



# RECRUITMENT & SELECTION PROCEDURE

This document is subject to the policy statement included in the Employee Handbook

This document is subject to the standard policy statements

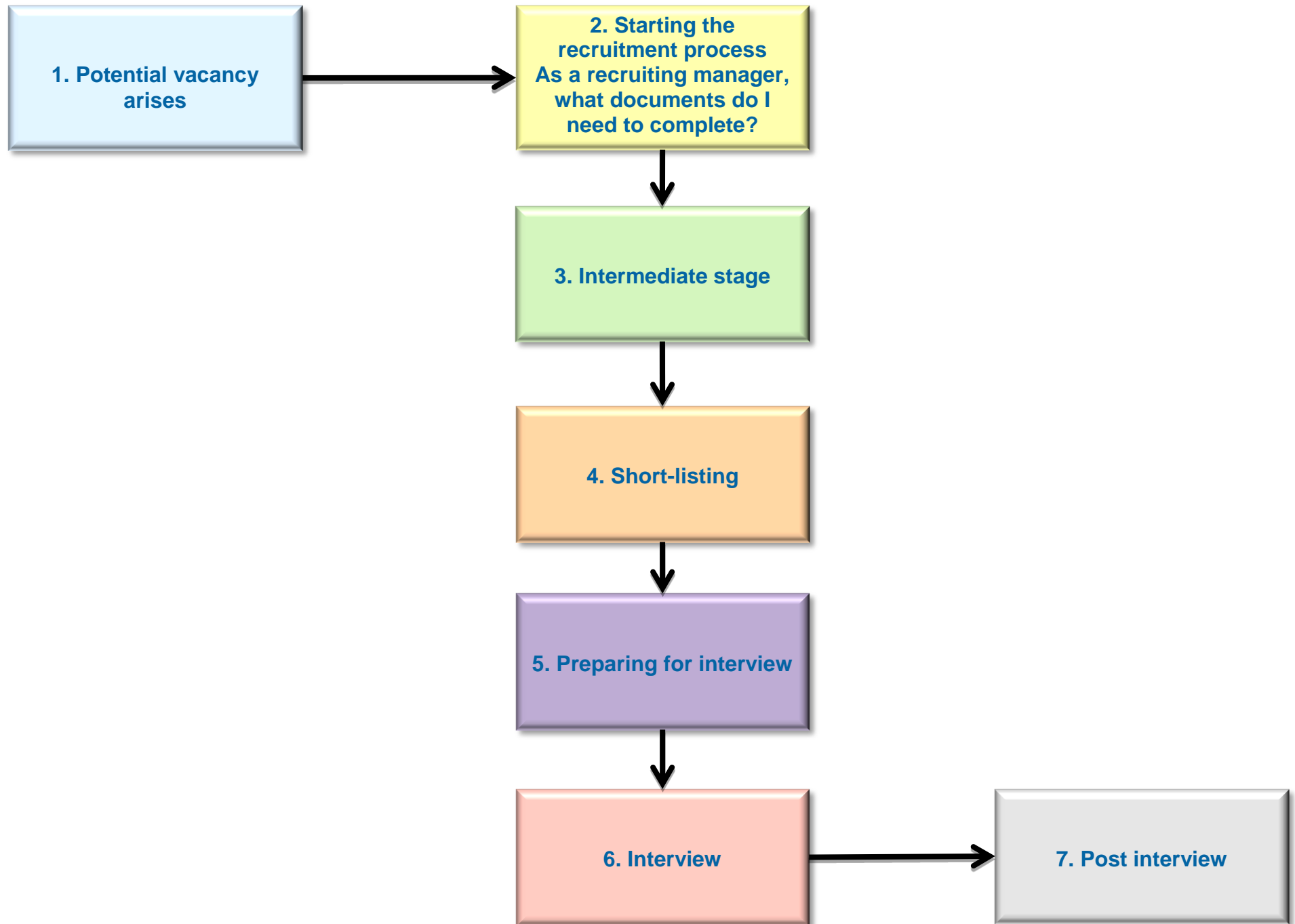
This policy has an appeals process applied to it

To view FAQs click [here](#)

To provide feedback on this document please click [here](#)

<b>Date agreed &amp; Implemented:</b>	9 <sup>th</sup> April 2013
<b>Agreed by:</b>	<b>Full Council</b>
<b>Review date:</b>	<b>9<sup>th</sup> April 2014</b>
<b>Frequency:</b>	<b>Annual</b>

<i>Ver</i>	<i>Status</i>	<i>Date</i>	<i>Reason for Change</i>	<i>Authorised</i>
1.0	Agreed	9/04/2013	New policy	Full Council
1.1		13/08/2013	Minor amendments	Andrea Malam
1.2		02/09/2013	Minor amendments	Andrea Malam
1.3		03/09/2013	Minor Amendments	Andrea Malam



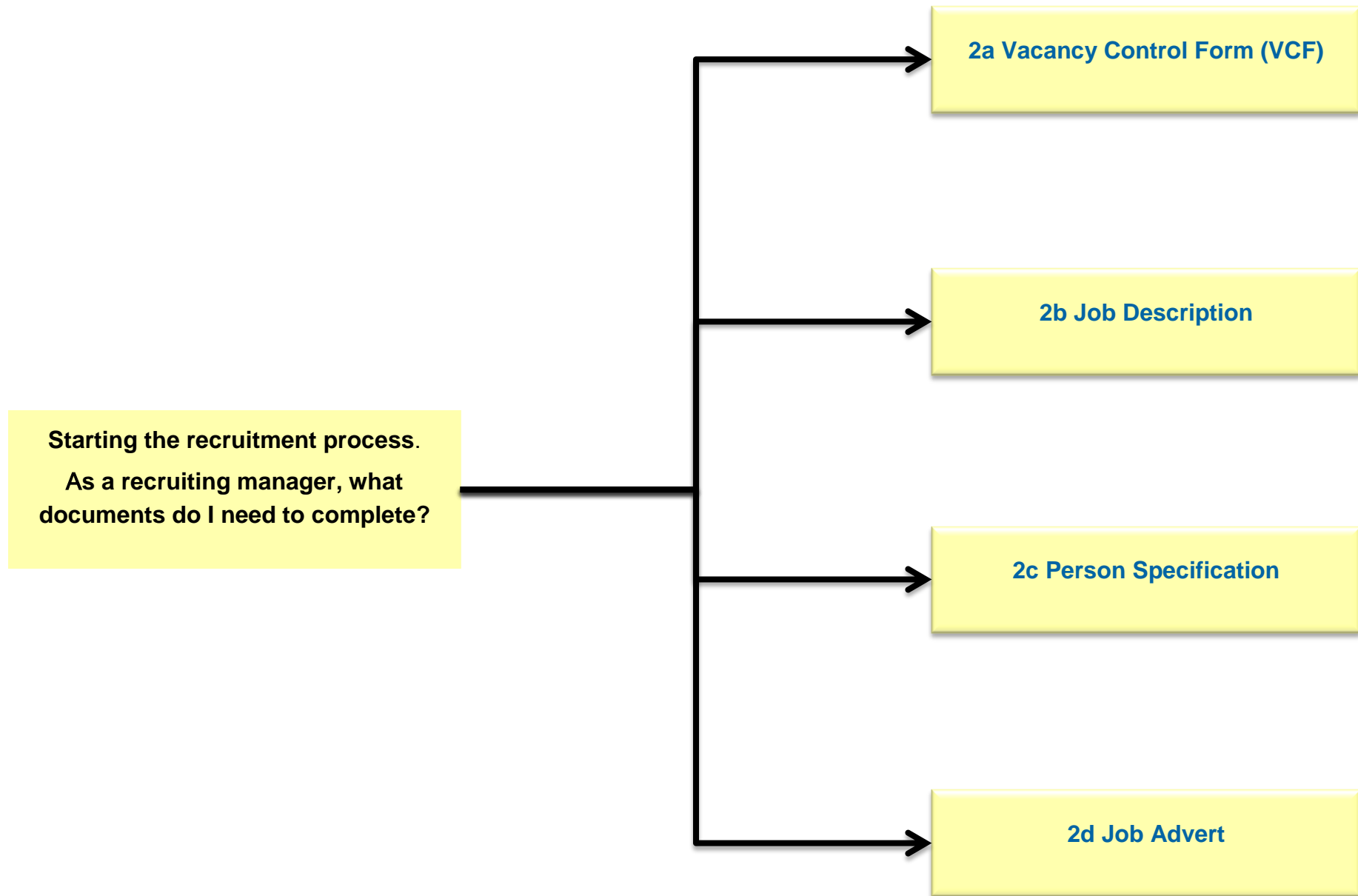
**Potential vacancy arises**



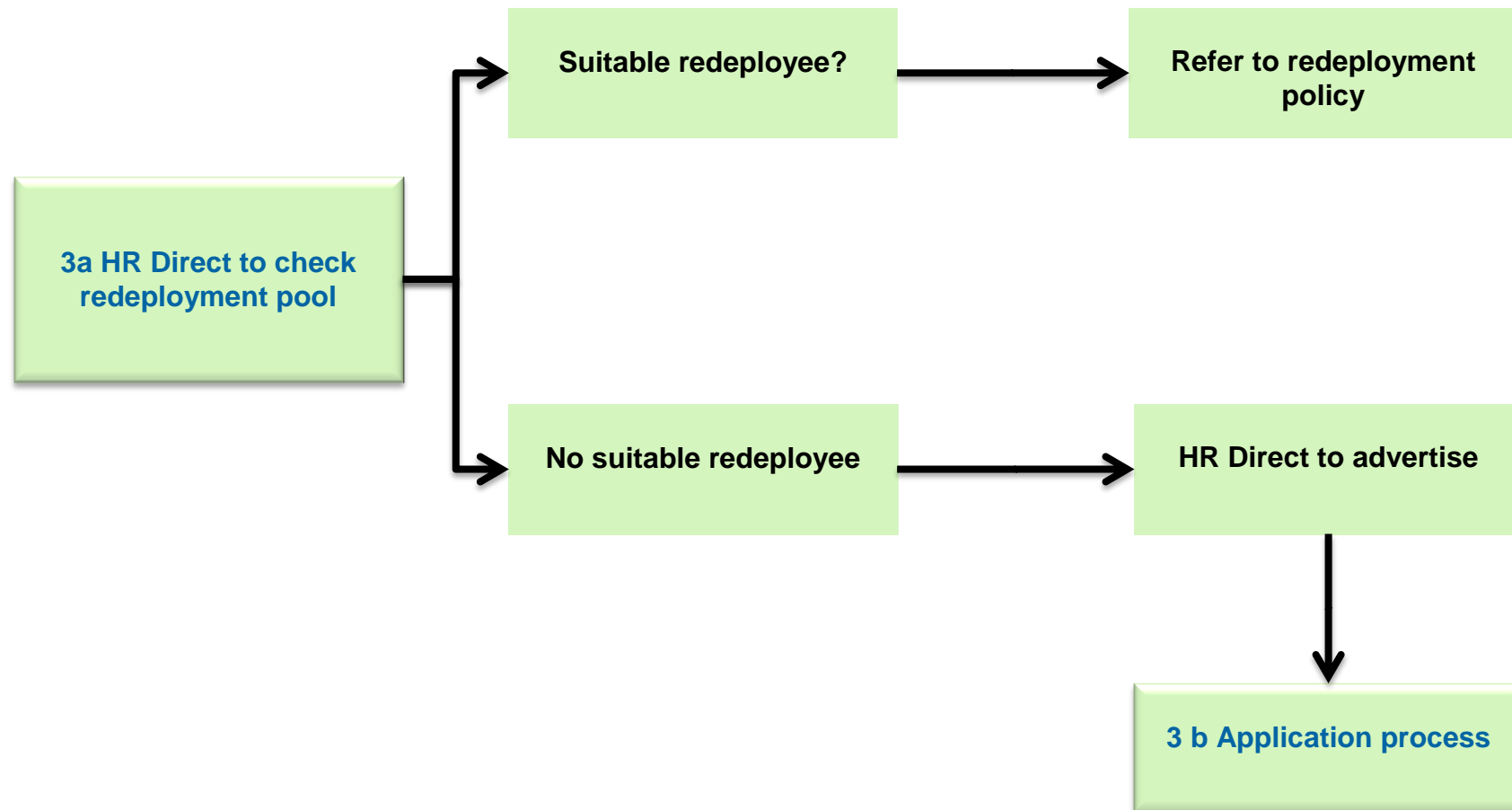
**1a What type of vacancy  
do you have?**

