INFORMATION FOR APPLICANTS

Trainee Forensic Psychologist

Pack includes:- advert; job description; person specification; guidance for candidates

The Probation Board for Northern Ireland
is an Equal Opportunity Employer

PNI – “Changing Lives for Safer Communities”
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Background

The Probation Board is a Non-Departmental Public Body (NDPB) sponsored by the Department of Justice; its statutory responsibilities are set out in the Probation Board (NI) Order 1982.

The Probation Board for Northern Ireland has approximately 400 staff working across 24 sites throughout Northern Ireland and the estimated budget expenditure for 2015-16 is £17m.

The mandatory functions of the Probation Board are to:

- secure the maintenance of an adequate and efficient probation service;
- make arrangements for persons to perform work under Community Service Orders;
- provide such probation officers and other staff as the Department of Justice considers necessary to perform social welfare duties in Prisons and Young Offender Centres; and
- undertake such other duties as may be prescribed.

More recent legislation outlining Board responsibilities include the Criminal Justice (NI) Orders 1996, 2005 and 2008, while the requirements of PBNi as a designated organisation of Policing and Community Safety Partnerships are contained in the Justice Act (NI) 2011.

The main strands of our work are to:

- assess convicted offenders and annually prepare over 10,000 reports to assist decision making in the criminal justice process.
- Supervise over 4,400 offenders subject to a range of court orders and licences at any given time.
- Deliver behavioural change programmes for offenders in custody and in the community covering areas such as violent offending, sexual offending and drug and alcohol misuse.
- Provide a Victim Information Scheme to any person who has been the direct victim of criminal offence where the offender is subject to supervision by PBNi.
- Work alongside statutory and other partners to minimise the risk of harm posed by offenders.

The discretionary functions of the Board which it may enter into with the agreement of the Department of Justice are to:

- provide and maintain probation hostels and other establishments for use in connection with the supervision and assistance of offenders;
- provide and maintain bail hostels;
- make and give effect to schemes for the supervision and assistance of offenders and the prevention of crime; and
- make arrangements with voluntary organisations or any other persons (including Government Departments and public bodies) to:
  - provide and maintain such hostels and other establishments as mentioned above; and
  - give effect to schemes for the supervision and assistance of offenders and the prevention of crime.
PBNI’s organisation purpose can be described in our strapline ‘Changing Lives for Safer Communities’. Further information on PBNI may be accessed through the website www pbni org uk

The Board

Under the Probation Board (Northern Ireland) Order 1982, the Board shall consist of a Chairman, a Deputy Chairman and not less than or more than 18 other members. Membership at 31 January 2016 stood at 13 (Chairman and 12 other members). Probation is governed by the Probation Board.

The Chairman and other members of the Board are appointed by the Minister of Justice, in line with the Commissioner for Public Appointment “Guidance on Appointments to Public Bodies”. The Board Members are appointed on a fixed term of 3 years with the possibility of reappointment for a further period of 3 years. The Department of Justice determines the emoluments of the Chairman and Members.

The Board has corporate responsibility for leading and providing the strategic direction for the organisation,

The Board meets on a monthly basis to discuss and oversee matters of strategic significance, as set out in the Standing Orders and Management Statement and Financial Memorandum. On occasion it may be necessary to call a Special Board meeting. There are currently two committees of the Board, the Audit Committee and the General Purposes Committee. The Board’s Standing Orders provide for a Remuneration Committee and an Emergency Committee, meetings of which are convened as required. The committee structure of the Board is subject to review this year.
Advert

Trainee Forensic Psychologists

Salary Scale £28,500 to £31,135 (pro rata for part-time)

Current Vacancies: 2 full-time posts (37 hours per week)

Locations: Belfast and Ballymena

If a reserve list is established this will be valid for a maximum of 12 months and will be used to fill any vacancy either on a part-time or full-time basis that might arise throughout Northern Ireland.

The Probation Board for Northern Ireland (PBNI) is a non-departmental public body within the criminal justice system and is the lead statutory organisation in the management and supervision of offenders in the community in Northern Ireland. Operating across Northern Ireland through courts and with prisons it works in partnership with other organisations in the rehabilitation and resettlement of offenders.

PBNI prepares approximately 10,000 court reports each year, and at any one time supervises 4,400 offenders who are subject to court orders, including probation, community service and custody probation orders.

This is a training grade and all appointees will receive full training and supervision to work towards Chartership as a Forensic Psychologist.

Essential Criteria

Applicants must by the closing date for applications:

1. Be a Graduate Member of the British Psychological Society (BPS) with the Graduate Basis for Chartered Membership (GBC).

2. Hold a postgraduate qualification in Forensic Psychology.

3. Have a full valid driving licence and use of car or access to a form of transport which will permit the candidate to meet the travel requirements of the position in full.

Desirable Criteria

It is desirable that applicants by the closing date:

1. Have a minimum of six months forensic psychology supervised practice in a range of work relevant to that of PBNI. (Criterion may be enhanced to 12 months.)

The Probation Board for Northern Ireland is an equal opportunities employer.
Application Process

It is anticipated that interviews will take place on 11th, and 15th April 2016 some variation may be necessary.

The Board may decide to select for interview only those who appear from the information provided on application to be the most suitable.

Application forms and further details can be received by downloading application packs from www.pbni.org.uk/recruitment/vacancies or by emailing recruitment@pbni.gsi.gov.uk or by writing to Human Resources Department, 80-90 North Street, Belfast BT1 1LD.

