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Welsh Government



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Penderfyniadau Cynllunio
ac Amgylchedd **Cymru**
Planning & Environment
Decisions **Wales**



Planning Inspector Recruitment Pack

January 2026



Thank you for your interest in working with us at Planning and Environment Decisions Wales (PEDW).

Having been established in October 2021, PEDW is still a relatively young organisation but we had great foundations having transferred most of our colleagues from the former Wales Directorate of the Planning Inspectorate for England and Wales, who brought their invaluable years of experience and knowledge. There is still work to do in delivering the level of service we want to. We have been recruiting new staff and supporting new and existing colleagues to achieve our shared goal of delivering quality and timely planning and environmental decisions on behalf of the Welsh Ministers. We would love you to join us.

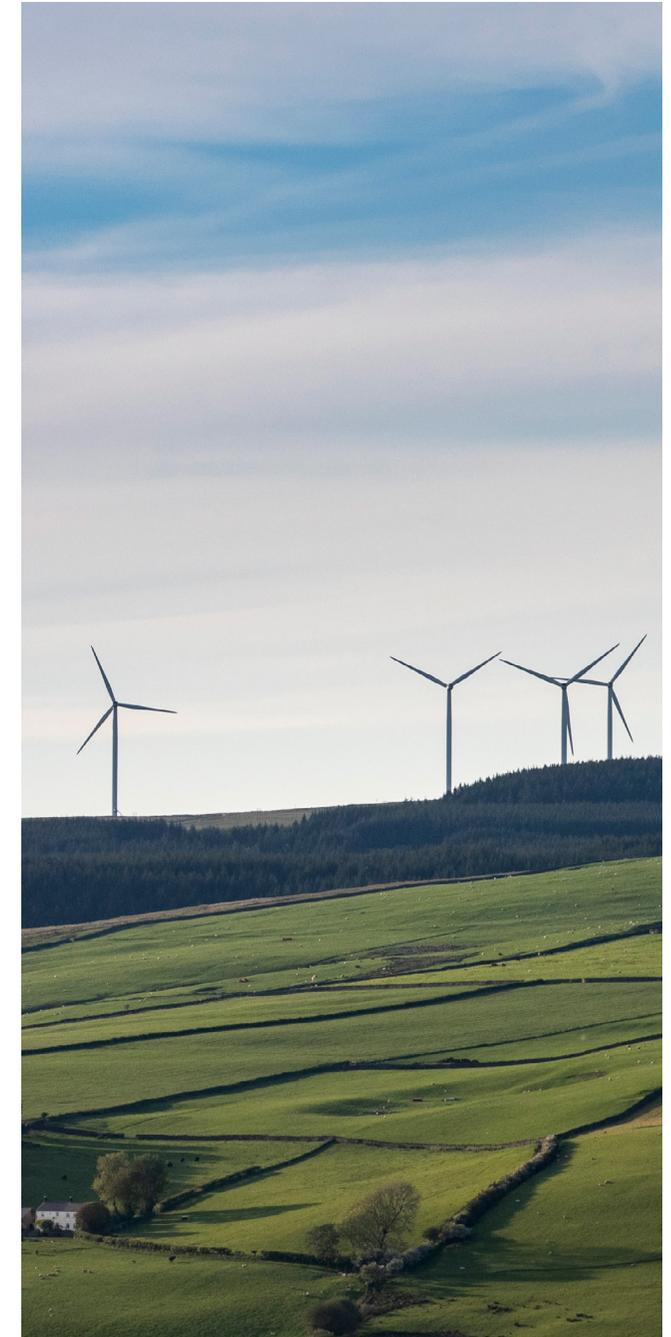
When I joined PEDW in March 2022 I received a warm welcome from the whole team, who I discovered were dedicated, fair, open and extremely professional in everything they do. We benefit from being part of the wider Welsh Government, sitting within the Corporate Services and Inspectorates Group. We are wholly separate from Welsh Government's Planning Directorate and other client departments who set the policy and legislative agenda for our casework to ensure our impartiality and independence is unfettered.

We have a strong commitment to investing in people and as a Planning Inspector in PEDW you can expect to be supported in your training and development, your wellbeing, and your professional growth.

You will work mostly from home, but you will have regular contact with the rest of the PEDW team including our quarterly Inspector Group Meetings where we get together at various locations across Wales for training and development as well as team building and socialising. PEDW's operational team offer fantastic support to our Planning Inspectors so that you can focus on the main job of making decisions. You can also rely on a supportive and approachable Leadership Team, including your Planning Inspector Manager who will give you professional and technical advice on your casework when needed.

