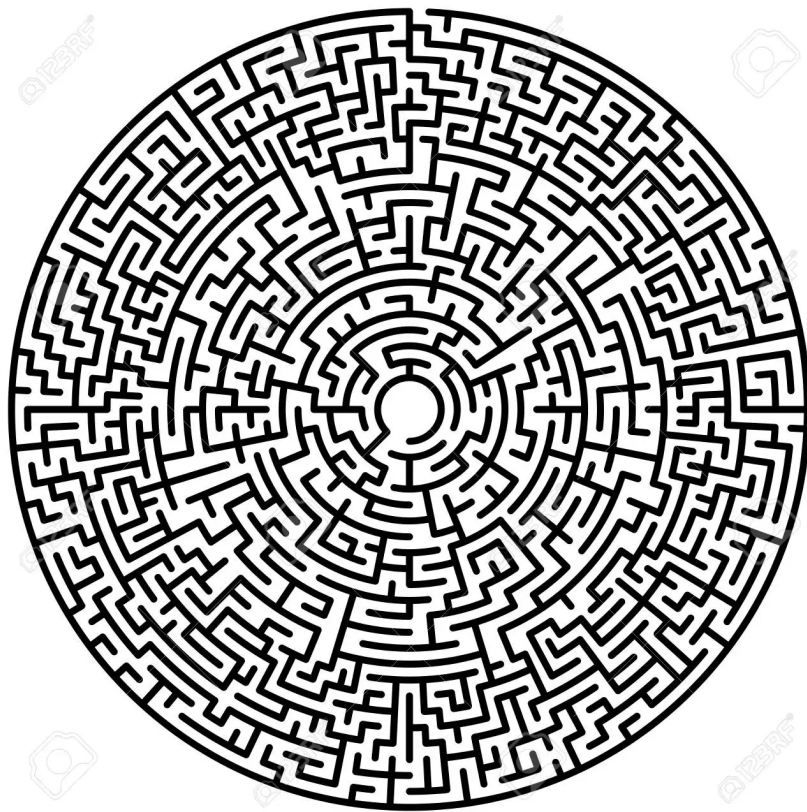# *"Entering the Labyrinth"*

An Unofficial Guide to Civil Service Applications

* Disclaimer – This is NOT an official Civil Service product. All the information in this guide is rooted in our opinion and experience and is not infallible.

Foreword

Securing a Civil Service role can feel <u>daunting, complicated, and out of reach</u> for those who're unfamiliar with the recruitment process. Whilst there's some great guidance out there, we feel that it all too often lacks clarity around how to best approach applications.

Due to this, we believe that the Civil Service is missing out on recruiting talented, passionate, and experienced candidates. Not because they lack the aptitude or attitude needed to succeed in the Service, but because those applicants do not have the helping hand to "[navigate the labyrinth](#)" of Civil Service applications. Testament to this is the fact that without support from friends working in the Service, neither of us would have secured roles when we did, if at all.

At a time where the Service is [accused of being posher than the 1960s](#), we want to share with you the lessons we've learnt, and useful guidance/resources is crucial to diversifying the workforce.

We're not seasoned Civil Servants, but it wasn't long ago that we were in the same position as you. **We really hope this guide can demystify Civil Service applications as our friends did for us, and ultimately <u>help you to secure your dream role</u>**.

And here's a little about us…

Name: Nathan White

Role: Skill Strategy Advisor

Department: Department for Education

Bio: I joined DfE in 2021 after spending 2 years as a Youth Justice Worker on the Unlocked Graduates programme. It's my first role in the Civil Service, and it's been SO enjoyable! Outside of work, I volunteer for several charitable organisations and have a particular interest in improving the lives of society's most marginalised groups.

Name: Joe Oakes

Role: Policy Advisor, Budget Team

Department: HM Treasury

Bio: I joined the Budget Team in the Treasury just over a year ago which was my first role in the Civil Service. My team co-ordinates the government's tax and welfare package at Budgets - which means we're right in the middle when a Budget or Statement comes around. I was nervous to take the step to a permanent role in the Civil Service, which for me at the time meant a lot more responsibility but the support of those around me gave me the ability to attain the role - I hope this guide can do the same for you!

