

February 2019

Trust in water

# Information for applicants

**Principal, Head of HR Operations**  
**Ref: OFWBC-286**

[www.ofwat.gov.uk](http://www.ofwat.gov.uk)



## Introduction from Rachel Fletcher, Chief Executive



### **Water is not a dry issue.**

The water sector in England and Wales has come a long way in the past 27 years. At privatisation, polluted beaches and rivers and neglected infrastructure meant we were seen as the ‘dirty man of Europe’.

The regulation of this sector was entrusted to the Water Services Regulation Authority (Ofwat) which has maintained a steady hand in driving and incentivising the sector to deliver and to improve. Over the period since privatisation, the water companies have invested more than £140 billion in maintaining and improving services for consumers and the environment. Today, for example, the amount of water lost through leaks is down by about a third since the mid-1990s. In addition, salmon have returned to the River Mersey, once considered one of the most polluted in Europe. All of this has been delivered efficiently too – a litre of tap water, supplied and taken away, costs less than half a penny.

But the world is changing. The water sector faces new problems and very different challenges. In the future, climate change may mean we get more droughts and more floods, making it harder to maintain resilient supplies. Our population is growing, putting more pressure on the water we use. Lifestyle changes have increased our appetite for water in our homes, our work places and our places of leisure. The changing social and economic landscape also means we need to reconsider how business operates and how customers are able to afford their water and sewerage bills.

Ofwat needs to be at forefront of determining and implementing a regulatory system that will protect customers’ interests, drive efficiencies and innovation, enable efficient companies to finance their functions and to ensure that the ‘promises of privatisation’ are delivered. We all need to have trust and confidence in the water and wastewater services we receive.

To do this, Ofwat needs to be at the very top of its game. Thank you for your interest in joining Ofwat at what is a very exciting time for us. We look forward to receiving your application.

**Rachel Fletcher**  
**Ofwat Chief Executive**

## About Ofwat and the role

Ofwat (the Water Services Regulation Authority) is the economic regulator of the water and wastewater sector in England and Wales. Our role is to help it build trust and confidence with customers, the environment and wider society. Our strategic priorities include:

- Working with the sector to improve the customer experience in particular by improving resilience, delivering a step change in customer service, maintaining affordability and driving efficiency.
- Improving information and transparency in the sector to hold companies to account.
- Supporting the development and investability of markets, to enable the sector to deliver more for less.
- Securing stakeholder engagement and support for change.
- Ensuring Ofwat has the skills, experience, systems, processes and culture to deliver the strategy.

Our focus as a regulator is on regulating in a pro-market way which means establishing an effective framework that improves information (e.g. quality and visibility); improves buyers' and sellers' ability to transact (e.g. reducing 'transaction costs'); and/or by improving incentives on buyers and sellers to transact efficiently. In addition, we will look to make targeted interventions only, rather than taking a prescriptive, one-size-fits-all approach.

## About the Operations Resource Pool and Business Improvement Programme

Ofwat is on a journey of transformation. We have implemented a new operating model based on pool and matrix working, moved to agile working supported by changes in our technology and office accommodation. Through our Business Improvement Programme (BIP) we are continuing to build an Ofwat that has the right people, skills, systems, support and governance to ensure we are a trusted well run regulator, operating at the leading edge.

The Operations Pool comprises Ofwat's support services – Finance, ICT, People and Business Support. The pool delivers the day to day support services that Ofwat needs. We play a central role in developing the strategy and delivering the vision for an agile, dynamic Ofwat enabled to support delivery of its ambitious strategy. We want best in class support services – great organisations and the outcomes they are delivering are underpinned by great enabling support services. This means providing

the tools that make everyday life at Ofwat easier for our people including our resource managers – freeing them up to spend time on regulatory work. The way we work and the organisation we are building will work best if the tools, processes and support we provide add real value. This will mean a shift in focus over time – as the nature of our support changes from reactive and transactional to a greater focus on strategic and business partnering – to enable Ofwat to develop its organisation and to form a strong foundation for a successful organisation in future.

We have an upcoming price review and new markets to regulate. We have been challenging the sector to deliver more of what matters for water customers. This has meant new people joining our pools and programmes, constant pace rather than peaks in work and a need to think strategically about the skills and Ofwat operating model we need for the future beyond the Price Review - PR19. We have also made commitments in the comprehensive spending review (CSR) to improve our efficiency and reduce our overheads and will need to start to prepare for the next CSR.

## **Role expectations**

As Head of HR Operations you will be joining at an exciting time - where we are implementing tools to develop simpler processes and better management information that better supports what our managers and people need and free up our People team to add value. We are midway through our HR systems implementation to deliver improved HR services, recruitment, learning and performance management experience. We are developing the strategic advice to our Senior Leadership team and Board and specifically a refreshed People Strategy for Ofwat both in the short and medium term.

