

Meeting of:	<b>Senior Management Appointment Committee</b>
Date of Meeting:	<b>Tuesday, 23 July 2024</b>
Relevant Scrutiny Committee:	No Relevant Scrutiny Committee
Report Title:	<b>Recruitment and Selection Arrangements for the Operational Manager (Statutory Head of) Democratic Services</b>
Purpose of Report:	To ask the Committee to identify and confirm (following interview) a suitable candidate for appointment for the post of Operational Manager (Statutory Head of) Democratic Services
Report Owner:	Rob Thomas, Chief Executive
Responsible Officer:	Rob Thomas, Chief Executive
Elected Member and Officer Consultation:	Officers have been involved in the initial round of interviews and associated recruitment activity
Policy Framework:	The final decision of the Senior Management Appointments Committee will be referred to Full Council for information
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report sets out the final interview schedule for the above position.</li> <li>• Members are asked to identify and confirm (following interview) a suitable candidate for appointment.</li> <li>• Details of the shortlisted applicants at the Final Interview Stage including applications from shortlisted candidates, will be shared under Part II.</li> </ul>	

## **Recommendations**

1. To conduct interviews in relation to the post of Operational Manager (Statutory Head) Democratic Services and to make a final determination to appoint a suitable candidate.
2. To delegate residual appointment details, as appropriate, to the Chief Executive, in consultation with the Director of Corporate Resources, if a suitable applicant is confirmed by Elected Members of the Committee.

## **Reasons for Recommendations**

1. To ensure an appointment to the post is conducted in accordance with the Council's Constitution.
2. To ensure that all Council functions are met within this area.

## **1. Background**

- 1.1 Following the notice of retirement of the current postholder, the Senior Management Appointment Committee met on 04 June 2024 and approved the arrangements to recruit to the position of Operational Manager (Statutory Head of) Democratic Services.
- 1.2 The Job Description and Person Specification for the post is included in the Recruitment Pack which is attached to this report as Appendix A.

## **2. Key Issues for Consideration**

- 2.1 In accordance with the prior approval of the Committee the post was advertised externally during June 2024.
- 2.2 Following an assessment process which included psychometric testing, a technical interview and presentation, the Director of Corporate Resources, in consultation with colleagues also involved in that assessment, has identified candidates that will be invited to the final interview stage with Members.
- 2.3 At the final interview stage, it is suggested that Members of this Committee interview the shortlisted applicants and that Members then determine if any candidate is suitable for appointment to the post.
- 2.4 A list of the suggested questions and presentation topic will be circulated for consideration and determination by Members.
- 2.5 Interviews will be conducted under "Part II" provisions of Access to Information legislation and Assessment forms will be provided at the Final Interview for Members to complete as part of the assessment.
- 2.6 Members are asked to delegate residual appointment details, as appropriate, to the Chief Executive in consultation with the Director of Corporate Resources if a suitable applicant is confirmed by Members.

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** This recruitment and selection exercise will be for a permanent appointment following the resignation of the current postholder. The post will require partnership working and collaboration with a number of stakeholders and partners.

### **4. Climate Change and Nature Implications**

- 4.1** There are no Climate Change and Nature Implications as a direct result of this report and process.

### **5. Resources and Legal Considerations**

#### **Financial**

- 5.1** The funding for the post is already included in the Council's budget given that the post is part of the establishment. As a consequence no additional funding is required.

#### **Employment**

- 5.2** No direct implications other than those specified in the report.

#### **Legal (Including Equalities)**

- 5.3** This recruitment process is compliant with Local Government, Employment and Equalities legislation. The recruitment process has been managed in accordance with the Council's equality proofed recruitment and selection policy and the provisions of the Local Authorities (Standing Orders) (Wales) Regulations 2014.

### **6. Background Papers**

Recruitment and Selection details for the posts of Head of ALN & Wellbeing, Head of Neighbourhood Services, Operational Manager (statutory Head of) Democratic Services, Senior Management Appointments Committee, 24 June 2024

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Senior-Management-Appointment/2024/24-06-04/Recruitment-and-Selection-ALN-NS-and-HDS.pdf>



## Operational Manager – Democratic Services (& Statutory Head of Democratic)



### Welcome to the Vale of Glamorgan Council

Join us at the Vale of Glamorgan Council, where our core values of **Open, Together, Ambitious and Proud** shape our mission to evolve and enhance our services for the diverse community we serve. We invite dynamic leaders with a passion for service excellence and a commitment to positive change to join us as the **Operational Manager – Democratic Services**.

