



# GREENWOOD ACADEMIES TRUST

## **Recruitment, Selection and Disclosure Policy and Procedure**

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This policy has been implemented following consultation with recognised Trade Unions

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## 1. Policy Statement

Greenwood Academies Trust (GAT) is committed to providing the best possible educational experience for children and young people that it serves. Our success relies on attracting, recruiting, selecting, developing and retaining the best people with the appropriate knowledge, skills, qualifications and experience to meet current and future needs.

To enable GAT to achieve its priorities it endeavours to attract, recruit and select the best people in a fair, consistent, timely and cost-effective manner in line with current legislation and statutory requirements.

Safeguarding is paramount in our recruitment and selection processes, decisions and outcomes. The safe recruitment of our staff is the first step to safeguarding and promoting the welfare of children in our academies.

GAT is committed to safeguarding and promoting the welfare of all pupils in its care. We expect all employees, contractors or volunteers to share this commitment. To demonstrate this, we will:

- Implement robust safer recruitment practices, to ensure the best possible staff are recruited on the basis of their skills, knowledge, abilities and suitability for the position.
- Follow statutory guidance to deter, reject or identify people who might abuse or put children at harm
- Safeguard the pupils in our care, by ensuring the employment of suitable, appropriately screened and vetted individuals.
- Ensure all new workers participate in an induction which includes child protection/ safeguarding training

By implementing this policy and procedure, GAT is committed to:

- Developing and promoting GAT academies, as great places to work
- Ensuring all stages of recruitment are open and transparent
- Providing equality and safer recruitment training for all staff involved in the process
- Providing a supportive and flexible working environment to all its employees
- Supporting staff to realise their potential
- Using flexible working to encourage diversity and a wider scope of applicants
- Ensuring the recruitment process is free from risk of discrimination.

## 2. Key Legislation and Guidance

This policy and procedure draws guidance from:

[DfE Keeping Children Safe in Education \(2022\)](#)  
[Working Together to Safeguard Children](#)  
[School Staffing \(England\) Regulations 2009](#)  
[Education \(Independent School Standards\) Regulations 2014](#)  
[Safeguarding Children and Safer Recruitment in Education](#)  
[Employers: Preventing Discrimination](#)  
[Equality Act 2010](#)  
[The Education \(Health Standards\) \(England\) Regulations 2003](#)  
[UK Visas and Immigration Right to Work Checklist](#)  
[Disclosure and Barring Service](#)  
[DBS Filtering Guide](#)  
[Safeguarding Vulnerable Groups Act 2006](#)  
[Disqualification under the Childcare Act 2006](#) and [2018 Amendments](#)  
[Handling of DBS Certificate Information](#)  
[Guide to the UK General Data Protection Regulation \(UK GDPR\)](#)  
[DBS Required Documents](#)  
[Teaching Regulation Agency](#)

This policy and procedure is supported by the following supplementary internal guidance, available on the Trust People Sharepoint site :

GAT Scheme of Delegation  
Applicant Tracking System (ATS), operating guidance

## 3. Scope and Responsibilities

This document applies to the recruitment for all staff groups including paid or unpaid, full or part-time and short-term appointments for permanent, temporary or voluntary staff.

The People Directorate are responsible for providing the framework to ensure the safe recruitment of all staff and volunteers in accordance with best practice across the sector, including the provision and delivery of safer recruitment and equality training.

It is responsibility of the Director/Principal or designated 'hiring manager' to familiarise themselves with and adhere with the provisions of this document, including to:

- Implement GAT's safer recruitment procedures correctly, ensuring at least one person on the interview panel has valid safer recruitment training
- Ensure all staff and volunteers working in GAT/Academy undergo appropriate checks and confirm they are satisfactory to work with our pupils
- Monitor agency and contractor compliance with safer recruitment
- Promote the welfare of pupils at all stages of the process

## 4. Recruitment and Selection Procedure

### 4.1 Purpose

The purpose of this procedure is to set out the minimum requirements of a recruitment process that aims to:

