

Recruitment Pack



Nurturing inclusive learning communities

CEO WELCOME

Dear Applicant,

Thank you for your interest in this vital post of Site Manager at Ethos Academy Trust. We hope that the information contained within this pack provides sufficient information and helps you to decide if you have the right qualities, skills and experience to apply for this position.

The overarching aim of Ethos Academy Trust is to create academies that provide environments that are welcoming, caring, calm, safe and purposeful and that, within a nurturing ethos, stretch our learners academically, support them pastorally and develop them socially and emotionally.

We seek to explore and celebrate the qualities that make our pupils unique. We believe passionately that education, at every stage of the pupil journey, is about the development and nurture of the whole child. We aspire for all our pupils to become confident, happy and caring individuals who achieve personal success and develop a love of learning and of life.

We will soon have six Academies: Ethos College, Reach Academy, Evolve Academy, Engage Academy, Elements Academy and Enrich Academy (due to join the Trust during Spring 2023) and we have high aspirations for future growth. In addition to the academies, the Trust provides wide ranging early intervention outreach support and training to mainstream schools, alongside managing the statutory exclusions process on behalf of Kirklees and Wakefield Local Authorities.

Thank you for your interest in Ethos Academy Trust.

Jayne Foster

Jayne Foster

CEO, Ethos Academy Trust

HEADTEACHER WELCOME

Dear Applicant

Evolve Academy is based in Wakefield, West Yorkshire and is a part of the Ethos Academy Trust. Evolve Academy is a well-established pupil referral unit in Wakefield, specialising in supporting Key Stage 2/3 pupils with wide-ranging social, emotional and mental health (SEMH) needs.

At Evolve Academy, we believe that all pupils deserve the opportunity to be supported to re-engage with learning and school life. We achieve this within a stimulating, safe and welcoming environment, where the curriculum is personalised to meet the differing needs and interests of all our pupils. Our staff pride themselves on offering a nurture-based approach and a high-quality educational provision that supports pupils to achieve positive outcomes and become ready to move onto further success in their next educational setting.

We are committed to ensuring that our staff are fully equipped to deliver a personalised, aspirational offer that meets the needs of all pupils. We therefore have a comprehensive staff training programme to enable our team to continue to develop their knowledge, skills and practice, with a high focus on supporting all aspects of SEMH needs.

We are seeking to appoint an experienced and enthusiastic Site Manager to work at Evolve Academy. The role will involve working at our Lupset and Castleford site. The successful applicants must be dedicated in supporting our young people reach their full potential. I would like to thank you for your interest in Evolve Academy and I look forward to receiving your application.

David Kiss

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Head Teacher, Evolve Academy

TRUST MISSION

Our vision at Ethos Academy Trust is to create nurturing inclusive learning communities.

To enable us to achieve this, our mission is that Ethos Academy Trust will draw upon the expertise of our specialist staff and wider partners to provide timely, personalised support, intervention and provision in order to maximise the life chances of all children and young people, informed by a thorough understanding of their strengths and needs.



Leading

with integrity

- · Championing honesty and transparency
- · Building trusting relationships



Thinking

innovatively

- · Finding creative solutions
- · Meeting individual needs



Celebrating

achievement

- · Improving academic progress
- · Enriching personal development



Encouraging

freedom and responsibility

- Working collaboratively
- · Investing in effective partnerships



Improving

continuously

- · Raising standards
- · Developing strong and effective leaders



Nurturing inclusive learning communities



Ethos College provides long term full time education places for Key Stage 4 pupils (ages 14 to 16) with wide ranging Social, Emotional Mental Health (SEMH) needs. Additional 1:1 teaching is also available for a small number of pupils across Key Stages 1 to 4 who are referred with medical needs or for those whose needs are more complex.

Our mission at Ethos College is to create a secure and stimulating learning environment in which all students are valued and respected, their learning is promoted and their strengths are nurtured. Our focus is to prepare young people for transition to post-16 education, employment or training.



Evolve Academy is a KS2 and KS3 school that supports students with wide-ranging Social, Emotional and Mental Health (SEMH) needs. We currently have two school bases: one in Wakefield and the other in Castleford. Some of our students have been permanently excluded from Wakefield primary or secondary schools. We also work in partnership with Wakefield mainstream schools to offer a 12-week placement for students who may require short-term step-out provision before returning to their mainstream school.