Completed application forms to be returned either by email to recruitment@pbni.gsi.gov.uk or by post to Human Resources Department, 80-90 North Street, Belfast BT1 1LD.

Completed applications to be received not later than 4.00 pm on Wednesday, 16 March 2016.

Selection Process

Applicants will be subject to an interview process if shortlisted. It is anticipated that interviews will take place in Belfast on 11th, and 15th April 2016 some variation may occur. Location will be confirmed in invite to interview letter.

It is intended to appoint applicants as soon as possible after satisfactory references and security checks have been received. Successful applicants must provide upon request confirmation of driving licence and car insurance and qualifications. Failure to provide within the set timeframe may result in the offer of appointment being withdrawn.

Recruitment Policy & Procedures

The PBNI Recruitment Policy and Procedures may be accessed via the PBNI Website www.pbni.org.uk/recruitment

This policy should be read in conjunction with the PBNI Equal Opportunities Policy via the PBNI website www.pbni.org.uk/equalops
CONDITIONS OF SERVICE

Salary

Salary Scale £28,500 to £31,135 Maximum (Staff Officer NICS Salary Scale)

Starting pay for new entrants is normally at the minimum of the pay scale.

Location

2 posts

One post based in Belfast and the second in Ballymena

Hours of Work

The working hours of this post are 37 hours per week. In general these hours are related to a 5 day week, however, on occasions it may be necessary to work hours in excess of the above 37 per week in which case flexi time will normally apply subject to the rules around flexi leave.

Learning & Development

The Board is committed to the continued development of employees.

Performance, Attendance and Conduct

Any issues in relation to performance, attendance or conduct will be dealt with under the appropriate PBNI policy and procedure. PBNI reserves the right to dismiss an employee where there are sufficient grounds to do so.

Annual Leave

Annual leave entitlement is as follows:

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<th>Full-time</th>
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<tr>
<td>On appointment</td>
<td>25 days</td>
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<tr>
<td>After 5 years’ service</td>
<td>30 days</td>
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</tbody>
</table>

Pension

The successful applicant will automatically be entered into the NILGOSC pension scheme. This is a contributory pension scheme which currently draws a percentage of salary from the officer. You can opt out if you do not you wish to be in theNILGOSC pension scheme.
Vetting/Security Clearance

As this post involves working with children and adults in regulated activity successful candidates will be required to undergo an Enhanced Access NI disclosure with check against the barred lists. It will be decided whether any criminal record is materially relevant to the particular post. Please note that the Access NI Code of Practice and Explanatory Guide may be accessed via the web site www.nidirect.gov.uk/accessni-code-of-practice.pdf or a hard copy will be made available upon request to PBNI's HR team – contact 02890262441 or email recruitment@pbni.gsi.gov.uk.

Candidates appointed to the post will be required to undergo a Counter Terrorist Check for national security reasons in respect of work in prisons.

Extra Mural Activities

To ensure that all officers receive fair and equal treatment in respect of such matters the following procedures shall apply to all staff.

(i) Paid Employment

Where an applicant is considering accepting work outside PBNI for payment or reward, or wishes to continue such work after appointment, details of the proposed arrangement shall be forwarded to the Head of Human Resources upon receipt of the conditional offer. This will then be considered as a request under the PBNI’s extra mural activity policy.

(ii) Professional Services Provided on a Voluntary Basis

Where an applicant providing professional services, including direct delivery of service, training, education or consultancy, he/she shall follow the same procedures as for paid employment at (i) above.
PERSON SPECIFICATION

Trainee Forensic Psychologist

Essential Criteria

Applicants must by the closing date for applications:

1. Be a Graduate Member of the British Psychological Society (BPS) with the Graduate Basis for Chartered Membership (GBC).

2. Hold a postgraduate qualification in Forensic Psychology.

3. Have a full valid driving licence and use of car or access to a form of transport which will permit the candidate to meet the travel requirements of the position in full.

Desirable Criteria

It is desirable that applicants by the closing date:

1. Have a minimum of six months forensic psychology supervised practice in a range of work relevant to that of PBNI. (Criterion may be enhanced to 12 months.)

Additional Requirement

Be prepared to work in all locations where PBNI operate within Northern Ireland including prison establishments. Candidates appointed will be required to undergo a Counter Terrorist Check for national security reasons in respect of working in prisons.
**Role Profile**

**Title:** Trainee Forensic Psychologist  
**Grade:** Trainee Forensic Psychologist  
**Purpose:** To contribute to the provision of psychological services in the Pdni, as they relate to business aims and objectives  
**Reporting to:** Head of Psychology and Interventions  
**Staffing responsibilities:** No line supervisory responsibility

### Behavioural Competencies

The role holder is required to display the following competencies in performing their role:

