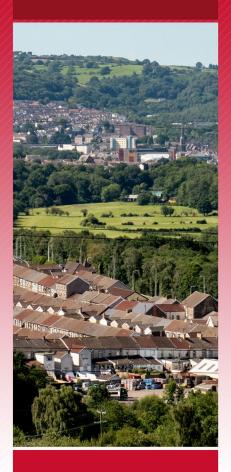


iTrent







Recruitment





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Introduction

From 3rd April 2023, the Council's online recruitment will move to the Council's HR/Payroll system – iTrent. Though there isn't a huge difference in functionality between iTrent recruitment and the Council's previous system, as iTrent recruitment is fully integrated with the core HR/Payroll there are some additional things to consider before you are able to fill a vacant position.

Full details of what's required can be found in the accompanying 'Recruitment - Advertising Process' document, which is available on RCT Source under 'guidelines and toolkits' and as a step by step video guide. The key points are:

- The position you wish to advertise must be set up in iTrent
- If the position isn't set up in iTrent then it must be established in line with the Council's Change Control procedure
- If the position is set up in iTrent it must be vacant and have sufficient budgeted hours available

As before both an advert and up to date job description/person specification are required.

Unlike the Council's previous system, when creating a vacancy managers will not be able to select items from the Council's competency framework to populate the online application form. Instead, there are 3 question sets available for each of the frameworks (administrator's framework, technical specialist framework etc) that will allow applicants to provide evidence of their suitability for the role they are applying for. These are included at the end of this document in Appendix 1.

Feedback will be sought from managers in the coming months to assess the effectiveness of these question sets in the recruitment process.

This guide will explain how to

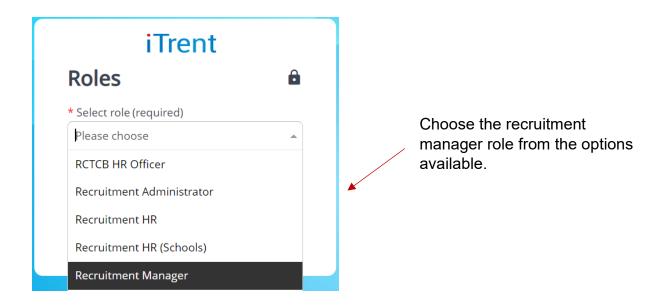
- choose the recruitment manager profile in iTrent and how to add the necessary information to allow a vacant position to be advertised using iTrent recruitment.*
- Screen applications and select candidates for interview.**
- Create interview schedules and select candidates for a job offer.**

^{*}A video guide is available here

^{**}A video guide will be available soon

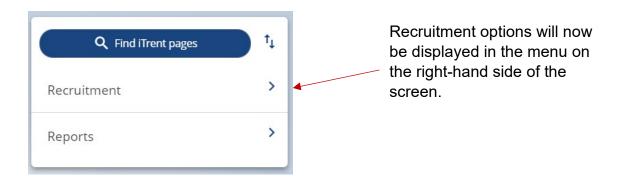
Login to iTrent and Choose Role

Recruiters will login to iTrent via the shortcut on their desktop with their network username password. If an iTrent user has more than one role attached, they are asked to choose a profile before they login. When prompted, choose the recruitment manager role from the drop-down menu:



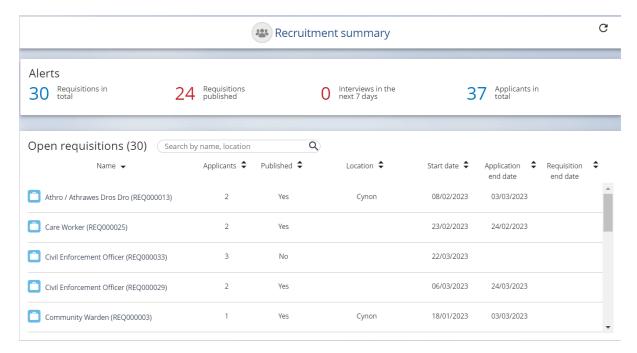
If the recruitment manager role isn't available, users should contact iTrent Admin via email (itrentadmin@rctcbc.gov.uk) to ask for this role to be added, including a network username in the email.

When logged in, users will see the usual iTrent homepage, but now with specific recruitment options available in the right-hand menu:



Complete Vacancy (Requisition) Details

Before creating a vacancy, users should ensure they have the relevant information available as described in the Introduction and have followed the steps described in the accompanying 'Recruitment - Advertising Process' document and video. Assuming these steps have been completed, clicking 'recruitment' in the menu will take users to their recruitment summary dashboard. Any previous vacancies (which iTrent refers to as requisitions) will be visible in the 'Open Requisitions' tile in the middle of the screen:



Like other areas of iTrent, users will see a series of folders and links at the bottom of the screen to access iTrent functions. The links displayed will be from the folder with the downward pointing arrow:

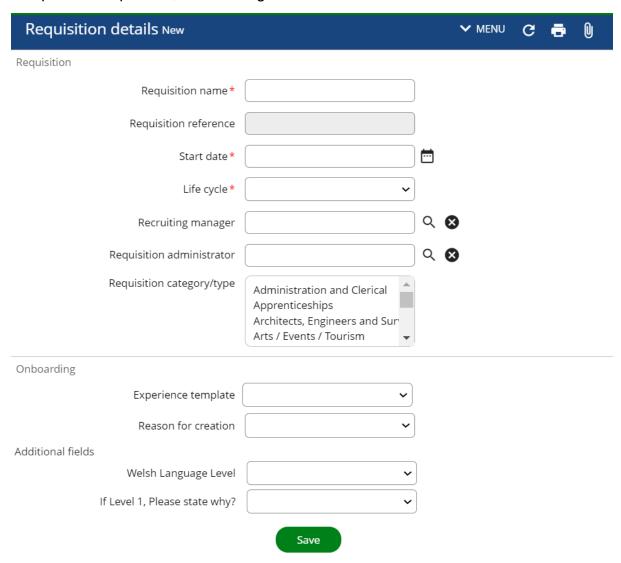


The requisitions folder should be open by default, and a vacancy (requisition) can be created by following 3 simple steps:

- 1. Enter the basic details via the New Requisition details link
- 2. Attach the vacant position (chair) to the requisition via the Attach vacancy to requisition link
- Add application form and advert details via the Select Application form and Create Advert link