Contents

Who are Civil Servants, and what do they do?

For those who may not know, Civil Servants work across central government, devolved powers, and government agencies. They are politically neutral. In practice, this means **they manage the day-to-day functions of government departments and work to turn ministers' ambitions into reality** through work ranging from policy to operational delivery.

Joining the Civil Service can offer you the opportunity to:

● Pursue a career in a <u>diverse range of professions</u> including strategy, HR, policy, finance and commercial

● <u>Move between government departments</u> after passing probation

● Work flexibly and maintain good <u>work-life balance</u>

● Access incredible <u>learning & development opportunities</u> to grow your skill set.

Moreover, we strongly believe working in the Civil Service offers a **chance to make a difference to people's lives across the UK** - even at junior levels!

How do I apply, and what roles should I be going for?

The first thing you should do is visit the Civil Service Jobs website. **This site is where all externally advertised roles are shown.** You can filter roles based on the department, salary, location, grade, and role type (amongst other things).

Make an account and get familiar with the site and how it works. Once you've had a browse and have a flavour for what sort of jobs you're interested in, set up alerts based on those criteria. Getting an email when a job is posted helps you to stay on top of what's on offer.

In terms of roles, the Civil Service is structured by 'grades' which offer a consistent way of understanding seniority across all departments. When deciding what grade to apply for, do consider how the job description/person specification aligns with your interests, skills, and experiences. Finding a role where these really align will give you the best chance of success!

If you're unsure about whether your current experience aligns with the grade of a role you're interested in, we recommend contacting the hiring manager to discuss.

We've provided a <u>short summary for each of the Civil Service's grades</u> below.:

● **Administrative Officer/Administrative Assistant (AO/AA)** – typically administrative or operational delivery roles. This is a good place to start for those with little-no experience.

- **Executive Officer (EO)** - require you to exercise greater judgement and discretion than in an AO/AA role. You may also hold individual responsibility for pieces of work within a programme or project. This is generally a good level for those who've just graduated from university/higher education, are seeking apprenticeships, or looking to advance from an AA equivalent role.

- **Higher Executive Officer (HEO)** - typically responsible for overall management and co-ordination of a discrete area/activity. This requires a greater level of management, organisational and independent working skills as well as more in-depth analysis to identify issues and solutions from a range of options. This position typically suits graduates with 1-2 years' work experience or candidates with some experience in the field, depending on the role and department.

- **Senior Executive Officer (SEO)** – typically work on more complex tasks with more senior advisory and/or policy responsibilities, or wider ranging managerial responsibilities than HEOs. This requires greater specialisation and can involve working across several work areas. You may also manage teams and their workloads, and delegate tasks.

- **Grades 6 and 7 (G6 &G7)** - experienced officials with significant policy responsibilities.

- **Senior Civil Service (SCS)** is the most senior grade of the civil service. This includes Deputy Directors and above. The application process is different for SCS roles and not covered here.

You can apply to any grade, even senior ones, if you have the relevant experience. You'll find details of departments' grade structure, and how names vary, below:

Departmental grade structures   IfG

Rank	Short name	Full name	Other depts	CO	DCMS	DfID	DWP	FCO	HMRC	HMT	MoD	MoJ
Most senior	SCS	Senior Civil Service	SCS4	Permanent Secretary								
			SCS3	Second Permanent Secretary, Director General								
			SCS2	Director								
			SCS1	Deputy Director								
	G6&7	Grades 6 and 7	G6	Band A	AU	A1	G	D7	G6	E2	B1	A
			G7	Band A	A	A2	F	D6	G7	E	B2	A
	SEO/	Senior Executive Officer,	SEO	B2	B	A2L	E	C5	SO	D	C1	B
	HEO	Higher Executive Officer	HEO	B2	C	B1	D	C4	HO	D	C2	C
	EO	Executive Officer	EO	B1	D	B2	C	B3	Officer	C	D	D
Most junior	AO/	Administrative Officer,	AO	C2		C1	B	A2	AO	B	E1	E
	AA	Administrative Assistant	AA	C1			A	A1			E2	F

Source: work emerging from the Institute for Government hackday using departmental organograms (bit.ly/2uO8Veo), July 2017.
Note that this chart has not been updated since 2017 and some of these grades may have changed since then. (cc) BY-NC

Source: Grade structures of the civil service | The Institute for Government

What are hiring managers/recruiters looking for in an application?