Our aim is to provide a supportive and nurturing environment that will enthuse and engage students in education. We strive to ensure that our students have clear pathways to their next educational setting, supporting schools to ensure that that their varying long-term needs can be effectively met, whether this is in a mainstream or more specialised school environment. Our long-term aim is for students to be empowered to develop into responsible citizens beyond their school years.



Elements Academy opened in September 2022, and is a special school based in Rotherham for students in KS2 to KS4 who have social, emotional and mental (SEMH) needs. All pupils attending the academy have an Educational Health and Care Plan (EHCP) in place.

We provide a community that is safe, respectful and aspirational and the nurture principle is at the heart of everything that we do. We are able to offer a curriculum that empowers students to gain the skills, knowledge and resilience they need to be happy and successful individuals. At Elements Academy, we place equal value upon academic and personal development and, whilst we know our students have barriers to overcome, we are committed to giving them the skills to overcome them.

WHY WORK FOR THE TRUST?



Reach Academy is a well-established school for children in Key Stage 3 (ages 11 to 14) with Social, Emotional Mental Health (SEMH) needs. Some have been permanently excluded from Kirklees secondary schools. A high proportion of children make a successful return to their local or another mainstream school following their time at Reach Academy, while some progress to special school provision in order that their long term needs can be met.

We are committed to improving the life chances of pupils by removing barriers to engagement and achievement. Our aim is to create a secure and inspiring environment where every child is empowered to take ownership of their learning and their futures.



Engage Academy is a school for primary aged children in EYFS 2 and Key Stages 1 and 2 (ages 4-11) who are at risk of permanent exclusion and / or are permanently excluded from a mainstream school. A high percentage of our children have Social, Emotional Mental Health (SEMH) needs along with undiagnosed complex needs. All pupils are assessed whilst with us and the majority receive an Educational Health and Care Plan (EHCP) prior to going to their next school ensuring their needs are met in the future.

We offer a nurturing, safe, inclusive and friendly environment where the building of trusting relationships is paramount. We have a broad, creative curriculum that enables all pupils, regardless of need, to achieve their potential and thrive in their new schools.



Outreach Teaching and support staff within Ethos Academy Trust provide Outreach Services in Kirklees, supporting and working in partnership with mainstream primary and secondary schools. Our team members also work effectively with wider partners, including health & social care, to ensure early identification and ongoing assessment and timely support for children and young people with wide-ranging social, emotional and mental health needs. Experienced teachers offer advice to schools through our Outreach Advice portal and through Single Point Referral.

The Outreach Team also provides transition support through experienced Inclusion Workers for children who have been permanently excluded from school and children with Education, Health and Care Plans who require a bespoke transition into a new setting. The support for our children, young people and families is part of Ethos Academy Trust's continuum of SEMH provision.

Ethos Academy Trust is based in West Yorkshire, with all of our Academies in close proximity to one another and in easy reach of main motorways and the cities and towns of Leeds, Wakefield, Huddersfield, Bradford and Rotherham. The proximity of our Academies is such that it lends itself to close and collaborative working.

At Ethos Academy Trust, we are committed to providing a top-class education and we put the needs of all of the young people within our community at the heart of what we do. Our staff are pivotal in this and also in recognising, achieving and bringing to life our vision and values.

As such, we are committed to providing our staff with high quality professional development which can be evidenced through a variety of channels. We have numerous examples of staff who have developed and progressed their careers with the Trust. We fully embrace the fact that if we invest in our staff and their futures, we will create an environment where staff are happy, inspired and ambitious, which in turn means that they are able to create positive, engaging and life changing learning experiences for young people.

Ethos Academy Trust is fully committed to supporting and enhancing the wellbeing and mental health of all stakeholders. Across the Trust there are regular opportunities for staff to come together outside of their normal working day in a social or other activity capacity.

As an employer, we are able to provide the following benefits to all members of staff:

- The Trust maintains nationally agreed terms and conditions in relation to pay and conditions for teaching and support staff, and continues to subscribe to local holiday patterns and allowances within the local authority of each academy.
- All employees have the opportunity to access a pension scheme.
- All employees have access to Healthline which includes 24/7 Employee Assistance Programme and services such as physio and counselling for employees and their dependants
- An opportunity to collaborate with colleagues across academies and within the central Trust teams, with other academies and Multi Academy Trusts on a local or regional basis.
- Structured and informal opportunities to develop skills and opportunity to progress, share best practice (locally and nationally).
- Access to employee salary sacrifice schemes such as Cyclescheme, Techscheme and discounted gift cards.

