyed after 12 months. If you are successful, data will be passed to the Home Office personnel team.

# The role of the Civil Service Commission in relation to recruitment

The Home Office'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, which can be found at

<http://civilservicecommission.independent.gov.uk/civil-service-recruitment/>.

Civil Service Commissioners chair selection panels for all external recruitment competitions at Senior Civil Service Pay Band 2 (Directors), Pay Band 3 (Director General) and Permanent Secretary levels. An external competition is one that is advertised outside the Civil Service and candidates who are not existing civil servants may apply.

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint you should contact [HORCSCSRecruitment@homeoffice.gov.uk](mailto:HORCSCSRecruitment@homeoffice.gov.uk) in the first instance. If you are not satisfied with the response you receive from the Home Office you can contact the Civil Service Commission.

The Commission publishes a guide that outlines its approach to handling a complaint under the Recruitment Principles. This can be accessed at <http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/>. We would recommend you read this guidance before submitting a complaint.

## Complaints should be sent in writing to:

Civil Service Commission,  
Room G8,  
1 Horse Guards Road,  
London,  
SW1A 2HQ.





Home Office

## Contact us

For an informal discussion about the role please contact:

[HOfrecruitment@gatenbysanderson.com](mailto:HOfrecruitment@gatenbysanderson.com)