Requisition Details

Click the New – Requisition details link to begin. Recruiters will see 3 sections to complete – Requisition, Onboarding and Additional Fields:



Requisition

This section requires the recruiter to enter the following items:

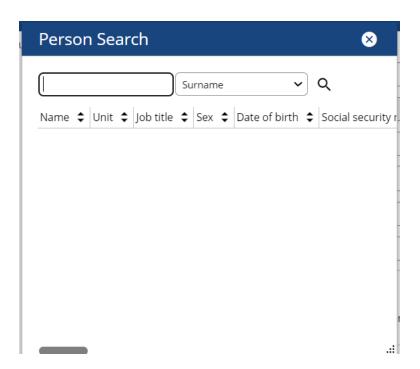
- Requisition name this will be displayed as the title of the advert to candidates
- Start date the date the advert will appear of the Council's website
- Lifecycle a lifecycle is the stages a candidate's application will move through in iTrent from the initial submission to job offer (shortlisting, first interview, offer made etc). There are 2 options available RCT – Standard which is used

for most Council vacancies and RCT – Graduate which is used for graduate and apprenticeship vacancies. Select the appropriate option for your requisition.

- The names of the recruiting manager and requisition administrator using the people search function (described below)
- Requisition category/type the description that best fits the vacancy being advertised, which is used for the job search on the website.

Using the People Search Function

Recruiters need to add the names of the recruiting manager (usually the recruiter creating the requisition) and the Requisition administrator (the HR officer who will support the recruiter during the recruitment process). To do this click the next to the appropriate field. This will open the People search menu:



Search for the person using the options in the search menu (surname is selected by default) and again click ^Q to search. Click the name of the employee to add them to the requisition.

Onboarding

The onboarding section requires two items to be entered:

Experience template – this will determine what information the successful candidate(s) see when they are made a job offer via the iTrent onboarding portal. This information includes the job offer, pension information, right to work information etc. There are templates available for Council and schools, for Council select either RCT – Standard, RCT – Standard inc. DBS or RCT – Social Care.

Reason for creation – Select the appropriate reason from the drop-down menu.

Additional Fields

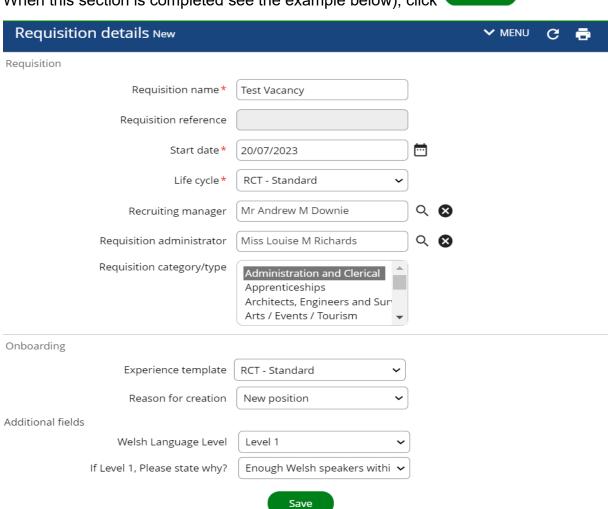
This section requires 2 items to be entered:

Welsh Language Level – the level of Welsh language ability (level 1 to level 5) required from the successful candidate. This should be found on the person specification for the role.

If level 1, please state why – If level 1 is required select the reason from the drop-down menu

Save

When this section is completed see the example below), click



At this point iTrent will generate a reference number for the requisition.

An automatically generated system email will also be sent to Human Resources to advise that there is a new requisition awaiting approval.

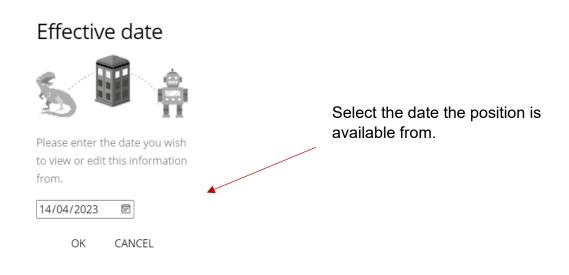
Attach Vacancy to Requisition

*You can find full details of how to search for and check post and position details in the accompanying document 'Recruitment – Advertising Process' which is available on RCT Source under 'guidelines and toolkits'.

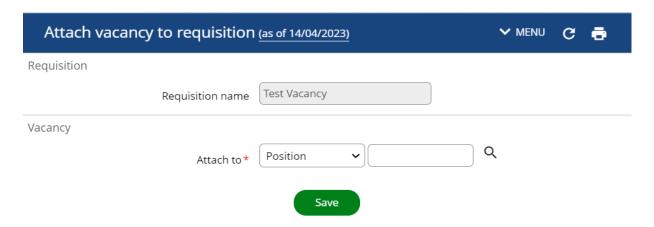
Select the 2. Add vacancy to requisition link form the menu. If the links menu isn't displayed click the button:



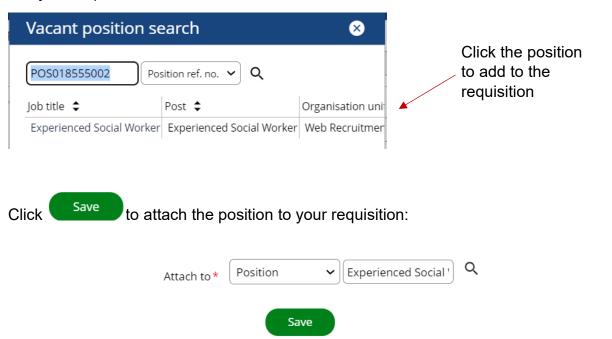
iTrent will ask you to confirm an effective date. If you know the position you want to add is vacant then use the current date. If the position will be vacant at a date in the future, such as when an employee has fulfilled their notice period, then enter that date:



Click the Q icon to search for the position:



Select position ref no. from the search options available, enter the position reference number and again click the to search for the position and click the position to add it to your requisition:



If your advert is for multiple vacant positions, repeat the process above for the other positions.