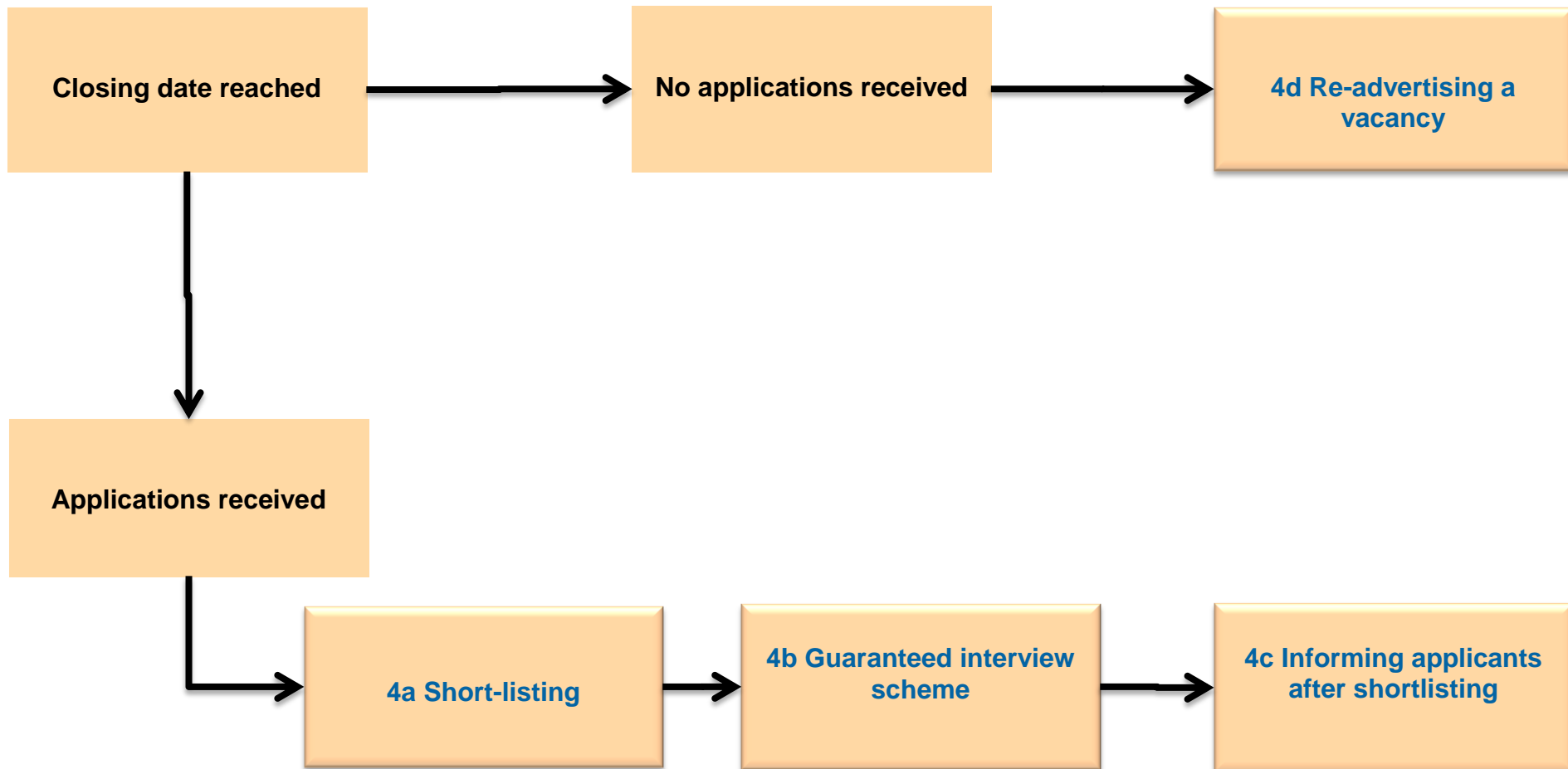


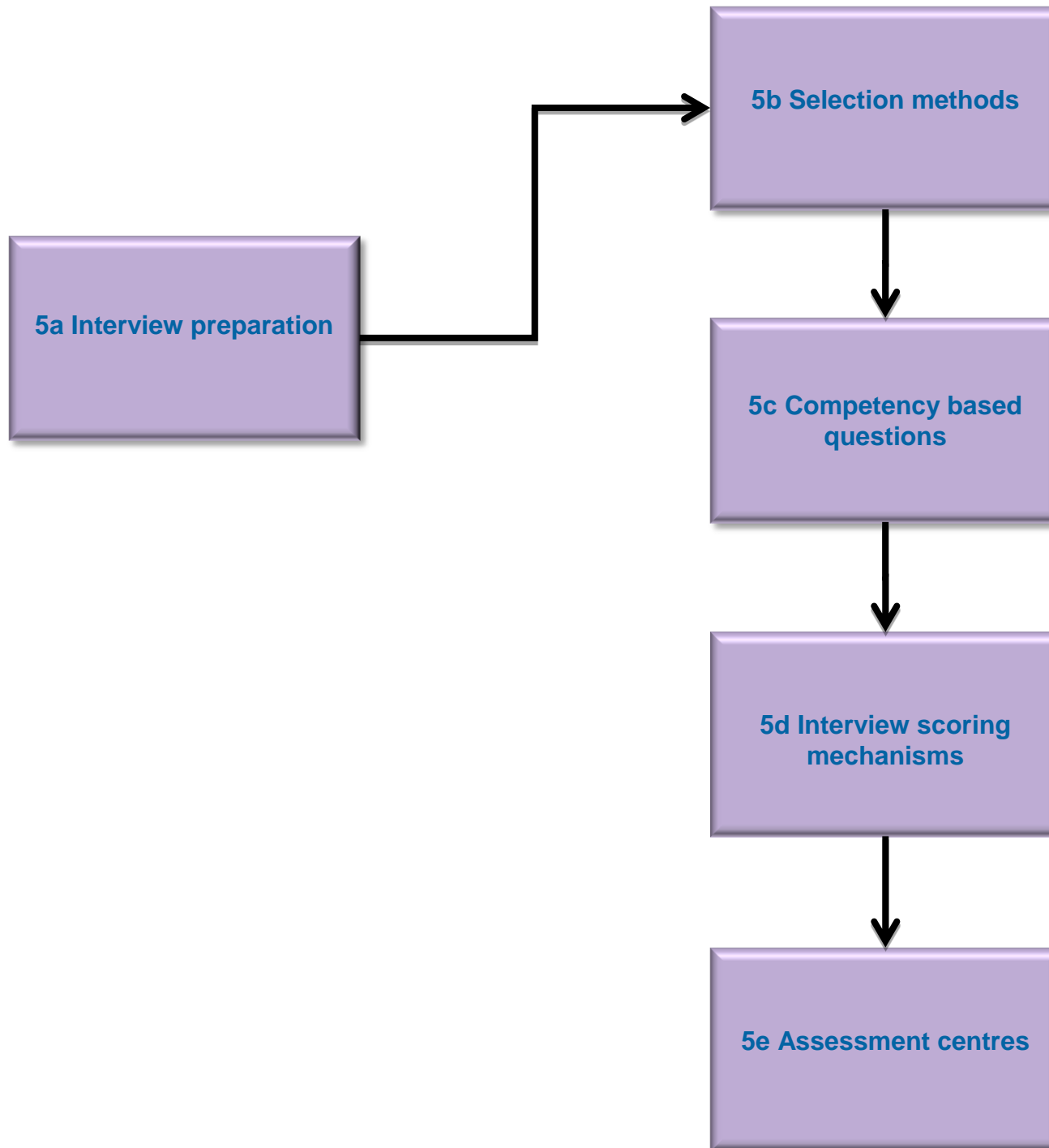
**1b Justification to fill a  
vacancy**

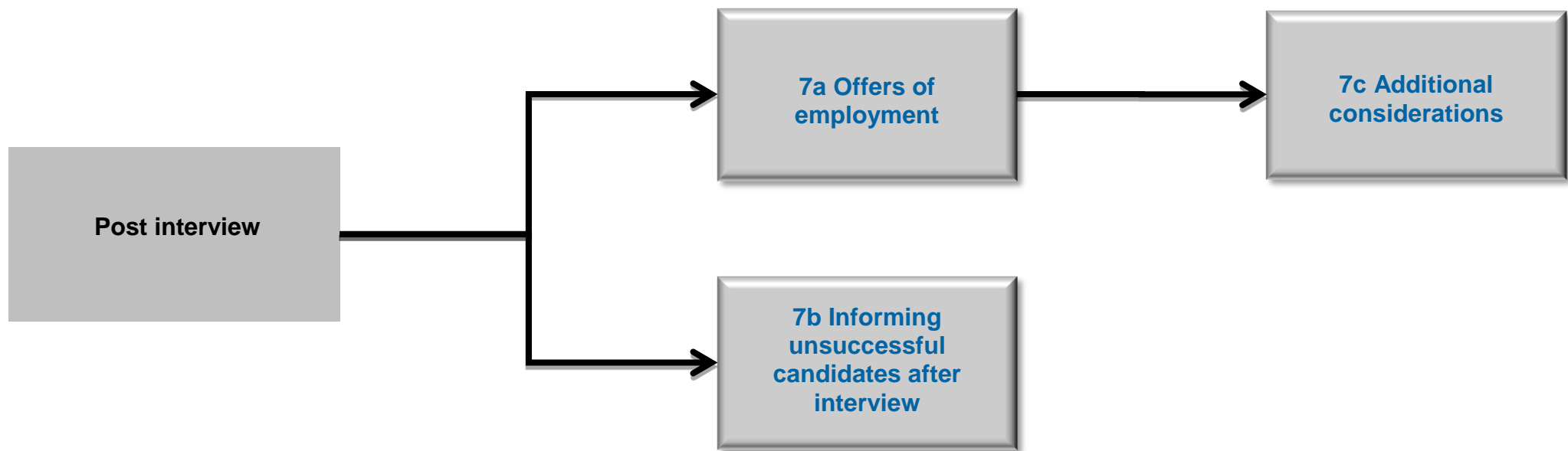
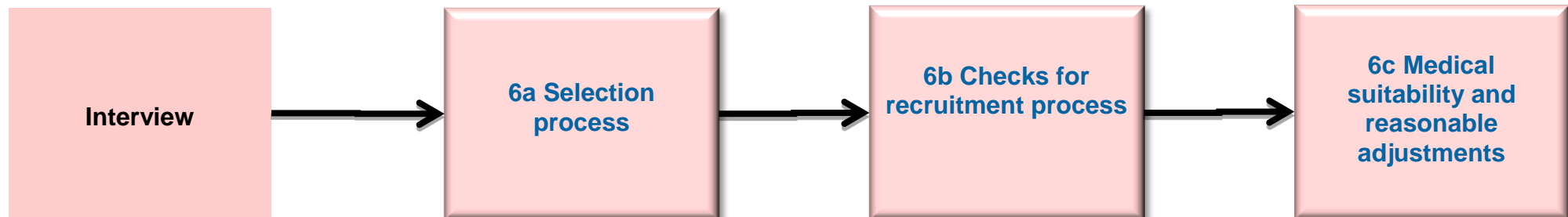


**Intermediate stage**









## TIMESCALES

Job evaluation of new post/amended post to receive an indicative grade prior to the Job Evaluation Panel (Pay and Reward Specialist)	Up to 10 working days
Vacancy advertised (from receiving the final versions of the VCF, Advert, JD and PS)	Up to 5 working days
Vacancies will be advertised for a period of	2 weeks
Managers will be sent / or will be able to collect submitted application forms for shortlisting	Up to 2 working days after closing date
Reference checks (schools request their own references but 10 days should still apply to schools)	10 working days minimum
Time it takes for ICT to set up a new starter on system (not applicable for schools)	10 working days

# ROLES AND RESPONSIBILITIES

## Head of Service, Governing Body

- Responsible for approval of vacancy. Signature of authorisation required on Vacancy Control Form
- Promoting the use of Web Recruitment
- Ensuring managers are committed to implementation of Recruitment and Selection policy and procedure and appropriate training is provided
- Promoting living and working in Denbighshire

## Head of HR

- Responsible for monitoring, use and application and reviewing the policy

## Recruiting Managers/ Head Teacher / Chair of School Recruitment Panel

- Ensuring policy and procedure is followed and implemented
- Ensuring consistent job descriptions and person specifications are up to date and evaluated appropriately with the Job ID included on the job description.
- Consider all applicants and make the recruitment decision in line with the council's equal opportunities policy and safer recruitment practices
- Ensuring that they have completed appropriate recruitment and selection training
- Completing the Vacancy Control Form and gaining appropriate authorisation
- Creating the advert
- Making the necessary arrangements for interview using the [Interview Schedule Form](#)
- Shortlisting – ensuring that GIS scheme is adhered to and highlighted on the [Shortlisting Matrix](#) where applicable
- Interviewing applicants [Interview Assessment Form](#)
- Making provisional offers of employment
- Verifying and taking copies of qualifications as deemed essential to the post
- Checking and taking copies of Right to Work in the UK documents
- Providing feedback to applicants unsuccessful after shortlisting and applicants unsuccessful after interview upon request.
- Ensuring that the vacancy folder is sent back to HR Direct.
- Setting up a new starter with ICT equipment and logons etc (This may take 10 working days minimum)
- Obtaining Occupational Health advice declaring individual suitable for the role, where appropriate

## **HR Direct**

HR Direct will support all recruiting managers in exercising their responsibilities in the following areas:

- Advertise all vacancies, checking redeployment list for employees prior to advertisement release
- Advise on appropriate recruitment methods
- Translate recruitment documents into Welsh
- Ensure advertisements and recruitment documents are quality controlled to ensure no discriminatory content has been included
- Ensure all recruitment documentation and recruitment file has been received and is satisfactory.
- Obtaining employment references (not applicable for schools)
- Ensuring safe recruitment procedures are followed (Safeguarding and DBS Policy)
- Ensure new starter receives up to date terms and conditions of appointment documentation in accordance with legislation.
- Create personal file for new starter
- Monitoring equal opportunities
- Produce recruitment data

## **Elected Members**

- Elected members are only involved in the recruitment and selection of the Council's most senior staff (Chief Executive, Directors and Heads of Service)

## **Employees**

- Any employee may request assistance from HR Direct at any stage of the recruitment process

# 1a. What type of vacancy do you have?

## **Existing posts**

For existing posts in the establishment, authority for filling the posts has been delegated to Directors and Heads of Service.

