



Education Procedure Manual 2/02

RECRUITMENT AND SELECTION PROCEDURES FOR EDUCATION PROMOTED POSTS

For
**Employees on Scottish Negotiating Committee for
Teachers (SNCT) Conditions of Service**
Effective from: January 2025



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ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮੰਗ ਕਰਨ ਤੇ ਪੰਜਾਬੀ ਵਿੱਚ ਅਨੁਵਾਦ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ। ਕਿਰਪਾ ਕਰਕੇ 0300 123 4510 ਫੋਨ ਕਰੋ।

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अनुरोध करने पर यह दस्तावेज़ हिन्दी में भाषांतरित किया जा सकता है। कृपया 0300 123 4510 पर फ़ोन कीजिए।

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Version Control History

| Version No. | Effective Date | Details of change from previous version | Date Approved | New version no. |
|-------------|--|---|---------------|-----------------|
| N/A | May 2015 Nov 2015 Oct 1998 Dec 2012 | Amalgamation of Procedure Manuals 2/02, 2/03 and 2/04. Removal of Toolkit and references updated to individual forms / websites PM 2/30 - Leadership Development Opportunity - Proposed Procedures for Filling Temporary Vacant Head Teacher Posts on an Acting-up Basis incorporated into this procedure at section 5.0. | | |
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GDPR Statement

East Dunbartonshire Council holds, uses and processes information in accordance with the General Data Protection Regulations (GDPR) and all other relevant national data protection laws. Further information detailing how East Dunbartonshire holds and uses personal information and copies of privacy notices used throughout the Council are available on our [website](#).

Policy Review Statement

This policy will be reviewed in line with:

- Legislative Change
- Changes to SNCT National Conditions of Service
- Other external factors
- Policy monitoring and review
- Feedback on the effectiveness of the policy
- Requests for review by Elected Members, Trade Unions and/or Management

1.0 Purpose

- 1.1 The purpose of this procedure manual is to set out policy and procedures for the recruitment and selection of all promoted teaching posts in schools across the Education Service. This policy will also cover the role of Heads of Centre within Early Years Establishments.

2.0 Scope

- 2.1 This procedure manual applies to all schools and centres across across the Education Service.
- 2.2 It applies to all permanent posts and temporary posts that are required for 8 weeks or longer.

3.0 References & Related Documentation

- 3.1 The following documents should be referenced when considering this procedure:
- SNCT Handbook
 - Equalities Act (Scotland) 2010
 - East Dunbartonshire Council Recruitment and Selection Policy and Procedures
 - The Scottish Schools (Parental Involvement) Act 2006, where applicable
 - Guidance on Parental Involvement in the appointment processes for Head Teacher and Deputy Head Teacher posts 2007
 - Procedure Manual 2/29: Procedures for Job Size Review and Re-Job Sizing (Teachers).
- 3.2 The following forms are to be used when conducting the recruitment and selection process:

| Document | Available From: |
|--|--|
| Vacancy Control (VC) form | employeeservices@eastdunbarton.gov.uk |
| Role Profile | employeeservices@eastdunbarton.gov.uk |
| Person Specification | employeeservices@eastdunbarton.gov.uk |
| Report Form | employeeservices@eastdunbarton.gov.uk |
| Approval of Teachers in Catholic Schools | Scottish Catholic Education Service |
| Equal Opportunities Monitoring Form | employeeservices@eastdunbarton.gov.uk |
| Criminal Convictions Form | employeeservices@eastdunbarton.gov.uk |
| PM 2/02/F01: Report on Application for Senior Promoted Posts | Council Intranet |
| PM 2/02/F02: Long/Short Leeting Assessment Summary | Council Intranet |
| PM 2/02/F03: Competency Scoring Matrix | Council Intranet |
| PM 2/02/F04: Interview & Scoring Summary | Council Intranet |

| Document | Available From: |
|---|----------------------------------|
| PM 2/02/F05: Guidance on Parental Involvement | Council Intranet |
| PM 2/02/F06: Guidance on Interviews | Council Intranet |
| Appointment Form | Online Platform |