I can honestly say I love working for PEDW, as I am sure you will. I look forward to growing our team of Planning Inspectors to respond to the growing demand for our services and I hope you want to be part of that journey. If you do, then this pack will tell you everything you need to know about what it's like to be a Planning Inspector at PEDW and how to apply.

Vicky Robinson, Chief Planning Inspector



Introduction

This recruitment pack provides information for anyone interested in a career as a Planning Inspector at Planning and Environment Decisions Wales (PEDW). It introduces PEDW and the work that we do on behalf of the Welsh Ministers. It describes the role of a Planning Inspector at PEDW and it sets out what support you can expect from us at the start, during your probation period and beyond. Finally it gives information about applying for a Planning Inspector role at PEDW with some key tips for success.

Most Planning Inspectors join and stay in the job for many years. They find it a challenging yet rewarding career and have high levels of pride and job satisfaction from their work. In a recent poll of PEDW Planning Inspectors 93% said they would recommend the job to others. In our most recent People Survey, PEDW scored consistently higher than Civil Service benchmarks with 95% of PEDW staff responding positively to questions about their work and 98% positive about their purpose.

It is an exciting job opportunity for anyone with the relevant knowledge, experience and skills. We are looking for the very best to come and join us and this pack will help you to demonstrate if that's you.

► Who are PEDW and what do we do?

The efficient operation of the planning system is integral to the delivery of the Welsh Government's Programme for Government 2021 to 2026.

Through processing applications for infrastructure projects, planning and other environmental casework and examining Local Development Plans and Strategic Development Plans, PEDW will be instrumental in meeting the Welsh Government's objectives of: building a stronger, greener economy as we make maximum progress towards decarbonisation; addressing the climate change and nature emergency; and making our cities, towns and villages even better places to live and work.

PEDW's overarching ambition is:

'To deal with casework in a timely, fair, impartial, and open way to deliver for our stakeholders and enable good planning outcomes.'

We manage casework relating to the development and use of land in the public interest including:

- Planning and enforcement appeals
- Applications for Developments of National Significance (DNS)
- Examination of Strategic and Local Development Plans (SDPs and LDPs)
- Planning applications called in for determination by the Welsh Ministers
- Environmental licensing and permitting appeals
- Compulsory purchase orders

- Sustainable drainage systems appeals
- Common land
- Rights of way.

PEDW is committed to supporting sustainable development by providing an open, fair and impartial service that meets the needs of all our customers and plays an important role within the planning service in Wales.

We also work collaboratively with other people and organisations to deliver services. When working collaboratively we will always ensure our professionalism and impartiality is maintained to ensure that all stakeholders can be assured of the quality and integrity of our decisions. Everything we do touches on people's lives and we take pride in treating everyone fairly, maintaining our independence and impartiality and doing everything well.

We have considerable experience in appeal procedures and, through Inspector decisions and recommendations, implementing local and national policy. It is not PEDW's place to question the aim of policy. However, PEDW may advise its client divisions and those wishing to introduce appeal procedures relevant to PEDW's function, on the effectiveness of any new or change to policies or procedures they are considering.

PEDW representatives work directly with local authority officers and elected members to assist them in achieving the adoption of Strategic and Local Development Plans and in training and upskilling local government members and officers in decision making.

PEDW has a team of 71 staff and our structure is shown overleaf.

The Chief Planning Inspector is responsible for the overall leadership and management of PEDW, ensuring that it is effective and fit for purpose. This includes leadership on both operational and professional matters. They are supported by the Deputy Chief Planning Inspector who also provides strategic oversight for PEDW's knowledge function and the Planning and Environment Team.