#### Role Overview:

Are you ready to take on a leadership role that truly makes a difference? As the Operational Manager for Democratic Services at the Vale of Glamorgan Council, you will have the opportunity to shape the future of our democratic processes. In this crucial position, you will fulfil the statutory duties of the Head of Democratic Services, driving transparency, accountability, and robust governance.

You will be at the forefront of delivering essential services that are central to our organisation. Your role will focus on governance, the committee system, and the decision-making process, ensuring our Members receive the support they need. Additionally, you will oversee the information governance and registrars' teams, playing a key role in maintaining high standards, innovation and compliance.

#### Role Responsibilities:

- Provide strong leadership to diverse teams, guiding them towards excellence and ensuring compliance with all relevant legislative requirements.
- Foster collaborative partnerships with a wide range of stakeholders, including effective liaison with Councillors to achieve shared objectives.
- Contribute to the Council's transformation agenda by leveraging innovation and best practices to enhance service delivery.
- Meet the evolving needs of the community with a particular emphasis on improving public participation and engagement.
- Drive initiatives that promote transparency, accountability, and robust governance within the Council.

This role offers an exciting opportunity to make a tangible difference to the lives of residents, while contributing to the overall success and sustainability of the Vale of Glamorgan Council. If you are a dynamic leader with a passion for service excellence and a commitment to driving positive change, read on and we would love to discuss in further detail.

Interviews will take place on





## About the Vale of Glamorgan Council

**Welcome to the Vale of Glamorgan Council, where a fulfilling work-life balance meets a vibrant community. Here, you'll find a rewarding work environment that aligns with our vision, culture, and values, set against a backdrop of natural beauty, cultural heritage, and a profound sense of belonging.**

Nestled along the stunning coastline of South Wales, the Vale of Glamorgan offers a unique blend of picturesque countryside, bustling town centres, and vibrant communities. This region boasts an unparalleled quality of life and a strong sense of community spirit, making it one of the most desirable areas in the UK.

Our success as one of Wales's top-performing local authorities is underpinned by our dedication to innovation and transformation. We embrace resourcefulness and collaboration to address the diverse needs and concerns of our communities.

As the Operational Manager for Democratic Services, you will play a vital role in embedding our values and strategy into the core functions of the Council. Your leadership and governance will be central to our success. You will:

- **Lead the delivery of essential services:** Focus on governance, the committee system, and the decision-making process.
- **Foster collaborative partnerships:** Work with a wide range of stakeholders, including effective liaison with Councillors, to achieve shared objectives.
- **Drive service excellence:** Ensure compliance with legislative requirements and promote transparency, accountability, and robust governance.
- **Enhance community engagement:** Contribute to the Council's transformation agenda by leveraging innovation and best practices to meet the evolving needs of the community, with a particular emphasis on improving public participation.

At the Vale of Glamorgan Council, our values of being Open, Together, Ambitious, and Proud are at the heart of everything we do. We cultivate a work environment that fosters trust, collaboration, and a sense of belonging. Our commitment to these values extends to how we engage with everyone we work with and for, ensuring that we build strong relationships based on integrity, respect, and shared achievements.

You'll have the opportunity to work in a region renowned for its stunning landscapes, historic landmarks, and diverse leisure opportunities. With miles of pristine beaches, flagship parks, and a thriving cultural scene, the Vale of Glamorgan provides the perfect backdrop for delivering high-quality services that enhance the well-being and happiness of our residents.

As a public body, we take the long-term impact of our decisions seriously, constantly considering how our actions will shape the future and ensuring the well-being of future generations. Our Well-being Objectives harmoniously complement one another, creating a synergy that propels us toward a brighter, more prosperous future for all.