4.0 Introduction

- 4.1 East Dunbartonshire Council is an equal opportunities employer. The Council is committed to providing equal employment opportunities for all applicants and employees, including those with protected characteristics.
- 4.2 East Dunbartonshire Council complies with legislation regarding equal opportunity and offers a welcoming and inclusive working environment.
- 4.3 All permanent promoted posts are advertised across all educational establishments in the Council. Head Teacher, Depute Head Teacher and Principal Teacher posts are also advertised nationally through online platforms. Temporary vacancies may be advertised through internal procedures.
- 4.4 Applications for promoted posts can be made by any teacher who is registered with the General Teaching Council for Scotland (GTCS) or equivalent in the recruitment of Early Years Heads of Centre.
- 4.5 Full account will be taken of the professional qualifications, relevant experience and the extent to which each candidate meets the essential criteria for selection.
- 4.6 The Council will fulfil its statutory obligations in relation to the filling of promoted posts in denominational schools.
- 4.7 Canvassing of a member of an appointment committee, whether directly or indirectly, by any applicant for a promoted post will disqualify the applicant from consideration for the post in question.
- 4.8 The main stages in the recruitment and selection process are:
 - Vacancy Control Process and Job Sizing
 - Appointment Strategies
 - Role Profile/Person Specification /Information Pack for Applicants
 - Advertising posts
 - Applications
 - Leeting Procedure
 - Interview/Appointment Panel
 - Appointments

In accordance with the Scottish Schools (Parental Involvement) Act 2006, where applicable.

These stages are considered in some detail in the following sections.

- 4.9 For **Head Teacher posts**, all recruitment and selection arrangements will be undertaken by the Chief Education Officer (or their representative), in consultation with the appropriate Parent Council.
- 4.10 For **Depute Head Teacher posts**, recruitment and selection arrangements will be made by a school's Head Teacher (or the Chief Education Officer's nominated representative) in consultation with the appropriate Parent Council.
- 4.11 For **Principal Teacher and all other posts**, recruitment and selection arrangements will be undertaken by the Head Teacher.
- 4.12 Applicants/candidates who consider that the recruitment and selection process has not complied with Council policy or equal opportunities legislation can make a formal complaint to the Chief Education Officer (or nominated representative).

5.0 Leadership Development Opportunity: Acting Up Head Teacher Vacancies

5.1 Introduction

- 5.1.1 The Education Service's Leadership Programme includes a mentoring programme for aspiring Head Teachers. This provides opportunities for participants to contribute to strategic policy development and improvement through working groups and quality improvement activities.
- 5.1.2 Temporary acting posts provide an opportunity for promoted post holders to apply their experience, knowledge and skills in a Head Teacher role, supported by an experienced Head Teacher mentor and link Quality Improvement Officer.
- 5.1.3 Head Teacher posts are required to be filled on a temporary basis for a variety of reasons e.g., long term illness, secondment and during the recruitment period for a permanent Head Teacher.
- 5.1.4 The process outlined below to fill vacant Head Teacher posts on temporary basis will enhance opportunities to assist in the development of existing promoted post holders.

5.2 Arrangements for Internal Advertisement

The undernoted procedure is implemented to fill temporary, acting up Head Teacher post vacancies with immediate effect.

- 5.2.1 When a temporary Head Teacher post vacancy occurs in an educational establishment, the post will be advertised internally through the Central Education Team and be open to permanent promoted post holders registered with GTCS and employed within East Dunbartonshire. Early Years Heads of Centre will require degree level qualification in Early Years.
- 5.2.2 This internal advertisement will include details about the title of the post, location, salary, anticipated duration of the post and the date of availability of the post (if not

immediate) and the advert closing date.