<table>
<thead>
<tr>
<th>Effective Communication</th>
<th>• Communicates all needs, instructions, and decisions clearly. Adapts the style of communication to meet the needs of the audience. Asks probing questions checking for understanding.</th>
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</thead>
<tbody>
<tr>
<td>Team working</td>
<td>• Works effectively as a team member and helps build relationships within it. Actively helps and supports others to achieve team goals.</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>• Provides a high level of service to customers. Works out customer needs and priorities and responds promptly and positively to their requirements.</td>
</tr>
<tr>
<td>Planning and Organising</td>
<td>• Plans and carries out activities in an orderly and well-structured way. Prioritises tasks, uses time in the best possible way, and works within appropriate policy and procedures.</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>• Gathers information from a range of sources to understand situations, making sure it is reliable and accurate. Analyses information to identify important issues and problems. Identifies risks and considers alternative courses of action to make good decisions.</td>
</tr>
<tr>
<td>Respect for Diversity</td>
<td>• Understands other people’s views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural, and racial differences.</td>
</tr>
<tr>
<td>Personal Responsibility</td>
<td>• Takes personal responsibility for own actions and for sorting out issues or problems that arise. Is focused on achieving results to required standards and developing skills and knowledge.</td>
</tr>
<tr>
<td>Specialist Knowledge and Skills</td>
<td>• Demonstrates a thorough knowledge of the job and effectively applies and delivers professional/specialist/technical knowledge, skills and advice to colleagues and others as appropriate.</td>
</tr>
<tr>
<td>Openness to Change</td>
<td>• Understands the need for change and willing to adapt to it. Is flexible and prepared to try out new ideas.</td>
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<tr>
<td>Resilience</td>
<td>• Shows reliability and resilience in difficult circumstances. Remains calm and confident, acts in an appropriate way, controls emotions and acts decisively.</td>
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</table>
Activities

The role holder is required to effectively deliver the following key requirements:

- Provide customer service
- Work as part of a team
- Assist in the assessment, treatment and management of offenders
- Contribute to public protection arrangements in Northern Ireland
- Undertake psychometric testing of offenders
- Contribute to the development, management and evaluation of group or individual programmes
- Contribute to the delivery of staff training and student induction programmes
- Maintain standards of professional practice
- Actively engage in personal development working towards achievement of chartered status
- Make best use of information technology
- Comply with Health and Safety Legislation
- Promote equality, diversity and Human Rights in working practices
- Maintain standards for security and confidentiality of information

Main Duties and Responsibilities

1. Work as part of a team providing services to offenders.
2. Assist in the assessment, treatment and management of offenders referred to the Psychology Department.
3. Working with and delivering services to the complete range of offenders and to all sections of the community and individuals within various social groups.
4. Contribute to the public protection arrangements in Northern Ireland.
5. Contribute to the development, management and evaluation of group or individual PBNI accredited programmes.
6. Undertake psychometric testing of offenders for the purposes of risk assessment and for offending behaviour programmes.
7. The work is community based but involves assessment of remand prisoners which will require work within a prison establishment.
8. Contribute to the delivery of staff training and student induction programmes.
9. Participating in establishing and maintaining professional working relationships within the PBNI and with appropriate agencies, organizations and individuals in the community.
10. Attending and positively contributing to all relevant meetings, case conferences, programme reviews as required and consistent with role and job responsibilities.
11. Work in accordance with effective practice principles, adherence to national and service standards, and PBNI policy and procedures in all elements of work. Use of appropriate methods and models of work to ensure the delivery of a high quality service.
12. Maintaining and updating professional knowledge by identification of own training and development needs, updating practice and attending relevant training courses, as agreed with line manager.
14. Compliance with PBNI policies and procedures in respect of Finance systems, Accommodation and Supplies systems, Human Resources, IT Services and Information Management systems.
15. Compliance with Health and Safety policy and procedures. Contribute to and promote the health, safety and security of all staff and service users in the working environment.
16. Any other duties commensurate with the grade and as required by the nature of the role. The nature and the balance of duties may vary between teams.
### Other features of the job

Trainee Forensic Psychologists are required to work towards full Chartership with the British Psychological Society within a timescale agreed with their Supervisor.

Trainee Forensic Psychologists are designated as essential car users and as such it is essential they have a driving licence and use of a car, which will permit them to meet the travel requirements of the position in full, although consideration will be given to reasonable adjustment in respect of disability.

*The above reflects the main elements associated with this position. It is not intended to be exclusive or exhaustive.*
# Positive and Negative Indicators

<table>
<thead>
<tr>
<th>Title:</th>
<th>Trainee Forensic Psychologist</th>
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<tr>
<td>Grade:</td>
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## Behavioural Competencies

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<tbody>
<tr>
<td>1.</td>
<td>Effective Communication</td>
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<td>2.</td>
<td>Team Working</td>
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<td>3.</td>
<td>Customer Focus</td>
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<td>4.</td>
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<tr>
<td>5.</td>
<td>Problem Solving</td>
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<td>6.</td>
<td>Respect for Diversity</td>
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<td>7.</td>
<td>Personal Responsibility</td>
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<td>8.</td>
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<td>9.</td>
<td>Openness to Change</td>
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<tr>
<td>10.</td>
<td>Resilience</td>
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</table>
1. **Effective Communication**

Communicates all needs, instructions, and decisions clearly. Adapts the style of communication to meet the needs of the audience. Asks probing questions checking for understanding.

**Positive Indicators:**

- Deals with issues directly.
- Clearly communicates needs and instructions.
- Clearly communicates decisions and the reasons behind them.
- Communicates face to face wherever possible and if it is appropriate.
- Speaks with authority and confidence.
- Changes the style and language of communication to meet the needs of the audience.
- Manages group discussions effectively.
- Demonstrates the capacity to actively listen and respond to the needs of others.
- Probes and asks questions to establish/clarify people’s needs and their priorities.
- Summarizes information to check people understand it.
- Is able to say ‘no’ without causing offence.
- Supports arguments and recommendations effectively in writing.
- Produces well structured reports and written summaries.
- Uses IT systems to improve the communication process. Is able to electronically receive, process, maintain and forward information/data.
- Follows the PBNI's policies on security and confidentiality, disclosing information only to authorized people.