## **New posts**

All new posts will need to have a job description and person specification. It will be the responsibility of the manager of that post to ensure this is done. All new posts must go to the Reward Specialist and taken through the Job Evaluation Panel. Advertisements can state 'subject to job evaluation' whilst the new post is taken through job evaluation but this is not ideal.

## **Use of agency workers**

Whilst Denbighshire County Council aims to attract and retain a dedicated workforce, there will be occasions when there is a need to employ agency workers. The Council recognises that the use of temporary short-term workers; can enable the smooth delivery of services, by providing an element of flexibility within the workforce.

With the exception of schools, all agency workers must be procured via Matrix. Managers must not procure workers directly from an agency; whether or not the agency, is an approved supplier within the Matrix contract.

Schools should consider the implications of procuring directly from an agency and are asked to consider the use of Matrix in the future.

Please refer to the Agency Workers Policy for further details.

## **Temporary or fixed term posts**

Some posts may be additional to the establishment, but not required on a permanent basis, such as in the following circumstances:

- Project-based – to fulfil a particular time limited project which is linked to external funding
- Maternity or parental leave cover
- Long term sickness absence cover

In these circumstances, fixed-term posts (with an end date stipulated in the advertisement and contract), would be advertised, which would be additional to the establishment. In this case the post will usually also be advertised as a Secondment opportunity for internal staff.

Please refer to the Fixed Term Contracts Policy

### **Temporary or fixed term posts which become permanent**

If during the time employed on a fixed term contract, the post becomes permanent or if an extension is required all parties must be kept informed. If the employee went through a competitive interview process in the beginning for that particular post and there is satisfactory evidence of good performance the employee with the fixed term contract should be offered the extended or permanent position.

Please refer to the Fixed Term Contracts Policy

### **Relief, Casual and Supply**

Relief, casual and supply workers should only be used in circumstances where there would be a significant impact on service provision if someone was not engaged e.g. to cover sickness absence, unforeseen circumstances or short term peak workloads. Relief workers by definition are engaged to work:

- on an 'as and when' basis
- on an irregular basis
- crucially where the individual and the Council are genuinely not obliged to accept or offer work respectively
- where there is no intention of continual employment.

## **1b. Justification to fill a vacancy**

Before recruitment begins, the following must be considered:

- Is it necessary to fill the vacancy? Consider feedback given by the employee
- Does the role require changes in duties and responsibilities?
- Is it appropriate to evaluate the grade of the post?
- Could the work be accommodated in other ways?
- Is the post Welsh essential? Should the post be Welsh essential? Is there a requirement for a Welsh speaker in the team? are there any staff 'at risk'? Staff at risk within the organisation must be given first consideration for any vacancy prior to both external and internal advertisements being placed.
- Managers/Governing Body should consider widening the diversity of the team which could include consideration of part time working / job share / positive action initiatives.
- Could the post be a job share / part time / mobile / flexible?

## 2a. Approval to fill a vacancy

In order for the recruitment process to commence, the recruiting manager must gain authorisation, using the [Vacancy Control Form](#). The following documentation must be completed by the recruiting manager for all posts:

- Authorised Vacancy Control Form
- Job Description
- Person Specification
- Advert

Both the person specification and the job description are essential and form the basis for the advertisement, shortlisting and selection. HR Direct will not be able to begin the recruitment process without the above documents.

## 2b. Job descriptions

This is a document which will outline what the successful applicant will be doing (duties / tasks) if they get the job. Job descriptions and person specifications must not discriminate in any way.

Every job must have a Job Description. If a job already exists, it should be reviewed to ensure that it is written in plain English/Welsh, accurate and up to date. Any changes that need to be made to a current job description must be carried out by the Reward Specialist within HR Direct which is then re-evaluated and taken through the job evaluation panel. This process could potentially take approximately 4 weeks.

Once the Job description has been evaluated, the person specification may need to be reviewed and competencies amended. All job descriptions must be Arial size 12 and formatted in the standard [Job Description](#) template.

For posts working with vulnerable groups, the job description should clearly state the individual's responsibility for promoting and safeguarding the welfare of vulnerable groups that they are responsible for or in contact with.

Further guidance on [Job Descriptions](#).

Posts that require health surveillance must include this element within the job description.

For further details on teachers' pay please refer to the STPCD.

### **Job evaluation**

The recruiting manager/Governing Body is responsible for ensuring that the post is evaluated at the appropriate grade. Job Evaluation will be carried out in conjunction with the Pay and Rewards Specialist.

The purpose of job evaluation is to provide an analytical, systematic and consistent approach to defining relative job worth within Denbighshire County Council.

Please refer to the Job Evaluation and Maintenance Policy for further details.

## **2c. Person specifications**

A Person Specification should be written subjectively, describing the 'essential' and 'desirable' criteria a person needs in order to perform a post. It should provide the basis for the shortlisting and the interview. The criteria must be post related, justifiable, non-discriminatory and be able to be tested. Setting unnecessary standards for qualifications, experience or personal qualities may unfairly discriminate unless the particular criterion is capable of being justified.

All person specifications must be Arial size 12 and formatted in the standard format using the [Person Specification Template](#).

Where possible the interview panel should meet, prior to interviewing, in order to understand the criteria for the Person Specification.

The Person Specification and job description must be sent out to all potential applicants in order for them to understand the abilities and characteristics required to meet the requirements of the post and against which applicants can measure themselves.

For posts working with vulnerable groups, the person specification should clearly state the individual's responsibility for promoting and safeguarding the welfare of vulnerable groups that they are responsible for or in contact with.

Further guidance on [Person Specifications](#).

### **Person specification and competencies**

Managers, team leaders and supervisors must be assessed against the manager / team leader / supervisor competencies from the Competency Framework.

For schools, governing bodies and SLT must assess against the agreed criteria for the post.

## 2d. Job Advertisement

All vacancies must be advertised internally first, using the [Advert](#) template. However, where there is a business need then vacancies will be advertised internally and externally concurrently. Head of Service /Governing Body permission will be required in these circumstances along with the justification outlined on the [Vacancy Control Form \(VCF\)](#).

### **Internal vacancies**

Internal only advertisements will be placed on the intranet. Vacancies will be advertised internally:

- Where there is thought to be a reasonable pool of staff with the appropriate level of skills, qualification and experience within Denbighshire County Council
- Where there is an urgency to fill a vacancy.

The following groups of staff are permitted to apply for internal vacancies:

- Relief/Supply/Casual
- Agency Workers - from day one of commencement within the Council. Please note that application forms that are received within HR after the agency contract comes to an end will not be considered.
- Apprentices (after 12 months in post or when 50% of their contract is complete)
- Interns
- Summer Placements

The following groups will not be permitted to apply for internal vacancies:

- Work Experience Placements (unpaid)
- Volunteers

### **External vacancies**

Vacancies will be advertised externally where:

- The post requires a particular level of skill, qualification, experience which is believed not to be possessed by existing employees.
- A similar post has been advertised within the last 3 months and failed to identify a suitably qualified applicant.

Where a post is advertised externally, there will be no preferential treatment given to internal applicants over external applicants and all appointments will be based on merit. All posts advertised externally will be advertised on both the intranet and the Denbighshire County Council website.

### **Advertising in professional publications**

Externally advertised posts may also appear in the national and local press or other specialist journals. The [Vacancy Control Form \(VCF\)](#) will need to indicate any specialist advertising requirements and have Head of Service approval with a relevant cost code attached. Advertisements will not be placed until this cost code is received. The recruiting department will pay all associated costs for advertising purposes.

HR Direct will liaise with Corporate Communications for costs, advertisement sizes and publication deadlines.

### **Advertisement Content**

#### **Welsh Translation of recruitment documentation**

HR Direct will organise the translation of the Advert, Job Description and Person Specification on behalf of the recruiting manager. Please allow up to 5 working days for translation and processing from the date that all of the correct documentation is submitted to HR Direct.

Advertisements will only be placed once the recruitment documentation is correct and bilingual.

### **Advertisement closing dates**

With the exception of schools, all vacancies will be advertised for a period of two weeks. In exceptional circumstances, alternative timescales may be agreed with the Recruitment Specialist within HR Direct.

If you wish to speed up the recruitment process then please state the date of interview on the advertisement (please consider timescales in line with closing date, shortlisting, notifying candidates etc.).

Application forms will not be accepted after the closing date (midnight on that date) has passed. A Head of Service may give permission to accept a late application depending on the circumstances. Web recruitment will automatically close the advertised vacancy at 23:59:59 on the set closing date.

A closing time other than midnight will not be possible.

### **Advertising an identical or similar vacancy**

Recruiting managers may have an additional vacancy which is identified during the advertising stage. If the new vacancy differs in any way e.g. location, hours of post or permanency then the recruiting manager must place an additional advertisement and it will be classed as a separate vacancy. If the vacancy is identical in every way then the recruiting manager doesn't need to place an additional advertisement as they can explain to the shortlisted applicants that there is more than one post to be filled etc.

An additional authorised [Vacancy Control Form \(VCF\)](#) will still be needed in these circumstances.

### **Welsh Language Scheme**

In order for the Council to be able to serve Welsh and English speakers on an equal basis and in accordance with the Welsh Language Act, the Council must ensure that it can deliver services in both Welsh and English.

Each post is carefully examined to objectively assess the linguistic requirement. In Denbighshire the ability to communicate in Welsh is seen as desirable for all posts. However for some posts it is an essential requirement.

The Welsh Language Scheme states the following:

- Any advertisements placed in English language newspapers (or similar material) distributed mainly or wholly in Wales will be bilingual. In Welsh language publications advertisements will be in Welsh only with a brief summary in English.
- Whenever we post publications on our websites, the Welsh and English versions will be posted at the same time, except where they are produced by another organisation and not available bilingually.
- Recruitment notices placed in English language journals (and other publications) with a UK-wide distribution may be in English, unless the post is one where the ability to speak Welsh is essential, in which case the notice may be fully bilingual, or in Welsh with a brief explanation in English. Any official notices, public notices or staff recruitment notices placed elsewhere in Wales will be bilingual.
- Information packs and application forms will be provided in Welsh and English for all Council vacancies.

### **3a. Redeployment**

Where possible the Council will take reasonable steps to find suitable alternative employment for employees who are in the redeployment pool.

Upon receipt of the VCF, advert, job description and person specification from the recruiting manager, HR Direct will check the vacancy against the redeployment list. Employees who are in the redeployment pool are to be given first consideration before the advertisement can be placed internally or externally.

If there are no suitable matches on the redeployment list, the recruitment will commence. Please refer to the Redeployment Policy for further details of this process.

### **3b. Application process**

Applicants should apply online for vacancies, however, job application packs can be issued by HR Direct on request.

Applicants must complete Denbighshire County Council's job application form (online web based form or paper version) in order to apply for any vacancy. CVs must be accompanied by a Denbighshire County Council application form.