- 5.2.3 Applicants will not be required to complete the standard application form. A letter of interest should be submitted, by the deadline date, to the Chief Education Officer. Applicants should include a summary of their qualifications, experience and contribution they can make to the vacant temporary post.
- 5.2.4 Letters of interest received after the advert closing date will not be accepted.
- 5.2.5 Interviews for the vacant post will usually consist of a short leet interview only, with a short timescale to fill the post as quickly as possible.
- 5.2.6 As the posts involved are of a temporary nature there will not normally be any Parent Council involvement as is required for permanent Head Teacher appointments.
- 5.3 Timescale
 - 5.3.1 As this procedure will lengthen the time taken to fill temporary vacancies, it will operate only when such vacancies are likely to be required for 8 weeks or longer.
 - 5.3.2 If the duration of the temporary vacancy is likely to be less than 8 weeks then the existing norm of 'appointment' will continue to operate until permanent recruitment is in place. Firstly, consideration will be given to seeking expressions of interest from within the school and then within the school sector, if appropriate. A nominated senior leader would be given the opportunity to deputise for the Head for a period of up to 8 weeks during any absence.
- 5.4 External Advertisement
 - 5.4.1 In the event that an internal advertisement does not lead to the appointment of a successful candidate the temporary post will be re-advertised externally and the normal appointment procedure that requires the full application process will be administered.

6.0 Advertising a Post

- 6.1 In general, national open advertising of all vacancies is standard. However, because of statutory obligations to existing employees, or other significant reasons, the education authority may decide, following consultation with a Parent Council, to restrict applications to existing promoted staff or to fill the post by redeploying an existing promoted teacher, currently employed elsewhere. This may occur in situations of school mergers or closures or in falling roll situations where a senior promoted teacher is deemed to be surplus. In such circumstances, the Parent Council will have no further involvement in the appointment process.
- 6.2 Where a school merger, or closure and opening of a new school, are planned, specific arrangements for the recruitment and selection of Head Teacher and Depute Head Teacher posts should be agreed prior to the commencement of the process. (Where applicable, see also Procedure Manual 2/33 'Procedures For Transfer Of Teachers'.)
- 6.3 In the case of temporary transfers of senior promoted staff or in the appointment of

acting Head Teachers or acting Depute Head Teachers, the authority will inform the appropriate Parent Council to determine if there is a role for the parents in the process.

6.4 Job Sizing

When it is known that an existing promoted post is to become vacant, the Chief Education Officer (in the case of a Head Teacher post) or the Head Teacher (in the case of all other posts) should request an 'Application for Review of a Job Size'. Full details about reviewing the job size of a vacant post are contained within Procedure Manual 2/29: Procedures for Job Size Review and Re-Job Sizing (Teachers).

6.5 Submission of Vacancy Control Form

The Chief Education Officer (in the case of a Head Teacher post) or the Head Teacher (in the case of all other posts) should complete and submit a Vacancy Control (VC) form, available from HR Service Support, to the authority for approval.

A post will not be advertised until all documentation has been received and approved.

6.6 Role Profile

A Role Profile, as agreed through LNCT, is available for each post, and is available from HR Service Support.

Role Profiles have regard to national and local agreements and indicate clearly the job designation, the purpose of the post, the main duties, the reporting arrangements and any other relevant factors.

6.7 Person Specification

The Person Specification is available for each post and can be obtained from HR Service Support. It describes the attributes required for the post. It lists the essential and desirable requirements in terms of qualifications, experience, knowledge, skills and personal qualities:

- **Essential** requirements are the absolute minimum requirements for an individual to fulfil the post and form the criteria to be used during the leeting exercise to select candidates for interview.
- **Desirable** requirements are the qualities, skills and experience that would be of benefit to an individual within the post. These should not be referred to in making short leet decisions unless the volume and quality of the applications necessitates this.

The person specification should not be changed in any way once the recruitment and selection process has commenced.

6.8 School Profile

The School Profile should include information about the vision, values and aims of the school, key priorities with reference to the school improvement plan, catchment, current roll, staffing and a brief overview about the building, facilities and partnership with parents.

6.9 Involvement of the Parent Council

In accordance with the Scottish Schools (Parental Involvement) Act 2006, the relevant Parent Council (if requested by the Parent Council) should be involved in these aspects of the selection process for Head Teachers only, and selection criteria for the post, as appropriate. Form [PM 2/02/F05](#) "Guidance on Parental Involvement" provides more information.