**Negative Indicators:**

- Is hesitant, nervous and uncertain when speaking.
- Speaks without first thinking through what to say.
- Is unable to provide clear guidance. Uses inappropriate language or jargon.
- Speaks in a rambling way.
- Does not consider the target audience.
- Avoids answering difficult questions.
- Does not give full information without being questioned.
- Assumes others understand what has been said without actually checking.
- Does not listen, and interrupts at inappropriate times.
- Writes in an unstructured way.
- Uses poor spelling, punctuation and grammar.
- Is hesitant to fully utilize IT systems and does not seek IT expertise if required.
2. **Teamworking**

Works effectively as a team member and helps build relationships within it. Actively helps and supports others to achieve team goals.

**Positive Indicators:**

- Understands own role in a team.
- Actively supports and assists the team to reach their objectives.
- Is approachable and friendly to others.
- Makes time to get to know people.
- Co-operates with and supports others.
- Visibly assists their team members, especially when tasks are difficult or demand is high.
- Asks for and accepts help when needed.
- Develops mutual trust and confidence in others.
- Willingly takes on unpopular or routine tasks.
- Handles differences with other people diplomatically and in a way that avoids offence and maintains respect. Knows when to seek advice from line manager.
- Contributes to team objectives no matter what the direct personal benefit may be.
- Takes time to assist new staff and to explain instructions clearly.
- Acknowledges that there is often a need to be a member of more than one team.
- Takes pride in their team and promotes their team’s performance to others.
- Establishes effective contact and involvement with outside agencies.

**Negative Indicators:**

- Does not volunteer to help other team members.
- Is only interested in taking part in high-profile and interesting activities.
- Takes credit for successes without recognizing the contribution of others.
- Works to own agenda rather than contributing to team performance.
- Allows small exclusive groups of people to develop.
- Plays one person off against another.
- Restricts and controls what information is shared.
- Does not let people say what they think.
- Does not offer advice or get advice from others.
- Does not discourage conflict within the organization.
- Does not maintain effective working relationships and does not show sensitivity towards others.
3. **Customer Focus**

Provides a high level of service to customers. Works out customer needs and priorities and responds promptly and positively to their requirements.

**Positive Indicators:**
- Presents an appropriate image to the public and other organizations.
- Actively promotes the interests of the organization to public.
- Builds good relationships within the organization and outside agencies.
- Acknowledges and understands a broad range of social and cultural customs and beliefs.
- Understands what offends people and changes actions appropriately.
- Focuses on the customer in all activities.
- Tries to sort out customers’ problems as quickly as possible.
- Responds quickly to customer requests.
- Apologizes when they are at fault or have made mistakes.
- Sorts out errors or mistakes as quickly as possible.
- Makes sure that customers are satisfied with the service they receive.
- Manages customer expectations.
- Keeps customers updated on progress.
- Balances customer needs with organizational needs.
- Demonstrates a commitment to meeting standards and strives to deliver a consistently high quality of service.

**Negative Indicators:**
- Is not customer focused – does not consider individual needs.
- Does not tell customers what is going on.
- Presents an unprofessional image to customers.
- Only sees a situation from their own view, not from the customer’s view.
- Shows little interest in the customer – only deals with the immediate problem.
- Focuses on the organizational issues rather than customer needs.
- Fails to check that customers’ needs have been met.
- Does not make the most of opportunities to talk to people in the community or build good relationships.
- Does not actively promote the PBNI’s interests to the public.
- Does not demonstrate a commitment to meeting standards to deliver a high quality of service.
- Shows little consideration for diversity issues, social and cultural customs and beliefs.
4. Planning and Organising

Plans and carries out activities in an orderly and well-structured way. Prioritises tasks, uses time in the best possible way, and works within appropriate policy and procedures.

**Positive Indicators:**

- Decides priorities and organizes workload according to agreed organizational procedures, seeking guidance as necessary.
- Assesses new information and reorganizes the workload to meet new demands.
- Differentiates between what is urgent and what is important.
- Develops appropriate ways to achieve goals.
- Knows the status of own work and any spare time or resources to do other work.
- Co-ordinates work with that of colleagues to meet changing circumstances.
- Achieves demanding deadlines through careful planning.
- Ensures compliance with policy, procedure and legislation.
- Maintains orderly, accurate and up-to-date paperwork.
- Creates systems that make information easily accessible.
- Always knows where to find things.
- Concentrates on detail while being aware of overall objectives. Does not lose sight of goals.
- Is punctual and reliable.

**Negative Indicators:**

- Takes an unsystematic approach to tasks.
- Deals with task as they arrive, without considering priorities.
- Waits until problems arise.
- Does not differentiate between the levels of importance of tasks.
- Does not check for or spot mistakes and inconsistencies.
- Leaves role and responsibilities unclear.
- Consistently fails to meet deadlines due to poor planning.
- Tries to achieve everything personally.
- Takes inappropriate short cuts.
- Takes a fixed approach – does not monitor and re-assess plans.
- Does not consider costs when planning activities.
- Cannot work on a number of priorities at the same time.
5. **Problem Solving**

Gathers information from a range of sources to understand situations, making sure it is reliable and accurate. Analyses information to identify important issues and problems. Identifies risks and considers alternative courses of action to make good decisions.

