



Dear Applicant,

Re: Recruitment process at ippr

Thank you for requesting the application pack for the post of **Associate Director (Health or Education)**.

This pack contains all the relevant information you will need to successfully complete the application form:

- Job description and person specification
- Terms and conditions
- Application form (sent as a separate attachment)
- Equal opportunities monitoring form (sent as a separate attachment)
- Recruitment and selection process at ippr – guidance notes for completing the form
- Information sheet for job applicants
- ippr's organisation chart

When applying, please note that personal details and equal opportunities monitoring data will be removed. The recruiting panel will see only your education and career history, and personal statement.

Closing date for receipt of completed application is 5pm Monday 29th October 2007.

Please note that due to our recruitment practices we cannot accept CVs, or applications received after the deadline.

Due to the large number of applications we usually receive, it is not possible to write to you should you not be shortlisted. If you have not heard from us within three weeks of the closing date, please assume that your application has not been successful on this occasion.

If you have any difficulty in filling out the application form, or have any queries regarding your application, please contact ippr's recruitment department on 0207 470 6100.

In the meantime, we wish you every success with your application and thank you for your interest in ippr.

Please send your completed application form to: recruitment@ippr.org or by post to: Recruitment, ippr, 30–32 Southampton Street, London WC2E 7RA

Job description

Job title:	Associate Director (Health or Education)
Salary:	Circa £50,000
Responsible to:	Deputy Director
Responsible for:	A team of 5 to 6 Research Staff
Contract:	Permanent
Start date:	ASAP

The successful candidate will have demonstrable expertise in shaping health or education policy. The post holder will combine a capacity to develop policy ideas on the basis of high quality research, the communication skills necessary to influence key stakeholders and the intellectual maturity and interpersonal skills to successfully manage a multi-disciplinary research team. Responsibilities will be broad and range across the Institute covering issues such as project design, research, writing, media work, people and budget management, fundraising, project management, and a contribution to corporate wide planning and activities.

Key responsibilities

- To oversee a range of research project work in the field of public service reform, with overall responsibility for project delivery, finance/fundraising and all outputs
- To develop new projects moving forward, to keep IPPR positioned as a leader in public service reform debates and research
- To line manage research staff, including supervision of individual team member performance, provision of a supportive environment to all members of the team, and ensuring that all direct reports have a personal development plan and strategy
- To undertake a programme of your own research, maintaining knowledge, profile and a network of contacts to be able to play a significant role in influencing health or education policy
- To share responsibility for development of the IPPR's wider research programme including contributing to new project development, projecting planning meetings, research reviews and providing general research support across IPPR
- To network on behalf of IPPR and represent IPPR (in relation to research projects and the whole Institute) on a wide range of issues to relevant audiences including government, other organisations, media and sponsors
- To be an active member of the Associate Director Group, maintaining an overview of all corporate issues and contributing to wider discussions on organisational strategy

Person specification

Skills and experience

Essential:

- Demonstrable expertise in one or more areas of public service reform
- A track record of published research relevant to this position
- A demonstrable track record of successfully influencing public policy
- Experience of fundraising for research from a variety of sources
- Active involvement in and extensive experience of thinking strategically about research priorities
- Highly developed research skills
- Extensive project management experience (including setting and controlling budgets and fundraising)
- Extensive people management experience (including coaching and performance management of staff)
- Experience of implementing and developing management strategies on a team basis.
- Commitment to the values and ethos of ippr
- Experience of and commitment to working in a collaborative and inclusive style and acceptance of being subject to peer review
- Dynamic and proactive approach to problem solving
- Wide-ranging media record, with experience in writing for print media and performing for broadcast media
- Excellent existing and wide-ranging network of contacts amongst practitioners, policy makers and academics
- Excellent communication and presentation skills

About the team

The Institute for Public Policy Research (ippr) is the UK's leading progressive think tank with a reputation for high quality, cutting edge research and policy. We are a registered charity whose purpose is to contribute to public understanding of social, economic and policy questions through research, discussion and publication. We have an active programme of seminars, research and publications working in a wide range of fields from education, health, and transport to media, business and economics. We also publish Public Policy Research, a quarterly journal on economic and social policy issues. ippr specialises in innovative, robust policy research. We are able to attract media and political interest and have a long track record of influencing public debate and government policy.

