



## SELECTION PROCEDURE FOR GREEN BOOK POSTS

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### SHORTLISTING

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The shortlisting of applications will be undertaken by the Line Manager responsible for the vacancy, and this process will be verified by a member of the Human Resources (HR) Department.

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These Line Managers will limit themselves to the consideration of information contained within the application material submitted when tackling the shortlisting process; they will review this information against the essential criteria for the role, and only candidates who meet all of these criteria will be shortlisted for interview, unless there are exceptional circumstances.

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Desirable criteria may be referred to in the event of there being a significant number of applicants for a vacancy, or should there be a tied selection outcome. If reference is made to desirable criteria at this stage, a member of the HR Department will advise as to whether any individuals with disabilities or who meet the Armed Forces Covenant criteria should be added to the interview shortlist.

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### ASSESSMENT

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The Welsh and English language skills of all applicants will be assessed as part of every selection process; skills in Welsh will be evaluated against agreed internal Service standards for the level required for the role.

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Applicants for Green Book roles will also complete appropriate literacy and numeracy assessments in English, and will have to reach the minimum pass mark if they are to be invited to interview. Once they have been included on the shortlist, applicants will be advised as to the assessments they must undertake, the minimum pass mark and the timescale for completion. If candidates have previously taken and passed one or more assessments, the score (if it has been retained) may be used to demonstrate that the standard in that area has been met.

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Practical and / or physical skills which are considered to be essential for the role may also be assessed during the selection process by means of appropriate testing. An example of this would be the appropriate aerobic capacity / fitness of a Firefighter; physical selection tests would be arranged and would comply with the standards set by the National Firefighter Selection Tests.

## **INTERVIEW**

### **Interview Format**

Recruitment and selection interviews may take place either face-to-face or by virtual means. When making this decision, consideration should be given to:

- the content of the selection process;
- the skills which are to be tested;
- how best to proceed with the resources available.

An identical format must be offered to all shortlisted candidates so as to ensure that a fair and consistent process is followed; if candidates decide they do not wish to participate in the process as offered to them, they are at liberty to withdraw.

All candidates will be given the choice of whether they prefer the interview to be conducted in Welsh or English. Reasonable adjustments should be offered and, where appropriate, made in respect of all interviewees.

### **Interview Questions**

Prior to any interview taking place, the recruiting Line Manager should prepare role-specific questions including questions for further prompting if necessary as well as positive indicators for scoring purposes. The Line Manager and HR Specialist responsible for recruitment will then work together to agree upon the most relevant questions.

Interview questions should fall in line with legislation and good practice, and should focus upon the needs of the role alongside the candidate's competence and ability to carry out that role successfully, with reasonable adjustments as appropriate. In order to ensure fairness, all candidates will be asked the same set of questions and a similar number of prompting questions.

It is important to consider whether those being interviewed have gone through the process before in relation to similar posts with the Service, and whether they will have been asked these same questions before; repetition should be avoided so as not to give a particular applicant an advantage

### **Conduct of the Interview**

Interview panels will consist of a minimum of two interviewers, one of whom should be a member of the HR Department, or should have received interview training from the HR Department or the Training and Development Department. Notes should be taken during the interview and scoring should be undertaken during or as soon as possible after the interview.

Once the interviews have been concluded, the panel should review the interviews and the candidate with the highest score should be picked out. At this point, all interview notes should be retained by the HR Department for the period of time specified in the [Data Retention Policy – click here](#).

## Appointment Decision

At this stage, recruiting Line Managers should consult with their Head of Department for authorisation to appoint the preferred candidate. If the Head of Department is not available within the timescale necessary to make the appointment, the Line Manager should approach the next most appropriate senior manager within the Service hierarchy for authorisation.

In exceptional circumstances, the discretion is available not to appoint the interviewee with the highest score. Examples of this would be:

- when an interviewee fails a practical assessment, or when assessment scores are combined with interview scores. The highest score should be used;
- when there has been a change to the applicant's application which would have prevented their being shortlisted for interview.

## Offer of Employment

Once appointment decisions have been confirmed by Heads of Department (or above), the recruiting Line Managers will contact successful applicants to extend a conditional offer of employment; Line Managers will advise the HR Department as to whether the successful applicants have accepted their positions or not. The Line Manager should establish the provisional start date in the role with the appointee and co-ordinate with HR in order for confirmation documents to be issued.

All offers of employment will be conditional upon successful results to pre-employment checks.

If conditional offers of employment are declined or withdrawn, the Line Managers should consult with their Heads of Department (or above) for authorisation to appoint the next most suitable candidate; this will usually be the second-highest scoring individual.

Appointments made to Green Book positions will be made to the first increment of the pay grade on entry.

For the purposes of employment rights, previous service with public sector organisations identified within the Local Government Modification Order will be considered to be continuous. Appointees will contact their previous employers to request verification of their employment and their continuous service before this status is incorporated in contracts of employment.

All applicants who have participated in a selection process will be informed as to the outcome as soon as is practicable.

## Fixed-Term Contracts

All roles will be advertised as being of either a permanent or a temporary nature. Temporary or fixed-term contracts may be justified in (but not limited to) the following circumstances:

- when there is a requirement for additional or specialist skills or experience for a specific period and / or a task-oriented project that is will last for a limited period and / or is limited by funding;
- to cover absence within a department, such as long-term sickness or family-friendly leave.

Contracts offered on a fixed-term basis will be subject to the appropriate terms and conditions for the role, but will terminate on the expiry date as outlined in the offer of temporary employment. The Service may offer an extension to the fixed-term period, but this should not be expected and cannot be guaranteed.

Those individuals employed on fixed-term contracts are entitled to the same statutory rights as their colleagues on permanent contracts, and will be subject to the same policies and procedures as those on permanent contracts.

This document forms part of a suite of information covering this subject area; hyperlinks to all the documents are available by clicking back to the home page.

It is recommended that this document be reviewed on a triennial basis; however, it might require earlier revision in the light of any regulatory change which comes into effect in the interim.			
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