## 4a. Shortlisting of applicants

Recruiting managers will be responsible for all the shortlisting using the [Shortlisting Matrix](#). More than one person should always be responsible for short-listing applicants, thus reducing the chance of individual bias prejudicing an applicant's opportunity for selection. Preferably the interview panel will shortlist all applicants.

This is a key element to the recruitment process to ensure the right applicants are interviewed and limit the risk to the Council. All applicants for posts must complete a standard application form which will then be assessed in relation to their ability to carry out the job requirements. Recruiting managers will need to carry out the shortlisting exercise as soon as possible, as applicants are told that if they haven't had any response within three weeks of the closing date then they must assume they have been unsuccessful.

Recruiting managers must complete the Shortlisting Matrix for all applicants. A copy of this matrix must be sent back to HR Direct with the [Interview Schedule Form](#) in order for HR Direct to send out the relevant 'Invite to interview' letters to applicants.

Recruiting managers will be required to keep a copy of the Shortlisting Matrix whereby reasons for rejection are clear. Recruiting managers will be required to give any applicant feedback as and when requested and within a reasonable timescale.

Further information can be found under [Shortlisting Guidance](#) [Qualifications Framework](#)

## 4b. Guaranteed Interview Scheme (GIS)

Applicants who have highlighted that they wish to be considered under the [Guaranteed Interview Scheme \(Two Ticks\)](#) in section 8 of the application form and who meet the essential criteria must be given an interview. Recruiting managers are to highlight this on the relevant section of the shortlisting matrix. Should the applicant have requirements, HR will inform the recruiting manager and it will be the manager's responsibility to action and implement.

## 4c. Informing Applicants after Shortlisting

With the exception of schools, HR Direct will send the 'invite to interview' letters out to all short-listed applicants. Unfortunately the Council does not have the resources to acknowledge receipt of all applications. All advertisements will advise applicants that if they have not had any notification within three weeks of the closing date, then their application has not been successful.

## 4d. Re-advertising a Vacancy

A recruiting manager and/ or interview panel can make the decision to re-advertise a post if it is not possible to form a shortlist from the applications received. Suitable applicants should be told that the field of applicants was insufficient and that the post is being re-advertised and they should be encouraged to re-submit their application form.

## 5a. Interview Preparation

Recruiting managers will be required to do the following:

- Organise interview panel
- Book rooms
- Allocate interview timings
- Arrange any applicant requirements/reasonable adjustments
- Agree on interview format, question setting, selection techniques
- Complete [Interview Schedule Form](#) and send back to HR Direct

Further information can be found under [Interview Guidance](#)

### **The interview panel**

The interview panel is selected by the recruiting manager and should meet in advance to discuss the interview plan. Those who have shortlisted the applicants should conduct the interviews and the same panel must conduct all interviews for that particular post. At least one member of the panel must have attended the corporate recruitment and selection training; ideally all panel members will have attended this training.

Interviews should, where possible, consist of three panel members, ensuring that there is a gender balance and be appropriately structured in order to ensure consistency and fairness. It would not be appropriate for a person on the same grade as the post advertised, with no supervisory/line management responsibility for that post, to be on the interview panel. Stakeholders may also be asked to attend interviews in particular circumstances and where appropriate. For schools, at least one member of the LEA must be on the interview panel for all Head Teacher and Deputy Head Teacher recruitment, however it is strongly recommended that two members of the LEA are on the panel. HR will only attend interviews in exceptional circumstances. If HR attendance is required this must be agreed in advance and will depend on resources.

### **Notice periods for interview**

Applicants should receive at least 5 working days' notice for an interview, unless the interview date has been stated on the advert. This is to ensure that applicants are given adequate time to make arrangements. Where possible, the interview date should be arranged in conjunction with applicants availability outlined on their application form. There should also be some flexibility around avoiding religious dates and times.

## 5b. Selection methods

Recruitment to all posts will involve the recruiting manager and chosen panel using competency based assessments and interviews which are structured around the selection criteria highlighted in the person specification. The aim of the assessment / interview is to measure the applicant's ability to meet the requirements outline in the person specification, including competencies which are critical to the role. Competencies will also need to be used in conjunction with knowledge, experience and qualification needed for success in the role.

The information gathered from the application and at interview can be sufficient, however in order to make an informed decision, the recruiting manager may need to consider other selection methods. The following selection methods may be used:

- Interviews
- Ability Tests
- Job simulation – presentations, written exercises, in-tray exercises, contact with employees / customers, role play exercises, group discussion
- Assessment Centres (using multiple assessments for example numerical and verbal reasoning, Occupational Personality Questionnaires)

All assessments and interviews must be appropriate to the post, have a scoring criteria and weighting agreed before this process begins and must be consistently applied to all applicants to ensure consistency and fairness. Where the post involves working with children and/or or vulnerable adults, it may be appropriate to consider the use of a test scenario.

Applicants must be informed in advance if alternative selection methods are to be used; details of which must be included in the letter inviting them for interview. Skills tests should be held in accessible rooms where required and requested by a disabled applicant.

HR Direct will be able to advise on appropriate selection methods.

### **Language of the interview**

If appropriate, the interview may be conducted in either English or Welsh or both languages.

## **Interviews**

Standard interviews are essentially a conversation where the interviewers ask questions which provide an overall impression of the individual. Questions are fairly random and can sometimes be quite open. For example, a question such as "What can you offer the department?" will gather general information, but does not test any specific skill or competency; the process is therefore likely to be more subjective.

Interviews should only be used for those areas within the person specification that cannot be tested by any other means. Other assessments methods can be more useful and less biased.

Further information can be found under [Interview Guidance](#)

## **5c. Competency based questions**

A competency based interview is based on the premise that past behaviour is the best predictor of future behaviour. Interviewers seek to obtain information about applicants past behaviour in certain situations.

Competency based interviews are structured, with questions that relate directly to the essential competencies required for the post. Research into recruitment and selection methodology suggests that structured, competency based interviews can be one of the most reliable and accurate forms of assessment.

The questions asked at the interview should be prepared in advance by the interview panel. Questions should take into consideration the competencies and behaviours required for the post, using the Person specification as a guide. All questions must be clear, open and relevant. Competency based questions should be used to complement the Generic Questions.

The interviewer should put the same questions and offer the same information about the job to all applicants however it is acceptable for the panel to ask more probing questions in relation to the applicant's application form. These additional questions of course will be different for each applicant.

Answers to competency based questions should focus on the STAR technique. Applicants should be prompted to provide answers which include the following:

- **the Situation**
- **the Task required as a result**
- **the Action they took**
- **the Result of that action**

During the interview, each applicant should be questioned in such a way that information is obtained to allow all interviewers to compare the applicant against the essential competencies of the job. The interview panel will be required to make comprehensive notes on the answers given by each applicant.

## 5d. Interview scoring mechanisms

Recruiting managers alongside the recruitment panel will need to ensure that an appropriate scoring mechanism is created in order to score appropriately. [Interview Assessment Form](#)

## 5e. Assessment centres

Additional assessment methods can provide a better quality and quantity of information to base your final selection decision on. The recruiting manager and panel will need to decide if additional methods of assessment are required to the standard interview. The level, grade, applicants and criteria will be a good indicator of whether you should use additional assessment methods.

It would not be appropriate to use various assessments for jobs that require basic skills, as this may deter applicants from attending. Additional assessments methods must not be used 'just because,' they are to be used to gain further information that cannot be obtained at interview. Additional assessment methods may be more cost effective at senior level and also provide a more professional and fair approach to recruitment. The following points must be considered:

- The choice of assessment methods should stem from the requirements of the job and relate to the tasks and skills needed within that job.
- The job description and person specification have been reviewed and up to date.
- The assessments / tests used should be at the right level for the job.
- Any new exercises / tests should be piloted to ensure that any issues can be resolved before the assessment centre.
- The assessments/ tests should measure the applicant's abilities to meet the requirements of the person specification and the competencies essential for that role.

### **Assessment centre design**

Assessment centres consist of a number of exercises designed to assess the full range of personal attributes required for the job. Assessment centres combine multiple assessment techniques and each area of competence is measured by different means. They are generally accepted as a fair method of selection, providing equal opportunities for all applicants and selecting on merit.

They are designed to provide recruiting managers with as much information as possible about applicants. Assessment centres offer an in-depth assessment and applicants feel that they have had a fair chance to demonstrate their abilities.

Assessment centres are suitable for posts that have a high level of responsibility and those which have an impact on organisational success at Head of Service and Director level. In exceptional circumstances, assessment centres may be used for highly skilled post but this will require Heads of Service permission. All assessment centres must have trained assessors taking part who will compare individual activities throughout the process and score each applicant individually.

Further guidance on [Assessment Centre Tools and Techniques](#)

## 6a. The selection process

Denbighshire County Council is committed to selecting applicants who have been assessed according to their capability and offered to post based on justifiable criteria which is essential to that particular post. The recruiting manager is responsible for ensuring that all interviews and assessments are conducted in a fair manner and all applicants are treated equally.

### **Recording the interview process**

Recruiting managers and interview panel members must ensure that all of the assessment and interview process is recorded using the [Interview Assessment Form](#) and must do the following:

- Write down key words and examples of what the applicant actually says.
- Do not include opinion or judgements at this stage.
- Once the interview is complete review the evidence which you have written down and compare it to the key behaviours and experience section.
- Allocate a score [Competency Based Scoring](#)
- Use these scores to compare to the results obtained from other Assessment exercises to ensure consistency of evaluation.

All notes taken by the recruitment panel must be accurate and must not contain any information that could be misconstrued. This information must be clear and justify reasons for why applicants were either successful or unsuccessful.

The Interview Assessment Form and the recruitment file will be kept for a period of six months in accordance with the Data protection Act 1998, after which time the recruitment file will be shredded by HR Direct. Keeping the recruitment for this period of time will help protect the Council against any potential claims.

### **Selecting the right applicant**

When the selection decision is made, the ideal applicant will be the one who most clearly matches the person specification requirement. The interview provides applicants the opportunity to demonstrate that they have the relevant skills, knowledge and attitude for the job.

Questions should be prepared in advance and all interviewers should take notes of the answers given and the reasons for their selection. These notes must be kept for 6 months after the interview. No questions of a discriminatory or personal nature should be asked unless relevant to the requirements of the post.

Any tests used should be relevant to the requirements of the post.

After the interview, all applicants are informed of the outcome as soon as possible.

All panel members' documentation must be returned to HR Direct and retained within the recruitment file and will be held for a period of 6 months.

## **6b. Checks during the selection and appointment process**

### **Gaps in employment**

The recruiting manager must carefully assess each application form to ensure that any gaps in employment, training or experience are detailed and any anomalies are noted to ensure that they are explored at the face to face interview. This is a mandatory requirement for all posts. Records must be placed on the successful applicants file to demonstrate that the relevant checks have been explored and any reasons for these anomalies should also be noted.

### **Proof of qualifications**

Applicants are asked to bring original academic qualification certificates with them to interview. This is requested within the 'Invite to Interview' letter sent by HR Direct/Schools.

Recruiting managers will normally be required to check qualifications listed within person specification at interview and take copies for HR Direct to place on their personal file. Recruiting managers must undertake this check for all applicants irrespective of the post they are applying for.

If the successful applicant cannot produce original documents, or certified copies, written confirmation of his/her relevant qualifications must be obtained from the awarding body (by the applicant).

Any offer of employment is based on proof of qualifications.

### **Right to work in the UK**

The Immigration, Asylum and Nationality Act, 1996 makes it a criminal offence for an employer to employ those who do not have permission to live or work in the UK.

It requires all UK employers to make basic document checks on every person they intend to employ. Applicants will be required to produce the required documents at interview.

Recruiting managers will be required to check all external applicants' [Right to work in the UK basic documentation](#) at interview and take copies for HR Direct to place on their personal file.

If the successful applicant has a time limit on their stay in the UK, repeat checks will have to be carried out on their documents at least once a year.

Any unsuccessful applicant's documents/photocopies must be shredded.

For Internal Applicants, the recruiting manager should ask internal applicants at interview if they need permission to work in the UK. For example are they subject to immigration control or have they any restrictions on their stay in the UK. If the applicant is subject to immigration control or has restrictions on their stay, the recruiting manager should check with HR Direct to ensure the correct paperwork is on their personal file.

Any offer of employment is subject to evidence that the applicant has permission to work in the UK.

See guidance on [Right to work in the UK process](#)

### **Safeguarding**

To help deter, reject, or identify people who pose a risk to children, Denbighshire County Council operate recruitment and selection processes and procedures which places importance on the consideration of protection and safeguarding issues, promoting the welfare of children and vulnerable adults at every stage of the recruitment process.