Join us in our commitment to creating a cleaner, greener, and more vibrant community for generations to come. As the Operational Manager – Democratic Services, you will be integral to our transformational journey, ensuring that our core values guide every aspect of our work. Be a part of a team that is dedicated to making a real difference in the lives of our residents while enjoying the rich heritage and natural beauty of the Vale of Glamorgan.



## Our Values

**We seek to embrace the core values of being open, together, ambitious and proud in everything we do.**

At Vale of Glamorgan Council, our values are more than just words – they are the guiding principles that inform every decision we make and every action we take. As we embark on a journey of transformation and growth, it is essential that all members of our team understand and embody these values, particularly in roles as critical as Operational Manager - Democratic Services.

### **AMBITIOUS:**

We are forward thinking and seek to embrace new ways of working with our colleagues, partners, residents and those who do business in the Vale of Glamorgan. We invest in our future, whether that is the skills of our workforce, the assets that we utilise or our relationships with others. We value the trust placed in us by our community and are ambitious to delivery excellence in all that we do on their behalf.

As Operational Manager – Democratic Services, you will be at the forefront of driving forward our ambitious agenda for change and improvement. By setting bold goals, challenging the status quo, and embracing innovation and creativity, you will lead the way in transforming our Democratic Services, Information Governance & Registrars teams to meet the evolving needs of our Councillors and residents. With ambition as our driving force, there is no limit to what we can achieve together.

### **OPEN:**

We foster an environment of transparency and accessibility. We believe in open communication, with ideas and information flowing freely. We encourage dialogue, active listening, and constructive feedback. By being open, we create a culture that values diverse perspectives and promotes collaboration, ensuring that everyone's voice is heard.

As the leader of Democratic Services, you will be responsible for fostering a culture of transparency, accountability, and accessibility within your Service Area and across the whole organisation, in particular in supporting the formal 'business' of the Council conducted by Councillors. By embracing openness in your approach, engaging with stakeholders openly, and actively seeking feedback, you will ensure that our services are responsive to the needs of the organisation and wider community and built on a foundation of trust.

### **TOGETHER:**

Collaboration is the cornerstone of our success. We believe that by working together, we achieve more. We foster a culture of teamwork, where individuals across departments and disciplines come together to tackle challenges, share knowledge, and leverage their collective strengths.

Democratic Services is a department at the heart of our organisation, and it is through collaboration and partnership that we can truly make a difference. In your role, you will work closely with colleagues across the council with both elected members and staff, as well as external partners to deliver integrated support services.



## Our Values (continued)



### PROUD:

We take immense pride in serving the Vale of Glamorgan and its residents. We are proud of our achievements, the positive impact we make, and the dedication of our team. We celebrate our successes, both big and small, and recognise the efforts of our staff in delivering exceptional services. Our pride stems from our commitment to excellence, our contribution to the community, and our unwavering dedication to making a difference.





## Our Future Plans

At the Vale of Glamorgan Council, embracing innovation and being open to new ideas and alternative ways of working is essential for continuing to provide high-quality front-line services across Wales. The challenge lies in delivering, or enabling the delivery of, the services our residents and visitors need at optimum cost, year after year. Our goal is to create sustainable, safe, clean, and welcoming environments that everyone can enjoy. Achieving this vision requires close collaboration with our local communities, fostering a shared responsibility for many of our service outcomes. The successful candidate will play a key role in this transformative journey.

### THE DEMOCRATIC SERVICES TEAMS

Democratic Services consist of three vital operational areas, each crucial to the good governance and conduct of the Council. These teams ensure that Councillors are supported in conducting the formal business of the Council. They provide advice, guidance, and support to enhance the Council's Scrutiny and Committee functions, ensuring that decision-making is transparent and accessible. Additionally, they deliver the Council's Member Development Strategy and Programme, including training for the Scrutiny function and other governance areas.

#### 1. Democratic Services

- **Effective Decision-Making:** Foster effective decision-making processes and manage scrutiny and committee arrangements.
- **Support and Guidance:** Provide independent oversight of the school appeals service and guidance to elected Members on the Council's Constitution, Members' Code of Conduct, and Member Development.
- **Council Functions:** Support the Cabinet and Mayoral functions to ensure smooth operations.