All applications to the Civil Service are evaluated against the [Success Profiles.](#) Rather than simply looking at how long you've spent in a role or field, Success Profiles are designed to explore your skills, interests, and passions to gauge how you'd perform in the new role. **Success Profile consist of the following 5 elements**:

- [Strengths](#) – things you do regularly, do well, and that you're motivated by.
- [Ability](#) – aptitude or potential to perform to the required standard. An ability to learn and adapt is critical.
- [Experience](#) – knowledge or skills to do the job, gained by their involvement and expertise gained through exposure to it.
- [Technical](#) –specific professional skills, knowledge, or qualifications.
- [Behaviours](#) –things you've done that resulted in positive outcomes.

It is unlikely that a role will test you against all of these, so make sure to check the job advertisement for each role thoroughly (e.g., you may be tested on different things in your written application and your interview).

If you are uncertain about how your application will be assessed, or would like to hear more, email the hiring manager listed on the advertisement ask or try to find contacts through LinkedIn. They are usually very happy to speak about the details of the job. This is also a great opportunity to ask questions and find out if the role is right for you!

How to complete a written application?

Behaviours are a fundamental part of written applications. Here, you are expected to demonstrate how you've met the criteria aligned with the grade you're applying for. Some departments/directorates within the civil service will use **Experience** questions rather than behaviours. The advice given below applies to either.

Unless you are applying for an SCS role, you'll most likely be asked to provide written evidence of how you meet 3-5 behaviours (of the 9) associated with the role. The behaviours that you're likely to be assessed on will vary depending on the role and grade you're applying for. We advise looking at a range of similar role's descriptions to see which may be most common/important. *See an example for policy roles below:*

Commonly assessed Behaviours (for Policy roles)	Less frequently assessed Behaviours
1. Delivering at Pace 2. Seeing the Big Picture 3. Making Effective Decisions 4. Leadership 5. Working Together	1. Developing Self and Others 2. Managing a Quality Service 3. Communicating and Influencing 4. Changing and Improving

As you only have 250 words to evidence each Behaviour, we suggest going into detail on one specific example from your work, volunteering, or extra-curricular activities. Try to choose something beyond your day to day that was particularly challenging. People often feel that strong behaviour answers demonstrate very specific and relevant experience to the role they're applying for, but **the primary goal is to demonstrate how you've met the *behaviour*.** We've seen some excellent answers from fields totally unrelated to the role – the key being they tailored the examples to clearly show how they met the criteria – showing transferable skills/experience.

To save time, you can reuse elements of your written answers in your applications to different roles. We still advise tailoring your application to the specific criteria of each job.

Again, if you're unsure what they're looking for in each behaviour/question, please do contact the hiring manager!

For written Behaviours (and Statements of Suitability) we advise using the **STAR method (Situation, Task, Actions, Result)** to structure your responses.

> *TOP TIPS:* If you're having trouble finding relevant examples, we advise that you:
> - Write down all the tasks you've done well/ learnt from over the past 2 years
> - Look at previous applications
> - Read your appraisals/find times you've been singled out for specific praise
> - Talk to your line manager.

We recommend physically separating these out by paragraphs in your written application, to very clearly signpost to the hiring manager which stage you're at. We all know that the applications are based on the STAR method - so no need to be discreet about it. *See table for more information.*

Top Tip - Stronger examples do not waste too many words explaining the situation/task

Words (%)	Section	Points/Questions to Consider
10%	**Situation**	● What was your role, and what responsibilities did you have? ● What context were you working in, and why was this challenging? ● What resources did you have available?
10%	**Task**	● What specific task/challenge were you tackling? ● Who else was involved in the process?