Denbighshire County Council has a duty to ensure the suitability of all those it employs in whatever capacity. Enhanced Disclosure and Barring Service (DBS) checks will be made on applicants appointed to work with children or vulnerable adults.

Denbighshire County Council will reserve the right to apply checks to any post in the Authority in accordance with the risk assessment criteria outlined within the Safeguarding and DBS Policy.

For those posts which involve working with children and vulnerable adults, we need to exercise particular vigilance and apply rigorous selection criteria. References must be checked, as must previous employment history. Interviewers must check if there are any gaps in employment and the reasons for these must be recorded on the [Interview Assessment Form](#). This form must be signed by all members of the Selection Panel and returned to the HR Direct with all other relevant documentation.

Please refer to the Safeguarding and DBS Policy for further details.

### **Recruitment of Ex-Offenders**

Denbighshire County Council undertakes not to discriminate unfairly against people who have had criminal convictions. Applicants for certain posts will be asked to disclose their criminal convictions. Checks on criminal records known as 'Disclosure' checks will be carried out on applicants for posts which involve working with, for example, vulnerable young or older people, or in schools or care homes.

Denbighshire County Council will reserve the right to apply checks to any post in the Authority in accordance with the risk assessment criteria outlined within the Safeguarding and DBS Policy.

## **References**

Recruiting managers should make all applicants aware that offers of employment are subject to satisfactory references being received. Applicants are required to give the relevant dates, names, addresses and contact details of references from their last two employers. If these two references cover a period of less than three years then they will need to provide reference details for all employers which will cover the three year period.

The purpose of a reference is to provide relevant and factual information regarding the applicant in question. References are a tool whereby past experience and performance can be an indicator of future performance in a similar role. The majority of organisations will only provide the basic factual information, which isn't ideal, but can be used to validate what the applicant has put on the application form. The Council reserves the right to contact any previous employer of the applicant in order to verify their employment history.

All references must be requested in writing and must be received in writing. Verbal or telephone references are not acceptable in any circumstances.

Character references will only be acceptable where the applicant has just left school or hasn't been employed in any capacity. Applicants must provide one referee from a senior member of staff from their school, college or university and the other should be a suitable character reference. A relative or partner will not be permitted to supply a character reference.

Recruiting managers are responsible for ensuring that the references are satisfactory. **Under no circumstances must an applicant commence employment before the required references have been received.** References should be checked against the application form to ensure that information provided by the applicant is consistent with what the reference states.

References are requested by HR Direct. References for successful applicants will be kept on their personal file. Schools may use this reference template if they so wish.

## **References – internal applicants only**

HR Direct will require a satisfactory reference from the internal applicant's current line manager within the Council. HR Direct will use the Reference Request Form.

Where the recruitment is internal only, recruiting managers are to request copies of the internal applicant's performance appraisals from the current line manager. Copies of probationary period documents can also be requested from their current line manager or HR Direct if required. This does not apply to schools.

### **References – for posts that require an enhanced DBS**

For posts that involve working with children and / or vulnerable adults and the applicant has worked in these sectors previously, then one of their references must be related to the work they carried out with children and / or vulnerable adults.

Any references received that are ambiguous, vague or unspecific will require the recruiting manager to verbally address these issues of concern with the referee. Written records must be kept and secured regarding any verbal / telephone discussions that take place. Information given by the referee must also be scrutinised against the applicants application form to ensure that the information is consistent with what the referee has stated. Any discrepancy with the information must be taken up with the applicant.

Information given by a referee regarding past disciplinary actions or allegations should be considered on a case by case basis. Where an issue was resolved some time ago, where an allegation was unfounded or did not result in disciplinary sanctions and where there have been no further issues raised since are less likely to cause concern. Issues that were not resolved satisfactorily or a history of repeated allegations or disciplinary sanctions is likely to be a cause for concern.

### **References for posts that involve working with social care clients**

All posts that involve working with social care clients will require an Addendum to be completed.

An addendum is included with the application form that requires applicants to list **all** previous employment. Where a person has previously worked in a position which has involved working with children or vulnerable adults (Social care clients) a telephone call will be made to that employer to ascertain dates of employment and why the employment ended. This will be undertaken by HR Direct and will be recorded on the addendum. This is in accordance with Fostering Services (Wales) Regulations 2003.

### **Providing a reference to an external organisation**

Please refer to the Providing a Reference Policy.

## **6c. Medical fitness and suitability for the role**

Successful applicants will be required to complete a Job Analysis & New Starter Health Assessment Form. Occupational Health will then assess whether any reasonable adjustments are needed in order to carry out the role. This form is to be completed before the successful applicant commences work and is purely for the purpose of making reasonable adjustments in line with the Equality Act 2010.

Where appropriate e.g. occupational requirement for the post, the offer of employment will be subject to satisfactory medical clearance. An employee must have satisfactory medical clearance before they will be able to commence employment.

For further information please contact Occupational Health.

### **Reasonable adjustments in the workplace**

The recruiting manager and the head of service will be responsible for any reasonable adjustments that need to be made within the workplace to enable the successful applicant to commence employment. Occupational health will be able to advise the recruiting manager and head of service about possible reasonable adjustment options.

# Post Interview

## 7a. Offers of employment

The recruiting manager will make a verbal offer of employment but they must make it clear that the offer of employment is subject to the following:

- Satisfactory references being received
- Medical clearance (where appropriate)
- Receipt of satisfactory DBS Disclosure, where appropriate
- Receipt of original certificates of qualifications obtained
- Receipt of documentation to meet our obligations under the Asylum and Immigration Act (Right to Work in the UK documents) and proof of identity.
- Receipt of applicant's original driving licence if their job requires driving for work reasons.

Please also note that the successful applicant **will not** be able to commence employment until all of the above are received.

Recruiting managers must complete the [Appointment Form](#) in full and send to HR Direct along with copies of the above documentation taken at interview. Recruiting managers must keep the [Interview Assessment Form](#) until all feedback has been given and then send back to HR Direct with any other recruitment documentation.

A contract of employment will be created by HR Direct stating that the offer of employment is subject to receipt of all of the above.

Managers should seek the advice of HR Direct before withdrawing any offer of employment.

## 7b. Informing unsuccessful applicants after interview

Once the successful applicant has verbally accepted the offer of appointment the recruiting manager must then inform all unsuccessful applicants by the date and method agreed at interview.

HR Direct will send 'regret letters' out to all unsuccessful applicants upon receipt of the Appointment Form and recruitment file. This does not apply to schools, although governing bodies may wish to consider this.

### **Providing feedback to applicants**

Recruiting managers or a member of the interview panel will be required to provide applicants with feedback when requested within a reasonable timescale. Internal applicants should be given verbal feedback and future development areas.

## **7c. Additional Considerations**

### **Market Supplement**

Denbighshire County Council recognises that in order to provide a high quality service to the people of Denbighshire, it is essential that the Council recruits and retains a workforce of the highest standard. However, there may be occasions when market forces produce a situation where a particular service within the Council is experiencing severe recruitment and/or retention problems related to a particular post.

Please refer to Market Supplement Policy for further details.

### **Professional Fees**

Professional fees are to be authorised by a Director / Head of Service and are to be paid for individuals of professional bodies for maintaining their professional or registered status – for example, Solicitors, Social Workers, and Architects etc.

Denbighshire County Council will reimburse one professional fee to any officer in the following circumstances:-

- Where an Officer represents a discipline not covered by a Head of Service e.g. Valuation Officer.
- Where an Officer is required to represent the Council in Court Appeals, etc. For example, such officers include Planning Officers, Trading Standards Officers and Environmental Health Officers.
- Where membership of a professional body is a requirement for the post

Please refer to the Professional Fees section in the Employee Handbook.

### **Relocation**

Upon commencing employment with DCC an officer may be eligible to receive specific financial assistance should they find it necessary to relocate from their principal residence and subsequently purchase a new property and relocate to the area.

Governing Body may wish to adopt this policy.

Please refer to the Relocation Policy.

### **Interview expenses**

Applicants will not be reimbursed for any interview expenses unless the interview/assessment centre requires an overnight stay because it is to be held over two days.

### **Induction**

It is the responsibility of the recruiting manager to ensure that all new employees to Denbighshire County Council will receive an Induction.

Please refer to the Intranet Policy for further information on Inductions.

### **Probationary period**

All new entrants to Local Government will be required to serve a 6 month formal probationary period to give them an opportunity to establish their suitability for the job. During this period there will be 2 formal reviews, one at 3 months and one at 5 months. Satisfactory performance will be confirmed in writing at 6 months.

Managers are expected to take reasonable steps to maintain appraisal of the new employee throughout the probationary period, giving advice or warning in an honest effort to determine whether he or she can meet the required standard.

This does not apply to school based posts.

Please refer to the Probationary Period Procedure.

### **The Council's Constitution – Officer employment procedure rules**

#### **Declarations**

The Council will require any job applicant to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or employee of the Council or the partner of such persons.

No applicant related to a councillor or an officer will be appointed without the authority of the relevant Corporate Director or the Chief Executive, where the post is in a service or function managed by him/her. In the event that the applicant is related to the Chief Executive or a Corporate Director, authority to appoint must be obtained from at least two of the following:

- Chief Executive
- Head of Legal and Democratic Services (Monitoring Officer)
- Head of Finance and Property (Section 151 Officer)
- Head of Strategic HR

None of the above shall authorise the appointment of an officer related to them.

### **Seeking support for appointment**

The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the Council.

No Councillor will seek support for any person for any appointment with the Council.

The full Council will appoint the Head of Paid Service, Monitoring Officer, Chief Finance Officer, Chief Executive and Corporate Directors following the drawing up of a shortlist of appropriate applicants for the post by the Special Appointments Committee of the Council.

### **Politically restricted posts**

Certain posts in the Council are identified as 'Politically Restricted' as laid down by the Local Government and Housing Act, 1989.

Applicants who apply for 'Politically Restricted' posts cannot become (or remain) an Elected Member of any local authority, other than a parish or community council, a Member of Parliament or a Member of the European Parliament, a member of the Scottish Parliament or Welsh Assembly. They are subject to prescribed restrictions on their political activity through the Local Government Officers (Political Restrictions) Regulations 1990. This includes canvassing.

Successful applicants to 'Politically Restricted' posts would have certain restrictions placed upon them during the course of their employment. A guidance document is available from HR Direct for further information

Also, in accordance with S.116 of the Local Government Act, 1972 as amended by the Local Authorities (Executive and Alternative Arrangements) (Modifications of Enactments and Other Provisions) (Wales) Order 2002, an Elected Member of an authority cannot be appointed to any paid employment with the Council for 12 months after his/her membership ceases.

### **Outside commitments**

In line with the code of conduct, employees may need to have written consent to take any outside employment (paid and unpaid) and not undertake any outside employment which conflicts with the authority's interests. This is particularly important in specific jobs where outside commitments may have an impact on the Working Time Directive.

### **Training for recruiting managers**

All recruiting managers / Governors involved in the recruitment and selection process should be appropriately trained to ensure that selection decisions do not discriminate and the aims the Recruitment and Selection Procedure are also achieved. All recruiting managers who are on interview panels should have completed the appropriate equalities training.

### **Complaints**

It is the responsibility of the recruiting manager, in the first instance, to respond to any complaints from job applicants regarding the failure of the Council to follow its policy or procedure. Support and advice is available from your HR Direct. Internal applicants can make a complaint about the recruitment and selection process under the grievance procedure. The recruiting manager should be aware of the stages an internal employee can follow.

### **Head Teacher and Deputy Head Recruitment**

All Head Teacher and Deputy Head Teacher recruitment must include a minimum one representative from the LEA involved in the interview process. It is however recommended that two LEA representatives are involved.

### **Work experience**

Please refer to Work Experience policy

### **Internships**

Please refer to Internships policy

### **Apprentices**

Please refer to Apprentices policy

### **Exit interviews**

Please refer to the Exit Interview Procedure for further details.

# Further Guidance

## Job Descriptions

The main benefits of a good job description are as follows:

- Job holders know what is expected of them
- It helps to assess the value of the duties in the job
- It removes areas of confusion within jobs
- It can highlight training and development requirements
- It helps to draw up a person specification
- It gives applicants a clear idea of the job

Job descriptions should be reviewed on a regular basis and must be written using the corporate [Job Description](#) template.