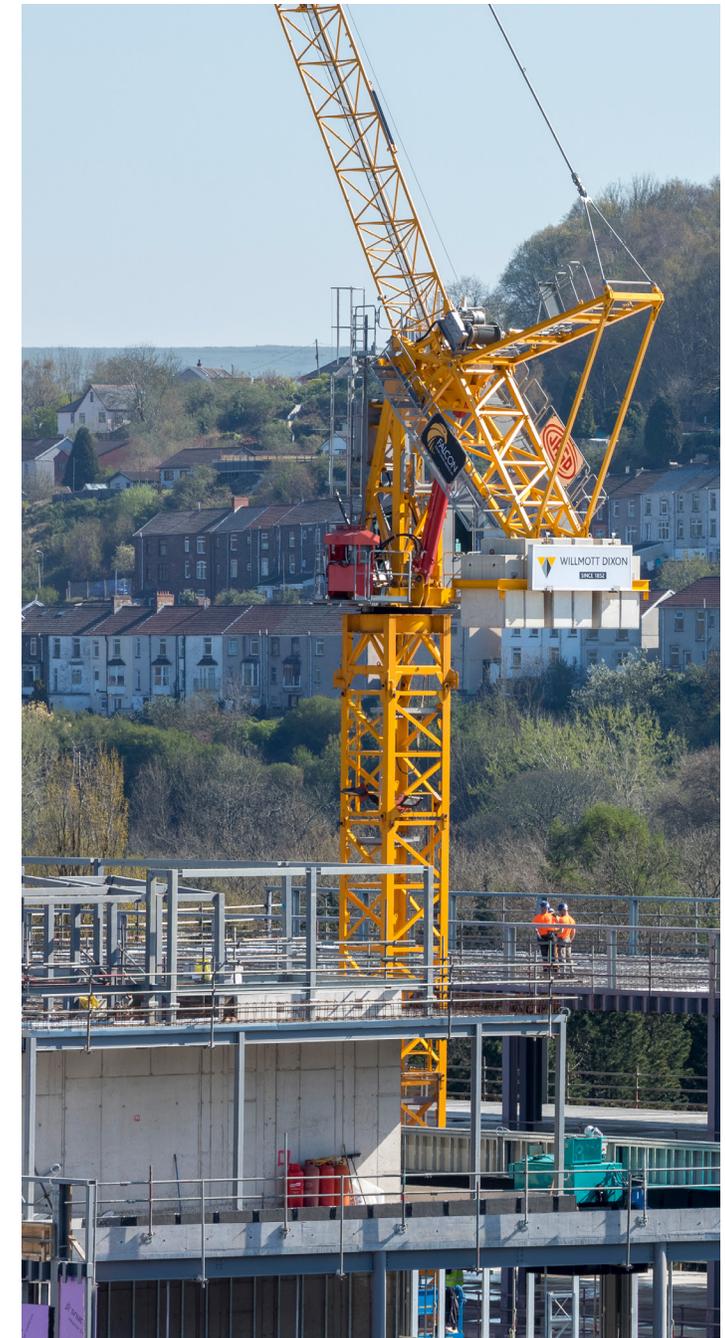
Our three Inspector Groups are led by Planning Inspector Managers and these teams are responsible for preparing reports for, and making decisions on behalf of Welsh Ministers.

The Planning and Environment Team support Planning Inspectors on major casework like DNS and LDP Examinations as well as undertaking certain case work and providing advice in relation to specialist matters such as Environmental Impact Assessment. The Infrastructure Consenting Team manage applications for Developments of National Significance and are responsible for the effective implementation of the infrastructure consenting regime within PEDW's remit.

The Operational Lead provides strategic oversight of the Business Support and Administration functions of PEDW. The 'Inspector Scheduling' Officers allocate casework to the Inspectors in a timely and efficient manner and liaise with stakeholders to organise Hearings and Inquiries. The casework and business support teams are responsible for receiving, registering, validating and starting appeals and reviewing and issuing decisions and reports. The Business Support Team are also responsible for finance and other back-office and customer support functions.

“Working as a Planning Inspector in Wales is great. Although we work independently, the supportive nature of the PEDW team means that you never feel isolated. The work is challenging but rewarding, with fantastic opportunities to gain new skills in certain types of casework as your career progresses. The flexible working policy has also helped me to achieve the work/life balance I had always sought!”

Paul Selby, Planning Inspector



The Role of a Planning Inspector at PEDW

Planning Inspectors are examiners and decision makers of a large variety of planning and environmental casework across the whole of Wales. They act on behalf of the Welsh Ministers.

Inspectors have a quasi-judicial role in shaping the built environment, arbitrating in disputes on land use and environmental matters. Inspectors are independent tribunals; their decisions are binding and can only be overturned in the High Court. They also make recommendations to Ministers on cases which are recovered for Ministerial decision. Inspectors are, and must be seen to be, independent and impartial.

Whilst PEDW provides ongoing training, knowledge, guidance, mentoring and other quality assurance measures, Inspectors work alone and without direction from others. It is the Inspector who makes the decision, not PEDW, and they are responsible for that decision, or in the case of Ministerial decisions the report recommendation. Therefore, Inspectors need to be confident decision makers, methodical in their approach to casework and resilient when working independently. Being well organised with an eye for detail are valuable attributes.

In PEDW Planning Inspectors can work across our full range of casework, depending on their experience and skillset. Our main work includes:

Appeals – ranging from household extensions, tree preservation orders, enforcement notices, up to large housing or commercial developments.