There is lots to do, at pace – and you will bring strong credentials in leading Operational HR teams within a similarly complex and customer focussed organisation. You'll also do that as a great team player, passionate about innovating and getting the basics right – translating technical complexity into language and actions that our people can understand – ensuring that HR enables us to be the regulator we need to be now and in the future.

As a key enabler contributing expertise and challenge to all levels of senior leadership you will support the Director of People in the delivery of ongoing transformation and compliance in relation to Ofwat's People strategy, governance and processes.

You will have responsibility for:

- Providing day to day leadership, management and continuing professional development of the People team to develop a customer focussed, high performing support service based around customer need.
- Playing a leadership role in People management upskilling across the organisation and leading our business partner capability to ensure the provision of reliable, timely, innovative and trusted advice.
- Leading and co-ordinating key operational HR activities such as monthly payroll, statutory data returns and reporting; building strong working relationships with key internal and external stakeholders such as our leaders, managers, the SLT and Defra.

## **Key deliverables**

- Act as a strong ambassador and role model of Ofwat's SAILOR values. The development of the HR team is a key part of this role to continually grow the capabilities at all levels, so you will need to be a strong mentor and coach.
- Leading a team of up to 6 HR professionals responsible for delivering HR operations services to Ofwat managers and the broader workforce, ensuring that the quality of the service is continuously improving
- Ensure that continuous improvement is embedded within the team, using technology and improved management information as a lever
- Lead or participate in cross organisational development and improvement projects
- Developing the user friendliness of HR tools including our systems, processes, policy, guidance and intranet content to facilitate increased self-service

## **Pay and Reward**

- Lead the delivery of the SCS and non-SCS pay awards and bonus schemes
- Deliver the annual Gender Pay Gap analysis and annual reporting
- Lead the delivery of all other statutory pay and pensions requirements and associated reporting

## **Employee lifecycle**

- Lead the effective management of all contractual changes and transactions which occur during employment, ensuring a high quality service to all users, with a focus on continuous improvement

- Lead the development and implementation of people policies that support the organisation’s culture and design
- Lead the development of a proactive approach to managing queries e.g. FAQs and the intranet redesign and content

**Payroll and Pensions**

- Lead the effective delivery of payroll and pensions ensuring all transactions and responsibilities are delivered in an accurate and timely manner
- Lead Ofwat’s relationship with the organisation’s payroll provider and pensions administrator

**Systems development**

- Lead Ofwat’s HR system development to improve the end user experience and increase self-service
- Lead changes to our outsourced payroll provision to reduce the administrative burden and improve the service that we receive

**Professional requirements**

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> <li>• Chartered MCIPD (or similar HR qualification or equivalent experience)</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>• Experience of working across the HR function, covering two or more of the following areas; recruitment, payroll and pensions, pay and reward, employee relations, HR business partnering, HR policy and health and wellbeing</li> <li>• Substantial experience of leading and maintaining a quality HR operations service in a fast paced environment</li> <li>• Experience of leading trade unions negotiations and delivery of annual pay awards</li> </ul>	<p>Possess a sound understanding of the operating environment within a public sector organisation.</p> <p>Effective influencing and negotiating skills with a range of stakeholders.</p> <p>Being able to think holistically and analytically and know when to take which approach.</p>

	<b>Essential</b>	<b>Desirable</b>
	<ul style="list-style-type: none"> <li>• Excellent stakeholder management and relationship building experience and skills</li> <li>• Personal resilience and the ability to lead and provide services in an agile way</li> <li>• Excellent written communication skills, generating papers to a high standard</li> <li>• Excellent oral communication skills, presenting and communicating to stakeholders in an influential and confident way</li> <li>• Excellent project management experience in designing, leading and delivering HR Operations projects</li> <li>• Experience of using technology to deliver service improvements</li> <li>• Experience of building networks to share lessons learnt and use insights to improve systems and processes</li> <li>• Experience of developing management information that provides insight and supports decision making</li> <li>• Understanding of key developments in HR and the current public policy landscape</li> <li>• Excellent organisation and leadership skills including the management, leadership and development of people</li> </ul>	<p>A collaborative team player who demonstrates our SAILOR values and who will coach, develop and mentor the team and work effectively alongside a broader corporate team.</p> <p>Resilient, tenacious, enthusiastic and confident operating in a fast paced environment to deliver objectives and results.</p>
Knowledge	<ul style="list-style-type: none"> <li>• The full spectrum of the HR services, including recruitment, learning and development, HR projects (e.g. health and wellbeing), HR policies, Employee relations, HR administration, Payroll and Pensions</li> <li>• Good knowledge of relevant current employment law</li> </ul>	

## Terms and conditions of employment

### Contract

This is a permanent appointment.