### **Job Requirements to meet Denbighshire County Council's Equal Opportunity Policy Objectives:**

- The job description should be as clear and simple as possible. Anyone reading it should be able to have a clear idea of exactly what the post holder is expected to do.
- It should take into consideration all elements of the organisation's Policy responsibilities e.g. for every managerial or supervisory post the job description should spell out the tasks involved in ensuring that the equal opportunities policy is adhered to in the section(s) that the post is responsible for (i.e. investigating complaints, keeping all employees informed and up-to-date etc.).
- Any job where the post holder might be involved in recruitment should state that as a task, and make clear the responsibility to adhere to the Code of Practice.
- Job descriptions of managers and supervisors should specifically state the post holders' responsibility for ensuring the implementation of the equal opportunities policy in employment and service delivery.
- Where contact with the public is involved, the job description should spell out that all members of the public are to be treated with equal respect.
- Where work on the physical environment is involved, the job description should state the specific tasks involved in ensuring that the work contributes towards achieving full access for disabled people.
- Any HR related post should list the specific tasks that the post must undertake in order to implement the equal opportunities policy.

# Person Specification

The following should be taken into account when drawing up the person specification:

- The person specification relates to the human characteristics required in order to do the post
- It is derived from the demands of the job description and matches the knowledge, qualifications and experience outlined within the job description.
- It is most widely used in the recruitment and selection process, but is also used in the promotion, transfer, training and human resource planning purposes.
- The corporate [Person Specification](#) template is used.

## **Avoiding Discrimination**

Avoid the following:

- Over emphasising the need for a particular skill, for example, the need for manual dexterity which can discriminate against disabled people.
- Over emphasising qualifications and experience as this can seriously mislead a selection panel to place greater importance on these instead of the skills and abilities.
- Asking for a driving licence when driving is not part of the role. Do not list 'Driving licence' under the essential criteria where the job doesn't involve any driving or involves limited driving. Recruiting managers should use 'ability to travel to various locations throughout Denbighshire' under the essential criteria where possible if the post doesn't require driving a company vehicle or excessive driving. Applicants may be discriminated against if they cannot drive due to a disability for example but they can use public transport as a reasonable alternative.
- Using discriminatory words or phrases such as 'young, dynamic, mature, youthful'
- Asking for a certain number of years' experience as this can be seen as being discriminatory against younger applicants as they may not be old enough to have the 5 years' experience that you have stated.

## **Completing a Person Specification**

- The person specification should not be too prescriptive or vague as the purpose is to assist the recruitment process and find an applicant who can meet those expectations. It is important to consider your essential criteria. Excessive essential criteria will limit your selection pool.

The person specification must be non-discriminatory, job related, relevant, measurable and consistently applied. It is essential that the person specification includes the knowledge, skills and competencies in order to do the job.

It is possible for someone to acquire certain skills with induction or on-the-job training, therefore it is unnecessarily restrictive to specify these skills as minimum requirements. The minimum requirement is the potential to acquire these skills.

Experience linked to timescales should be avoided as this can be seen as age or gender discriminatory. The alternative would be to focus on the quality and type of experience which is essential. For example, rather than asking for 2 years customer service experience, the focus could be on experience within a customer service environment and in particular working with customer complaints.

## **Person Specification and Competencies**

The competency framework defines the behaviours, knowledge and skills that an individual must demonstrate in order to be effective in their role and meet the objectives of the organisation. Competencies are contained within the person specification and not the job description. A job description describes the tasks and accountabilities that the role has, whereby the person specification outlines the skills and behaviours that are required to carry out those tasks.

Competencies play an important part within the recruitment and selection process, they provide examples of behaviours required for effective performance in the role, a consistent common language across the organisation and can be used in determining assessment centre methods.

It would be unrealistic for recruiting managers to focus on all competencies allocated to a job role and therefore only the competencies that critical for the role should be used in a person specification.

The person specification should state the methods of selection which are to be used for each criteria described.

Governing Body may wish to consider the use of this tool.

# Advertisement Content

- Advertisements must be written using the corporate [Advertisement](#) template
- The advertisement template includes a standard paragraph about how to apply, display the 'two ticks' symbol, Investors in People logo and the following statement: **“Denbighshire County Council is committed to Equal Opportunities and its “Welsh Language Scheme”**
- Denbighshire County Council's Equal Opportunity Policy is to be considered and applied throughout the advertisement preparation and advertisement procedure.
- Advertisements must not contain discriminatory words or phrases such as 'young, dynamic, mature, youthful.'
- Advertisements must state the DBS statement where appropriate 'This post is subject to an enhanced DBS check.'
- The advertisement should be a summary of the main requirements of the post so that the reader can identify the following:
  1. Whether the job content and salary appeal to him/her
  2. Whether he/she has the necessary skills, qualification and/or experience to carry out the duties stated.
- The aim at the advertising stage is to appeal to probable applicants by bringing out the main points of interest in a job. It is important to avoid statements which are long and unnecessary. Remember that the job description, person specification and any other relevant information will be sent out with the application form to all applicants.
- The advertisement should contain a clear and concise description of the nature of the work, the level of the responsibility, the experience and knowledge required of the applicant based on the person specification and job description.
- The salary, hours of the post, permanency of the post and any associated benefits should be clearly stated. Job sharing possibilities should also be outlined if applicable.
- The closing date must be 2 weeks from the vacancy going live. It is recommended that the interview date is included within the vacancy advert.
- Recruiting managers may wish to contact HR Direct for previous examples of advertisement content.

# Shortlisting

The recruiting manager must use the [Shortlisting Matrix](#) and send the original copy to HR Direct before any interview arrangements can be made.

The information contained within the application forms will be screened against the essential and desirable criteria outlined within the pre-defined person specification for that post. The same criteria must be applied to all applicants. Recruiting managers must read all application forms and only those applicants who meet the essential criteria must be shortlisted, the rest should be rejected. If there a high number of applicants who all meet the essential criteria then the recruiting manager should use the desirable criteria to filter applicants.

Shortlisting an applicant who **does not meet** all of the essential criteria is not justifiable.

The recruiting manager, when completing the shortlisting matrix, must determine whether the applicant meets 'Y' or does not meet 'N' each criteria listed within the person specification for example, G.C.S.E Maths and English Grade A – C, NVQ level 4, ECDL. Recruiting managers must not take each heading e.g. Knowledge, Qualifications and Experience and give an overall Yes or No for that section of the person specification.

The recruiting manager must assess each application form to ensure that any gaps in employment, training or experience are detailed and any anomalies are noted to ensure that they are explored at the face to face interview. This is a mandatory requirement for all posts.

Records must be placed on the successful applicants file to demonstrate that the relevant checks have been explored and any reasons for these anomalies should be noted also.

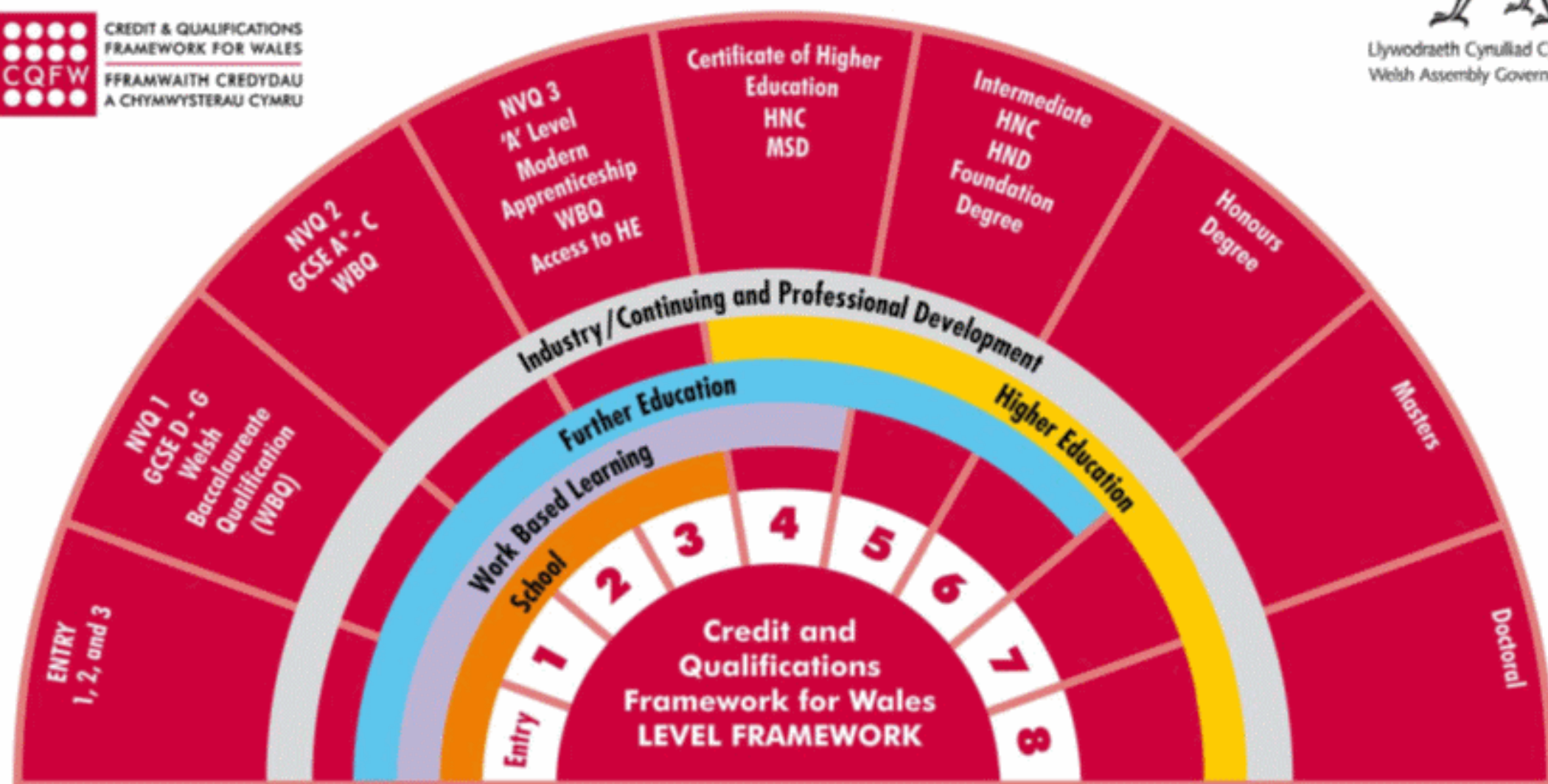
HR Direct will send 'Invite to interview' letters and/or emails to applicants who have been shortlisted for interview.

# Credit and Qualifications Framework for Wales

## Learning and Progression Routes



Ulywodraeth Cynulliad Cymru  
Welsh Assembly Government



The Credit and Qualifications Framework for Wales was introduced in 2003 as a fully inclusive learning framework. The Levels capture all learning from the very initial stages (Entry) to the most advanced (Level 8). The Fan diagram illustrates the levels and examples of qualifications and learning provision that are included in it.

For further details contact the CQFW Secretariat:  
Tel: 01443 663 663 Fax: 01443 663 653  
E-mail: [info@cqfw.net](mailto:info@cqfw.net) Visit: [www.cqfw.net](http://www.cqfw.net)

# Assessment centres tools

Work sample exercises help to assess applicant's competencies and can help demonstrate how they meet certain requirements of the post. The recruiting manager will be able to design the exercise to be able to assess the behavioural competencies and the application of both knowledge and skills.

## Assessment centre techniques

### Presentations

Presentations are a simple method of assessment and should only be used when communication is essential for the post. Presentations will demonstrate:

- Oral communication skills – persuasiveness, verbal fluency, confidence, ability to sell ideas, analyse information and articulate information in easily understood terms.
- Areas of knowledge required for the post.
- Organisation and planning skills – the applicant will be able to demonstrate how they structure their presentation to get their message across within specified timescales.

The recruiting manager can choose one of the following:

- a) Give the applicants the topic of the presentation on arrival, allowing a specified amount of time to prepare and present to the panel at the beginning of the interview. The topic must be relevant to an area of knowledge, expertise or understanding to the post. The applicant must be provided with the relevant equipment needed, for example, flip charts, pens and projector.
- b) Include the presentation topic in the invite to interview letter, giving the applicant time to prepare in advance. This will allow the applicant to research and demonstrate their ability to gather and draw upon evidence for a specific purpose. Applicants should be asked to inform HR Direct if they require equipment to deliver their presentation.

### In-tray Exercises

In-tray exercises are a way of assessing how applicants deal with the day to day demands of the job and are specifically designed to measure job skills such as: ability to organise and prioritise work, analytical skills, communication with team members and customers, written communication skills, and delegation. Applicants are asked to sit at a desk and to sort through an 'in-tray' of paperwork. Applicants are usually given a list of 12 – 15 items which include emails, memos, telephone messages and other documents related to that job. Applicants will be required to make recommendations as to how they would detail each item within a set timescale.