### Positive Indicators:
- Takes a systematic approach to gathering information.
- Gathers different versions of events to build up a picture of a situation.
- Carries out research to identify relevant facts that are not immediately available.
- Identifies inconsistencies in information.
- Checks information to make sure it is correct.
- Takes account of all information, however small it is.
- Analyses information carefully to make sure it has not been misunderstood.
- Makes sure that decisions are made using as much reliable information as possible.
- Assesses and takes account of risk when making decisions.
- Finds new ways of solving problems.
- Considers the views and motives of everyone involved when drawing conclusions.
- Consistently takes all necessary action required to effectively resolve situations.

### Negative Indicators:
- Does not deal with problems in detail and does not identify underlying issues.
- Does not gather enough information before coming to conclusions.
- Does not consult other people who may have extra information.
- Does not research background.
- Shows no interest in gathering or using intelligence.
- Does not gather evidence.
- Makes assumptions about the facts of a situation.
- Does not notice problems until they have become significant issues.
- Gets stuck in the detail of complex situations and cannot see the main issues.
- Reacts without considering all the angles.
- Becomes distracted by minor issues.
- Leaves others to solve problems and does not see it as part of the role.
6. **Respect for Diversity**

Understands other people’s views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural, and racial differences.

**Positive Indicators:**

- Sees issues from other people’s viewpoints.
- Is polite, tolerant and patient when dealing with people, treating everyone with respect and dignity.
- Respects the needs of everyone involved when sorting out disagreements.
- Shows understanding and sensitivity to people’s problems and vulnerabilities.
- Deals with diversity issues and gives positive support to staff who may feel vulnerable.
- Listens to and values other’s views and opinions.
- Uses language in an appropriate way and is sensitive to the way it may affect people.
- Acknowledges and respects a broad range of social and cultural customs, beliefs and values within the law.
- Understands what offends others and adapts own actions accordingly.
- Respects and maintains confidentiality, wherever appropriate.
- Delivers difficult messages sensitively.
- Challenges inappropriate attitudes, language and behaviour that is abusive, aggressive or discriminatory.
- Takes into account other’s personal needs and interests.
- Supports minority groups both inside and outside the organization.

**Negative Indicators:**

- Does not consider other people’s feelings.
- Does not encourage people to talk about personal issues.
- Criticizes people without considering their feelings and motivation.
- Makes situations worse with inappropriate remarks, language or behaviour.
- Is thoughtless and tactless when dealing with people.
- Is dismissive and impatient with people.
- Does not respect confidentiality.
- Unnecessarily emphasizes power and control in situations where it is not appropriate.
- Intimidates others in an aggressive and overpowering way.
- Uses humour inappropriately.
- Shows bias and prejudice when dealing with people.
7. **Personal Responsibility**

Takes personal responsibility for own actions and for sorting out issues or problems that arise.

Is focused on achieving results to required standards and developing skills and knowledge.

<table>
<thead>
<tr>
<th><strong>Positive Indicators:</strong></th>
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<tbody>
<tr>
<td>o Accepts personal responsibility for own decisions and actions.</td>
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<tr>
<td>o Displays initiative, taking on tasks without having to be asked.</td>
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<td>o Takes action to resolve problems and fulfil own responsibilities.</td>
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<td>o Keeps promises and does not let colleagues down.</td>
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<td>o Self motivated, is enthusiastic, interested and takes pride in own work and role.</td>
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<tr>
<td>o Is conscientious in completing work on time.</td>
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<td>o Follows things through to a satisfactory conclusion.</td>
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<td>o Focuses on a task even if it is routine and is willing to tackle difficult or boring work.</td>
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<td>o Improves own knowledge and keeps it up to date. Is not afraid to ask questions or admit lack of knowledge.</td>
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<td>o Is open, honest and genuine, standing up for what is right.</td>
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<tr>
<td>o Establishes the limit of own authority and when and who to ask for advice.</td>
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<tr>
<td>o Is prepared to listen to and consider the views of others, reacts constructively to correct or justified criticism.</td>
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<tr>
<td>o Is willing to give new and better ideas/ways of doing things a chance to work and is flexible and adaptable, including during times of change.</td>
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<tr>
<td>o Aware of own strengths and weaknesses.</td>
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</tbody>
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<table>
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<tr>
<th><strong>Negative Indicators:</strong></th>
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<tbody>
<tr>
<td>o Passes responsibility upwards inappropriately.</td>
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<tr>
<td>o Is not concerned about letting others down.</td>
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<tr>
<td>o Will not deal with issues, just hopes that they will go away. Will not seek advice from line manager or colleagues as appropriate.</td>
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<tr>
<td>o Blames others rather than admitting to mistakes or looking for help.</td>
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<td>o Is unwilling to take on responsibility.</td>
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<tr>
<td>o Puts in the minimum effort that is needed to get by.</td>
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<tr>
<td>o Shows a negative and disruptive attitude.</td>
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<tr>
<td>o Shows little enthusiasm, interest or pride in the work.</td>
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<tr>
<td>o Is unwilling to carry out routine or boring work.</td>
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<td>o Expresses a cynical attitude to the organization and their job.</td>
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<td>o Gives up easily when faced with problems and unwilling to tackle difficult jobs.</td>
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<tr>
<td>o Fails to recognize personal weaknesses, development needs or admit lack of knowledge. Is unwilling to accept constructive criticism.</td>
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<tr>
<td>o Makes little or not attempt to develop self, learn new tasks and skills/concepts or keep up to date.</td>
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</tbody>
</table>
8. **Specialist Knowledge and Skills**

Demonstrates a thorough knowledge of the job and effectively applies and delivers professional/specialist/technical knowledge, skills and advice to colleagues and others as appropriate.