Since its foundation in 1988, ippr has been carrying out research on UK public services including health, education, and the criminal justice system. Our work in this area is motivated by the belief that efficient and high quality public services, accessible to all on the basis of need, are fundamental to the creation of a just society and a strong economy. Our projects are particularly informed by a concern to make public services responsive to the needs of disadvantaged citizens such as those with low income, few assets and poor education or health status.

The Public Services Team currently focuses on education and health policy, and is also undertaking a major cross-cutting project on public service reform. The team works flexibly to develop both sector specific expertise and also issue specific understanding that can be applied across different areas of the public services. We work with other teams in ippr on cross-institute projects and seek to involve external partners such as other research organisations in our work as well.

Terms and conditions

ippr's structures reflect informal and flexible ways of working that are responsive to changes in staff and priorities.

Post

Associate Director (Education or Health)

SALARY

Circa £50,000 per annum inclusive of inner London weighting

Location

Our offices are currently based in Covent Garden, London WC2. We reserve the right to move your base within the Central London area (within a 10 mile radius of Charing Cross) in the event of the organisation relocating to new offices.

Working hours

This post is 37.5 hours a week between the hours of 8.30am and 6.00pm, including one hour for lunch. Exact timings can be individually negotiated with your line manager. Due to the nature of this post you will sometimes be expected to work outside these hours, occasionally in the evenings with due notice (care will be taken to provide notice, and support will be given, for example in the case of childcare). Overtime is not paid, and we do not operate a time-off-in-lieu (TOIL) policy, but we do embrace flexible working practices and endeavor to accommodate requests for flexible working where possible.

Probation period

All appointments are subject to a six-month probationary period.

Notice period

You are required to give **3 months** notice. ippr is required to give you notice in accordance with the length of your continuous service. You are therefore entitled to one month's notice for up to four years' continuous service. Thereafter, the period of notice will increase by one week for each additional year of service, up to a maximum of 12 weeks' notice on completion of 12 years' continuous service.

Annual Leave

Annual Leave @ 25 days per annum pro rata + statutory holiday and Christmas break: offices are closed on 25th December and re-open on 2nd January (this does not come from the 25 days annual leave entitlement).

Union

ippr has a recognition agreement with the Transport & General Workers Union and staff are encouraged to join (the decision to join is at the full discretion and personal choice of all members of staff and will not affect any aspect of your employment).

Smoking policy

Smoking in ippr offices is not permitted.

Employee assistance programme

ippr recognises that there may be times during an employee's career when they need to adjust their normal working arrangements to accommodate major issues in their lives, such as child care, caring for dependants, disability or ill health, studying or other personal circumstances. This programme has been developed to assist employees during these times and also to offer financial assistance for season tickets, relevant studies and in the case of financial difficulties.

These benefits are intended to help employees during times of genuine need, and management reserves the right to refuse a request where it is not considered to be in line with the intentions of the assistance programme.

The management at ippr reserve the right to monitor uptake of these benefits if anyone is found to be misusing them. Disciplinary proceedings may ensue in such cases.