6.10 The Recruitment Portal

The post will be advertised through online platforms and will contain basic information about the post and the school or centre. It will indicate where applicants can obtain further information about the post. The advert will also state the closing date for applications and how applications should be submitted.

7.0 Application Forms and Reports

7.1 All documentation relating to a vacant post will include:

- The Role Profile and Person Specification for the post
- The School Profile
- Application Form
- Report Form
- [Approval of Teachers in Catholic Schools](#) (to be completed where appropriate)
- Equal Opportunities Monitoring Form
- Criminal Convictions Form

7.2 The Application Form and other documentation should be completed electronically and submitted by the due date. Late applications will not be considered.

7.3 The Report Form ([PM 2/02/F01](#)) must be completed by the applicant's current Head Teacher (or line manager for Head Teacher posts).

7.4 Any false information given on application forms or at the interview stage could lead to disqualification from the recruitment and selection process and could lead to disciplinary procedures being invoked. If a fraudulent declaration is discovered after the individual has taken up post the offer of appointment may be withdrawn.

8.0 Training for Members of Leeting/Selection Panels

8.1 All those involved in the recruitment and selection process should be familiar with the contents of this Procedure Manual and should undertake the recruitment and selection training delivered by the designated officer.

9.0 Recruitment and Selection Process

9.1 The leeting process for any post must provide for robust professional screening to ensure that candidates going forward to interview are appropriately qualified and satisfy the essential criteria for the post.

9.2 Composition of the Leeting Panel

9.2.1 The table, below, shows the standard composition of the leeting panel for each post:

| Principal Teacher | Depute Head Teacher | Head Teacher |
|--|---|--|
| Head Teacher of the school (Chair) | Head Teacher of the school (Chair) | Convener of the Education Committee, or their representative (Chair) |
| A representative of the Education Service, appointed by the Chief Education Officer (This could be a Depute/Head Teacher of another school or some other senior member of staff. | A senior member of staff within the Education Service, nominated by the Chief Education Officer | The Chief Education Officer, or their representative |
| A teacher of equivalent rank and designation | A member/ representative of the Parent Council (if requested by the Parent Council) | A member/representative of the Parent Council (if requested by the Parent Council) |

9.2.2 The chair of the leeting panel will have both a deliberative and casting vote.

9.2.3 Under the Scottish Schools (Parental Involvement) Act 2006, the Parent Council can choose whether or not it wishes to be represented in the leeting process.

9.2.4 Staff or pupil members of a Parent Council cannot be involved in the leeting or selection processes for senior promoted staff in their schol.

9.2.5 Where possible the panel should be diverse e.g. try avoid an all-female or all male panel.

9.2.6 Members of leeting/interview panels must declare, in advance, to the Head Teacher/Chief Education Officer any professional or personal relationship with any of the applicants/candidates that could infer bias, which might be a factor in any professional judgement made during the selection process. The Chief Education Officer or Head Teacher will assess and decide whether any substitution is necessary.

9.2.7 Canvassing of a member of the leeting or interview panel, whether directly or indirectly, by an applicant for a promoted post may disqualify the applicant from consideration for the post in question and could lead to the Council's disciplinary procedures being

invoked.