### Salary

The salary range for this role is Band 4 - £48,891 - £74,782. External candidates can expect to achieve a starting salary from the bottom of the band up to circa. £60,000, depending on relevant skills and experience required for the post. Salary is paid monthly by credit transfer.

Internal and Civil Service candidates already at this job level would normally maintain their existing salary arrangements as this would be classed as a level transfer. If applying for the role as a promotion, these candidates can typically expect to be appointed on a salary at the bottom of the band or a 10% increase to existing salary, whichever is greater.

### Location

The role will be based in Birmingham however, it is likely that travel to the London office and throughout the UK will be needed to be effective.

### Contracted place of work and taxable expenses

Any person who regularly works more than two days a month in both the Birmingham and London offices, irrespective of their contracted place of work, is considered by HMRC to have [two permanent workplaces](#).

The payment of your rail fare, accommodation or subsistence in this situation attracts tax and National Insurance because you are receiving a benefit.

Ofwat meets the cost of the tax and National Insurance by grossing up your expenses and recovering the net amount through your monthly pay package. But the expenses are classed as taxable earnings, which could impact on any attachment of earnings – for example, student loan repayments, high income child benefit and state benefits.



This means that you will not be required to meet the costs of travel to the office location where you are not based.

For further information on taxable expenses, please email [payroll@ofwat.gsi.gov.uk](mailto:payroll@ofwat.gsi.gov.uk).

## Hours of work

The successful post holder will be required to work a minimum of 37 hours, excluding lunch breaks. You will be required to work such additional hours as is reasonable and necessary for the efficient performance of your duties.

## Probation

There is a probationary period of six months for all new entrants. Subject to satisfactory performance, the post holder will be transferred to permanent establishment at the end of their probation.

## Annual leave

On appointment the post holder will be entitled to 25 days annual leave plus 10½ days' public and privilege holidays a year. Annual leave entitlement will be increased by one day for each year of continuous employment with Ofwat, up to a maximum leave allowance of 30 days.

## Pension

On appointment, you are eligible to join the Civil Service Pension. The Civil Service offers a choice of defined benefit and stakeholder pensions, giving you the flexibility to choose the pension that suits you best. We offer you a choice of two types of pension.

**Alpha:** alpha is an occupational pension scheme and provides a defined benefit worked out on a Career Average basis.

From 1 April 2018, member contributions will be based on actual salaries.

From 1 April 2018, employee contributions are:

Actual pensionable salary (annual)	All members
Up to and including £21,636	4.60%
£21,637 to £51,515	5.45%
£51,516 to £150,000	7.35%
£150,001 and above	8.05%

From 1 April 2018, employer contributions are:

Revised Salary Band (£)	ASLC rate from 1 April 2018
23,000 and under	20.0%
23,001 to 45,500	20.9%
45,501 to 77,000	22.1%
77,001 and over	24.5%

**Partnership:** this is a stakeholder pension with a contribution from Ofwat. How much we pay is based on your age. We pay this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, we will also match your contributions up to 3% of your pensionable earnings.

Employer age-related contributions are:

Age at the last 6 April	ASLC rate from 1 April 2018
Under 31	8%
31 to 35	9%
36 to 40	11%
41 to 45	13.5%
46 or over	14.75%

To learn more about the Civil Service Pension schemes, please follow the link <http://www.civilservicepensionscheme.org.uk/>

## **Ofwat benefits**

We also offer a range of additional benefits. These include:

- access to our package of benefits via our 'Rewards on Tap' scheme. This is a voluntary benefits scheme where staff have access to exclusive discounts on a range of goods and services such as retail outlets, theatre tickets, holidays, insurance and gym membership;
- cycle-to-work scheme;
- season ticket loan for travel between home and office;
- flexible working arrangements;
- fees paid for membership of relevant professional bodies;
- regular professional development;
- health and wellbeing initiatives; and
- free eye tests and contribution towards lenses/spectacles for VDU users, if appropriate.

## **Further information**

### **Security clearance**

Any offer of appointment will be subject to satisfactory completion of security and pre-employment checks. Further information about the security checking procedure is available on request.

### **Nationality and immigration control**

This post is open to nationals of states within the British Commonwealth and the European Economic Area (EEA) and certain members of their families. There must be no employment restriction or time limit on your permitted stay in the UK.

If you would like further information on Nationality and Immigration Control, please email us at [people@ofwat.gsi.gov.uk](mailto:people@ofwat.gsi.gov.uk).