60-70%	**Action**	● **What did you personally do**, **how did you do it**, and how did these actions align with/support organisational objectives?
		 ● Provide **clear, well-defined, and sequenced steps** for the actions you took, focusing on how you did them and why. It could be useful to mention:
		     o Factors that influenced your decision-making/choices
		     o Your thoughts and feelings at key points
		     o Resources/methods used
		     o Support/challenge from colleagues or stakeholders
		     o How you overcame obstacles (emerging/anticipated)

Top Tip – Actions receive the most points during sifts, so use most of your words here!

10-20%	Result	● What impact did your actions have on your work area/organisation (good result for you, team, division, org)? ● How was this success measured (e.g. metrics/feedback)? If you have any numbers to quantify your impact, include them. ● Why were your actions effective? ● If results were not entirely positive, what lessons did you learn and what would you do differently in the future?

*Top Tip – Try to pick examples that have **robust or quantifiable evidence of positive impacts** on large groups of people*

Below, we've listed some other Top Tips for completing written elements of Civil Service applications more generally (e.g., Behaviours, CV, Statement of Suitability):

● Make sure your examples showcase your Unique Selling Point (USP) and the value you can add to a team or a department

● Be concise and use plain English and do not use acronyms without explaining.

● Signpost how you meet the 'Essential Criteria' of the role by using key phrases from the advertisement but avoid reciting the criteria without supporting evidence.

● Don't assume that recruiters have any prior knowledge of your work areas

● Be mindful of the 'Lead Behaviour' - if you do not score a passing score on this, you'll not be evaluated on the other criteria.

● Select examples which demonstrate your skills and highlight the positive effect you had in your previous workplace environment, and how this helped contribute toward wider goals.

● Use Active Words (see glossary below)

● For more senior grades, sifting panels expect to see greater degrees of challenge/difficulty/things going wrong to show 'stretch'. Stretch can also be indicated through working with senior people (within the service or not).

10. A-Z of Active Verbs

A	Distributed	Improved	Modified	Q
Accomplished	Devised	Incorporated	Monitored	Qualified
Achieved	Delivered	Incorporated	Motivated	Questioned
Administered	Documented	Increased	N	R
Addressed	Drafted	Informed	Navigated	Realigned
Advised	E	Inspected	Negotiated	Realised
Advocated	Evaluated	Inspired	O	Recognised
Analysed	Explained	Instilled	Opened	Recorded
Answered	Examined	Integrated	Organised	Reconciled
Applied	Edited	Interacted	Outlined	Referred
Arranged	Eliminated	Interviewed	Originated	Reported
Assessed	Emphasised	Introduced	Outsourced	Researched
Authorised	Encouraged	Involved	Overcame	Responded
B	Enhanced	Issued	Overhauled	Reviewed
Balanced	Established	J	Oversaw	S
Boosted	Expanded	Joined	Obtained	Searched
Briefed	Explored	Judged	Operated	Selected
Budgeted	F	Justified	P	Shared
Built	Familiarised	K	Planned	Solved
C	Filed	Kept	Promoted	Streamlined
Calculated	Finalised	L	Presented	Summarised
Centralised	Fixed	Liaised	Persuaded	T
Classified	Focused	Launched	Participated	Targeted
Coached	Formulated	Learned	Performed	Taught
Communicated	Found	Led	Piloted	Tracked
Completed	G	Listened	Planned	Trained
Condensed	Gained	Lifted	Placed	Transformed
Conducted	Gathered	Logged	Predicted	U
Controlled	Generated	Located	Prepared	Undertook
Convinced	Governed	M	Prescribed	Updated
Co-ordinated	Guided	Managed	Prevented	Utilised
Contributed	H	Moderated	Produced	V
Created	Handled	Maintained	Projected	Validated
Customised	Headed	Mapped	Promoted	Verified
	Heightened	Maximised	Proofread	Volunteered
D	Helped	Measured	Proposed	W
Designed	Hosted	Mediated	Provided	Weighed
Developed	I	Mentored	Publicised	Worked
Diagnosed	Identified	Merged	Purchased	Wrote

How to write Statements of Suitability/CVs?