- ensure GAT meets its commitment to safeguarding and promoting the welfare of children and young people, through following safer recruitment procedures at all times to deter, identify and reject prospective applicants who are unsuitable for work with children
- ensure compliance with all statutory requirements and guidance, by carrying out all necessary employment background checks on shortlisted/selected candidates, including the recommendations of the Disclosure and Barring Service (DBS)
- ensure all job applicants are considered equitably and consistently, providing equal opportunities in employment and to avoid unlawful discrimination on the basis of any of the protected characteristics in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline and selection for redundancy
- Comply with the requirements of Data Protection Legislation (being (i) the General Data Protection Regulation ((EU) 2016/679) (unless and until the GDPR is no longer directly applicable in the UK) and any national implementing laws, regulations and secondary legislation, as amended or updated from time to time, in the UK and then (ii) any successor legislation to the GDPR or the Data Protection Act 1998, including the Data Protection Act 2018).

### 4.2 Safer Recruitment

All recruitment must be in line with this procedure to ensure we identify, deter and prevent people who pose a risk of harm from working with our pupils. The recruitment of all applicants and volunteers must, without exception, follow the processes of safer recruitment. As such, all recruitment must be planned to ensure that there is adequate time available to recruit safely.

All offers of employment will be subject to us being satisfied that the applicant or volunteer is a suitable person to work with children and young people.

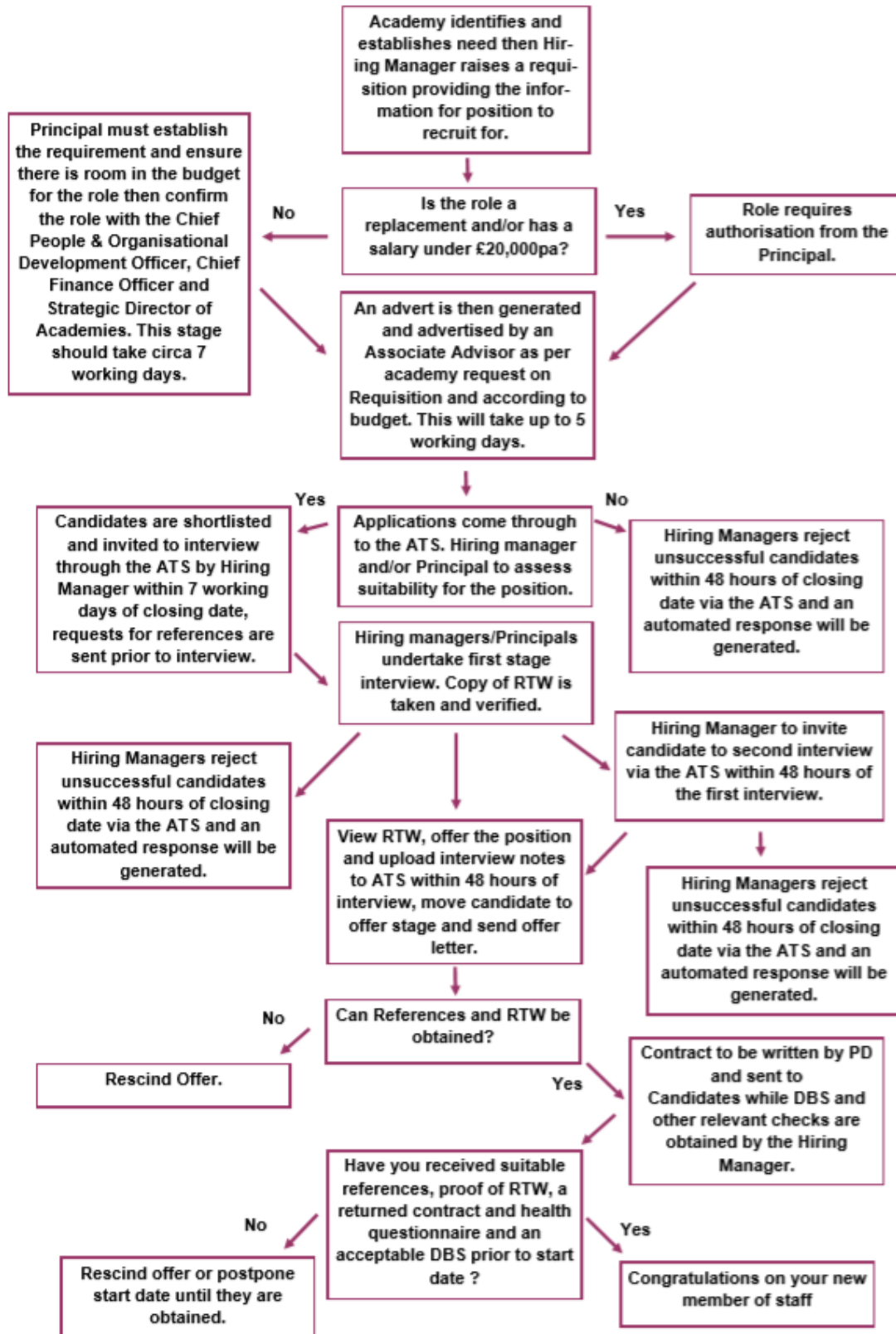
Any person involved in recruitment for the Trust must read the "Keeping Children Safe in Education" guidance (or updated statutory guidance) produced by the DfE, the GAT Safeguarding policy and this document.