### Positive Indicators:
- Promotes and/or ensures professional best practice.
- Knows the limitations of what can be concluded based on the information and facts available and explains/sets these limitations in context.
- Takes account of precedent, developments and trends in making recommendations.
- Consults colleagues to test and refine ideas.
- Proposes practical course of action which balance the professional/specialist view with what is realistic and achievable.
- Ensures safe working practices are adhered to.
- Makes links across specialism and knows when to draw in colleagues from outside own area.
- Is prepared to offer unwelcome advice where necessary on the basis of professional knowledge/experience.
- Delivers effective professional/specialist/technical skills and/or care.
- Keeps abreast of current issues and developments in own field/professional organization, eg through journals, networks, standards, conferences, and other meetings.
- Is aware of public/media concerns and issues relating to own professional area.

### Negative Indicators:
- Does not develop or update professional specialist/technical knowledge and skills.
- Does not keep abreast of current issues or public/media concerns in own area of expertise.
- Is unable to assimilate and assess the relevance of new developments in relation to the organization.
- Is unable to demonstrate thorough knowledge/expertise or establish credibility/win confidence of others.
- Courses of action/advice proposed are not useful, realistic or achievable.
- Is unwilling to consult with colleagues or across specialism.
- Makes recommendations before considering previous trends or precedents.
- Is hesitant to offer unwelcome advice where necessary.
- Does not ensure that best practice and organizational procedures are adhered to.
- Does not deliver accurate or comprehensive specialist knowledge and skills.
9. **Openness to Change**

Understands the need for change and willing to adapt to it. Is flexible and prepared to try out new ideas.

<table>
<thead>
<tr>
<th>Positive Indicators:</th>
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<tbody>
<tr>
<td>o Is willing to change and has a positive attitude towards change.</td>
</tr>
<tr>
<td>o Is flexible and prepared to change their approach to best suit the circumstances.</td>
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<tr>
<td>o Tries new ideas and initiatives with enthusiasm.</td>
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<tr>
<td>o Understands the need to change and can see the benefits.</td>
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<tr>
<td>o Puts self forward to undertake unfamiliar tasks and additional responsibilities for the benefit of the organization.</td>
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<tr>
<td>o Adapts to new ways of working and its demands.</td>
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<tr>
<td>o Co-operates with changing plans and priorities.</td>
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<tr>
<td>o Suggests changes to existing systems and other initiatives to achieve improvements.</td>
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<tr>
<td>o Understands and uses new technology.</td>
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</table>

<table>
<thead>
<tr>
<th>Negative Indicators:</th>
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</thead>
<tbody>
<tr>
<td>o Sticks to the job description so strictly that they cannot be flexible.</td>
</tr>
<tr>
<td>o Finds it difficult to cope with change.</td>
</tr>
<tr>
<td>o Resists change.</td>
</tr>
<tr>
<td>o Wants to keep things the way they are.</td>
</tr>
<tr>
<td>o Does not understand the need for change.</td>
</tr>
<tr>
<td>o Prefers routines and tried and tested ways of working.</td>
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<tr>
<td>o Is quick to say that change is not working.</td>
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<tr>
<td>o Does not listen to the reasons for change.</td>
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<tr>
<td>o Does not want to be part of any changes that are being introduced.</td>
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<tr>
<td>o Discourages people from questioning traditional approaches.</td>
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<tr>
<td>o Ignores or talks down suggestions for change made by others.</td>
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<tr>
<td>o Does not promote change to staff.</td>
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</tbody>
</table>
10. Resilience

Shows reliability and resilience in difficult circumstances. Remains calm and confident, acts in an appropriate way, controls emotions and acts decisively.

**Positive Indicators:**
- Deals confidently with people, drawing on own skills and experience.
- Is reliable in a crisis, remains calm and thinks clearly.
- Sorts out conflict and deals with hostility and provocation in a calm and restrained way.
- Maintains professional ethics when confronted with pressure from others.
- Remains focused and in control of situations.
- Deals with difficult emotional issues then moves on.
- Manages conflicting pressures and tensions.
- Responds to challenges rationally, avoiding inappropriate emotion.
- Is comfortable working alone with an appropriate level of supervision and guidance.
- Puts a positive view on situations and concentrates on what can be achieved.
- Is aware of and manages personal stress.
- Accepts criticism and praise.
- Is patient when dealing with people who make complaints.
- Says ‘no’ when necessary.
- Takes a rational and consistent approach to work.

**Negative Indicators:**
- Gets easily upset, frustrated and annoyed.
- Panics and becomes agitated when problems arise.
- Walks away from confrontation when it would be more appropriate to get involved.
- Needs constant reassurance, support and supervision.
- Uses inappropriate physical force.
- Gets too emotionally involved in situations.
- Reacts inappropriately when faced with rude or abusive people.
- Deals with situations aggressively.
- Complains and whinges about problems rather than dealing with them.
- Gives in inappropriately when under pressure.
- Worries about making mistakes and avoids difficult situations wherever possible.
Guidance for candidates in relation to the PBNI interview and selection processes

Section 1 – The Application Form
Section 2 – The Selection Process
Section 3 – Interview Guidance for Applicants
Section 4 – Appointment Process
Section 5 – Complaints

Please ensure that you carefully read this information before making your application and before coming for interview
Section 1 – The Application Form

1.1 Making your Application:
The Probation Board for Northern Ireland (PBN) uses standard applications forms. These forms are designed to afford applicants the ability to provide the necessary information to enable us to determine how you meet the competition requirements and the eligibility/shortlisting criteria.