- 9.2.8 The Authority has a statutory obligation to invite the Parent Council where one exists. The authority will continue with the recruitment and selection process drawing membership of the panel from the authority side only, should the invite be rejected or no parent council exists. ([The Parental Involvement in Headteacher and Deputy Headteacher Appointments \(Scotland\) Regulations 2007, Section 5.](#))
- 9.3 Selection Criteria For The Leet
- 9.3.1 To assist in the initial consideration of applications and reports, a list of selection criteria reflecting the Role Profile and Person Specification will be drawn up for each post, in consultation with the relevant Parent Council, where appropriate. The criteria should also reflect the authority's commitment to equalities legislation.
- 9.3.2 The criteria will conform to a general pattern established by the authority but may vary in detail according to each post. They may include but are not restricted to:
- registration with the GTCS (Early Years equivalent)
 - evidence of approval by the Roman Catholic Church (where appropriate)
 - appropriate qualifications
 - previous experience
 - record of professional development
 - evidence of ability to work with and lead other people
 - evidence of good management skills
 - evidence of good communication skills
 - evidence of ability to implement change
- 9.4 Format of the Leeting Meeting
- 9.4.1 Each member of the leeting panel will be able to view the candidate packs prior to interviews taking place.
- 9.4.2 The leeting panel must establish the leet with reference to the essential criteria and, where applicable, the desirable criteria:
- If an applicant does not meet the essential criteria, they should not be called for interview.
 - Any applicant with a disability must be placed on the leet if they meet all the essential criteria.
 - Any applicant who has been displaced from an equivalent post, within East Dunbartonshire Council, must be included in the short leet.
- 9.4.3 If there is a high volume of candidates suitable, a preliminary interview stage (long leet) may be required. The interview panel members for this preliminary stage will be the group who drew up the leet. Depending on the outcome of the long leet, a short leet may not be required, depending on the calibre of the candidates interviewed.

Where a candidate reports they are not able to attend interview, due to exceptional

circumstances such as illness or emergency event, the panel will rearrange an appropriate time slot on one more occasion.

The Chair at this stage will have both a deliberative and casting vote.

- 9.4.4 The Long/Short Leeting Assessment Summary ([PM 2/02/F02](#)) should be completed for each applicant.
- 9.4.5 The Competency Scoring Matrix ([PM 2/02/F03](#)), should be completed at the end of the meeting.
- 9.4.6 A written record of the leeting process and the preliminary interview stage (if required) will be retained by HR Service Support for a period of six months from the end of the recruitment and selection process.
- 9.5 Decision of the Leeting Panel
 - 9.5.1 Applicants who have met the criteria for interview will be informed within a reasonable time after the closing date. (time frame removed)
 - 9.5.2 Applicants who have not met the criteria for interview will be informed within a reasonable time after the closing date.
 - 9.5.3 The panel has the authority to decide to re-advertise the post rather than to draw up a leet, if it believes that to be the most appropriate course of action.
- 9.6 Visits to the School
 - 9.6.1 All applicants who have been leeted should have the opportunity to visit the school (where possible), and meet the appropriate staff and to seek any information about the school which they feel might be helpful to them.
 - 9.6.2 The panel should consider the accessibility of visits to schools and the location of interviews. Individuals may require adjustments to be made, in accordance with equality legislation.
 - 9.6.3 These visits should not be organised in such a way as to form part of the selection process. All visiting candidates should be treated fairly and consistently.
 - 9.6.4 Travel and subsistence expenses will not be paid in connection with the recruitment process. Online interviews will be considered.
- 9.7 The Interview Panel

For all interviews, the chair will have both a deliberative and a casting vote.

9.7.1 Principal Teacher – Short Leet

The members of the interview panel for Principal Teacher posts will be the same as those who were on the leeting panel. The Chair of the panel at this stage will have both a deliberative and casting vote.

9.7.2 Depute Head / Head Teacher – Long Leet

The panel members for the long leet interview will consist of, but not be restricted to, the group who drew up the long leet. The Chair of the panel at this stage will have both a deliberative and casting vote.

In denominational schools the Parent Council member/representative on the interview panel must be nominated by the Church.

9.7.3 Depute Head / Head Teacher – Short Leet

The panel members for the short leet interview will normally be as outlined in the table below:

| Depute Head Teacher Interview | Head Teacher Interview |
|---|--|
| The Head Teacher of the school (Chair) | Convenor of the Education Committee (or their representative) (Chair) |
| One senior officer within the Education Service (nominated by the Chief Education Officer) | Two senior officers within the Education Service (nominated by the Chief Education Officer) |
| One Depute Head Teacher from the same sector (nominated by the Chief Education Officer) | One Head Teacher from the same sector (nominated by the Chief Education Officer) |
| Two members/representatives of the Parent Council (if requested by the Parent Council) | Two members/representatives of the Parent Council (if requested by the Parent Council) |

The Chair will have both a deliberative and casting vote.