I started working for Ethos College around 11 years ago as a Grade 7 Inclusion Worker. It was an immensely enjoyable and rewarding position. I loved the fact that I could support the social and emotional development of young people and have the ability to make a huge impact on their lives. I was inspired by our talented team and decided to combine my passion for science and education to train to become a qualified teacher. Ethos College supported me all the way and when a position became available, I applied and was so proud to take up the post of science teacher. Since then, I have not looked back! I am now working within the Senior Leadership Team at Ethos College, helping to develop our offer to young people educated around the local authority. Working at Ethos College and being part of the transformation of the lives of our young people is an absolute privilege.





I was inspired to pursue a career with children who have SEMH needs through my experience of teaching music as an unqualified Teacher. I joined the Trust twelve years ago as an inclusion worker and was subsequently promoted to Senior Inclusion Worker, before being supported to secure a teaching qualification and, most recently, training to become a SENDCo. I gained a role as Deputy SENDCo, with a promotion to SENDCo at Reach Academy. The Trust and management team within Reach Academy not only supported my ambition to become a fully qualified Teacher, they continue to offer opportunities for my ongoing personal and professional development.

SARAH SIMMONDS, SENDCO - REACH ACADEMY



During my 6 years of employment with Ethos Academy Trust, I have been supported to access a number of professional opportunities and, after securing a teaching role two years ago, I am now a member of the Senior Leadership Team at Ethos College and have been supported in undertaking the NPQSL to help me enhance my leadership skills, understanding and practice.

The Trust is committed to providing relevant and meaningful professional development opportunities to support the career progression of the staff team. I have always felt highly valued and supported by the Trust in everything that I do. It is an absolute privilege to work for a Trust that is so invested in supporting its staff to be the best that they can be and help to transform the lives of so many young people.

JACK GHEE, ACTING ASSISTANT HEADTEACHER - ETHOS COLLEGE



ADVERT FOR SITE MANAGER - EVOI VE ACADEMY

Job Title: Site Manager

Grade: 9

Hours – 37 hours per week, working full year

Permanent

Closing date: 9 December 2022 at 9am

Full time salary - £30,151 - £32,909 per annum

About Ethos Academy Trust

Ethos Academy Trust is located within Kirklees and Wakefield, West Yorkshire and Rotherham, South Yorkshire. The overarching aim of the Trust is to create academies that provide environments that are welcoming, caring, calm, safe and purposeful and that, within a nurturing ethos, stretch our learners academically, support them pastorally and develop them socially and emotionally.

We seek to explore and celebrate the qualities that make our pupils unique. We believe passionately that education, at every stage of the pupil journey, is about the development and nurture of the whole child. We aspire for all our pupils to become confident, happy and caring individuals who achieve personal success and develop a love of learning and of life.

In addition to what will soon become six academies (Ethos College, Reach Academy, Engage Academy, Evolve Academy, Elements Academy and Enrich Academy), the Trust provides wide ranging early intervention outreach support and training to mainstream schools, alongside managing the statutory exclusions process on behalf of Kirklees and Wakefield Local Authorities.

Applicants

This is an exciting opportunity to join Ethos Academy Trust, where we aim to deliver the very best educational experiences for pupils from across the primary and secondary age range. Our academies are welcoming, calm and purposeful and, within a nurturing ethos, our learners are stretched academically, supported pastorally and developed socially and emotionally.

We are looking to appoint an experienced and enthusiastic Site Manager to join our passionate and hardworking team at Evolve Academy, Wakefield.

If you are looking for a new and rewarding challenge in education, you are committed and passionate then we look forward to hearing from you.