Examinations – Inspectors examine Strategic and Local Development Plans prepared by the 25 Local Planning Authorities in Wales.

Applications – Inspectors consider applications for Developments of National Significance, such as wind and solar farms and other applications recovered for decision by the Welsh Ministers.

At PEDW Planning Inspectors start with us handling a wide-range of written representation casework. Through a programme of training, they learn the skills to conduct hearings and gradually transition to more complex cases. Once Inspectors have gained significant experience they will undertake a wide range of casework with more complex issues and will conduct public inquiries. You may be assigned to undertake examinations for Local Development Plans or applications for Developments of National Significance. Over time, you will develop the knowledge and skills to deal with other specialist or complex casework.

“Having been a Planning Inspector for over 20 years I can safely say that in PEDW you will have access to very high standards of training and learning, ample opportunities for personal and professional development, a diverse range of casework, and an exceptionally friendly and collaborative team across all levels.”

Penny Davies, Planning Inspector

Once through initial training and probation, Planning Inspectors will usually be appointed as a ‘Subject Lead’ for a topic area. Subject Leads are responsible for: keeping abreast of policy and caselaw changes of relevance; alerting others to matters relating to their subject area which may impact on decision-making; reviewing our Inspector Training Manual (ITM) for their subject; delivering training relevant to the subject area if required; and, ensuring that templates relevant to the subject area are up to date. Additional time is allocated for these tasks.

► A week in the life of a Planning Inspector at PEDW

There probably is no such a thing as a typical week for a Planning Inspector given the range of their work and the flexibility around where and how it is completed. We have inspectors working from home in urban and rural areas, across the whole of Wales and some just beyond Offa's Dyke. Some work full-time, some part-week and some part-year.

Some days you may decide to start work early, or to work late, in order to fit in a bike ride, to meet a friend for coffee or to go to the gym during the day. If you have children, you may enjoy the school run or attending daytime events such as sports days or assemblies. If your partner is at home during the day, you may enjoy being able to spend more time with them. So long as you deliver your work to the required quality and timeliness standards, when and how you work is largely up to you. But you will always have the support and assistance of colleagues when you need it.

In general terms, when undertaking everyday written representation cases, your day-to-day experience could be something like that set out below (part-time inspectors would follow a similar pattern but with fewer cases over fewer days). If you were conducting a public hearing your week would, instead, be taken up with preparing for and holding the event, followed by writing up your decision.

Monday

Prepare for your site visits. Read all of the written evidence for each appeal. This is provided by the appellant, the local planning authority and by any interested local residents and/or groups. What are the main issues you will need to consider? What additional factors are important for the appellant, the local planning authority and any neighbours? What will you need to look at on site? Plan your route between the sites. Will you drive or combine public transport with a walk or cycle?

Tuesday

Site visits. Travel to the sites to put the written evidence into context. You may be visiting somebody's back garden to consider proposals for an extension; walking up and down a high street to consider changes to a takeaway's opening hours; or looking around a village to consider a scheme for a new dwelling or two. Sometimes you will meet the appellant, their representative and/or someone from the local planning authority. Make sure you see everything you need to – and take careful notes of what you see.

We have a buddy system in place for you to check-in and stay safe on site. Enjoy getting to see a different part of the country. Find somewhere decent for lunch and to take a comfort break. If the weather looks bad, remember your waterproofs; you could be outside for a while. PEDW will provide you with all necessary PPE.

Wednesday – Friday

Decision-writing. With the benefit of your site visit notes, in addition to the evidence you have already reviewed, write your decisions. You may call your manager or another colleague with any queries or problems, or just to have a chat.

Once completed, send your decisions to be despatched (or, while you are in training, to be reviewed by one of our readers). Complete any administration and catch up on professional and organisational updates.

The weekend

Take the days off. Turn off all of your IT kit, hide your smartphone and take a well-earned break, to be ready for next week.

► **What does it take to be an inspector?**

You need to be self-confident, self-motivated and self-reliant, with the ability to make independent decisions, to work alone and to travel widely across Wales. You will also interact regularly with the public, planning professionals and your colleagues.

You will need the ability to:

- analyse and recall large amounts of information, evidence and argument;
- write clearly, accurately and concisely in order to reach logical, convincing, well-reasoned and evidence-based conclusions;
- conduct fair and inclusive public events, (these could be virtual or ‘in person’) with authority, involving those holding conflicting views about development proposals;
- interact sensitively and empathetically with a diverse range of people;
- manage time effectively to ensure decisions are issued within expected timescales; and
- use digital tools to support your work.