## Stocks or shares

Because of the nature of the information you will come into contact with and the need to be wholly independent of the water sector in England and Wales, you and your family (including your spouse or civil partner and any children or step-children under the age of 18 who still live at home, or any other member of your household) will be precluded from owning, purchasing or dealing in the shares of the water companies and their holding companies.

## How to apply

Applications should include a:

- curriculum vitae (**CV**);
- **covering letter** or supporting statement that outlines the contribution you can make to Ofwat, including how you feel you meet our professional requirements and demonstrate behaviours outlined in our competency framework;
- completed **CV supplement form**; and
- completed **diversity monitoring form**. This form is not mandatory.

Please email your CV and supporting documents to [recruitment@ofwat.gsi.gov.uk](mailto:recruitment@ofwat.gsi.gov.uk) by the closing date.

If you are unable to make an electronic application, you may submit your application on paper. Please contact us to find out how.

## Selection timetable

Closing date	25 February 2019 @ 5:00PM
Sifting	27 February 2019
Interview date	Strictly Thursday, 7 March 2019
Interview format:	The interview will consist of a presentation (topic will be confirmed before interviews), a staff engagement exercise on the day and an interview for up to one hour. Please set aside at least two hours for the process on the day. You will also be required to complete a brief online

	psychometric assessment before attending the interview on 7 March.
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If you have any queries about any aspect of this role or selection process, please email [recruitment@ofwat.gsi.gov.uk](mailto:recruitment@ofwat.gsi.gov.uk)

## Expenses

We will refund travelling costs at the rate of standard rail fare for the journey or motor mileage rates (cars: 25p per mile).

Please note that proof of purchase will be required for all public transport expenses.

We cannot refund expenses for travel into the UK. If you have to stay overnight, please contact [recruitment@ofwat.gsi.gov.uk](mailto:recruitment@ofwat.gsi.gov.uk) for further details.

## Data protection

We will use your application only to inform the selection process. If you are successful it will form the basis of your personal employee record with us and we will store it electronically within our SharePoint Electronic Document Management System (EDRMS) and our HR system iTrent. Unsuccessful applications are not retained and will be destroyed using Ofwat's secure disposal methods. If you have consented to Ofwat retaining your information for future similar employment opportunities we will retain this information and review the information annually. If at any point you decide you do not wish Ofwat to retain your information please contact us and we will ensure your information is removed from our systems, unless we are legally obliged to hold it for a further period.

We will hold any data about you in completely secure conditions and with restricted access. Information in statistical form on present and former employees in some instances is provided to appropriate outside bodies. Wherever possible Ofwat ensures that statistical information is anonymised.

We will include data that you provide on the diversity monitoring form in a general database for statistical monitoring purposes only. This enables us to monitor the effectiveness of our policy on equal opportunities in employment. If personal identifiable information (PII) has been provided by you, it will be removed before any disclosure is made.

Ofwat considers that the information you have provided during your application has been given with your explicit consent and that you agree to the processing of your personal data as explained in this document. If you have any concerns regarding the processing of some or all of your data please inform the People Hub in writing to [people@ofwat.gsi.gov.uk](mailto:people@ofwat.gsi.gov.uk) and/or the Data Protection Officer by emailing [FOI@ofwat.gsi.gov.uk](mailto:FOI@ofwat.gsi.gov.uk). We will process your personal data in accordance with Ofwat's retention and disposal schedule which can be viewed at this link <https://www.ofwat.gov.uk/publication/retention-disposals-policy/>.

## Diversity

Ofwat aims to be an equal opportunities employer. We intend to make sure that there is equality of opportunity and fair treatment for all irrespective of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership status;
- pregnancy and maternity;
- race, religion or belief; or
- sex or sexual orientation.

We would like to assure you that we will treat the information you provide on the diversity monitoring form in the strictest confidence and only use it to help us monitor appropriate equal opportunities policies. This information plays no part in our selection process.

## Investors in People (IIP)

Ofwat has IIP accreditation which reflects good management practices throughout our organisation, including in business planning, individual objective setting, learning and development opportunities, as well as continuous constructive feedback through our delivery and development conversations approach to performance management.

## Complaints procedure

The process of recruitment and assessment embraces the principles of fair and open competition and best practice. The first is to maintain the principle of selection for appointment to the Civil Service on merit on the basis of fair and open competition as outlined in the [Civil Service Recruitment Principles](#). The second is 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.

If feel your application has not been treated in accordance with the recruitment principles and you wish to make a complaint, you should contact Natasha Harris, Director, Operations (People), Ofwat, Centre City Tower, 7 Hill Street, Birmingham, B5 4UA in the first instance. If you are not satisfied with the response you receive from us you can contact the Civil Service Commission at [info@csc.gsi.gov.uk](mailto:info@csc.gsi.gov.uk).