Closing date: Friday 9 December 2022 at 9am Interview date: Tuesday 13 December 2022

If you require further information or would like to arrange a visit, please contact Cath Heptinstall – cheptinstall@eat.uk.com

You can apply for the vacancy at https://www.eat.uk.com/recruitment-portal/current-opportunities/

SITE MANAGER JOB DESCRIPTION

Job title	Site Manager		
Location	Evolve Academy – Lupset and Castleford		
Hours	37 hours per week		
Reports to	School Business Manager		
Staff responsible for	Caretaker		
Closing Date	Friday 9 December 2022 at 9am		
Salary/Grade	Grade 9 - (£30,151 - £32,909)		
Job Purpose	Under the direction of the School Business Manager, the Site Manager is responsible for the day-to-day, medium and longer-term maintenance of the site, to ensure a safe and secure environment for all pupils, staff and visitors.		

JOB DESCRIPTION

Main Duties

- Acting as a responsible adult role model for pupils and being a positive influence with regards to behaviour and attitude.
- Being a positive member of staff maintaining good relationships with building users and other members of the Trust community.
- Acting as an ambassador for the Trust as a first contact on a wide range of building users
- Ensure that all enquiries and visitors to the premises are dealt with in a prompt, courteous and efficient manner as required under the Trust's standards, recognising the diverse needs and expectations.
- Interacting with building users to understand their needs and requirements and advise them on the best way to ensure they are met.
- Consideration is given to the building users requirements, with measures put in place
- Presents a positive image of themselves and the service by ensuring service users receive courteous and professional service to meet their needs. This includes explaining when things are not possible, giving reasons and suggesting alternatives.
- Setting up an efficient and effective booking system to ensure that all staff can advise whether bookings are possible, or whether there is a need to modify or decline bookings.
- Responsible for the management of contractors on site to ensure the health and safety of pupils, building users and visitors in compliance with Trust policies and health and safety regulations.
- New and potential customers are given access to and escorted around for viewing of premises.
- Responsible for the adjustment of room layouts where it is practical to do so.
- Responsible for the security of the site including ensuring that unidentified or unexpected people in the building or on site are appropriately challenged to ensure there are no potential child protection issues or security risks, reporting concerns and liaising with other agencies as appropriate.

Building Maintenance

- In consultation with the Headteacher and School Business Manager, implement the Trust's planned repair and maintenance programme.
- Assist with the establishment, management and implementation of the Maintenance Programme in conjunction with the school and Trust Central Team.
- Initiate specifications and orders to external contractors for major repairs/improvements and authorise relevant satisfaction notices.
- Supervise and monitor the work of external contractors to ensure performance meets specification/contract requirements.
- Responsible for working within the specified Premises Budgets

Security and Building Operation

 Responsible for ensuring the premises are safe for all building users and loss or damage to property is minimised.

- Responsible for ensuring security procedures for buildings, facilities and grounds are in place, kept under review and amended I.e., security inspections (lock and unlock doors/activate and deactivate alarm automated alarm equipment), identifying repairs, identifying suspicious occurrences and liaising with the police and other appropriate contacts.
- Responsible for ensuring the opening and closing of premises, facilities and grounds to meet the routine and non-routine requirements of the building's occupants.
- Responsible for ensuring access is possible to the building(s) in times of inclement weather.
- Responsible for ensuring the operation of the heating plant so that adequate temperatures are maintained in the premises (subject to the degree of control in the premises) and that a supply of hot water is provided within the statutory temperature range.
- Responsible for ensuring the carrying out of routine specified operating procedures/inspections on ancillary equipment or facilities.
- Responsible for ensuring the operation of the water, heating and electricity systems to specified standards ensuring conservation measures are taken.
- Responsible for ensuring the patrolling of the grounds and dealing with building issues that may arise.
- Responsible for ensuring reasonable maintenance of the grounds for example keeping litter and weeds at a minimum.

Defect Repair

- Responsible for identifying and collating defects and repairs that require attention and initiating action within the agreed budgetary and operational procedures of the Trust.
- Responsible for ensuring H&S emergency repairs are carried out to ensure building security as the need arises.
- Responsible for ensuring individually specified range of repairs are carried out within the competence of staff member(s).

Contract Control

- Ensure the contractors work is undertaken in accordance with the contractual obligations and comply with Health and Safety requirements.
- Ensure that contractor's access is authorised whilst preserving appropriate security levels.
- Act as a liaison to monitor the progress defect rectification work with contractors to ensure that defects are repairs promptly and within agreed timescales.
- Ensure the contract cleaners are monitored via the cleaning supervisor and ensure that the daily routines are completed properly and in accordance with procedures and that the following standards of the performance contract specification are maintained.