#### 2. Registration Services

- **Innovative Solutions:** Deliver exceptional, empathetic registration services, including a digital booking system for weddings and civil partnership ceremonies, transforming service operations and generating increased income.
- **Comprehensive Coverage:** Offer the 'Tell Us Once' service, out-of-hours cover for Registrar services, and celebratory services such as renewal of vows and naming ceremonies.
- **Ceremonial Excellence:** The Superintendent Registrar and team officiate ceremonies at beautiful locations within the Vale of Glamorgan and approved premises.

#### 3. Information Management

- **Data Security:** Protect the Council's information by offering expert advice on Data Protection, Subject Access requests, Freedom of Information requests, and Information Governance.
- **Best Practices and Training:** The Data Protection officer assists the Proper Officer with the Regulation of Investigatory Powers Act by promoting best practices and providing necessary training.

Each of these areas is led by a dedicated Team Manager who reports directly to the Operational Manager – Democratic Services. These managers ensure the smooth and efficient operation of their respective areas, contributing to the overall effectiveness and integrity of the Council.

We would love to hear from you if you are interested in discussing this exciting opportunity in more detail. We look forward to receiving your application and welcoming you to our team.

*Victoria Davidson, Head of Legal & Democratic Services*

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# Operational Manager – Democratic Services (& Statutory Head of Democratic)

## Role Profile



<b>Job Title</b>	Operational Manager – Democratic Services (& Statutory Head of Democratic)
<b>Post Reference</b>	X-DS-AA001
<b>Grade</b>	Operational Manager
<b>Directorate</b>	Resources
<b>Location</b>	Civic Offices & Remote Working
<b>Responsible to</b>	Head of Legal and Democratic Services
<b>Responsible for</b>	Council/Cabinet support, Committee support, Member Services, Scrutiny Services, Information Governance Team and the Council’s Registration Service.

### Role Overview

At the Vale of Glamorgan Council, we are committed to fostering a culture of Openness, Togetherness, Pride, and Ambition. Our mission is to enhance the democratic functions of the Council, ensuring transparency, accountability, and robust governance. We are looking for an experienced and dynamic leader for the role of Operational Manager for Democratic Services, who will also fulfil the statutory duties of the Head of Democratic Services. The ideal candidate will be passionate about local democracy, with a strong background in democratic processes and a commitment to public service.

<b>Our Values</b>	<b>Behaviour</b>	<b>What it means to us</b>
<b>AMBITIOUS</b>	Forward thinking, embracing new ways of working and investing in our future.	<ul style="list-style-type: none"> <li>● Demonstrate forward-thinking and innovative approaches to enhance democratic services.</li> <li>● Set high standards for service delivery, fostering a culture of excellence within the team.</li> <li>● Seek opportunities for growth and development within the democratic framework to align with strategic goals.</li> </ul>
<b>OPEN</b>	Open to different ideas and being accountable for the decisions we take.	<ul style="list-style-type: none"> <li>● Foster clear and transparent communications within the Council, with Elected Members, colleagues and external stakeholders.</li> <li>● Actively listen to and value diverse perspectives, promoting an environment where ideas are freely exchanged.</li> </ul>
<b>TOGETHER</b>	Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.	<ul style="list-style-type: none"> <li>● Promote teamwork and collaboration within the Democratic Services teams.</li> <li>● Build strong relationships with Elected Members, stakeholders, and partners to enhance the work of the Service.</li> <li>● Encourage a team-oriented approach to problem-solving and decision-making.</li> </ul>



# Operational Manager – Democratic Services (& Statutory Head of Democratic)

## Role Profile (continued)



	Behaviour	What it means to us
<b>PROUD</b>	Proud to serve our communities and to be part of the Vale of Glamorgan Council.	<ul style="list-style-type: none"><li>● Promote excellence in the approach to the work of the Democratic Services teams that are consistent with the Council’s values and strategic ambitions.</li><li>● Deliver excellent quality support services that enable members, stakeholders, and partners to actively participate in local democracy which enhances the impact on residents’ lives.</li><li>● Deliver services which are empathetic and innovative to service users who access our statutory and optional services.</li></ul>