Assistance	ippr entitlement
Flexible working	The right to request flexible working arrangements, such as part time and home working, is open to all staff.
Paternity leave	2 weeks full pay for all fathers (after qualifying period). 2 weeks statutory pay for all fathers not eligible by law.
Study leave	10 days paid leave for full time staff (pro-rata for part-time staff) who are undertaking further studies relevant to their role at ippr. (ippr cannot contribute towards fees for studying.)
Parental leave	Up to 13 weeks unpaid leave to a maximum of 4 weeks per year (pro rata for part-time staff) to spend with children under the age of 6, or in the case of disabled children until the age of 18.
Maternity leave	6 months full pay including statutory maternity pay (after qualifying period).
Adoption leave	6 months full pay including statutory adoption pay (after qualifying period).
Childcare vouchers	The scheme allows all parents or carers to receive a proportion of their salary in vouchers, which are exempt from tax and National Insurance. The vouchers can be used in a variety of places including nursery, after school clubs and holiday play schemes. An additional benefit of joining this scheme is access to a confidential advice and support line on parenting issues.
Childcare expenses	ippr will provide an allowance for childcare at the discretion of the Deputy Director and/or Director to members of staff who are required to attend business meetings outside of their normal working hours and who are unable to arrange alternative cost-free childcare.
Disability-related leave	A jointly agreed number of days per year for disability-related absences.
Pension	ippr is committed to assisting staff to make adequate provision for retirement and operates a Friends Provident Stakeholder pension. ippr will match an employee's contribution up to 5% of gross annual salary.

The recruitment process at ippr

Please read the following carefully before completing your application form.

1. Selecting the best person for the job

As part of ippr's commitment to equal opportunities and diversity, all candidates are treated in exactly the same way throughout all aspects of the recruitment process.

It is vital that you take care in completing the application form as fully as possible. The information in it will guide us in considering whether you have the right skills and/or experience for the job. A CV will not be considered.

We cannot make assumptions about your experience or skills – please provide examples.

2. Job description and person specification

The **job description** describes the duties of the job. It sets out the range of responsibilities and tasks.

The **person specification** describes the person we are looking for by outlining the abilities, skills and experience needed to do the job. We will be looking at your application form to see the extent to which you have the relevant skills and experience and thus how you fit the person specification.

You need to consider:

- **is the job description one you are interested in?**
- **do you think you have the skills and experience to apply for the vacancy?**
- **can you *demonstrate* that you have the necessary skills and experience?**

3. The application form

Personal details

Make sure that your contact details are clearly displayed. If you move house between sending in your form and being interviewed, please let us know as soon as possible.

All personal details will be removed prior to the selection process.

Education and training

Give a list of formal and informal training. Formal training is training that is certified, e.g. a degree. Sometimes we ask for specific qualifications. You may need to provide information so that we can assess whether you meet the qualification requirements, e.g. relevant qualification for accountancy or research.

Present and previous employment

Starting with your current or last employer, list all the employers you have worked for. Provide the job title and the period you worked for them. Briefly describe the main duties of the post.

This information may be used to assess whether you meet the experience required for the vacancy. Check that the dates are correct and in order (please account for gaps in employment).

Personal statement

This is the most important part of the form. You have to make a case here for selection. Do not repeat your career history; use only the relevant parts, drawing out the skills you have developed.

It is usually a good idea to use extracts from the person specification as headings and answer them as questions. However, do not just repeat what we are asking for. You have to demonstrate how your experience matches the criteria.

In considering your experience, remember all your previous work and draw on this to demonstrate that you have the necessary skills.

Do not forget other relevant experience outside work that may contribute to meeting the person specification, such as community, voluntary, leisure and other interests. Describe any relevant skills this experience has helped you develop.

Remember, it is your skills and abilities relevant to this job that we are looking for. You do not have to write several pages in support of your application, but rather focus on ensuring you meet the essential criteria in the person specification.

Legal and organisational requirements when filling in the application form

Rehabilitation of Offenders Act 1974: You should not sign the application form without being clear about what you have to reveal about yourself. For instance, you do not need to disclose convictions that would be deemed as being spent under the Rehabilitation of Offenders Act 1974, or cautions, reprimands and final warnings that are over five years old, unless they are exempt from the Act. If you are not sure about what declarations to make, you should ring the Human Resources Officer at ippr, who will give you confidential information about declarations (see application form).

Referees: At least one referee must be known to you in a work capacity, and should be given by the person who line managed you. If this is not possible you should clearly explain the relationship and the reason for giving another person as a referee.