Select Application Form and Create Advert

Select Forms and complete Advert Content

Select the 3. Select Application form and Create Advert link form the menu. If the links menu isn't displayed click the button:



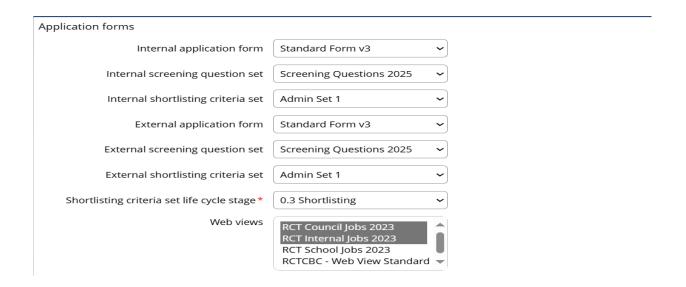
Here recruiters will select the application forms and questions candidates will complete when they apply for a vacancy, where the vacancy is to be posted and add the job advert.

There are sections for both internal and external candidates and the same options will be selected for both.

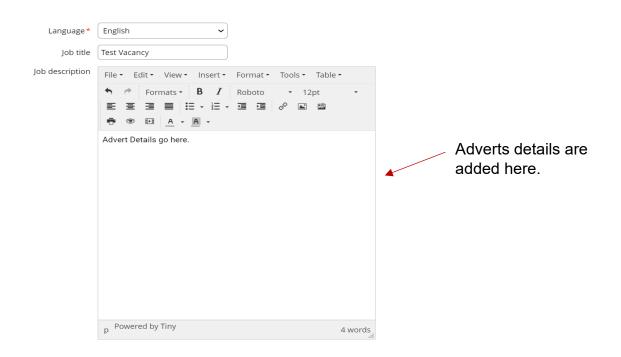
Recruiters are required to select the following:

- Application forms there are a selection of forms available, including some system forms that should not be used. Forms to be used are Standard Form, Social Care Form, Schools Form, Short Form Social Care (which is used for specific vacancies in social care) and Vision Products Form (which is used for specific vacancies based at Vision Products). The latest version of these forms is indicated by a version number (v1, v2 etc and the latest version is to be used).
- Screening questions these are questions that candidates are asked to confirm they are eligible to apply. Recruiters should select the Screening Questions 2025 option for all adverts.
- Shortlisting criteria sets these are sets of questions that have replaced the
 individual items from the Council's competency framework. Select the relevant
 set of questions from the options available. Details of the questions sets are in
 Appendix 1. If you are using the Short Form Social Care or Vision
 Products Form you will not need this option so leave the field blank.
- If you are using the shortlisting criteria sets you will also be asked to select the lifecycle stage that these are made available to recruiters for screening. Select 0.3 Shortlisting from the drop-down menu.
- Lastly, recruiters will select the web view (website) their advert will appear on.
 There are 3 options available RCT Council Jobs, RCT Internal Jobs and
 RCT School Jobs). To select more than one option e.g. both Council jobs and
 internal jobs hold down the shift key on the keyboard when clicking an item.

When completed the section will look like this:



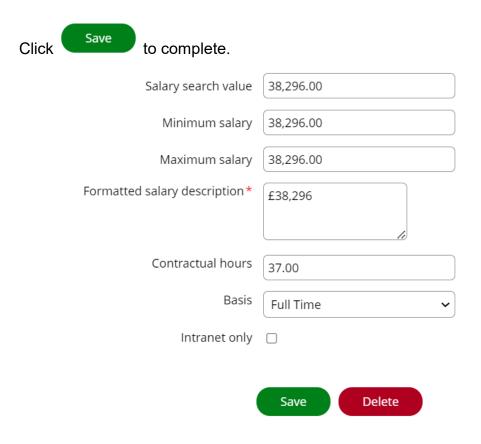
Advert details are added in the next section. The Job title will populate from the initial requisition details that have been added. The advert content can be copied and pasted here from another source, though be aware that a 'right click' of the mouse can act as a back command in iTrent so if copying and pasting content use the keyboard shortcuts instead ('ctrl c' to copy and 'ctrl v' to paste).



The final section adds details like salary, contract hours and contract type. The salary will populate from the position that has been added earlier.

The content in the Formatted salary description field will be displayed to candidates on the website so enter the relevant values here, for example:

- If the post is full time, just enter the full-time salary value for the position
- If the post is part time, enter the full-time salary value followed by 'pro rata' or enter the actual salary value if you know it
- If the post is casual, enter the hourly rate
- Also include any allowances that may be appropriate



Attach Job Description/Person Specification

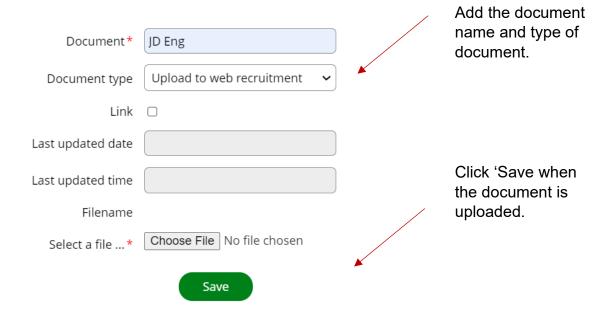
To attach the job description/person specification for your advert, click the paperclip icon on the menu bar at the top of the screen and select 'document attachments from the pop-up menu:



You will be asked to give the attachment a name and select the type of document from the drop-down menu (upload to web recruitment).

Click Choose File to upload a document from your computer to iTrent.

Click Save to upload the document:

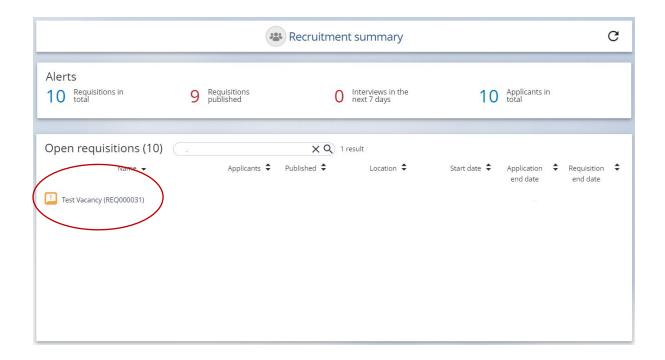


The document will now appear under 'Documents' in the left-hand menu of iTrent. To upload further documents, click New

The requisition content will be checked by HR and a recruitment administrator prior to posting. The administrator will also arrange for the content to be translated and the Welsh content to be added to iTrent.