► **Starting at PEDW – what training and support you can expect during your probation period and beyond**

We usually recruit several Planning Inspectors together and coordinate start dates so that you are part of a cohort who are trained together and can support each other throughout the early weeks and beyond. You also have the opportunity to have a Mentor who will be an experienced member of the team there to support your professional development, aside from your line manager and other support outlined below.

“As a recently appointed Planning Inspector my initial training was second to none. I have been fully supported throughout the process of learning to become an Inspector and am thoroughly enjoying the new challenge and the new perspective of the planning system in Wales.”

Helen Smith, Planning Inspector



You will benefit from an initial induction covering the basics of what you need to know about being a Planning Inspector at PEDW, a Welsh Government employee and a Civil Servant. You will then embark on several weeks intensive training to learn the essential skills of being a Planning Inspector. This will cover analysis of evidence, preparation for and undertaking site visits, our approach to decision making and writing decisions. We also cover core topics, typical of our casework and how to handle them. Training is mostly provided by the PEDW Leadership Team and other experienced Planning Inspectors, who are always keen to share their expertise and offer valuable insight into the role.

We will introduce you to our Inspector Training Manual which is a hugely valuable resource. It is continuously updated to provide ongoing advice to all Inspectors about how to approach our casework, including caselaw and policy updates and where to look for more information about issues we can face.

Following this initial training you will be allocated your first cases which will be entry level casework. As an 'Inspector in Training' you will only undertake written representation work (rather than Hearings or Inquiries) for your first year or so in PEDW.

You will have an initial probation period during which time your decisions will be 'read' by another experienced Inspector to ensure they meet our exacting quality standards and are fit to be issued. You will be given detailed feedback and support as you develop your skills and progress to increase the volume and complexity of casework you handle.

“As a new Inspector, the initial training and very warm welcome I received from PEDW was extremely positive. My colleagues are very approachable and only too happy to offer support on specific queries, within a sociable and efficient team environment. A great career move.”

Richard James, Planning Inspector

Your future progression with casework will depend on your individual circumstances and the business' needs. You would gradually take on more complex case work and be trained in other specialist casework as necessary. Throughout your progression you would be fully trained and supported by your line manager, mentor, reader and the rest of the PEDW team to help you reach your potential.

The range of casework in PEDW means we are usually able to tailor Inspector progression to meet individual interests and strengths. Whilst it is possible for our Planning Inspectors to undertake the full range of casework we process, including planning and enforcement appeals, Developments of National Significance (DNS), Strategic and Local Development Plan (LDP) Examinations and other specialist casework, most of our Inspectors undertake work in areas where they have a particular interest or specialism. Some relish enforcement appeals, whilst others enjoy examining LDPs. We are fortunate to have enough strength and depth across the team to match our casework to individual strengths and interests.

► **Benefits of Working for PEDW and Welsh Government**

At PEDW all Planning Inspectors are employed at Grade 7. We offer competitive salaries to Planning Inspectors with annual incremental progression between pay points up to the top of the grade in addition to annual pay awards:

Grade 7

	April 2025	With RRA (where applicable)
Point 1	£61,098	£67,805
Point 2	£64,540	£71,247
Point 3	£68,003	£74,710
Point 4	£73,057	£79,764

The Welsh Government will reimburse your costs of membership fees and subscriptions to professional bodies as a requirement for the role you hold (e.g. MRTPI).

► **Recruitment and Retention Allowance (RRA)**

The post of Planning Inspector has a Recruitment and Retention Allowance attached to it. An additional Recruitment and Retention Allowance (RRA) of £6, 707 (for 2025-26 which increases in line with pay awards annually) **may** be paid for **trained and experienced individuals who demonstrate that they fully meet the following proficiency levels and eligibility requirements:**

- an Inspector who is **undertaking the full range of casework**; including DNS/SIP applications, LDP examinations, complex Hearing and Inquiry work or Quality Assurance and training of new Inspectors.

Key identifiable experience and duties include:

- Conduct the most complex examinations, appeals, and inquiries and lead public events, as an individual Inspector or Panel Chair/lead Inspector, to the required standards and deadlines.
- When acting as panel lead, coordinate contributions from colleagues, providing leadership and management oversight.
- Contribute to and support wider organisational initiatives and projects to enable the organisation to meet its operational and strategic aims.

- Contribute to the development of new ways of working, systems or processes which would improve performance, service delivery and customer satisfaction and contribute to continuous improvement.
- Support the development of other Inspectors through coaching and mentoring, and the quality assurance of reports and decisions.