## Operational Manager – Democratic Services (& Statutory Head of Democratic)

### Role Profile (continued)

#### JOB DESCRIPTION

As the Operational Manager for Democratic Services, you will:

#### Statutory Obligations:

Fulfil the statutory role of Head of Democratic Services (HDS), as designated by the Democratic Services Committee, per the Local Government (Wales) Measure 2011, including, but not limited to the following duties:

- Make recommendations as to the adequacy of the provision of staff, accommodation, and other resources within the exercise of the functions of the Head of Democratic Services.
- Deliver an effective Member Induction and Development Programme, ensuring that elected members are fully equipped to fulfil their roles.
- Provide accurate advice and reports to the Democratic Services Committee, ensuring members are informed and engaged to fulfil their function.
- Provide full and detailed advice on the Service to appropriate Members and account to the Chair of Democratic Services Committee and the Cabinet Member in line with established procedures to ensure that Members are fully informed and involved in decision making.
- Report annually to the Democratic Services Committee on the Committee's work programme, ensure the programme is maintained.
- Recognise and act on the basis that the role is a politically restricted one under the terms of the Local Government Act 1989.

#### Operational Excellence:

- Deliver high-quality advice and support across a range of areas, ensuring effective democratic functions within the Council to facilitate sound decision-making, transparency, openness, and accountability.
- Provide leadership and support to the Council's Scrutiny function, working with elected members, Chief Officers, and stakeholders to enhance public accountability and engagement.
- Innovate and develop activities that support the Council's transformation programme and Corporate Plan, including further developing Council's offer to customers seeking celebrations, weddings, and recognition services.
- Provide leadership to the Council's Information Governance Team and the arrangements associated with Data Protection, Freedom of Information and Environmental Information Regulations.
- Implement and maintain all Registers, Disclosures and Declarations as required under the Council's Constitution.
- Attend (in-person) and contribute to meetings of Full Council, Scrutiny Committees, Cabinet, and other Council meetings as required.
- Ensure compliance with statutory and non-statutory arrangements for the effective delivery of a Democratic Services service.
- Maintain and provide advice to Councillors and Statutory Co-opted Members with regards to the Registers of Interest, Gifts and Hospitality.
- Act as the Proper Officer in respect of the Registration Service.
- Liaise with, and support, the Monitoring Officer, as appropriate, in the performance of their duties.



## Operational Manager – Democratic Services ( & Statutory Head of Democratic)

### Role Profile (continued)



#### Stakeholder Engagement:

- Collaborate with internal and external stakeholders, to identify emerging themes/proposals and change which relate to service delivery, including national and local trends, legislation and policy changes, and relevant practices to ensure regulatory compliance.
- Support all elected members in their ward roles, providing advice and guidance as needed.
- Serve as the key point of contact for external agencies, public sector organisations, including other Local Authorities, the WLGA and the Welsh Government, the DSO Network, and the Independent Remuneration Panel (Boundary Commission for Wales).

#### Leadership and Management:

- Provide direction and leadership to the Democratic Services Teams, inspiring a culture of excellence, collaboration, and innovation.
- Manage the day-to-day operations of the Democratic Services department, ensuring efficient delivery of services and compliance with statutory and constitutional requirements.
- Work with colleagues to establish and embed an organisational culture that supports and promotes the right behaviours and performance to ensure the delivery of outcomes that meet the Corporate Plan and strategic objectives of the Council.
- Through own behaviours, be a role model for the leadership behavioural competencies; promoting and supporting the embedding of the Council's values and behavioural competencies throughout all levels of the organisation to build the organisation's culture.
- Demonstrate innovative thinking, challenge the status quo, and embrace new ideas and approaches to problem-solving, fostering a culture of creativity and innovation within the team.

#### General Duties

- Work with the Directorate Leadership Team to provide strong leadership for Corporate Resources, making connections between the work of Legal and Democratic Services and the other teams within the Directorate to maximise the impact of our work.
- Explore opportunities to improve the effectiveness and efficiency of services through collaboration and partnership working.
- Facilitate and participate in the introduction of policies, procedures, and practice to support the achievement of the objectives of the Council.
- Ensure that the principles of equality of opportunity are integrated and actively pursued both within the Directorate and in all areas of service provision.
- Ensure continuing compliance with Council policy, procedure and legislation including those related to the management of employees, health and safety, customer relations, safeguarding, information, equalities, the environment, and those specifically set out in Financial and Contract Procedure Rules.