4. The interview

All shortlisted candidates will be contacted by telephone, and the interview confirmed by letter or email. You will be informed of the time, location, and contact for the interview, as well as notice of any test or exercise you may be asked to do at the interview.

The recruitment and selection panel will be comprised of a minimum of three people, and will normally include the relevant line manager of the post. We will always try to ensure gender balance in the composition of the recruiting panel.

Applicants will be asked questions relating to the job description, person specification and application, and the panel will take notes during the course of the interview. This is part of the procedure to ensure that all applicants are treated equally, and to help us to make the right decision.

In preparation for the interview, take the opportunity to read through the job description, application form, and any other literature sent as part of the information pack, and be prepared to talk about your experience, giving examples that illustrate your ability to do particular parts of the job.

If you have any special requirements that would allow you to participate more fully in the interview, let Human Resources know when you are invited to interview.

Feedback

All unsuccessful candidates who have attended an interview will be contacted by telephone and will be offered constructive feedback; this can be useful for helping you in future interviews. Feedback should be a two-way process. It is important to use the information given to you positively. If possible, you should also give feedback on how the process felt for you.

ippr information sheet for job applicants: Asylum and Immigration Act 1996

(as amended 1 May 2004)

The Asylum and Immigration Act 1996 makes it a criminal offence to employ a person who is not entitled to work in the UK. In order to comply with this, ippr is obliged to ask **all prospective employees** to produce appropriate documentation listed in the Home Office regulations before we can make any offer to employment, including part-time, temporary, sessional or casual appointments.

In doing so, we emphasise that we do not discriminate against any applicant on the grounds of their race, nationality or ethnic origin and we will continue to uphold equal opportunities in recruitment and selection in line with the Race Relations Act 1976.

This is why we are informing all potential job applicants of this requirement right at the start of the recruitment process. We feel it is fair to alert all potential job applicants to this situation as soon as possible so that anyone who needs a document can make arrangements to get one well in advance.

For the purpose of the Asylum and Immigration Act, you will need either *one* document from List 1 **OR** *two* documents from List 2.

List 1

- A passport showing that the holder is a British citizen, or has a right of abode in the United Kingdom.
- A document showing that the holder is a national of a European Economic Area country* or Switzerland. This must be a national passport or national identity card.
- A residence permit issued by the Home Office to a national from a European Economic Area country or Switzerland.
- A passport or other document issued by the Home Office which has an endorsement stating that the holder has a current right of residence in the UK as a family member of a national from a European Economic Area country or Switzerland who is resident in the UK.
- A passport or other travel document endorsed to show that the holder can stay indefinitely in the UK, or has no time limit on their stay.
- A passport or other travel document endorsed to show that the holder can stay in the UK, and that this endorsement allows the holder to do the type of work offered, if without a work permit.

* The following countries are part of the European Economic Area: Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, UK

List 2 (first combination)

- A document giving your name and *permanent* National Insurance number. This could be a: P45, P60, National Insurance card, or a letter from a UK Government agency.

Together with ONE of the following:

- A full birth certificate issued in the UK, which includes the names of your parents.
- A birth certificate issued in the Channel Islands, the Isle of Man or Republic of Ireland.
- A certificate of registration or naturalisation stating that you are a British citizen.
- A letter issued to you by the Home Office indicating that you can stay indefinitely in the UK, or have no time limit on your stay.
- An Immigration Status Document issued to you by the Home Office with an endorsement indicating that you can stay indefinitely in the UK, or have no time limit on your stay.

- A letter issued to you by the Home Office indicating that you can stay in the UK, and this allows you to do the type of work offered.
- An Immigration Status Document issued to you by the Home Office with an endorsement indicating that you can stay in the UK, and this allows you to do the type of work offered.

OR

List 2 (second combination)

- A work permit or other approval to take employment that has been issued by Work Permits UK.