Any person who becomes aware that this policy is not being followed during recruitment must inform the People Directorate immediately. With any breach of this policy leading to a potential risk to the safety of children or a breach of statutory guidance may lead to disciplinary action.

All statutory checks and recommended compliance risk assessment (which will determine the level of access to pupils) must be completed before a potential employee / volunteer can start to commence their role.

### 4.3 Requisition and Authorisation Stage

All permanent, long term, contract and apprentice recruitment for GAT, be it internal, external, secondment, or through an external provider, is processed through the Applicant Tracking System (ATS) following the below process:



Requisitions for recruitment are to be raised by the individual academy's designated recruitment liaison or Principal. All requisitions will be approved as outlined in the GAT Scheme of Delegation.

#### 4.4 Vacancy Stage and Advertising

Before a job can be published, the advert wording and job specification should be reviewed, checked and agreed by the hiring manager, in conjunction with the People Directorate. (The People Directorate hold template Advert and Job Specifications for all roles in the Trust). This should be done in advance so that all documentation is ready at the same time as the requisition is raised, to prevent any unnecessary delays in the process.

A job specification describes the duties and responsibilities of the post. It must be up to date, accurate and specific to the role. It also includes the necessary skills, experience, qualifications and knowledge required by the applicant. As part of our commitment to safer recruitment, all job specifications must make reference to the responsibility for safeguarding and promoting the welfare of children.

Adverts must reflect the Trust's commitment to equality, diversity and inclusion and must not use discriminatory language, they should seek to avoid any use of language that could be construed as being unconsciously bias.

Once the requisition has been approved, by the required people, it automatically moves to the next stage on the ATS to 'Awaiting Publish'.

The People Directorate will create the job advert on the ATS, which converts the requisition to a vacancy and automatically publishes the role on the GAT website. The how and where the vacancy is advertised is at the discretion of the hiring manager taking into account the current recruitment market, timeline, advertising subscriptions/budget and educational/business impact, for example, some posts may be designated as suitable development opportunities for existing employees.

Roles are advertised by the People Directorate on behalf of GAT as the employer; all adverts will make clear our commitment to safeguarding and promoting the welfare of children, equality, right to work in the UK checks, immigration requirements and GDPR.

GAT aims to advertise every vacancy to encourage as wide a field of applicant as possible, however, there may be circumstances where normal external recruitment advertising does not take place, for example: in the case where there are staff under notice of redundancy at the academy. If the vacancy is classed as suitable alternative work for these employees, then this must be explored first, before any external recruitment process takes place. Similarly, employees on temporary contracts can be made permanent without their job being advertised, for example non-salaried trainees.

#### 4.5 Application Forms

All applicants for employment will be required to complete a GAT application form containing questions about their academic and full employment history; their suitability for the role (including accounting for any gaps or discrepancies in employment history); and any Right to Work (RTW)/Visa requirements. Curriculum Vitae will not be accepted in place of the completed Application Form.