Viewing the Requisition

To view the requisition after it's been created, select 'recruitment' from the right-hand menu of the homepage, all requisitions you have access to will be displayed on the 'open requisitions' tile in the centre of the screen:



The data in the 'Alerts' tile relates to current requisitions for the whole Council. Initially the requisition will be 'on hold', which is identified by the orange icon. This will change to blue when it has been checked and published.

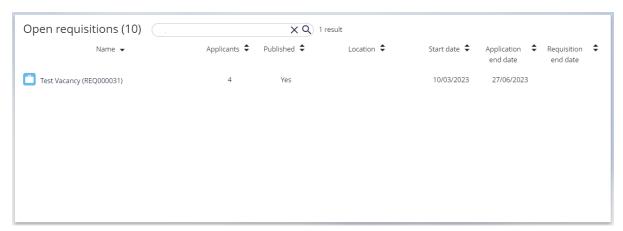
In some cases, you may need to click the refresh icon, which is on the right-hand side of the 'recruitment summary' tile:



Click on the title of the requisition to view it. If you need to amend the content or add extra information, you can access the same links as described above via the 'Requisitions' folder at the bottom of the screen:



When your requisition has been published, you will see 'yes' in the 'Published' column in the Open Requisitions tile and the 'start date' and 'application end date' columns will be populated. You will also see details of the number of applications received in the 'applicants' column.

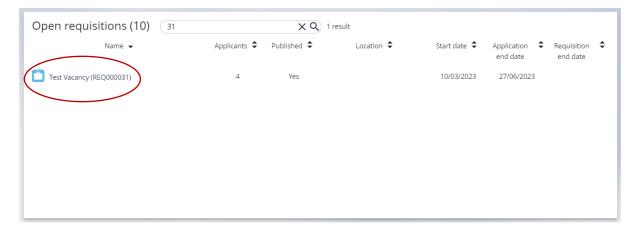


Shortlisting and Interviews

Once a requisition has been published, recruiters can view, screen and manage submitted applications in iTrent and create interview schedules for candidates to book interview slots online. Applicants also receive email communications via iTrent to update them on the status of their application, which are processed for recruiters by Human Resources.

If necessary, additional recruiters can be given access to the requisition to screen applications, this is described below.

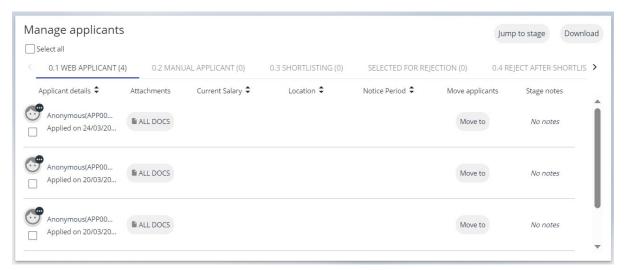
To view the requisition, select 'recruitment' from the right-hand menu of the homepage, and click the requisition you want to view from the 'Open requisitions' tile:



At the top of the screen, the 'Requisition details' tile shows basic information including numbers of applications (both submitted and pending) and the closing date. The 'recruitment' link at the top left will take you back to the recruitment dashboard:



The 'Manage applicants' tile is where you can access applicant information, application forms and change the status of the applicant:



The 'Links' tile at the bottom of the screen allows you to carry out other tasks such as viewing shortlisting questions and creating interview schedules by selecting the appropriate folder and link:

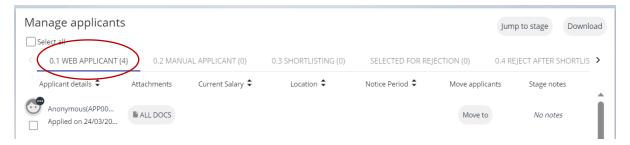


Viewing Applicant Information and Application Forms

Applicant Information

Submitted applications are accessed via the 'Manage applicants' tile. Applications are listed against their current stage in the application process and at the initial stages (i.e. prior to interview) information such as name, address, date of birth etc is

hidden from recruiters. When an application is submitted it will be listed under either 'web applicant' if it has been submitted online or 'manual applicant' if it has been submitted by post or email and uploaded to iTrent recruitment. The number of applications currently at a particular stage is also shown (4 in the example below):



As applications are at the initial stage, in place of the candidate name the iTrent displays 'Anonymous' though recruiters can see the application number which is unique to each candidate.

To view a summary of applicant information, including contact details and information about the recruitment process such as booked interviews click the

applicant name (or 'Anonymous') or the icon and select 'Applicant summary' from the pop up menu. At stages prior to interview much of the information is hidden, as in the example below:



Click the 'requisition' link at the top of the page to return to the previous page.

Application Forms

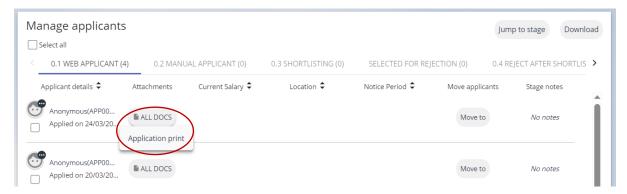
Application forms are saved in iTrent recruitment as PDF documents that can be downloaded to view either individually or in bulk. All application forms used in iTrent contain the following information:

- Qualifications and education history
- Training and/or professional memberships
- Employment history
- References
- Language skills and preferences

Application forms used for vacancies in front line social care (residential care, home care and intermediate care) and Vision Products also contain supporting information provided by the candidate. For all other vacancies this information is held separately in iTrent and this will be described in more detail below.