Together with ONE of the following:

- A passport or other travel document endorsed to show that you are able to stay in the UK and can take the work permit employment in question.
- A letter issued to you by the Home Office confirming that you are able to stay in the UK and can take the work permit employment in question.

Whatever document you produce, it should relate to you personally. A document that relates to your spouse, next of kin, guardian or any other person would *not* be acceptable under the Act.

You will need to produce a document on your first day at work. We will not be able to confirm employment until this documentation has been produced. You must produce an original document – photocopies are not acceptable under the Act.

If you have any further queries about these provisions, please do not hesitate to ask.

About ippr

What is ippr?

ippr is the UK's leading progressive think tank. The Chair of [Trustees](#) is Chris Powell and our Co-Directors are Lisa Harker and Carey Oppenheim. We play a vital role in maintaining the momentum of progressive thought, through our well-researched and clearly argued policy analysis, reports and publications, our strong networks in government, academia and the corporate and voluntary sectors and our high media profile.

ippr was founded by Lord Hollick, who developed the idea for an independent progressive think tank in 1986. With Lord Eatwell, Clive Hollick worked for two years setting up the charity. ippr was publicly launched in 1988 with Tessa Blackstone as its first chair and James Cornford as its first director.

Since its inception, ippr has built up a well-deserved reputation for generating new and imaginative ideas. Our aim is to continue to be a force for change by delivering far-reaching and realistic policy solutions that we hope will produce a fairer, more inclusive and more environmentally sustainable world.

As an independent charity, we are completely funded by donations from individuals, companies and public, voluntary and trade union organisations. The latest research initiatives at ippr are detailed in our quarterly newsletter, [in view](#).

What does ippr do?

ippr carries out research within projects that fit into wider research programmes. Wherever possible, our projects cut across traditional boundaries, addressing problems from a different perspective in order to generate innovative policy ideas.

We publish an impressive and comprehensive range of books and web reports covering almost all aspects of public policy at local, national and global level. And we have a busy programme of events, which regularly feature leading political figures and world-class thinkers as speakers.

ippr research teams:

Centre for Asset-Based Welfare
Directors' Research Team
Health and Social Care
People and Policy

Democracy
Economics
International
Social Policy

Digital Society and Media
Education
Migration, Equalities and Citizenship
Sustainability

How to contact us

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Tel: 020 7470 6100 Fax: 020 7470 6111 Email: info@ippr.org Website: www.ippr.org

Registered Charity No. 800065. Registered in England No. 2292601.

TRUSTEES
DIRECTOR
Director's PA

<u>Operations Directorate</u>		<u>Research Directorate</u>						<u>External Affairs Directorate</u>			
Finance Operations & HR Director	Director's, ippr north & Centre for Cities	Chief Economist	Deputy Director Deputy Director's PA Associate Directors	External Affairs Director	PA/ External Affairs Assistant						
<u>Operations Team</u>		<u>Research Teams</u>						<u>External Affairs</u>			
HRM x1 SFO x 1	ippr north	Centre for Cities	Director's Research Team	Power & Democracy	Migration, Equalities & Citizenship	Social Policy	International	Climate Change	Public Services	FR x 1 PM x 1 MM x 1 EAM x 1 CRM x 1 SPO x 1 EO x 1 WE x 1	
											RD x 1 EAM x 1 EAA x 1 RF x 3 PA x 1
TA x 1 REC x 3											

KEY:

D	Director	EC	Economist	CRM	Corporate Relationship Manager	HRM	HR Manager
AD	Associate Director	EO	Events Officer	EAA	External Affairs Assistant		
TL/SRF	Team Leader/ Senior Research Fellow	SPO	Senior Press Officer	CO	Consultant		
SRF	Senior Research Fellow	EAM	External Affairs Manager	PA	Personal Assistant		
RF	Research Fellow	PM	Publication Manager	WE	Web Editor		
RA	Research Assistant	REC	Receptionist	MM	Media Manager		
TA	Team Administrator	FR	Fundraising	SFO	Senior Finance Manager		

ippr Organisation Chart June 2007