We believe CVs and Statements (typically 250-1000 words) are a great opportunity to **showcase the breadth of your experiences, skills, and strengths to show how you meet a role's essential criteria**. These present another chance to shout about your achievements, describe who you are as a professional and tell recruiters what you have to offer their team. Again, this can include evidence from outside the workplace if they reinforce the value, you can add and can be specifically tailored to the role.

When you load up your application, you'll probably see something like the picture below.

 If this is your first time doing a Civil Service application, it may be hard to decipher which section should cover which information. We've got you covered:

- **Employment History:** This should be concise and informative. List the jobs you did and the dates you did them.
- **Previous skills and experience:** A chance to tell the readers what your strengths are. Pick 3-4 categories, things which you think are your strong points and that match the characteristics listed in the job description. Depending on word count, give a handful of different examples of how you've used your skills previously to produce results.
- **CV:** your Civil Service application will be slightly more to the point, and often it will just cover off the essential information for the job spec. This is because the

information you'd normally put in a CV about your contact details, school grades and personal information may be covered in one of the earlier parts - so you won't always need to include them in a CV box like you would for other jobs.

In terms of the structure of the <u>CV</u>:

- ***Keep it concise and punchy***. *The aim of a CV should be to capture enough interest to make the interviewer want to ask you more questions, not to answer every possible question they might have.*

- *One way of doing this is to **strip back to three bullets per experience**; what the job was, a major project, then any major successes. Also, I'd drop the use of 'I' and just go straight to the verb, which looks more active and concise.*

Our suggested template:

<u>*Work Experience*</u> *- you may wish to have more than one category here that separates out your different areas of expertise)*

- *What was your **role**? E.g., "Co-ordinating multiple stakeholders to produce data reports for clients"*

- *What major **projects** were you involved in? E.g., "Authored a number of key briefs for my manager, including [insert biggest achievement] …"*

- *What were your major **successes**? E.g., "Increased customer interactions by 15% over 3 months, resulting in…"*

<u>*Education*</u>

(Grade) from (University/college/other) - repeat if more than one which is relevant. The more recent the better!

TOP TIPS: When writing Statements of Suitability, we advise the following:

- ***Introduction*** *– Share a short summary of your interests, experience and skills that are relevant to job. This is a great chance to flag your USP, your interest in the role and to set the tone for the rest of the statement.*
- ***Body*** *– This is the most important part! Focus each paragraph on demonstrating how you meet the criteria in the job advertisement.* <u>*We recommend using the STAR method*</u> *to demonstrate your skills/experience, and how you can add value. It may also be useful to consider your:*
  - *Notable Achievements*
  - *Experience*
  - *Unique skills/talents*
- ***Conclusion*** *– summarise your skills and reiterate your interest in the position*

PS. We also advise using sub-headings or title sentences to clearly demonstrate how you've met the criteria!

What to expect in an interview, and how to prepare?

Interviews are normally with a panel of civil servants who work in that area. They'll likely have set questions that they'll ask everyone and will usually set out how long the interview will be at the state. <u>The panel DOES want you to do well</u>...it's in their interests to give you the best chance to share evidence that you're right for the job.

At the start, they'll also ask you a warmup question which is used to get a sense of how you'll answer others (benchmark your personality/passion)

Behaviour (*and Experience*) Questions:

In interviews, you'll typically be asked to <u>give evidence of how you meet the behaviours associated with the role.</u> You'll be marked against the same criteria as in the written applications and can share the same Behaviour examples.