Eligibility for the RRA will be discussed with successful individuals following completion of the recruitment process, and at the point that an offer of employment is made depending on skills, knowledge and directly relevant experience.

The RRA is **non-contractual** and does not form part of an individual’s terms and conditions; if an individual should leave the Planning Inspector post and remain with Welsh Government they do not retain the RRA.

The Welsh Government will reimburse employees for necessary, additional costs incurred on travel and subsistence whilst undertaking official business travel away from home, including overnight stays when necessary. You will have access to hire cars for site visits or alternatively claim for mileage undertaken in your own vehicle.

As a designated home worker you will be provided with IT equipment and furniture to enable you to work from home, as well as personal protective equipment for site visit work.

All Welsh Government staff are members of the Civil Service; Welsh Government employees are eligible for a range of benefits and schemes including:

- Civil Service Pension Scheme with generous employer contributions ranging from 26.6% to 30.3%, depending on salary.
- 31 days annual leave (pro-rata for part time) plus 8 bank and 3 privilege holidays.
- Maternity and adoption pay and leave of 26 weeks at your normal rate of pay, followed by a further 13 weeks at the statutory rate (dependent on your length of continuous service), and another 13 weeks unpaid maternity/adoption leave.
- Shared parental leave of up to 39 weeks within a year from the birth/placement of your child, (subject to eligibility).
- Co parental leave of three weeks on full pay.
- Volunteering Leave (up to 5 days).
- Training and development opportunities (professional and generic), including a selection of offers to develop Welsh Language skills.
- Cycle2Work Scheme.
- Smart Working flexible working arrangement.
- Fast and modern digital kit which utilises Windows 11 and Microsoft 365, enabling seamless working from home, connectivity and collaboration with colleagues and the wider organisation.

- Green Car Scheme (subject to availability).
- 1 hour for wellbeing per week (pro rata for part-time).
- Free, confidential Employee Assistance Programme (EAP), available 24 hours a day, 365 days a year.

Take a look at our page [Make a Difference with Us](#) to view the full range of Welsh Government Civil Service employee benefits and schemes.

If you are an active Civil Service Pension member you can continue your membership throughout your employment with us.

We have access to high quality office accommodation across Wales that Inspectors are welcome to use and offer fantastic facilities for collaborative and hybrid working.

In addition, PEDW can offer you very interesting and rewarding work due to the variety of casework we deal with across Wales. No day is like another and you will work in some of the most beautiful parts of the Country. Wales has three National Parks, which cover 20 per cent of the country's land mass, five Areas of Outstanding Natural Beauty and a number of World Heritage Sites. We have a rich landscape and widespread heritage assets which are hugely valued by our communities. At the same time Wales has a growing population and aspirations for economic growth, as well as ambitious plans for on and offshore renewable energy generation.



Therefore, the range of casework we deal with is extensive and offers Planning Inspectors a varied and interesting range of work to keep you enthused.

Our Planning Inspectors value the independence and autonomy they have in decision making whilst having support and guidance from others when needed. They take responsibility for managing their own workload and benefit from flexible home-based working arrangements.

PEDW proudly supports training and development for all our colleagues, with regular opportunities for continuous professional development throughout the year. This is provided with a range of in-house and external training resources and we ensure our Inspectors are given dedicated time during their working week to spend on professional development.

► **Applying for a Planning Inspector role at PEDW**

Not all Inspectors are town planners. Our case work requires a range of skills gained in other professions including lawyers, architects, engineers, surveyors, environmental specialists and other professions where the experience and responsibility is clearly land use based with experience of decision making or project management.

We're looking for accomplished professionals with enthusiasm, relevant skills and a commitment to public service to do an intellectually stimulating and challenging job, working for a highly regarded organisation. If you think you have the necessary skills and attributes to be a Planning Inspector we would love you to apply during our next round of recruitment.

Preferably you will have a full or chartered membership of a relevant professional body (such as RTPI, IEMA or RICS – see our candidate packs for the full list) but we will consider candidates able to demonstrate they would meet the qualifying criteria for a relevant professional body. Achieving chartered or full membership of a relevant professional body will be a condition of passing probation.

Welsh language skills are desirable but not essential for this role as PEDW provides translation services as necessary to ensure that participants can communicate with us in Welsh or English. We are currently supporting several of our Inspectors who have chosen to learn the language.

Selection for appointment to the Civil Service must be made on merit on the basis of fair and open competition:

Merit means the appointment of the best available person judged against the published criteria for the role. No one should be

appointed to a role unless they are competent to do it and the appointment must be offered to the person who would do it best.