All applicants will be made aware that providing false information is an offence and could result in the application being rejected or summary dismissal if the applicant has been selected, and possible referral to the police and other professional regulatory bodies.

All documentation relating to applicants will be treated confidentially in accordance with GAT Data Protection Policy.

#### 4.6 Shortlisting and Candidate Management

Selection criteria will be based on objective criteria which tests skills that are relevant and necessary for the job and will be identified in advance (see Appendix for shortlisting matrix template).

Applicants will automatically appear on the relevant vacancy, on the ATS, as a candidate. Candidates are to be vetted for their suitability. The Equality Act 2010 makes it unlawful for employers to discriminate against job applicants (and existing workers) because of a 'protected characteristic,' namely:

- Age
- Disability
- Gender Reassignment
- Race
- Religion or Belief
- Sex
- Sexual Orientation
- Marriage and Civil Partnership
- Pregnancy and Maternity

#### **Unconscious bias**

Recruiters, therefore, need to have an awareness of unconscious bias. Unconscious bias occurs where, without deliberately making an assessment which is discriminatory, the recruiter carrying out the selection is influenced by their expectations and previous experience. By raising awareness and the need to ensure equality and avoid discrimination, reduces the risk of challenge, as well as improving its decision-making and selection processes.

Please refer to the Equality Policy for further details.

If an applicant makes GAT and/or Academy aware, at any stage of the recruitment process, that they have a disability then reasonable adjustments must be considered to ensure the applicant is not disadvantaged by the process. Prompts in the process enquiring about this are at application and invite to interview stages.

Disabled applicants are protected by special provisions in the Equality Act 2010 to avoid them being unfairly screened out from the recruitment process. Section 60 of the Act makes it unlawful to ask applicants about their health; this can cover questions at interview, in the application form or in reference requests.

This provision does not prevent an employer from asking health questions altogether - it just restricts the timing of such enquiries so that, in effect, they can only be raised after an offer of employment has been made (this means an employer acting lawfully would make a job offer subject to satisfactory health assessments/confirmation of fitness to work).

All unsuccessful candidates will receive notification that their application has been unsuccessful using the autogenerated communications on the ATS. This stage is vital, not only to enable the processing of the vacancy to its end point but also to maintain a positive image of GAT for all candidates in the process.

Short-listing will be undertaken by at least two people from the recruitment panel, one of whom will be safer recruitment trained. Applicants will be assessed against the job specification.



All applicants who are invited to an interview will be required to give consent for an online check and bring evidence of their identity, address, right to work in the UK, criminal record self-declaration and educational/professional qualifications. Original documents only will be accepted, and photocopies will be taken. Unsuccessful applicant documents will be destroyed at the end of the recruitment campaign unless the applicant has given specific consent for data to be retained for the purpose of a later re-consideration.

#### 4.7 References

References will only be sought for short listed applicants and will be requested following short listing to aid receipt prior to interview and to allow for any exploration as needed during interview. The only exception is where an applicant has indicated on their application form that they do not wish their current employer to be contacted. In such cases, if the applicant is the preferred candidate, it will be taken up as soon as practicable, any offer of employment made will be conditional on receipt of satisfactory references, including from the last known employment, along with the other background and vetting checks to comply with the statutory guidance.

At least two professional referees must be provided, one of which must be the applicants current/last employer. Only in exceptional circumstances may a character reference be acceptable. If the current or most recent employer does not involve work with children, but in reviewing the candidates career history they have worked with children, then an additional referee from that employer will be sought. GAT does not accept open references, testimonials or references from relatives.

References will always be sought and obtained directly from the referee; references obtained should be read in conjunction with the information provided by the candidate in their application and any discrepancies or anomalies thoroughly explored with the referee and/or candidate to verify the reference, including if the reference has arrived after the conditional offer has been made. The purpose of references are to provide objective and factual information to support appointment decisions, for example:

- The candidate's suitability to work with children and young people;
- Any safeguarding concerns, including substantiated allegations;
- Disciplinary record, including time-expired warnings, relating to the safeguarding of children and young people;
- the applicant's dates of employment, salary, job title/duties, reason for leaving, performance and their suitability for the post

References should come from the institution the reference relates to; employment references cannot be accepted from a personal email address. If the nominated referee providing the reference is no longer in that employment, they can provide a character reference and a reference must still be obtained from the place of employment, this will most likely be confirmation of dates. In the event the person providing the reference is not directly employed i.e. a reference being provided for a Principal by a Chair of Governors, the reference should be accompanied with some evidence of the role the referee holds. This could be a print screen of the school website listing the referee's position, an Ofsted report or Companies House document outlining their involvement.