Downloading Individual Application Forms

To download and view an individual application form in iTrent, click the 'All Docs' button next the applicant and click 'Application print':

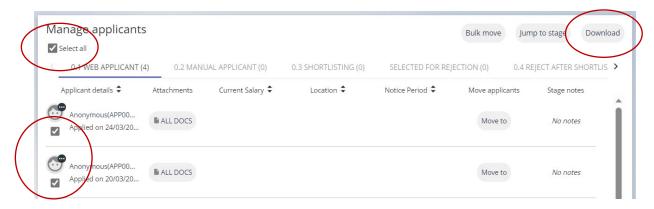


The application form will then be downloaded to the downloads folder on your device. You may also be able to access the form via a 'pop up' notification in your web browser (the example below is Microsoft Edge):

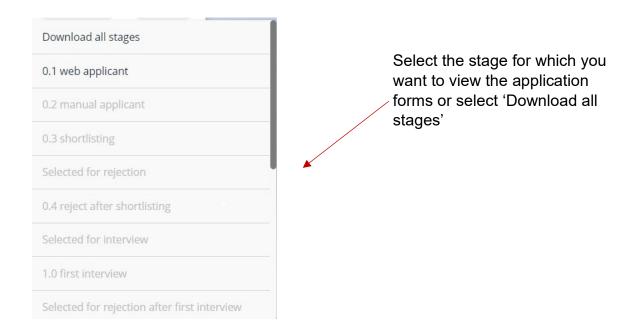


Downloading Multiple Application Forms

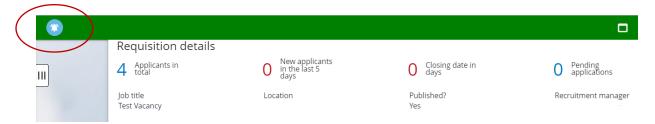
To download multiple application forms, either check the box next to the applicants whose for you want to view, or check the 'select all' box. Then click the 'Download' button to the right of the 'Manage applicants' tile:



You will be asked to select which applications forms you want to download by selecting the relevant stage of the recruitment process. In the example below all applicants are at the web applicant stage. Alternatively, select 'Download all stages' to download all applications:



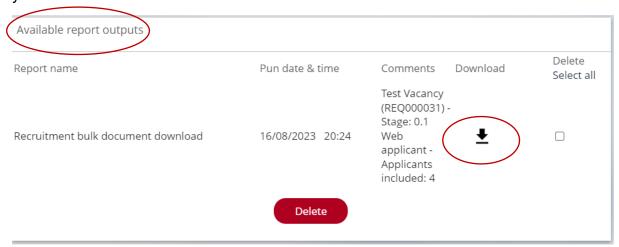
You will be asked by iTrent to confirm your choice then iTrent will prepare the forms for download. You will see a pop-up message on the screen when the report is run, and the download can be accessed by clicking the icon in the top left of the screen:



This will take you to 'Tasks and Processes'. Select the 'Processes' tab and click the arrow to the right of the screen to access the download:



Click the 'download' icon in the 'Available report output' tile to download the forms to your device:



The forms will be downloaded in a zip file, as with individual applications you may be able to access the forms via your browser:



Applicant Shortlisting

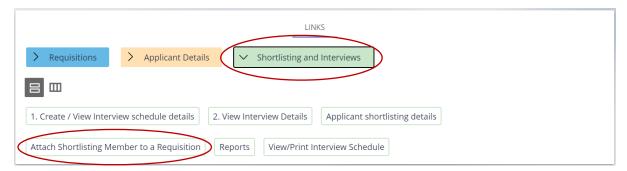
Recruiters can begin shortlisting as soon as applications are being submitted, it isn't necessary to wait until the closing date. Recruiters can also add additional iTrent users to the vacancy to assist with shortlisting. This requires the iTrent user to have an additional role, which iTrent calls a recruitment resource.

When shortlisting has been completed, recruiters move the applicants to the next relevant stage of the recruitment lifecycle ('selected for rejection' or 'selected for interview') and can also create interview schedules in iTrent for candidates to book interview slots online.

Adding Additional Recruiters to a Requisition

iTrent allows only one recruitment manager to have access to a requisition. However, a recruitment manager can add additional iTrent users to the requisition to assist with the recruitment process. When adding a user, the recruitment manager can choose what stages of the lifecycle additional recruiters have access e.g. shortlisting.

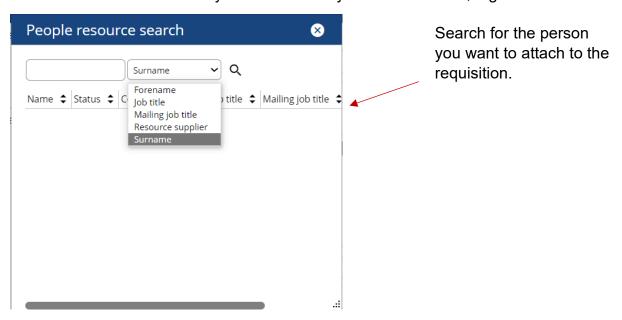
The recruitment manager should contact iTrent Admin (<u>itrentadmin@rctcbc.gov.uk</u>) to ensure that the user they wish to give access to has the recruitment resource role attached to their iTrent login. When this is done, the recruitment manager can add the recruitment resource to the requisition by clicking the 'Attach shortlisting member to a requisition' link in the 'Shortlisting and Interviews' folder:



Search for the person you want to attach to the requisition (the resource type will default to 'resource person').:

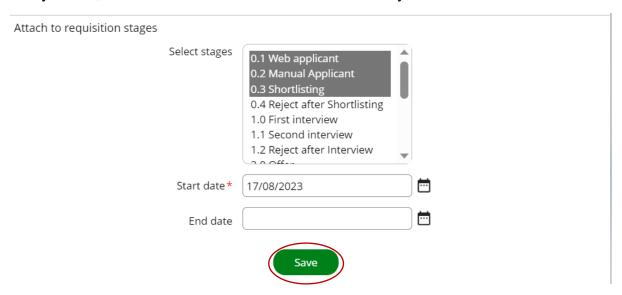


As with other areas of iTrent you can search by various methods, e.g. Surname:



Then select the stages of the lifecycle you want to give the resource person access to. In the example below the initial stages have been chosen – web applicant, manual applicant and shortlisting. You can select multiple stages by selecting 'Ctrl'

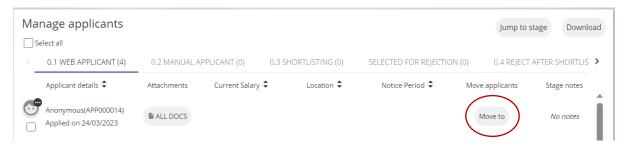
on your keyboard and clicking the stages you require. The start date will default to today's date, the end date can be left blank if necessary. Then click 'save':



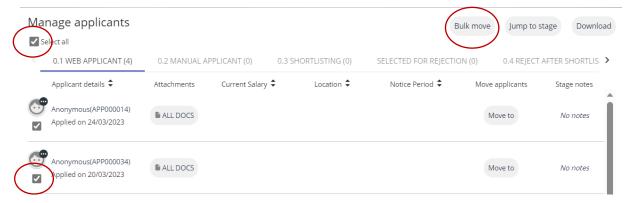
Repeat this process if you want to give access to further iTrent users.