In denominational schools, one of the Parent Council members/representatives on the interview panel must be nominated by the Church.

9.8 Formal Interview

9.8.1 The format, date and time of the interview(s) should be determined in advance by the panel. Guidance notes on interviews ([PM 2/02/F06](#))

The available date(s) and time(s) will be communicated with candidates one week in advance, where possible.

9.8.2 The traditional question and answer format may be supplemented in the following ways:

- asking candidates to carry out a relevant task prior to the interview.
- devoting the first part of the interview to a prepared presentation by candidates on an educational topic of which they will have been informed in advance.

9.8.3 The interview should allow the same time for each candidate, with the minimum time normally:

- between 30 and 40 minutes for a long leet interview, and
- approximately 45 minutes for a short leet interview.

9.8.4 Each candidate should be asked the same standard questions. Further supplementary questions may be necessary. These should be recorded for consideration during deliberations.

9.8.5 Candidates must bring a completed criminal convictions form, in a sealed envelope, to the interview. This should be considered by the panel immediately before the interview in order that any clarification required can be sought from the candidate at the interview.

9.9 Evaluation of Candidates

9.9.1 The Panel Interview and Scoring Summary ([PM 2/02/F04](#)) should be completed for each candidate.

9.10 After the Interview (Long Leet)

9.10.1 The leeting panel will decide from the long leet interviews the candidates who will be short leeted, where this is required. This short leeted list will be shared at a confidential meeting involving members/representatives of the Parent Council who will be serving on the interview panel.

9.10.2 Candidates who have been successful at the long leet interview will be informed as soon as practically possible and given details of the second (short-leet) interview.

9.10.3 Candidates who were unsuccessful at the long leet interview will be informed as soon as practically possible and given the opportunity to discuss their performance at the interview with the Chief Education Officer, or nominated officer. Information about the applications and/or performance at interview of other candidates must not be discussed during feedback

9.10.4 The panel has the authority to decide to re-advertise the post rather than to select a candidate at interview, if it believes that to be the most appropriate course of action.

9.10.5 All documentation relating to the recruitment and selection exercise should be forwarded to HR Service Support and will be retained for a period of six months from the end of the recruitment and selection process.

9.10.6 Under data protection legislation candidates may request access to their assessment forms.

9.11 After the Interview (Short Leet)

- 9.11.1 When it is necessary to conduct a short leet interview, the interview panel will make a recommendation for appointment to the post. The Chair of the interview panel will advise the successful candidate, usually by telephone, as soon as practically possible, that they has been recommended for appointment and will forward the appropriate paperwork electronically to the authority.
- 9.11.2 Where a candidate has been offered a post but does not accept, the interview panel should reconvene to consider if the post can be offered to the next most suitable candidate. If this is not appropriate, the post should be re-advertised.
- 9.11.3 Where the successful candidate accepts the position, an Appointment Form should be completed, along with all relevant documentation, which is automatically forwarded to HR Service Support.
- 9.11.4 A formal offer of appointment/statement of employment particulars, subject to pre-employment checks, will be issued, in writing, to the successful candidate, by the authority. It is important to note that any offer of employment is subject to the above checks and may be withdrawn at any time.
- 9.11.5 A programme of induction/mentor support will be arranged to support the successful candidate.
- 9.11.6 All candidates, who were unsuccessful at interview will be informed as soon as practically possible and given the opportunity to discuss their performance at the interview with the Chair of the Interview Panel (or designated person). Information about the applications and/or performance at interview of other candidates must not be discussed during feedback.
- 9.11.7 The panel has the authority to decide to re-advertise the post rather than to select a candidate at interview, if it believes that to be the most appropriate course of action.
- 9.11.8 All documentation relating to the recruitment and selection exercise should be forwarded to HR Service Support and will be retained for a period of six months from the end of the recruitment and selection process.
- 9.11.9 Under data protection legislation candidates may request access to their assessment forms.