#### 4.8 Interview Stage

Interviews will usually take place, face to face, led by a panel including the Principal or relevant hiring manager. All those involved in interviewing must be properly prepared to undertake the role, at least one person on the interview panel must have in-date safer recruitment training, as well as receiving equality training and training on interview and selection techniques.

Interviews should be conducted with a minimum of two interviewers on the panel, one of whom will be the lead panel member and ideally with an equal gender balance to enable one interviewer to assess the applicant, observe and make notes whilst the applicant talks to the other interviewer. The same panel must see all the applicants for the vacant position.

Interviews are to be competency based with practical sessions where appropriate for the post. The interview process will explore the applicant's ability to carry out the job specification.

The interview should also explore:

- Any anomalies or gaps in employment
- Any information in regard to past disciplinary action or allegations
- Any cautions or convictions shared on the criminal self-declaration form, in line with Rehabilitation of Offenders Act and filtered offences
- Any requirement for Overseas check, employment Visas and/or sponsorship
- The applicant's suitability to work with children
- Any concerns raised from references
- Any concerns raised from online search (social media)
- The applicants understanding of their safeguarding responsibilities

Under the "fluency duty" (Part 7 of the Immigration Act 2016), public authorities are required to ensure that workers in public facing roles are fluent in English (or Welsh in Wales). Public facing roles are those members of teaching and support staff who, as a regular and intrinsic part of their role, are required to speak to members of the public (including pupils in schools).

The Trust will accept a range of evidence of spoken English or Welsh language ability as follows:

- competently answering interview questions in English or Welsh;
- possessing a relevant qualification for the role attained as part of education in the UK or fully taught in English or Welsh by a recognised institution abroad,
- passing an English or Welsh spoken language competency test or possessing a relevant spoken English or Welsh qualification at CEFR Level B1 or above, taught in English or Welsh by a recognised institution abroad (and from September 2017 this includes Welsh second language GCSE).

Where interviews take place remotely via Teams or similar, proof of right to work in the UK must be taken via a screenshot of both the I.D. and the applicants face allowing for verification of a true likeness. The offered candidate will then be required to bring original copies of the documents taken to their new place of work prior to their first day of employment.

All interview notes must be uploaded on the ATS within two working days of the interviews taking place for both the offered and unsuccessful candidates. It is vital interview notes capture the panel's decision summary, which forms a requirement of KCSIE and enables feedback to be given to candidates when requested.

#### 4.9 Offer of Employment

All offers of employment are conditional until successful completion of all statutory safer recruitment and background checks, including:

- the agreement of a mutually acceptable start date and the signing of a contract incorporating the Trust's standard terms and conditions of employment
- receipt of two references, which the Trust considers satisfactory, one of which must be from the applicant's current/most recent employer
- receipt of an enhanced disclosure with barring list from the Disclosure and Barring Service with which the Trust is satisfied
- an online check which has been explored at interview
- a statement of the applicant's medical fitness for the role in accordance with the equality and disability discrimination acts
- receipt of right to work in the UK
- Overseas check, as appropriate
- For management positions a section 128 check
- For Early Years position a disqualification check

As from 1 January 2021 the Teaching Regulation Agency will no longer maintain a list of EEA teachers with sanctions and professional regulators in the EEA (EU, Iceland, Liechtenstein and Norway) will no longer share information about sanctions imposed on EEA teachers with the Teaching Regulation Agency (TRA) via the IMI (Internal Market Information) system. Therefore, we will ask teachers to provide a letter of professional standing. This should be a letter of professional standing issued by the professional regulating authority in the country in which they worked. We will consider such evidence alongside other information obtained through other pre-appointment checks to help assess their suitability.