Shortlisting – Applications without Shortlisting Questions

As mentioned above, application forms for posts in frontline social care and Vision Products also contain the supporting information from the candidate. When recruiters have completed shortlisting the candidates can be moved to the next appropriate stage of the lifecycle – 'selected for rejection' or selected for interview. As with downloading application forms this can be done individually or in bulk. To move one applicant, click the 'move to' button for the applicant you want to move, then select the appropriate stage from the pop-up list and click 'Save':



To move multiple applicants, either click the check box next to the applicants you want to move or if they are all being moved to the same stage check 'Select all' and click the 'Bulk move' button the appears on the right of the tile:

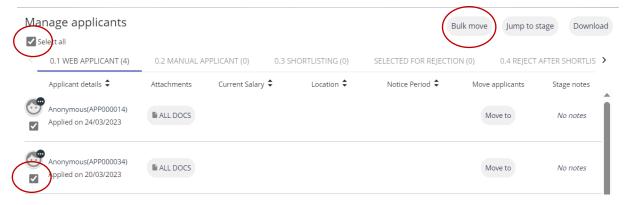


Again, select the appropriate stage from the pop-up list and click 'Save'. Recruiters can then create the interview schedule in iTrent as described below.

Shortlisting - Applications with Shortlisting Questions

For applications where shortlisting questions are used, recruiters must first move the applicants to the 'Shortlisting' stage of the lifecycle, then the responses to the shortlisting questions can be viewed and scored via the 'Shortlisting and Interviews' folder'.

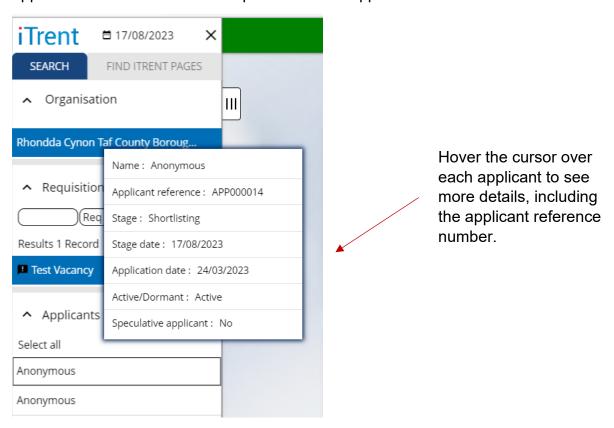
Move the applicants as described above, either individually or in bulk, this time selecting 'Shortlisting' from the pop-up menu:



When the applicants have been moved, click the 'Applicant Shortlisting Details' link in the 'Shortlisting and Interviews' folder:



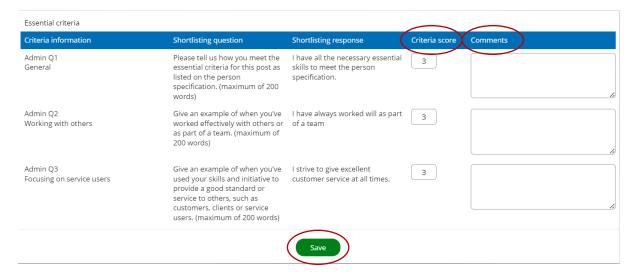
You will see a list of your applicants on the left-hand side of the screen. All are listed as 'Anonymous' however, if you hover your cursor over each you will see their applicant reference which corresponds with the application form:



Click on one of the applicants to view the responses to the shortlisting questions.

The scoring system in iTrent is set with 1 as the minimum and 3 as the maximum, which replaces not met, partially met and met that was previously used for shortlisting.

Recruiters can add their scores and comments against each question, and click 'save' when completed:



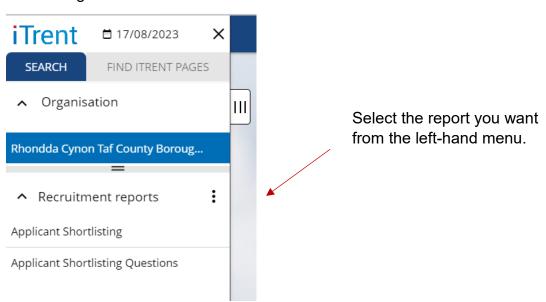
When completed, iTrent can produce a report containing all the recruiters scores for reference together with a report of all the shortlisting questions if you are sharing the questions with recruiters who are shortlisting offline.

Applicant Shortlisting Reports

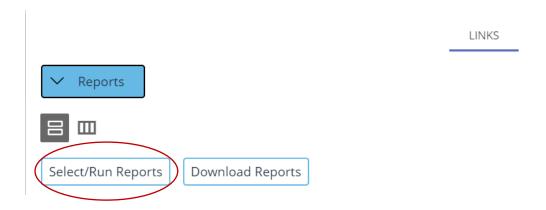
Recruiters can access shortlisting reports by clicking 'Recruitment Reports' from the homepage menu:



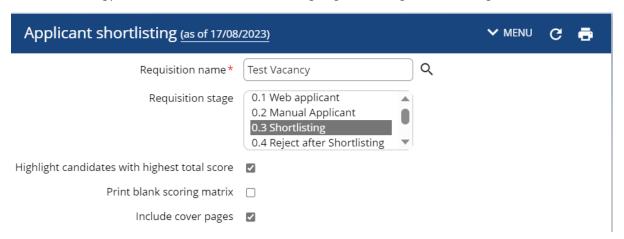
There are 2 options in the left-hand menu, 'Applicant Shortlisting' and 'Applicant Shortlisting Questions'.