1.2 Guidance on the Application Form
The space available on the application form is the same for all applicants and must not be altered or reformatted. We will not accept CVs, letters, additional pages or any other supplementary material in place of or in addition to completed application forms. Applicants must complete the application form in either typescript font size 12, or legible handwritten block capitals using black ink.

1.3 Do not use acronyms or highly complex technical detail where this is not appropriate for the role. Write for the reader who may not know your employer, or your job. Write down clearly your personal involvement in any experience you quote. Write “I” statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.

1.4 The examples you provide should be relevant to the question/criteria. The shortlisting panel will make a decision whether to interview based solely on the information that you supply at each question therefore it is in your interests to give comprehensive examples of your skills, knowledge and or experience. It is your unique role the panel is interested in, not that of your team.

1.5 Application Form Submission
We will not accept incomplete application forms; applications received after the closing deadline or application forms that have been substantially reformatted. Applicants using Royal Mail should note that 1st class mail does not guarantee next day delivery. It is the responsibility of the applicant to ensure that sufficient postage has been paid to return the form to PBN. We will not accept any application where we are asked to pay any shortfall in postage. Human Resources will not examine any application forms until after the closing deadline.
1.6 You are encouraged to submit applications by email wherever possible. It is your responsibility to ensure that your application is received by PBNI before the closing date. Please be mindful that not all emails are transmitted instantaneously and that you should leave sufficient time to ensure that arrives well before the deadline. We advise that you keep proof of the date and time of sending in case there is a technical problem that affects the time we receive your form. All requests for hard copy application packs are welcomed and all applications will be treated equally regardless of whether they are hard copy or electronic.

1.7 Disability Requirements
We will ask you to declare if you require any reasonable adjustments, due to disability. Details of any disability are only used for this purpose and do not form any part of the selection process. If you wish to discuss your disability requirements further, please contact Human Resources at hr@pbni.gsi.gov.uk. Telephone Human Resources 02890262441.

1.8 Equal Opportunity Monitoring
The Probation Board for Northern Ireland in pursuance of our obligations under the Fair Employment and Treatment Order 1998 and section 75 of the Northern Ireland Act 1998 require you to complete an equality monitoring form for all applications for employment. This form requires you to give information about your Community Background, Gender, Disability, Ethnicity, Political Opinion, Marital Status, Sexual Orientation, Age and whether you have Dependents.

The information that you provide is held in confidence by our equality monitoring officer and this information will not be shared with shortlisting or selection panels. Your information will be used to assess how fair our recruitment processes are and if appointed this information will also be used to assess how fair our internal transfers and promotions are etc. Any concerns about how to complete this information should be addressed to the PBNI Equality Manager, Human Resources, PBNI, 80/90 North Street, Belfast, BT1 1LD.
1.9 **Nationality Requirements**

We must ensure that you are legally entitled to work in the United Kingdom. Applicants must be either:

(i) A UK national; or
(ii) A Commonwealth citizen; or
(iii) A British Protected Person; or
(iv) An European Economic Area (EEA) or Swiss national; or
(vi) A person who is not an EEA or Swiss national, but is a family member of an EEA national who has moved to the UK from another EEA Member State for an approved purpose. For further guidance on nationality requirements please see the Home Office website, [www.ind.homeoffice.gov.uk](http://www.ind.homeoffice.gov.uk).

1.10 **Vetting Procedures**

All positions with PBNI require that candidates are vetted to the required standard. No job offer will be made to candidates until these pre-employment checks have been completed. Currently candidates (dependent on the role applied for) are required to be vetted under Counter Terrorist Check (CTC) and Access NI disclosure checks at level appropriate to the post/grade.

1.11 Applicants with criminal convictions should not refrain from applying for a post within the PBNI. Due consideration will be given to each individual case in relation to the specific post applied for.
**Section 2 – The Selection Process**

2.1 **Eligibility criteria**

The first stage in the selection process is the eligibility sift where the Human Resources team or selection panel review all applications and remove from the process all applications from candidates who do not meet the essential criteria. If you submit an application on which you fail to mention or do not have the essential criteria your application will be rejected from the process and you will be notified of this outcome in writing.

2.2 **Shortlisting**

In addition applicants should be aware that after an eligibility sift, it may be necessary to shortlist candidates to go forward to interview; the shortlisting process will be done solely by an assessment of the depth and quality of the evidence provided in the candidate’s application form as to how well he/she meets the eligibility criteria.

2.3 **Please Note:**

You should ensure that you provide evidence of your experience on your application form, giving length of experience, examples of work and dates as appropriate. Carefully read the question on the application form and ensure that you fully answer the question.

- It is not sufficient to simply list your job titles.
- The PBNI will not make assumptions from the title of the applicant’s post or the nature of the organisation as to the skills and experience gained.
- If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria; you may fail to get through the shortlisting sift.

2.4 **PBNI may decide to interview only those applicants who appear, from the information available, to be most suitable in terms of relevant experience and ability. It will be necessary on some occasions to reduce the number of candidates who we select for interview. The process through which we identify the best candidates for interview is called shortlisting. Names of candidates will be removed from the paperwork to remove the element of personal knowledge of candidates.**
2.5 Typical short-listing will consider the following sifting rules

Each question on the application form will be rated and categorised with A, B or C rating. In most cases candidates who have a B rating across the question areas will be put forward for interview. A panel on occasions may decide to interview only those who have supplied answers rated with an A ratings. This is especially true when there are high numbers of applicants. Candidates will be notified at application of how we shortlist.