For applicants that have lived or worked outside of the UK, we will continue to follow safer recruitment requirements and make any further checks we think appropriate so that relevant events that occurred outside the UK can be considered, this will include obtaining an enhanced DBS certificate with barred list information (even if the teacher has never been to the UK).

It is a statutory requirement under the Education (Health Standards) (England) Regulations 2003 that anyone appointed to a post involving regular contact with children or young people must have the health and physical capacity to carry out that activity. It is the Trust's responsibility to be satisfied that all employees of the Trust have the appropriate level of physical and mental fitness before an appointment is confirmed.

The offered candidates are requested to complete an employment health questionnaire and where appropriate a medical report may be required. Any health (physical or mental) conditions made known will be reviewed against the job specification for the particular role and its requirements e.g. proposed timetable, extra-curricular activities, and layout of the Academy/Trust, to establish whether they have the physical and mental capacity for the specific role.

No employee will be permitted to start work without a barred list check and correct right to work. Ideally, all statutory checks will have been completed and confirmed satisfactory prior to the new employees start date; however, with pragmatic compliance, in exceptional circumstances we acknowledge there may be delays outside of our control in the recruitment process, for example a delay in receipt of a DBS, Overseas checks, references. In such instances a 'new starter' risk assessment needs to be completed and signed off weekly to ensure the candidate is engaging in employment activities with appropriate supervision pending final approval of the safer recruitment checks and will vary depending on the risk factors and nature of the role.

An offer of employment could be withdrawn if employment and background checks, including references, cannot be obtained; information is not provided to complete a check, or the information received is not satisfactory.

Despite the best efforts to recruit safely there will be occasions when allegations of abuse against children and young people are raised. These allegations will be handled in accordance with the Child Protection and Safeguarding Policy.

In cases of dismissal (or resignation), the Trust will inform the Department of Education and Children’s Services of the circumstances. A referral may also be made to the Teaching Regulation Agency (TRA) in respect of teaching staff.

4.10 Disclosure and Barring Service (DBS) Checks

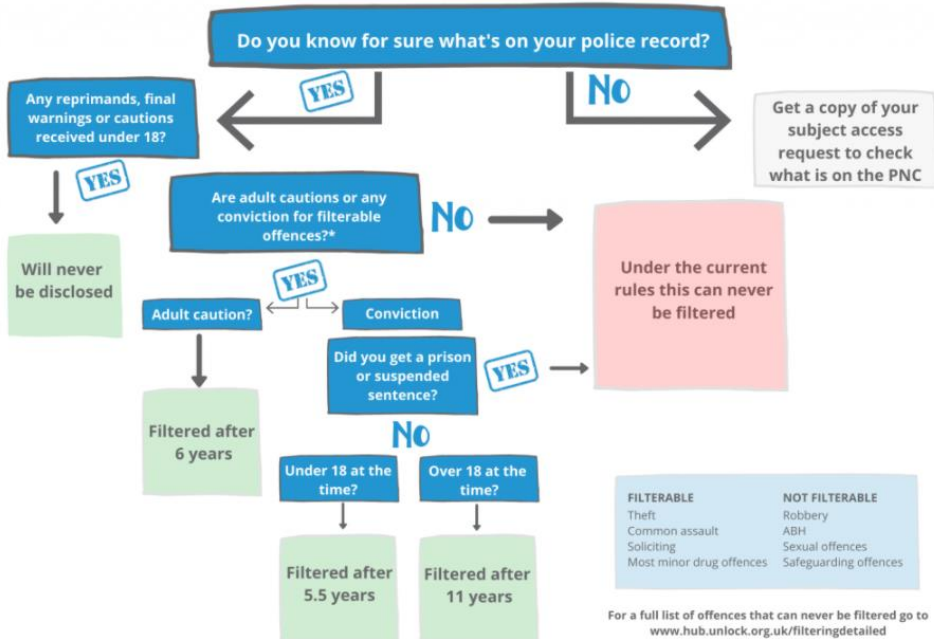
All Trust staff are subject to an Enhanced with Barred List Check Disclosure and Barring Service check prior to commencement of employment.