In addition to the duties set out above, the postholder will be required to undertake such additional duties which may result from changing circumstances, but which may not of necessity change the general character or level of responsibility accorded to the post.

# Operational Manager – Democratic Services (& Statutory Head of Democratic)

## Person Specification



	ESSENTIAL	DESIRABLE	ASCERTAINED BY
<b>1. Experience</b>	<ul style="list-style-type: none"> <li>● Experience in effectively leading and managing diverse teams.</li> <li>● Experience working in a political environment or with elected officials.</li> <li>● Experience in managing Scrutiny and Committee arrangements and delivery of elected member training.</li> <li>● Experience of the political process and decision making within local government.</li> </ul>		<ul style="list-style-type: none"> <li>● CV and Cover Letter.</li> <li>● Selection Activities.</li> </ul>
<b>2. Knowledge</b>	<ul style="list-style-type: none"> <li>● Good knowledge of relevant legislation and regulatory framework.</li> <li>● Good understanding of the local government framework and governance.</li> </ul>		<ul style="list-style-type: none"> <li>● CV and Cover Letter.</li> <li>● Selection Activities.</li> </ul>
<b>3. Skills &amp; Aptitudes</b>	<ul style="list-style-type: none"> <li>● Ability to be a role model for the leadership behavioural competencies and promote the Council's values and behavioural competencies.</li> <li>● A strategic thinker, with the ability to develop and implement strategies that support the achievement of organisational objectives.</li> <li>● Excellent leadership skills, able to provide clarity to your team on the vision and purpose of their work.</li> <li>● Strong track record of building and nurturing productive working relationships, able to advocate for excellence, equity, and inclusivity.</li> <li>● Highly effective communication skills, able to influence others with impact and professional credibility, with the ability to communicate to a diverse community.</li> </ul>		<ul style="list-style-type: none"> <li>● CV and Cover Letter.</li> <li>● Selection Activities.</li> </ul>

# Operational Manager – Democratic Services ( & Statutory Head of Democratic)

## Person Specification (continued)

<b>3. Skills &amp; Aptitudes (continued)</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Dedicated to professional development and keeping abreast of relevant regulation and education trends.</li> <li>● Ability to manage resources effectively, including budgets, staffing, and facilities.</li> </ul>	<p><b>DESIRABLE</b></p>	<p><b>ASCERTAINED BY</b></p>
<b>4. Qualifications &amp; Training</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Relevant degree or equivalent experience at management level.</li> </ul>	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>● Leadership/management qualification.</li> </ul>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● CV and Cover Letter.</li> </ul>
<b>5. Attitude &amp; Motivation</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Personal and professional integrity.</li> <li>● Highly motivated senior leader, able to act as a role model to team members and peers.</li> <li>● Adaptable and flexible to meet a variety of challenges.</li> <li>● An inspiring leader, able to engage team members to deliver exceptional performance in a challenging environment.</li> <li>● Innovative, change champion, who is happy to challenge the status quo to deliver on strategic objectives and solve problems.</li> <li>● A passionate role model of the values of the Council.</li> </ul>	<p><b>DESIRABLE</b></p>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● CV and Cover Letter.</li> <li>● Selection Activities.</li> </ul>
<b>6. Other</b>	<p><b>ESSENTIAL</b></p> <ul style="list-style-type: none"> <li>● Personal and professional credibility.</li> <li>● Drive, energy and enthusiasm to sustain an extensive agenda.</li> <li>● Capacity to work outside of normal office hours and attend evening meetings as and when required.</li> <li>● Ability to drive/travel throughout the Vale or between locations as appropriate.</li> </ul>	<p><b>DESIRABLE</b></p> <ul style="list-style-type: none"> <li>● Ability to speak or learn Welsh.</li> </ul>	<p><b>ASCERTAINED BY</b></p> <ul style="list-style-type: none"> <li>● CV and Cover Letter.</li> <li>● Selection Activities.</li> </ul>