> *TOP TIPS:* When sharing a Behaviour response in an interview, we advise that you:
> - <u>Add more depth</u> to your answer by putting an even greater emphasis on why you did what you did, and how
> - <u>Answer the question directly</u> and in a conversational style rather than strictly relying on/reciting your written example
> - Consistently <u>bring your answer back</u> to the skills, knowledge, or experience the panel are looking for
> - **Take your time (!!!)**
> - <u>Prepare, prepare and prepare</u>! Prep bullet points for a few different examples. Try to learn the core principles without memorising them as you want to be natural and flexible

You can easily identify a Behaviour question as the question often starts with the phrase:

- *Tell me about a time when …?*

- *Give me an example when ….?*

- *Describe a time when…?*

You should aim to **spend around 3-5 minutes answering each Behaviour question**. You'll likely be asked follow-up questions, which far from being a sign you've made a mistake, are meant to give you another chance to share a part of the story you have missed the first time around (something they are specifically looking for). Due to this, people often get a higher score after answering the follow-up questions than they would have otherwise. If an interviewer asks a follow-up question that's not relevant to your example, <u>you could describe what you would do if you could do it over again/how you would in the future.</u>

You should also be prepared to <u>answer questions about times when things didn't go to plan, or you made a mistake.</u> Don't pretend as though you've never made a mistake - what the interviewer wants to know is how well you're able to adapt and respond to mistakes to produce a good outcome from what otherwise would have been a bad one.

Strengths Questions:

In addition to behaviours, you'll also be asked a series of strength-based questions. These are <u>designed to assess your potential/motivation to use a skill, and your enthusiasm for certain types of work</u>. Ultimately, an assessor wants to see whether you're likely to enjoy the role you're applying for and exceed expectations – show genuine passion and a quick example!

These can feel strange the first time around, due to the lack of follow up questions but you should not be put off!

> *TOP TIPS:* <u>Be yourself</u> and provide your first natural response to questions!

The Civil Service tests against 36 key strengths (see link above) and these assess:

- **Performance**: Can you perform an activity with a high level of capability or proficiency?
- **Engagement**: Do you feel motivated and empowered when doing an activity?
- **Use**: Can you do the activity regularly?

Each behaviour has associated strengths, so you can try to think about these and get a sense of what panels may test in an interview.

> *E.g.,* **Delivering at Pace** is linked with the following strengths: *Adaptable, Disciplined, Catalyst, Focused, Organiser, Resilient*

Again, if you're asked about something that you haven't had experience in doing, then talk about how you would go about doing it. *See next page for more information*

Theme	Behaviours/Experience	Strengths
Questions	Predominantly past behavioural	Past behavioural, hypothetical/situational, closed, open, assumptive
Follow-ups	Ad-lib /probing questions	No adlib questions (can include scripted follow-ups up Q)
Length	5-8 minutes per question	2 minutes per questions – be brief/concise
Criteria	Positive indicators defined by grade-specific requirements	Universal Positive indicators
Scoring	1 to 7 (ineffective to effective)	1 to 4 (weakness to strength) 2 marks for positive body language and 2 marks for content
Criteria	Content of responses	Content of responses, body language and tone of voice (engagement)

How else might I be tested during applications?

- **Technical tasks:** The interviewers may assign you a technical task in which they test a capability relevant to the role. They could ask you anything - so there's no hard and fast rule for how to prepare for these, but we'd say play to your strengths, and always keep in mind what they're asking for in the job description.

- **Presentations:** Some interviews may involve a short presentation on a topic relevant to the job role. You'll likely be given pre-reading to base your presentation on and are usually not expected to do any wider reading. The focus here is on: effective verbal communication, analysing evidence and written communication (on slides). You'll likely be asked follow-up questions at the end.

- **Civil Service Judgement tests:** Some applications will ask you to complete a judgement test. You're going to be presented with a handful of scenarios, and you'll be asked what you would do in that situation. You don't need to over-prepare for these - the questions are testing your intuition. It is still worth reading up beforehand - there's some useful content in our links below.

Most important tip of all? Be Yourself!

The most game-changing piece of advice we've received on this is to go into the application really believing in yourself. It sounds simple and a bit cliche - but I remember my first attempts at getting in. I was being rejected time after time from interviews and written applications and was being pessimistic about which jobs were attainable to me. At this point I turned to my friend (who I was lucky to have supporting me!) who'd had ten years' experience in the Civil Service. He encouraged me to go into every application believing that I was the one who deserved it.