Cleaning Work

- Responsible for organising cleaning duties to the Trust's required standard (I.e., cleaning specification).
- Responsible for managing occasional non-routine cleaning tasks as and when required e.g., graffiti, window blinds, shampoo carpets, internal windows of outer walls, internal and external surfaces of outer doors and partitions in entrance areas.

- Organise any cleaning that could not be foreseen and planned on a routine basis by using cleaning contractors' personnel within the terms of the contract.
- Responsible for ensuring that all footpaths are free from weeds (with or without the use of chemicals).
- Responsible for ensuring ground drain gullies, toilets and sink outlets remain free flowing and clean.
- In the event of snow, frost or minor flooding or similar emergency situation ensure access to at least one entrance to the premises and entrance to the kitchen is provided.

Waste/Pest Control

- Dispose of rubbish and ensure unimpeded access for refuse collectors to enable bins and containers to be emptied without hazard or hinderance.
- Ensure that overnight, the building is clear of all collected rubbish.
- Report all evidence of vermin/pests immediately to the nominated environmental officer.
- Ensure that all litter bins are emptied as and when required.
- Ensure the site is litter free, as far as is reasonably practicable, using appropriate machinery subject to relevant training.
- Responsibility for the collection and storage of yellow bagged clinical waste to a
 designated safe area and arrange for disposal through the authorised Trust
 representative.

Handling Goods and Equipment

- To be responsible for ensuring that adequate supplies of fuel and cleaning materials are available.
- To order, receive and where relevant, store fuel supplies, cleaning materials and cleaning equipment.
- To organised and assist in the movement of furniture and fittings in support of cleaning and in relocating furniture and fittings to enable individually specified activities to take place during normal building hours as specified by the location manager and as required during periodic clean downs.

Administration

- To check and process all relevant timesheets
- Ensure own timesheets are filled in correctly and passed to authorised signatory to arrange payment.
- Report breakdown of boiler plant as appropriate
- Liaise with the CFOO as appropriate to cost out any repairs that are required informing their manager where necessary.
- Ensure required stock records are maintained and carry out stock taking from time to time (at least annually) in accordance with instruction.
- To report the need for repairs and replacement of cleaning equipment to the cleaning contractor.
- Setting up and maintaining routines to manage necessary processes.

To have responsibility for records, and any follow up action with respect to:

- Cleaning contract records
- Accident reporting
- COSHH information sheets
- Defect register

- Machinery maintenance and operating logs
- Energy conservation logs
- Fire equipment logs
- Risk assessment
- Other records as specifically direct by his/her line manager or the location manager.

Health and Safety

- To be a member of the Trust's Health and Safety Committee and take a lead role in terms of advice regarding buildings, grounds and users.
- Ensure that all equipment used by caretaking staff is validated and in a safe working condition.
- To ensure that all staff within the postholder's responsibility adhere to relevant safe working practices and recognised Health and Safety procedures.
- To be responsible to the CFOO for monitoring and maintaining the Trust's Health and Safety Policy/Procedures as they relate to the building, facilities and grounds.
- Responsible to the CFOO for the co-ordination at all fire-safety evacuation procedures and tests.
- Ensure up to date and accurate maintenance of all relevant Health and Safety, maintenance and security records (e.g., fire equipment logs, defects register, COSHH and Risk Assessments etc) via Every.
- To ensure that employees of the contractor comply with HASAW/COSHH regulations.
- To monitor and address as appropriate all relevant Health and Safety Standards aspects within the building as many apply under Health and Safety Legislation, including updating risk assessments and sharing on Every.
- To identify during the course of normal duties departures from Trust standards and report where necessary.
- Take reasonable care of the Health and Safety of self, other persons and resources whilst at work including updating risk assessments and sharing on Every.
- Co-operate with management as far as is necessary to enable the responsibilities placed upon the Trust under the Health and Safety at Work Act to be performed e.g., operate safe working practices.
- To ensure that the building fixed fire appliances are fitted, accessible and have not been damaged and that safety, measures/fittings are not being misused; liaising with the Authority's fire officers to rectify any deficiencies.
- Tests fire alarms in accordance with the log.
- To comply with the building emergency procedures with respect to evacuation in the event of fire, bombs, etc.