**A Rating**
- Strong evidence
- The answer is clear and directly and fully answers the questions asked

**B Rating**
- Acceptable evidence
- The answer gives an indication that evidence is present, but is a little vague and needs to be explored more at interview

**C Rating**
- Poor evidence / lack of evidence
- The answer does not relate to the question

It is vitally important that you read the questions and answer each question area fully and give examples where these are asked for. On some occasions shortlisting decisions may be based on only interviewing those candidates who have the desirable criteria. This will normally be made clear on the application form.
Section 3 - Interview Guidance for Applicants

NB Please note that you may be asked some non competency based questions and you will be notified of this in your invite to interview letter.

3.1 If this is your first experience of a competence-based interview, you should pay careful attention to the following information as this guidance will give you clear information on what you can be expected to answer in an interview with a PBNI selection panel. A competence-based interview requires you to:

- focus exclusively on the competences required for effective performance in the role; and
- provide specific examples of your experience in relation to the required competence areas.

3.2 It is strongly recommended that you familiarise yourself with the competences required for the advertised role. The interview panel will ask you to provide specific examples from your past experience in relation to each of the competences. You should therefore come to the interview prepared to discuss in detail a range of examples that best illustrate your skills and abilities in each competence area. You may draw examples from any area of your work experience.

3.3 In preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:

- **Context** – Outline the situation
- **Challenge** – What was your objective? What were you trying to achieve?
- **Action** – What did you actually do? What was your unique contribution?
- **Result** – What happened? What was the outcome? What did you learn?

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**Context** ➔ **Challenge** ➔ **Actions** ➔ **Results**.
Section 4 - Appointment Process

4.1 The Merit Principle
In accordance with the PBNI recruitment policy all appointments to the PBNI are made under the ‘merit principle’. Only in exceptional cases will people be appointed out of merit order and this will be in exceptional and justifiable cases, for example where we need a certain set of skills or qualifications.

4.2 Order of Merit
The selection panel will assess candidates against an agreed interview criteria. A candidate who meets the required standard(s) and pass mark will be deemed suitable for appointment. The selection panel will then list those suitable for appointment in order of merit with the highest scoring applicant ranked first. Human Resources will allocate a candidate to a vacancy in the order listed. The order of merit is valid for one year.

4.3 Feedback
The Probation Board for Northern Ireland is committed to ensuring that the processes used to recruit and select staff are fair and in accordance with the recruitment policy. We are consequently committed to providing feedback in respect of decisions taken in determining eligibility/shortlisting as well as at interview. Feedback in respect of eligibility/shortlisting will be communicated on request to those candidates who fail to satisfy any criteria.

4.4 Further Appointments from this Competition
Where a further position in the PBNI is identified which is considered broadly similar to that outlined in our job advertisement, consideration will be given to filling the new position from an existing recruitment. The merit list resulting from this competition will be valid for a period of up to one year.

4.5 References
References will automatically be sought for all successful candidates once he/she has confirmed their intention to take up the conditional offer. This requirement is highlighted in the recruitment documentation, success at interview and reserve candidate letters.
4.6 Qualifications
All candidates will be required to produce the original relevant qualifications, photocopies will not be accepted; if this information is not supplied it will result in the candidate being rejected from the competition. HR allows two weeks for this information to be supplied by the candidate.

4.7 Disabilities
Candidates with declared disabilities who have been successful in the selection process will be contacted by Human Resources where appropriate to establish whether the individual requires any reasonable adjustments to the workplace prior to appointment.
Section 5 - Complaints

5.1 A candidate can use the complaints and appeals procedure if he/she can provide evidence that the process used or a decision made by the PBNi is flawed or he/she has been treated less favourably than another candidate in the same process. This complaint or appeal must be received by the PBNi within 10 working days of the alleged issue/incident taking place or decision being made.

5.2 Complaints and Appeals Procedure

The stages in the complaints and appeals process are:

a) The candidate must write to the Head of Human Resources, PBNI, 80-90 North Street, Belfast, BT1 1LD - outlining the reasons and providing evidence why he/she believes there are grounds for complaint or appeal. A written receipt of acknowledgement will be issued within 5 working days for all complaints or appeals. The Head of Human Resources will convene an appropriate panel to consider if there are grounds for appeal. To avoid undue delay the outcome of the complaint or appeal will normally be conveyed to the complainant/appellant within 20 working days of receipt of the complaint.

b) If the panel does not uphold the complaint or appeal, then the candidate will be informed of his/her right to appeal to the Director of Probation.

c) The Director of Probation will consider the evidence/reasons provided to him on the grounds outlined.

d) If the Director does not uphold the appeal, then the candidate will be informed of this within 15 working days. He/she will also be informed of their final right of appeal to the Board, and advised that this must be within 15 working days of the letter from the Director of Probation.

e) Should the final right of appeal be exercised by the candidate, a Board panel, appointed by the Board Chairman, should be convened. The outcome will be conveyed to the candidate within 5 working days of the conclusion of the appeal process.
5.3 At any of the above stages, if the appeal is successful, the candidate will be informed of the outcome and the appropriate action will be taken.

5.4 When a complaint or appeal under this policy has been fully investigated, applicants will be provided with contact details of the Equality Commission should they wish to make a complaint of unlawful discrimination.