Trust me when I say this filter through into the words you write - and every hiring manager will feel that energy positively. It took me a while to get my applications right, but once I did, the offers started coming in.

We hope that you will take this advice forward and find the role that's right for you.

CV Template

Role, Company   **month 20XX - month 20XX**

Good statements are:

- Created using bullet points; these are easy to read and help with conciseness. Keep each point between 2 and 3 lines
- Developed using the What, How / Why, Outcome approach. Following this framework develops achievement orientated points which clearly demonstrate a skill / attribute
- Prepared considering what the future employer is looking for in terms of skills & experience
- Initiated with an action verb to help add impact and delivered in easy-to-understand language, avoiding jargon
- Supported by evidence / facts and presented clearly, without errors or spelling mistakes

Other Work Experience (bullet points)   **month 20XX - month 20XX**

EDUCATION

University, Location, Country   **Subject (Grade received)**   **20XX – 20XX**

Include relevant modules/dissertation from your degree if applicable to the role

School   **20XX – 20XX**

If the recruiter asks for High School experience, include the relevant details here

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Top Tips: Avoid leaving key academic information off a CV may lead to a delay in your application if the employer has to come back to you to seek clarification (e.g., degree result). Briefly note any mitigating circumstances that can be supported with evidence at a later date if required.

ADDITIONAL INFORMATION

Professional Qualifications: Any training that you have not mentioned in formal Education section but want to share.

IT Skills: Ensure you've included role / job specific packages

Languages: The normal scale to use is Native, Fluent, Business and Conversational

Achievements and Interests: Use this area to balance your CV, show recruiters what you are passionate about and to further promote your relevant, transferable skills. For instance:

- Active membership of clubs / societies (particularly related to the job you are applying for, e.g., business/law)
- Volunteering or entrepreneurial activities not included in Professional Experience
- Any other achievements (e.g., running a marathon, climbing Mont Blanc, any prizes or awards you have won and not mentioned in the education section). Make your interests interesting, and try to evidence commitment and attainment

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Top Tips:

- Try to keep your CV to 1 page. Use Arial, Calibri or Times New Roman font,
- Attention to detail is key! Proofread thoroughly before submitting

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CV Action Words

Drive and Work Ethic	Duties and Responsibilities	Communication Skills	Management skills	Creative skills	Financial ability	Technical skills	Sales Skills
Achieved	Accomplished	Appraised	Advised	Brainstormed	Audited	Advanced	Acquired
Championed	Analysed	Collaborated	Arranged	Conceptualised	Calculated	Automated	Captured
Drove	Assembled	Counselled	Centralised	Derived	Classified	Coded	Converted
Enacted	Built	Instructed	Championed	Designed	Collected	Deployed	Earned
Established	Founded	Liaised	Differentiated	Edited	Equalised	Detected	Generated
Exceeded	Created	Managed	Directed	Influenced	Investigated	Diagnosed	Maximised
Recommended	Constructed	Networked	Empowered	Innovated	Minimised	Devised	Won
Spearheaded	Delivered	Performed	Enforced	Modelled	Reduced	Discovered	
Steered	Developed	Presented	Ensured	Proofread	Secured	Engineered	
Studied	Executed	Taught	Forecasted	Published		Formulated	
Supervised	Headed	Trained	Fostered	Researched		Planned	
Surpassed	Improved	Translated	Identified	Strategized		Programmed	
	Increased		Integrated	Translated		Refined	
	Initiated		Leveraged			Tested	
	Implemented		Reconciled			Upgraded	
	Produced		Reduced				
	Simplified		Orchestrated				
	Volunteered		Optimised				
	Renovated		Predicted				
			Streamlined				

Useful Links & Resources

- Career Vidz: *ex Civil Servant's YouTube channel with simple explainers and mock questions for each behaviour.*

- CIVIL SERVICE Personal Statement (YouTube)

- Working for everyone to resolve and prevent workplace problems (gosshosted.com)

- Success Profiles presentation

- [Success Profile Documents](#)