Fair means there must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.

Open competition means that appointment opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the role and its requirements, and about the selection process. In open competitions anyone who wishes must be allowed to apply.

We welcome applications in Welsh and English. The written test, verbal test and interview can also be undertaken in Welsh or English as preferred.

Please ensure you have understood what is required of you from the advert. Before you make your application, you should carefully read the job advert and assure yourself that you can provide sufficient evidence of the criteria listed. It is worth noting that anyone who is deemed unable to provide sufficient evidence against the criteria listed in the job advert within their application, will not progress to any following stages.

More advice on making your application can be found here: www.gov.wales/welsh-government-jobs-external-candidate-recruitment-guidance-html

The recruitment panel – This will be a minimum of two people including one member of the PEDW team, usually a Planning Inspector Manager. Other panel members might be an independent panel member from elsewhere in the Welsh Government or a HR professional. They jointly score, sift and select suitable candidates throughout the various recruitment stages and have an equal say in the final appointment. As a panel member will not necessarily be planners or environmental specialists, you should clearly explain your examples and how they demonstrate the behaviours identified in the job pack.

The application form – When completing an application form you will be asked to provide information regarding your eligibility, education and employment history. You may also be asked to provide evidence, in the form of real examples, of your skills, experience and ability listed within the job advert. This is the most important part of your application form as it will be assessed by a recruitment panel.

Some candidates find it helpful to use the STAR approach when presenting evidence as it provides structure and focus to examples in both the application form and the interview:

- **Situation:** briefly describe the context and your role.
- **Task:** the specific challenge, task, or job that you faced.

- **Action:** what you did, how and why you did it.
- **Result:** the outcomes and what you achieved through your actions.

You may also be asked scenario or case-based questions.

The evidence you provide on your application – will be assessed by the recruitment panel (see assessment section below). If the panel agree that you have provided sufficient evidence against the criteria, your application will progress to the next stage.

You will be given a minimum of five working days notice for any further stages (this can be extended if you require any reasonable adjustments and need a longer timescale to be put in place). If you do not meet the required criteria at any stage, your application will not progress to the following stages. Notification of the outcomes of each stage will be issued to all candidates by email to their registered email address.

The written test – if you pass the application form sift you will be invited to undertake a written test to demonstrate your written communication skills. We will look for evidence that you can analyse and accurately interpret data to support decisions and present reasonable conclusions in a clear way, being persuasive when required.



The test will be undertaken under controlled conditions within a given time limit (i.e. a fair test environment). This usually means it will be sent to you by email at a specified time and date and you will be expected to return it by email within the specified time limit (e.g. 3 hours later).

The written test will be assessed by members of the PEDW team (usually separate from the recruitment panel) who are experienced in quality assuring our decisions. The assessment will be name-free as the assessors will not be provided with personal details and a consistent methodology will be used to score the tests.

Anyone who does not meet the minimum standard in the written test will be sifted out and not invited to the next stage in the recruitment process. The score achieved in the written test will count towards the overall score for selection of the successful candidate.

The verbal test – if you pass the initial sift and written test you will usually be invited to prepare a short presentation to give to the interview panel and will be given the topic in advance. You must stick to the time limit given (usually 10 minutes), so test yourself beforehand. The presentation should be given without power point or other visual aids.

It is important that you demonstrate you have understood the brief and prepared a relevant presentation, but the most important thing is to use this as an opportunity to demonstrate your verbal communication skills in a pressured situation. Imagine how a Planning Inspector is expected to present themselves in an appeal Hearing or Inquiry and aim for that. We will look for evidence that you can communicate with others in a clear, honest and enthusiastic way in order to build trust, explain complex issues in a way that is easy to understand with clarity and sensitivity, being persuasive when required. The score achieved in the verbal test will count towards the overall score for selection of the successful candidate.

The interview – The interview will follow immediately after the verbal presentation and may consist of technical, behavioural competency questions and scenario/case-based questions to assess your suitability for the post. All candidates will receive opening Behaviour and Experience interview questions in advance, reducing anxiety and supporting inclusion. The interview panel may choose to share opening Technical questions in advance also, however, this is at their discretion but a consistent approach will be applied for all candidates.

You will be interviewed by the panel either in person or virtually. Sometimes the interview may be observed by another person who is not part of the panel and will not play a part in the selection process – if that is the case it will be made clear at the start.

Candidates are welcome to use notes in the interview, but these should be 1-2 prompt cards/1 page of bullet points/mind map. These should be for reference purposes only; candidates should not read out prepared notes.