We note for transgender individuals this may be a sensitive topic to reveal previous names or gender identity. The Disclosure and Barring Service (DBS) offers a confidential checking service for transgender applicants in accordance with the Gender Recognition Act 2004.

An Enhanced with Barred List Check disclosure provides information about convictions, cautions, reprimands and warnings held on the Police National Computer (PNC), regardless or not of whether they are spent under the Rehabilitation of Offenders Act 1974. Any approved information held by the police which a chief officer reasonably believes to be relevant and considers ought to be disclosed and an additional check to be made as to whether the person appears on the children’s barred list. The law allows for certain old and minor matters to be filtered out, see below flowchart for clarity on filtered offences.

The employee must bring their certificate to the Academy/Trust before commencing any form of regulated activity. The certificate number and date of issue will be recorded in the Single Central Record (SCR); copies will not be taken, in the exceptional circumstance where a copy of certificated has been obtained it will not be retained for longer than six months in line with data protection legislation.

Any employee that takes leave for more than three months (i.e. career break etc.) must be re-checked before they return back to work



Applicants with recent periods of overseas residence and those with little or no previous UK residence may also be asked to apply for the equivalent of a disclosure, if one is available in the relevant jurisdiction(s) or an International Child Protection Certificate (ICPC).

The Trust expects supply/temporary worker agencies/contractors that are used to register with the DBS on their own account and to follow their policy or their own comparable policy. This is the third parties responsibility and proof of registration will be required before the Trust will commission services from any such organisation.

Parents and other volunteers may help out in Trust Academies. A supervised volunteer who regularly teaches or looks after children is not in regulated activity and does not require a DBS check however the Trust may choose to carry out an enhanced DBS check without barred list information. The Trust will ensure that appropriate checks are carried out on volunteers who work in an unsupervised regulated activity with children, including Enhanced DBS checks with barred list information.

The DBS has a process in place to enable sharing of information including all name details in an individuals current and any previous identity, ethnic origin, gender reassignment etc. Deliberately withholding this information may be an attempt to prevent conviction information being revealed and is an offence.

The Trust operates an ongoing culture of vigilance to deliver a safer culture, as such it does not routinely renew DBS checks. Checks will be undertaken in the event of a change in position or following any concern. The Trust reserves the right to undertake a check at any time.

Employees must inform the Principal/Director of any cautions or convictions that arise between these checks taking place as well as their obligation to disclose if they are disqualified from providing relevant childcare provision (as defined in the Department for Education's statutory guidance on Disqualification under the Childcare Act 2006 (as amended from time to time)).

#### 4.11 Dealing with convictions

All positions within the Trust will amount to "regulated activity" within the meaning from the Safeguarding Vulnerable Groups Act 2006 (SVGA) which has been amended by the [Protection of Freedoms Act 2012 \(PoFA\)](#).

The exemption provisions under the Rehabilitation of Offenders Act 1974 does not apply to positions which involve working with or having access to pupils. As a result, all applicants for employment must declare all previous convictions, including those which would normally be considered "spent". A failure to disclose a previous conviction may lead to an application being rejected or, if the failure is discovered after employment has started, may lead to summary dismissal on the grounds of gross misconduct. A failure to disclose a previous conviction may also amount to a criminal offence.

It is unlawful for the Trust to employ anyone who is disqualified from working with children under the Childcare Act 2006 and the 2018 Amendment. In addition, it will also be unlawful for the Trust to employ anyone who is the subject of a disqualifying order made on being convicted or charged with any offence that meets the disqualification criteria.

In the event that relevant information (whether in relation to previous convictions or otherwise) is volunteered by an applicant during the recruitment process or obtained through a disclosure check, the Trust will consider the following factors before reaching a recruitment and/or ongoing employment decision:

- whether the conviction or other matter revealed is relevant to the position in question
- the seriousness of any offence or other matter revealed
- the length of time since the offence or other matter occurred
- whether it was a one-off or the applicant has a pattern of offending behaviour or other relevant matters
- whether the applicant's circumstances have changed since the offending behaviour or other relevant matters
- the circumstances surrounding the offence and the explanation(s) offered by the convicted person
- decriminalisation and remorse

In most cases, a formal meeting will take place face-to-face to establish the facts with the Principal/Director, who will complete a risk assessment by reference to the criteria set out above. A decision will be made following this meeting/completion of risk assessment.