Supervision

- Responsible for the day-to-day management and supervision of the grounds, buildings and site staff.
- Responsible for the maintenance of onsite and call out cover. Ensure a call out systems is in place.
- To have concerns for all aspects of the cleaning contractors' staff welfare and to provide guidance and support. To liaise with the service to resolve outstanding issues.
- Supervisor and monitor the standards of work undertaken by cleaning staff and take appropriate action (including accessing suitable training) where necessary.

• On a day-to-day basis organise cleaners to other areas of work resulting from: unacceptable standards, events/functions which require urgent cleaning and unforeseen occurrences i.e., flood, responding to requests from line manager or location manager.

General

- To act with integrity, honesty and professional competence and understand the importance of confidentiality.
- To have a positive attitude towards working with vulnerable young people including ability to be understanding, responsive, calm and supportive.
- Carry out your duties with due regard to current and future Academy policies, procedures and relevant legislation. These will be drawn to your attention in your appointment letter, induction and on-going performance development and through Academy communications.
- Take reasonable care of the health and safety of self, other persons and resources whilst ay work. This entails supporting the college's responsibilities under the Health and Safety at Work Act.
- Demonstrate day to day commitment to the Trust's core values of community and mission statement
- As part of your wider duties and responsibilities you are required to promote and actively support the Trust's responsibilities towards safeguarding.
- Carry out such reasonable additional duties as may from time to time be determined by or on behalf of the Trust Board.

PERSON SPECIFICATION

	Key Criteria	Essential (E) / Desirable (D)
Knowledge,	GCSE Grade A-C (or equivalent in Maths and English)	Е
Education and	Knowledge of fire safety legislation	Е
Training	NVQ level 3 qualification in a skilled trade or significant industry knowledge	E
	Knowledge of compliance, Health and Safety legislation and manual handling procedures	E
	First aid qualification or willingness to become fire aid trained	Е
	COSHH qualification	Е
	IOSH qualification	D
Relevant Experience	Experience of caretaking or premises management, building cleaning or building management	E
	Responsibility for the security of premises	Е
	Experience of using IT systems	Е
	Experience of contract management	Е
	Experience of waste disposal and pest control	Е
	Experience of supervision of buildings, grounds and site staff	Е
	Experience of undertaking general repairs without guidance	Е
	Experience of working in a school or education setting	D
Aptitudes, skills and	Ability to prioritise, plan, schedule and meet deadlines and evaluate work	E
competencies	Ability to be proactive and work on own initiative and management own workload, within a budget	E
	Willingness to work as part of a team	E
	Ability to carry out Health and Safety checks and maintain records	E
	Commitment to safeguarding and promoting the welfare of young people	E
Any additional factors	The post holder may be required to work outside of normal school hours on occasion with due notice.	Е
	Willingness to be flexible and adaptable, leading a team by modelling a positive, professional approach, in a variety of situations.	E
	Willingness to undergo an enhanced DBS check and sign up to the DBS service on an annual basis	Е
	Understanding of relevant policies/codes of practice and awareness of relevant legislation	E
	Commitment to ongoing personal training and development	E

Ethos Academy Trust is committed to safeguarding and promoting the welfare of children and applicants must be willing to undergo child protection screening appropriate to the post, including an Enhanced DBS check (including Children's Barred List) and past employment references.

Applicants are required, before appointment to disclose any conviction, caution or binding over including 'spent convictions' under the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975.

Equality and Diversity statement

Ethos Academy Trust treats all applicants for employment in the same way regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Disability statement

Ethos Academy Trust is committed to promoting equality of opportunity for people with disabilities. We continue to review our processes and procedures to ensure individuals with disabilities receive full and fair consideration for all types of vacancies at the recruitment stage and during their employment.

Individuals who apply to the Trust for employment will receive fair treatment and be considered solely on their ability to do the job. Where required reasonable adjustments will be applied. During employment the Trust, wherever possible, will retain the services of an employee who is or has become disabled.

Online checks for shortlisted candidates

In accordance with DfE Keeping Children Safe in Education 2022, an online search, including social media, will be completed on all shortlisted applicants prior to interview. Any relevant information will be discussed further with the applicant during the recruitment process.