### **Written Exercises**

Written exercises can assess a variety of skills to include, written communication and external awareness. Applicants can be given a brief on the day asked to complete a written report within certain timescales. Applicants will need to be informed in advance if they are to complete this exercise by hand or using a laptop/pc. All applicants should follow the same format unless a particular format is needed for any reasonable adjustments.

### **Role Plays**

Role plays are useful in simulating the type of encounters that will take place within the role. Role plays will help to identify and assess skills such as communication, negotiation, persuasion and conflict handling etc. The applicants will be assessed by a panel who will have agreed the behaviours to assess and the scoring methods in advance. Role play exercises will require preparation and careful planning.

### **Group Discussions**

Group discussions involve a specific brief/exercise, discussion of a general topic or debating a work related problem or a task that is given to approximately 4 – 5 applicants at the same time and is observed by a trained assessor. Group exercises help demonstrate competencies in action and are very effective in management skills and behaviours. They are not suitable for day to day recruitment.

Group exercises should be carried out in an assessment centre environment for senior, graduate and professional roles. The design of the group exercise can be very complex, time consuming and will need one or more trained assessors involved in the exercise itself.

### **Personality Questionnaires**

Personality questionnaires are used in order to determine typical reactions and attitudes to a range of situations. They ask about preferences and try to identify how well applicants will get on with others, reactions to stressful situations or feelings about the kind of people applicants like to work with. They assess **how** applicants do things whereas ability tests assess **how well** they perform tasks. They help the recruiting manager find out an applicant's style and way of doing things. Recruiting managers will use this in conjunction with application form, interview and other to make decisions rather than in isolation.

### **Aptitude Test**

Aptitude tests are structured systematic ways of evaluating how people perform on tasks or react to different situations. They have standardised methods of administration and scoring with the results quantified and compared with how others have done at the same tests. The majority of aptitude tests must be administered by a qualified assessor.

# Interview Format and Guidance

## Prior to the interview

- Ensure all applicants have confirmed attendance; it is useful to telephone any applicants who have not confirmed a few days before the interviews.
- Decide who is to act as Chair of the panel, and in which order the panel will question the applicants.
- Always prepare the interview questions in advance. Questions should arise from the person specification and ensure all requirements are assessed. Applicants must be asked the same questions. However, depending upon answers given by applicants, follow on questions will naturally differ.
- Please ensure that you assign a scoring system to the questions you will ask and allocate a percentage of that scoring to any additional methods of assessment used at interview, for example, a presentation.
- Ensure reception staff have a list of the applicants attending so that they can greet them and give them any necessary information
- Organise appropriate (accessible) room, make arrangements for any reasonable adjustments to be made in advance and organise equipment which may be needed e.g. laptop, screen and overhead projector for presentations.

## Interview Day

- Ensure that the environment is appropriate for example, phones are unplugged, use a round table if possible or position chairs round the corner of desk, the temperature of room is suitable and that water is provided for applicants.

## Preparation / Checks

- Make sure you have the necessary information available i.e. pay and other conditions, claim forms for applicants' interview expenses, job description, person specification, application forms and [Interview Assessment Form](#). Notes should be taken for each of the applicants recording the questions asked and their responses as this information may be required at a later date.
- Ensure that any telephones are switched off and put a note on the door to stop interruptions.
- Stick to the times allocated, as the whole programme could be thrown out if you over run.
- Be aware that unless presentation skills are part of the role, it will be the content of the presentation that is important rather than the delivery itself.

## Please do not.....

- Ask a disabled applicant about the nature of their disability. Applicants who wish to engage in conversation regarding reasonable adjustments is fine. Please note that the obligation to make reasonable adjustments applies not only to the physical adjustments to the workplace, but also to actual working arrangements. The recruiting manager must make clear that:
  1. Selection decisions will not be influenced by the extent of the reasonable adjustments.
  2. Medical clearance (where appropriate) will be needed depending on the nature of the post after an offer of employment has been made.
  3. The applicant will be unable to commence employment until all reasonable adjustments have been made.
- Ask an applicant about their absence/sickness record. The Equality Act 2010 states that except in very restricted circumstances or for very restricted purposes, the Act aims to prevent employers from asking any job applicant about their health or any disability before the person has been:
  1. Offered a job either outright or on conditions (such as 'subject to satisfactory references/health check'), or
  2. Included in a pool of successful applicants to be offered a job when a position becomes available (for example, if an employer is opening a new workplace or expects to have multiple vacancies for the same role but doesn't want to recruit separately for each one).
- Ask questions that are discriminatory or make assumptions about an application e.g. a disability or ask questions where it is necessary to make some assessment as to whether the applicant's personal circumstances or domestic obligations would prevent them undertaking an aspect of the post i.e. on-call, these questions should be asked of **all** applicants and this will need to be explained to all applicants before asking the question.
- Ask other questions relating to the domestic circumstances of the applicant and interviewers should be careful to avoid making assumptions about male/female roles within the home when assessing the answers to any such questions.
- Make any decisions based upon the first impressions of an applicant, known as 'Halo or Horns' effect. Recognise your own opinions and views should be put to one side during an interview. Do not stereotype, for example assume that older applicants will be unable to use modern technology.
- Give informal feedback after the exercise / interview. Do not indicate how an applicant is doing during an exercise.
- Leave your notes lying around and be conscious of the security of the paperwork for example, the Application Form and your notes – make sure all materials are collected in after the interview.

## Beginning of Interview

- Introduce each member of the panel along with their job title. It may be appropriate to give a brief summary of the organisation
- Agree the interview purpose
- Outline how this purpose will be achieved
- Inform the applicant that notes will be taken during the interview

## Middle

- Question the applicant
- Maintain rapport (listen actively, use summarising techniques)
- Encourage the applicant to talk (the applicant should do about 80% of the talking)
- Use competency based questions such as “Tell us about a time when you had to deal with a conflict within your team”
- Closed questions may be needed to check certain points but should otherwise be discouraged
- If applicable to the post, ask whether the applicant has any convictions to declare
- Use all the written material available to identify and probe areas which may require scrutiny for example an unexplained gap in their work history

## End

- Check that all the panel members have asked all their questions
- Ask if the applicant has any further questions
- Confirm the terms and conditions of the post
- Ask when the applicant would be able to start if appointed
- Inform the applicant how and when he/she is likely to hear of the outcome of the interview
- Take copies of each applicant's:
  1. Original academic qualification certificates
  2. Right to work in the UK documents
  3. Original driving license if their job requires driving for work reasons.
- Confirm applicants references outlined on application form
- Thank the applicant for attending

## After the Interview

- Telephone the successful applicant to offer them the post and clarify if they are still interested in the post. Please explain that this offer is subject to the following:
  1. Satisfactory references being received
  2. Receipt of satisfactory DBS Disclosure, where appropriate
  3. Receipt of original certificates of qualifications obtained
  4. Receipt of your documentation to meet our obligations under the Asylum and Immigration Act (Right to Work in the UK documents)
  5. Receipt of applicant's original driving license if their job requires driving for work reasons
  6. Medical Clearance (where applicable)

(Allow enough time to offer the position to one person and receive their acceptance, before advising the unsuccessful applicants).

When speaking to the successful applicants please also confirm:

- Salary, start date, location of post, who to report to on first day and what time etc.
- Give the applicant details of how to contact you if needed
- Inform the applicant that references will now be requested
- Explain that a contract of employment will now be sent out by HR Direct.

Recruiting managers will need to complete the [Appointment Form](#) and send to HR Direct before this can be processed.

- Telephone unsuccessful applicants to inform them of your decision and offer any feedback.

# Competency Based Scoring

## 5 Significantly above the acceptable standard

- The applicant has demonstrated most of the behavioural indicators related to the competency throughout the exercise with no evidence of any negative behaviour.
- Very strong examples / evidence provided – this is clearly an area of strength. There would be no need for personal development in this area for the role applied for.

## 4 Above the acceptable standard

- The applicant demonstrated most of the behavioural indicators related to the competency in the exercise and limited evidence of negative behaviour. Strong examples / evidence provided – potentially an area of strength.
- Limited need for personal development in this area in the role applied for.

## 3 Acceptable standard

- The applicant demonstrated more positive behavioural indicators related to the competency than negative indicators in the exercise. Any negative behaviours demonstrated would not raise concern regarding ability to perform in the role.
- Development is desirable but not essential for the role.

## 2 Below the acceptable standard

- The applicant demonstrated more negative behaviours than positive or failed to display positive behaviour to a satisfactory level.
- Personal development would be required concentrating on strengthening their positive behaviour in this competency area before suitability for the role could be established.

## 1 Significantly below the acceptable standard / No evidence

- The applicant demonstrated significant negative behaviour with little, if any, positive behaviour related to the competency. Limited contribution to the exercise.
- Strong development needed concentrating on addressing negative behaviour.

# Right to Work in the UK

## Documentary evidence for eligibility to work in the UK

You do not need a permit to work in the UK if you are any of the following:

- A British Citizen
- An EEA citizen (European Economic Area)
- A Swiss national

EEA countries are: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and the UK.

If the applicant is from another country then they will need a work permit to start work. The employer must apply for the work permit.

If the applicant is from Bulgaria or Romania they will normally need permission before they start work in the UK.

Before commencing work at the Council, **all** potential employees are required to provide documentation to demonstrate eligibility to work in the U.K. The documentation should be the original document, a photocopy of which must be taken by the recruiting manager / recruiting panel members. This documentation will then need to be sent to HR Direct who will retain on the individuals personnel file to confirm the employment may commence.

## What documents must be provided?

This will depend on what is available to the individual, however all documentation must be the original. Copies will not be accepted. The type of documents acceptable are categorised in 2 lists. If the person has any of the documents listed in List 1 they need only provide **one** of the original documents listed.

If they do not have any documents listed in List 1 they must produce **two** original documents from the combinations in List 2.

Please note, if they give two documents from List 2 and their name appears differently in each document they must provide an additional document to explain the reason for the difference. The additional document could be a marriage certificate, divorce document, deed poll, adoption certificate or statutory declaration.

### **What to photocopy?**

In the case of a passport or other travel document, the following parts must be photocopied:

- The document's front cover and any page containing the holder's personal details. In particular, you should copy any page that provides details of nationality, his or her photograph, date of birth, signature, date of expiry or biometric details.
- Any page containing UK Government endorsements indicating that the holder has an entitlement to be in the UK and is entitled to undertake the work in question.

Other documents should be copied in their entirety.

You should keep a record of every document you have copied. Once you have copied and checked the documents, please write on them 'original documents seen by [Name] on [date]'. The copies of the successful applicant's documents should be sent to HR Direct be placed on their personal file.

### **Documents**

Details of which documents are acceptable are as follows:

#### **List One**

Any **one** of the documents included in the list below:

- A passport showing you are a British Citizen, or that you have a right of abode in the United Kingdom.
- A document showing that you are 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 you as 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 you have a current right of residence in the United Kingdom as the family member of a national from a European Economic Area country or Switzerland who is resident in the United Kingdom.
- A passport or other travel document endorsed to show that you can stay indefinitely in the United Kingdom, or that you have no time limit on your stay.
- A passport or other travel document endorsed to show that you can stay in the United Kingdom; and that this endorsement allows you to do the type of work we are offering if you do not have a work permit.
- An Application Registration Card issued by the Home Office to an asylum seeker stating that you are permitted to take employment.

## List Two

Any **two** documents from the combinations listed below:

### First combination

- A.** A document giving your permanent National Insurance Number and name. This could be a P45, P60, National Insurance card, or a letter from a Government agency. Permanent numbers **do not** start with TN or have a letter ending in the range E to Z.

### Along with one of the following documents listed in sections B - H:

- B.** A full birth certificate issued in the U.K. which includes the names of your parents; OR  
**C.** A birth certificate issued in the Channel Islands, the Isle of Man or Ireland; OR  
**D.** A certificate of registration or naturalisation stating that you are a British citizen; OR  
**E.** A letter issued by the Home Office to you which indicates that you can stay indefinitely in the U.K. or that there is no time limit on your stay; OR  
**F.** An Immigration Status Document issued by the Home Office to you with an endorsement indicating that you can stay indefinitely in the United Kingdom, or that there is no time limit on your stay; OR  
**G.** A letter issued by the Home Office to you which indicates that you can stay in the United Kingdom, **and** this allows you to do the type of work we are offering; OR  
**H.** An Immigration Status Document issued by the Home Office to you with an endorsement indicating that you can stay in the United Kingdom **and** this allows you to do the type of work we are offering.