Assessment – the Welsh Government use Success Profiles as the basis for our application and assessment process. This is a government wide approach that uses a number of different “elements” (experience, strengths, ability, technical and behaviours) to determine our selection methods. We strongly recommend that you read the guidance before starting your application: www.gov.uk/government/publications/success-profiles

Under Success Profiles, all elements other than strengths are scored on a 1-7 scale. Strengths are scored on a 1-4 scale.

► The following scoring matrix will be used to assess Behaviours, Experience, Ability and Technical criteria

1	2	3	4	5	6	7
Not demonstrated	Minimal demonstration	Moderate demonstration	Acceptable demonstration	Good demonstration	Strong demonstration	Outstanding demonstration
No positive evidence and/or substantial negative evidence demonstrated.	Limited positive evidence and/or mainly negative evidence demonstrated.	Moderate positive evidence but some negative evidence demonstrated.	Adequate positive evidence and any negative evidence would not cause concern.	Substantial positive evidence of the competency and behaviour.	Substantial positive evidence includes some evidence of exceeding expectations at this level.	The evidence provided wholly exceeds expectation at this level.

► The following scoring matrix will be used to assess Strengths

1	2	3	4
Weakness – lower engagement, lower capability, lower use	Learned behaviour – lower engagement, higher capability, some use	Potential strength – higher engagement, some capability, some use	Strength – higher engagement, higher capability, higher use
A weakness is defined as a behaviour someone does not enjoy doing, and lacks ability to do. Signs of a weakness include a poor response, lack of engagement, going off topic or other displacement activity.	A learned behaviour is what someone can do well/effectively, however they find it draining – demonstrated because they believe it necessary, rather than through genuine preference.	A potential strength is defined as a behaviour that a candidate shows clear willingness, desire and motivation to demonstrate, and can demonstrate some capability, but may not yet be fully developed.	A strength is a combination of what someone enjoys doing and what they're really good at. Candidates demonstrating strengths do so naturally and consistently. They are us at our peak and are easy to spot.

Application Sift – For a candidate to progress through the sift stage they must obtain a minimum score of 4 in the Behaviours, Experience, Ability and Technical areas tested.

Interview – For a candidate to be successful they must obtain a score of 4 in each area tested and a minimum score of 2 is required for each strength tested.

► Name Free Recruitment

All Welsh Government recruitment is name-free at the sift stage meaning that key personal information, including a candidate's name and address, will be concealed from the recruiting panel during the sifting process. By removing a candidate's name and other personal information, such as their nationality or the university they attended, we aim to ensure that people will be judged on merit and not on their background, race or gender. Names will be available to the panel at interview stage, but certain personal information, such as age and address, may also be concealed at interview stage if it is not relevant to assessment.

► Pre-Employment Checks

All successful candidates at external exercises will have pre-employment checks undertaken for their character, nationality, security vetting and right to work checks. Offers are conditional on successful completion and passing of these checks.

► Applying – tips for success

There's a lot of good advice in the official publications:

www.gov.uk/government/publications/success-profiles

- **Take a particularly close look at the Civil Service behaviours guidance:** We shortlist candidates based on their responses to the behaviours we've identified as being important for a role (e.g. making effective decisions) and we ask them about these same behaviours at interview.
- **Use examples rather than just making claims:** responses to behaviour questions can sometimes amount to a series of unsupported claims about how good or experienced the applicant is. We've never shortlisted or offered a job to someone who does this. We need detailed examples.

- **Think of examples of your best work that demonstrate how you meet the behaviours before you come to interview.**
- **Use the STAR (Situation, Task, Action, Result) or CAR (Context, Action, Result) model to structure your responses:** lots of people use too much space explaining the situation and task. It's much better to cover the situation and task in a short sentence or two before concentrating most of your effort on a detailed explanation of what you personally did to tackle the challenge. Explain as many steps as you can. Note the result in a sentence.
- **Stick to one example per behaviour:** there's only really enough space to explain one example fully. If you end up giving more than one example, it's a sign that you probably haven't given enough detail on your best example.
- **Use 'I' rather than 'we':** a relatively common mistake is candidates using 'we' rather than 'I'. This makes it difficult to know what you personally did to tackle the challenge you're describing. It's much safer to stick with 'I'.
- **Don't assume we know what you've achieved because of your previous job roles or experience** – you will need to spell it out to us if you want to demonstrate you have the necessary skills, knowledge or experience.

Contact Us:

For more information on working for PEDW please contact PEDW.CPI@gov.wales or call 0300 025 1293