Select the report you want and click the 'Select/Run Reports' link to configure your report:



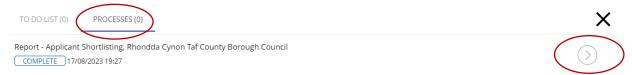
For the Applicant Shortlisting report you first search for the requisition you want to run the report for, then select the stage in the process the applicants are at (likely to be shortlisting). You can also choose to highlight the highest scoring candidates:



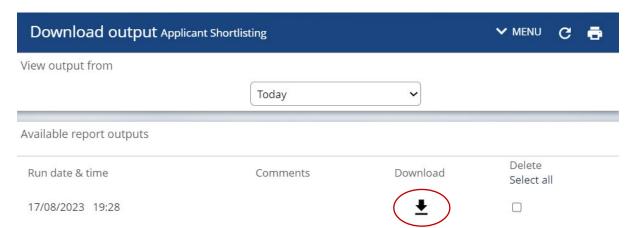
Click 'Run' and iTrent will prepare your report. You will see a pop-up message on the screen when the report is run, and the download can be accessed by clicking the icon in the top left of the screen:



This will take you to 'Tasks and Processes'. Select the 'Processes' tab and click the arrow to the right of the screen to access the download:



Click the 'download' icon in the 'Available report output' tile to download the forms to your device:



The report will be downloaded to the Downloads folder of your device, and you may also be able to access the forms via your browser:



For the Applicant Shortlisting report again search for the requisition you want to run the report for:



By default, the report is sorted in applicant order. Click 'Run' and iTrent will prepare your report. Follow the instructions above to download your report.

When recruiters have completed shortlisting the candidates can be moved to the next appropriate stage of the lifecycle – 'selected for rejection' or selected for interview. Move the candidates as described above.

Interview Schedules

Interview schedules can be created in iTrent, and candidates will be contacted via a system email and invited to book their interview slot online. To complete an interview schedule, you will need:

- An interview date and time(s)
- Interview format
- Location
- Contact details

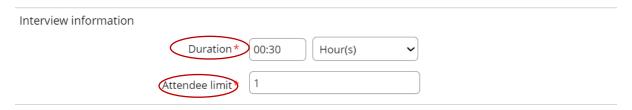
To create an interview schedule, click the 'Create/view interview schedule' from the 'Shortlisting and Interviews' folder:



Information, such as the job title and application closing date will be populated via the requisition. Select the 'Interview stage' for your interviews (First interview or Second interview) and the 'Interview booking end date' which is the last date an applicant can book their interview slot:

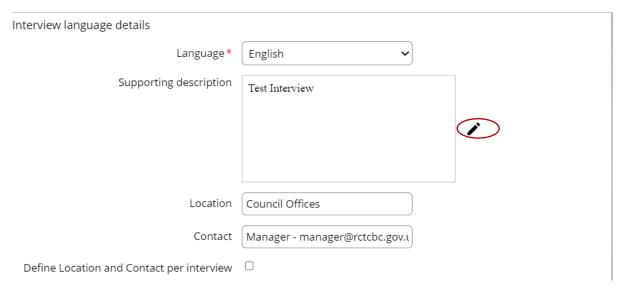


Then enter the duration of you interview, which defaults to hours. As an example, if your interviews are 30 minutes, enter 0.30. The attendee limit is the number of applicants who can book each slot, so for an individual interview enter '1':



The supporting description is information about the interview that candidates will see when they book online. You may wish to include information about the format, interview panel, who/where they report on arrival etc. To enter information here click the

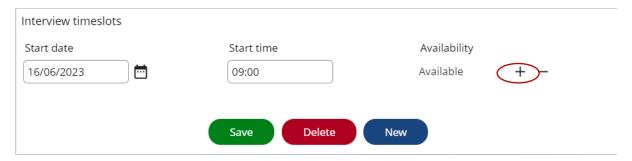
The location will be the venue for the interviews, if they are taking place online you can enter 'Microsoft Teams' here. The contact will be name and telephone/email details of an appropriate contact for the applicants should they have any queries. If these items are going to be different for each interview check 'Define location and contact per interview':



If any of the applicants have applied in Welsh, you will also need to select 'Welsh' from the language menu and also enter the relevant content in Welsh.

Also, if you'd like the interviews to take place via Microsoft Teams rather than in person you will need to send individual requests to the candidates via Outlook as this function isn't available in iTrent.

Finally add your interview slots. Use the calendar icon to select the date, enter the time for the interview slot and click + to add additional slots:



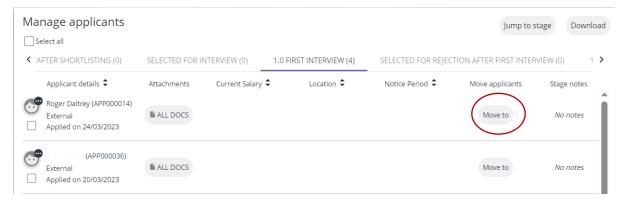
When you have entered all slots click 'Save'. Contact your HR support who will arrange for the applicants to be contacted via iTrent.

When candidates have been moved to the 'First Interview' or 'Rejected after Shortlisting' stages by HR, recruiters will be able to see more candidate details such as their name and contact details.

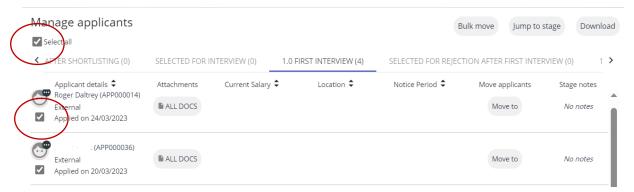
Making a Job Offer

When the interview process is complete and the successful candidate has been contacted, recruiters should then move the candidates to the appropriate stage of the lifecycle – 'selected for rejection after interview' or 'selected for offer'.

As before this can be done individually or in bulk. To move one applicant (e.g. the successful candidate), click the 'move to' button for the applicant you want to move, then select the appropriate stage from the pop-up list and click 'Save':



To move multiple applicants, either click the check box next to the applicants you want to move or if they are all being moved to the same stage check 'Select all' and click the 'Bulk move' button the appears on the right of the tile:



HR will then arrange for the unsuccessful applicants to be contacted by email via iTrent and will arrange for the successful applicant(s) to be offered the position via iTrent onboarding.