### Second combination

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

**Along with a document issued by Work Permits UK, you should also provide a copy of one of the following documents listed below.**

- B.** A passport or other travel document endorsed to show that you are able to stay in the U.K. and can take the work permit employment in question;

OR

- C.** A letter issued by the Home Office to you confirming that you are able to stay in the U.K. and can take the work permit employment in question.

## Who needs permission to be an employee in the UK?

CTA (Common Travel Area)	EU Countries	Others	*A8	**A2	***All other Countries
United Kingdom; Republic of Ireland; Channel Islands; Isle of Man	Austria; Belgium; Denmark; Finland; France; Germany; Greece; Ireland; Italy; Luxembourg; Netherlands; Portugal; Spain; Sweden; Malta; Cyprus;	Iceland; Liechtenstein; Norway; Switzerland	Czech Republic; Estonia; Hungary; Latvia; Lithuania; Poland; Slovakia; Slovenia	Bulgaria; Romania;	All others
<b>No permission needed</b>	<b>No permission needed</b>	<b>No permission needed</b>	<b>Permission needed</b>	<b>Permission needed</b>	<b>Permission needed</b>

\*A8 – Are countries that need to register with the Home Office under the Worker Registration Scheme within the first month of starting work.

\*\*A2 - Nationals from Bulgaria and Romania who joined the EU on 1 January 2007 are required to obtain a work permit and must also register with the Home Office under the Accession Worker Card Scheme.

\*\*\*All other countries – Are required to obtain Sponsorship (Previously known as a 'Work Permit') unless they have a type of visa which allows them to work without authorisation from the UK Border Agency.

# **Guaranteed Interview Scheme (GIS) – ‘Positive about Disabled People’**

Denbighshire County Council is committed to the employment and career development of disabled people. As part of this commitment, the Council operates a Guaranteed Interview Scheme (GIS) for disabled applicants who meet the essential criteria for the role.

These commitments are:

1. To interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
2. To discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities
3. To make every effort when employees become disabled to make sure they stay in employment
4. To take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
5. To review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

## **What we mean by disability**

The Equalities Act 2010 defines a disabled person as “someone who has a physical or mental impairment which has a substantial and long-term adverse effect on a person’s ability to carry out normal day-to-day activities”.

Denbighshire County Council also supports the social definition, which defines disability as “The loss or limitation of opportunities that prevent people who have impairments from taking part in the life of the community on an equal level with others due to physical and social barriers”.

## **What we mean by essential criteria**

The essential criteria are outlined in the person specification for each role. They are the key technical requirements and behavioural competencies that the job holder will need to demonstrate through their application form. Applicants who demonstrate, through their application form, that they meet the essential criteria will be guaranteed an interview.

## **How to apply**

If you would like to apply under the Guaranteed Interview Scheme please ensure that you tick the box in section 8 of the application form. An ‘Invite to Interview’ letter will be sent to all shortlisted applicants which asks the applicants to contact HR Direct if they require any reasonable adjustments so that the recruiting manager can make the necessary arrangements for the interview.

# Frequently Asked Questions (FAQs)

## Where can I get an application form from?

There are three ways in which you can apply for vacancies in Denbighshire County Council:

1. Apply on-line through web recruitment
2. Download an application form in PDF and Word formats
3. Request an application form

To request an application form and information pack please contact the Corporate Customer Service Centre on 01824 706101 or write to: Customer Service Centre, County Hall, Wynnstay Road, Ruthin, LL15 1YN or email: [customerservice@denbighshire.gov.uk](mailto:customerservice@denbighshire.gov.uk)

To request an application form in an alternative format, for example, braille, audio tape or disk, please contact Corporate Customer Service Centre on 01824 706101 or email [customerservice@denbighshire.gov.uk](mailto:customerservice@denbighshire.gov.uk)

Please note that the application form and information pack is identical to the information contained within the web recruitment pages and the information that can be downloaded, therefore you will receive the same information regardless of the method of application.

## How will I know if you have received my application form?

If you apply online and have supplied an email address, we will send you an acknowledgement by email to say your form has been submitted.

Due to the high volume of application forms received and cost implications we are unable to acknowledge the receipt of application forms received through the post. We recommend that you use registered post so you can track your application form.

## **I am having problems with web recruitment, what should I do?**

External applicants can reset their own password by using the 'Forgotten Password' option. Please note that HR Direct are unable to reset your password for you. Internal applicants only can contact HR Direct to reset their passwords.

If you are experiencing any other problems with web recruitment, please make a note of any error messages/screen prints etc. before calling HR Direct.

## **When using web recruitment can I start the form in Welsh and change to English half way through?**

No, if you start the application in one language you will need to complete the application form within that same language. If you do want to change part way through you will have to delete the current application form and start again in the chosen language.

## **I won't be able to submit my application form in time to meet the closing date. Could I submit it at a later date?**

Closing dates are set so the recruitment process can be planned and managers know when they have to shortlist for interview. Closing dates are therefore not changeable.

## **Can I apply for a job on the closing date?**

Yes, however the application must reach us before 11:59:59pm on the closing date.

## **Do you accept CVs?**

CVs will only be considered in support of your fully completed application form; remember you must always supply the additional information requested to identify how you meet the criteria listed on the person specification.

## **I am interested in several jobs you have advertised, can I fill in one form for the various jobs?**

No, each of our jobs has a unique reference number with a job description and person specification relevant to that job. Each application form must be tailored to each job.

## **The person specification asks for an NVQ level 4 as essential criteria. I have an NVQ level 3, am I eligible to apply?**

When devising a job profile and a person specification the recruiting manager will have considered what the absolute essential requirements are to carry out the role competently. If you have an NVQ level 3 but the requirement asks for an NVQ level 4 then you will fall short of the essential criteria. However, if you have an equivalent qualification at a similar level to NVQ level 4 then this may be considered.

## **Why does the Council monitor equality and diversity information and what does it do with the information?**

The equality and diversity information which you are asked for when you complete an application form is used to help the Council monitor the effectiveness of its recruitment policies. It is not used as part of the selection decision.

This information will be treated in strict confidence, securely maintained and will not be disclosed to the recruiting manager or shortlisting panel.

## **What happens to the personal information on my application form?**

This information will be treated within the strictest confidence and with the utmost regard for the Data Protection Act 1998. The equality and diversity section will be separated and used for monitoring purposes only. The interview panel will not have sight of this form. Your personal details will be stored for a maximum of six months at which time they will be confidentially disposed of. If you are successful in your application your personal information will be kept securely on your personal file.

## **Will I have to disclose a criminal record?**

Yes - if you are applying for a post that is exempted under The Rehabilitation of Offenders Act 1974. Posts that are exempt include those working with children, young people and vulnerable adults.

If the post you are applying for is exempted, you will be asked to undertake an enhanced disclosure from the Disclosure and Barring Service (DBS).

Having a criminal record will not necessarily bar anyone from working with the Council. This will depend on the nature of the position and the circumstances and the background of the offence.

Any information provided by applicants will be treated in strict confidence, securely maintained and only used in connection with your application.

## **How do I know if the post requires a check from the Disclosure and Barring Service?**

This information will be contained within the job description and information you receive about the job.

## **The post I am interested in is advertised as full-time. Can I work part-time or job share?**

The Council has many flexible working options available and many jobs within the council can be carried out either on a part-time / job share basis. For further information please contact the recruiting manager.

## **I have a disability. What does the Guaranteed Interview Scheme for disabled applicants mean for me?**

Denbighshire County Council works in partnership with Job Centre Plus to adopt a positive action strategy and encourage more disabled people into employment. Where a disabled applicant meets the essential criteria for a post they will automatically be invited for interview. Applicants who wish to be considered as part of this scheme must tick the relevant box in section 8 on the application form. All shortlisted applicants will be sent an 'Invite to Interview' asking the applicant to contact HR Direct if they require any reasonable adjustments to be made by the recruiting manager for the interview.

## **The essential criteria states that the post holder will be required to travel around Denbighshire. I do not hold a current driving licence. Does this mean my application may be unsuccessful?**

No, not necessarily. So long as you can prove that you are capable of travelling on public transport and public transport is easily accessible to you this should not affect your application. If you think this may affect you or cause particular difficulties you should seek further advice from the recruiting manager as to the amount of travel that may be required to be able to carry out the job effectively.

## **What happens to my application form after the closing date?**

Applications received after the closing date/ time will not be accepted. You will receive notification that your application has been received after the closing date/time by letter or email (if provided).

## **How will I know if I have been shortlisted for interview?**

You will receive confirmation of the date, time and venue in writing from HR Direct. The council aims to give you at least a week's notice. If you have not heard within three weeks of the closing date then you may assume that on this occasion your application has been unsuccessful.

### **Can I arrange another interview date if I am not available for the scheduled interviews?**

It is extremely difficult to accommodate alternative interview dates where all interview panel members can reconvene and it will also delay the recruitment process. This is why the council ensures that the majority of job advertisements specify the interview date so applicants know in advance when they are required to attend if shortlisted for interview.

Applicants are also asked for dates when they are not available to attend an interview and the recruiting panel will try their best to accommodate this however this cannot be guaranteed.

### **Can I arrange another interview time if I am not available?**

HR Direct will try to provide you with another interview time where possible however this cannot be guaranteed.

### **What will happen if I do not bring my proof of qualifications and right to work in the UK documents with me to interview?**

Failure to bring the necessary documents may result in your interview being cancelled.

### **Will my references be requested before my interview?**

No, references will only be requested for the successful applicant after the offer of employment has been made. Please note that all offers of employment are subject to satisfactory references being received.

### **Do my references have to be from a previous employer or can I provide character references?**

You will need to provide the names and details for references which cover the last three years of employment or from your last two employers.

Character references will only be acceptable where the applicant has just left school or hasn't been employed in any capacity. Applicants must provide one referee from a senior member of staff from their school, college or university and the other should be a suitable character reference. A relative, friend or partner will not be permitted to supply a character reference.

## **How will I know if I have been successful after interview?**

A member of the interview panel should contact you by telephone to inform you if you have been successful or not. This will be followed up by a formal letter.

## **If I am successful, when will I be able to start work?**

Your new manager will contact you to arrange a mutually convenient start date. Successful applicants will not be able to commence employment until we have received satisfactory references covering the last three years of employment or from the last two employers.

## **Where on the salary scale would I start?**

All new entrants in to the Council start at the beginning of the grade. However, in exceptional circumstances where an applicant can demonstrate and provide evidence that they bring a higher level of skills, qualifications and experience to the post then, with the agreement of the recruiting manager, they may start at an agreed point on the grade.

Internal Denbighshire applicants only - If you are appointed to a post within your existing grade, or on the re-grading of your post based on increased duties and responsibilities, then you will be paid a salary in accordance with the new grade which is at least one spinal column point in excess of the salary you would have received on the old grade on the date of appointment, promotion or re-grading.

## **I currently work for another authority. Will my previous service be counted?**

Yes, if there is not more than a week's break between moving from one authority to another. Continuous service will also be counted if you currently work for the Local Police Authority, various schools and some other public sector bodies. To check please speak to the recruiting manager or HR Direct.

## **If I am unsuccessful after shortlisting and/or interview, can I get feedback?**

Yes, if you contact the recruiting manager they will be able to provide you with feedback or you can contact HR Direct they will be able to pass your feedback request onto the recruiting manager to respond.

## **Do you have a register for people interested in employment with Denbighshire County Council?**

Unfortunately it is not currently possible to maintain a general register of interested people in possible future positions within Denbighshire County Council. Therefore we cannot accept speculative application forms or CVs.

## **What if I have feedback or a complaint?**

If at any stage of the recruitment process you feel aggrieved that the correct procedures were not followed, you were treated less favourably or you want to pass on some feedback please write to: HR Direct, Denbighshire County Council, Wynnstay Road, Ruthin, Denbighshire, LL15 1YN or email [hrdirect@denbighshire.gov.uk](mailto:hrdirect@denbighshire.gov.uk)

## **If I am successful in gaining an interview, will the Council pay my expenses?**

Applicants will only be able to claim interview expenses where the recruitment involved an assessment centre held over two days. The applicant will be able to claim overnight accommodation and travel in accordance with our travel and subsistence policy. Applicants will need to contact HR Direct and complete the 'Claim for travelling, accommodation and/or subsistence expenses' form before any expenses will be reimbursed.

## **I am 14 years old, am I able to apply for a job with Denbighshire County Council?**

As part of the Purple Book terms and conditions, it states that junior entrants to local government service shall normally be appointed between the ages of 16 and 18 following an interview.