If the post involves regular contact with children, it is the Trust's normal policy to consider it a high risk to employ anyone who has been convicted at any time of any the following offences:

- against adults and/or children: murder, manslaughter, rape, other serious sexual offences, grievous bodily harm or other serious acts of violence; serious class A drug related offences, robbery, burglary, theft, deception or fraud.

If the post involves access to money or budget responsibility, it is the Trust's normal policy to consider it a high risk to employ anyone who has been convicted at any time of robbery, burglary, theft, deception or fraud.

If the post involves some driving responsibilities, it is the Trust's normal policy to consider it a high risk to employ anyone who has been convicted of drink driving within the last 10 years.

If an applicant wishes to dispute any information contained in a disclosure, he/she can do so by contacting the DBS directly. In cases where the applicant would otherwise be offered a position were it not for the disputed information, the Trust will, where practicable, defer a final decision about the appointment until the applicant has had a reasonable opportunity to challenge the disclosure information.

The Trust will observe the guidance issued or supported by the DBS on the use of disclosure information, with reference to data protection legislation.

## **5. Onboarding, Induction and ongoing employment**

All new employees will be given an induction which will clearly identify the Academy/Trust's policies and procedures and make clear the expectation and Code of Conduct which will govern how staff carry out their roles and responsibilities.

In particular the programme seeks to:

- ensure candidates understand the Academy/Trust's Child Protection and Safeguarding Policy;
- check the candidate has read Part 1 and Annexe A of KSCIE, in addition to key policies and procedures.
- support individuals in a way that is appropriate for the role to which they have been appointed; facilitating the settling in process and rectifying any issues swiftly
- provide opportunities for the candidate to discuss any issues or concerns about their role or responsibilities

The Trust recognises that safer recruitment and onboarding is not just about the start of employment it is part of our broader commitment to creating a great place to work, through providing regular support and on-going training for all staff.

### 6. Retention of Records

In accordance with GDPR legislation, all personal information relating to a successful application is saved in a staff personnel file,

All information for unsuccessful candidates is deleted 6 months after their application is placed in a terminal position within the ATS i.e. candidate rejection or withdrawal.

For more information please refer to the Records Management Policy.

### 7. Maintaining and Monitoring this Policy and Procedure

This policy and procedure will be kept up to date and amended accordingly to reflect any changes in response to monitoring its effectiveness, revised legislation and applicable standards and guidelines and at least every two years in consultation with the recognised trade unions.

## Appendix – Shortlisting Matrix Template

	A	B	C	D	E	F	G	H	I	J	K	L
1	<b>Shortlisting Matrix</b>											
2	Job Role:								Date:			
3	Completed By:								Position:			
4												
5	<input checked="" type="checkbox"/> = Exceeds Requirements	<input checked="" type="checkbox"/> = Meets Standards	0 = Developmental						X = does not meet/Contrary evidence			
6		Mandatory Skills/Qualifications			Essential Skills			Value-add Skills (context)				
7	Applicant Name	Criteria M1	Criteria M2	Criteria M3	Criteria E1	Criteria E2	Criteria E3	Criteria V1	Criteria V2	Criteria V3		
8	Candidate 1											
9	Candidate 2											
10	Candidate 3											
11	etc											
12												
13												
14	Examples:											
15		<b>Teacher - Criteria Descriptors:</b>										
16		M1	QTS									
17		M2	Degree or equivalent									
18		M3	Relevant classroom experience for the post									
19		E1	Ability to teach at a 'good' or 'outstanding' level									
20		E2	Able to motivate students to deliver high expectations in terms of behaviour/achievement									
21		E3	Ability to work effectively as a member of a team									
22		V1	Highly motivated and enthusiastic, with a willingness to engage in development activities									
23		V2	Ability to self-review effectively and set appropriate targets									
24		V3	Willingness to play a part in the wider life of the Academy									