Appendix 1

Screening Question Sets

Administrators Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working with others – Give an example of when you've worked effectively with others or as part of a team. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Personal Effectiveness – Give an example of when you've suggested or implemented solutions to resolve problems or difficult situations. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Personal Effectiveness – Give an example of when you've suggested or implemented solutions to resolve problems or difficult situations. (maximum of 200 words)

Achieving Results – Give an example of how you've planned and prioritised your work and/or the work of others to meet deadlines and complete work to a high standard. (maximum of 200 words)

Ancillary Framework

Set 1

Working in a team – Give an example of when you've worked effectively with others or as part of a team (maximum of 200 words)

Commitment and reliability – Give an example of when you've 'gone the extra mile' to complete work to a high standard. (maximum of 200 words)

Health and safety – Give an example of when you ensured health and safety procedures have been followed in the workplace. (maximum of 200 words)

Set 2

Commitment and reliability – Give an example of when you've 'gone the extra mile' to complete work to a high standard. (maximum of 200 words)

Health and safety – Give an example of when you ensured health and safety procedures have been followed in the workplace. (maximum of 200 words)

Community and Social Care Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working with team members – Give an example of when you've been supportive and empathetic to colleagues in a team situation. (maximum of 200 words)

Earning service users' trust – Give an example of how you would support a service user to make their own decisions and choices. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Earning service users' trust – Give an example of how you would support a service user to make their own decisions and choices. (maximum of 200 words)

Working with change – give an example of how you've helped implement change and new ideas for the benefit of service users. (maximum of 200 words)

Achieving results – Give an example of how you've ensured resources have been used efficiently and effectively to ensure service users needs have been met. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working with change – give an example of how you've helped implement change and new ideas for the benefit of service users. (maximum of 200 words)

Achieving results – Give an example of how you've ensured resources have been used efficiently and effectively to ensure service users needs have been met. (maximum of 200 words)

Looking after services users' best interests – Give an example of how you would set up and then support a care package to ensure it meets a service user's best interests. (maximum of 200 words)

Frontline and Customer Care Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working with others – Give an example of when you've worked effectively with others or as part of a team. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Demonstrating professionalism – Give an example of when you've had to deal with/defuse a difficult situation. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Meeting customers' needs – Give an example of when you've taken responsibility for resolving a customer's query or problem. (maximum of 200 words)

Achieving results – Give an example of when you've had to prioritise tasks or rearrange your workload or that of others to ensure customer needs are met. (maximum of 200 words)

Middle Management Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working in partnerships and teams – Give an example of how you've worked effectively with internal or external partners to ensure effective delivery of service aims, goals or improvement. (maximum of 200 words)

Achieving Results – Give an example of how you've planned and prioritised your work and/or the work of others to meet deadlines and overcome problems to complete work to a high standard. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working in partnerships and teams – Give an example of how you've worked effectively with internal or external partners to ensure effective delivery of service aims, goals or improvement. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Achieving Results – Give an example of how you've planned and prioritised your work and/or the work of others to meet deadlines and overcome problems to complete work to a high standard. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Managing resources – Give an example of when you've utilised available resources to provide the best quality of service and achieve best value. (maximum of 200 words)

Achieving Results – Give an example of how you've planned and prioritised your work and/or the work of others to meet deadlines and overcome problems to complete work to a high standard. (maximum of 200 words)

Managing change – Give an example of how you've implemented or delivered service change whilst supporting team members and colleagues. (maximum of 200 words)

Skilled Manual Worker Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working in a team – Give an example of when you've worked effectively with others or as part of a team. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working in a team – Give an example of when you've worked effectively with others or as part of a team. (maximum of 200 words)

Commitment and reliability – Give an example of when you've 'gone the extra mile' to complete work to a high standard. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Commitment and reliability – Give an example of when you've 'gone the extra mile' to complete work to a high standard. (maximum of 200 words)

Working with service users – Give an example of when you've had to be respectful and sensitive when dealing with service users. (maximum of 200 words)

Health and safety – Give an example of when you ensured health and safety procedures have been followed in the workplace. (maximum of 200 words)

Strategic Management Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working in partnerships and teams – Give an example of how you've worked effectively with internal or external partners to ensure effective delivery of service aims, goals or improvement. (maximum of 200 words)

Managing resources – Give an example of when you've utilised available resources to provide the best quality of service and achieve best value for a department or organisation. (maximum of 200 words)

Leading change – Give an example of how you've instigated or implemented change to a service or organisation. (maximum of 200 words)

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Managing resources – Give an example of when you've utilised available resources to provide the best quality of service and achieve best value for a department or organisation. (maximum of 200 words)

Leading change – Give an example of how you've instigated or implemented change to a service or organisation. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Managing resources – Give an example of when you've utilised available resources to provide the best quality of service and achieve best value for a department or organisation. (maximum of 200 words)

Leading change – Give an example of how you've instigated or implemented change to a service or organisation. (maximum of 200 words)

Working strategically – Give an example of how you've devised or implemented policies and procedures that have had an impact on an organisation at a strategic level. (maximum of 200 words)

Supervisor Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working as a team member – Give an example of when you've worked effectively with others or as part of a team. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Working as a team member – Give an example of when you've worked effectively with others or as part of a team. (maximum of 200 words)

Focusing on service users – Give an example of when you've used your skills and initiative to provide a good standard or service to others, such as customers, clients or service users. (maximum of 200 words)

Leading and motivating – Give an example of when you've been able to motivate and inspire others in a team setting. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Leading and motivating – Give an example of when you've been able to motivate and inspire others in a team setting. (maximum of 200 words)

Achieving Results – Give an example of how you've planned and prioritised your work and the work of others to meet deadlines and complete work to a high standard. (maximum of 200 words)

Incorporating change – Give an example of how you've responded positively to change while supporting colleagues or team members. (maximum of 200 words)

Technical, Specialist and Professional Framework

Set 1

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Team Working – Give an example of how you have worked positively and effectively with others, whether as a member of a team or when working with external contacts or partners. (maximum of 200 words)

Service users – Give an example of when you have used your knowledge and expertise to provide the best possible solutions or raise the standard of service provided to contacts or customers. (maximum of 200 words)

Set 2

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Service users – Give an example of when you have used your knowledge and expertise to provide the best possible solutions or raise the standard of service provided to contacts or customers. (maximum of 200 words)

Change – Give an example of how you've been able to implement or adapt to new ways of working. (maximum of 200 words)

Results – Give an example of how you've managed tasks and projects effectively to meet operational targets and deadlines. (maximum of 200 words)

Set 3

General – Please tell us how you meet the essential criteria for this post as listed on the person specification. (maximum of 200 words)

Change – Give an example of how you've been able to implement or adapt to new ways of working. (maximum of 200 words)

Results – Give an example of how you've managed tasks and projects effectively to meet operational targets and deadlines. (maximum of 200 words)

Resources – Give an example of how you have been able to provide the best possible service to customers or contacts whilst ensuring available resources have been used efficiently and effectively. (maximum of 200 words)