

## POL/HR0007- Safer Recruitment Policy

Policy Title:	Safer Recruitment Policy
Policy Number:	POL/HR0007
Version:	5
Effective Date:	13 December 2018
Scheduled Review Date:	12 December 2020
Supersedes:	Version 4: Criminal Clearance Checks Policy Implemented in August 2016
Approved By:	Chief Human Resources Officer

## 1. Purpose

1.1 The purpose of this policy is to set out a clear framework for completing background checks for all new/perspective GEMS MENASA employees to ensure suitability for employment.

# 2. Scope

2.1 The policy applies to all GEMS MENASA employees.

## 3. Policy Statements

- 3.1. GEMS Education is committed to safeguarding and promoting the welfare of children and young people. GEMS Education aspires to recruit employees that share and understand our commitment, and requires all employees and volunteers to demonstrate this commitment in every aspect of their work.
- 3.2. GEMS Education recognises that Safer Recruitment can only be achieved through sound procedures, good inter-agency cooperation, and the recruitment and retention of competent, motivated employees who are suited to, and fulfilled in, the roles they undertake. Sound recruitment procedures help deter, reject or identify people who might abuse children.
- 3.3. All applicants will be required to declare spent and unspent convictions, cautions and bind-overs, including those regarded as spent, and must provide an up-to-date Criminal Records Clearance as per section 6.5 of this policy.
- 3.4. GEMS Education's commitment to Safer Recruitment does not discriminate nor debar individuals with criminal records from obtaining a position in the Company. Safer





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Recruitment ensures fair treatment, and provides criminal offenders equal opportunity to establish their professional qualifications to hold a suitable position.

## 3.5. Pre-employment Checks

The following pre-employment checks must be undertaken by responsible individuals designated by the Senior Leadership Team (SLT) of the School or Business Unit for every candidate selected for appointment at GEMS Education:

- Receipt of at least two satisfactory professional references, one of which will be from the current or most recent employer;
- Verification of the candidate's identity in line with the requirements of The Immigration Department of the UAE or country of work placement (refer to section 4.6);
- A Barred List Check (for UK nationals);
- A prohibition from teaching check (UK, USA, EEA teaching staff);
- A satisfactory police clearance from the country of origin (refer to section 4.7)
- Verification of qualifications;
- Verification of professional registration as required by law for teachers, medical professionals, and therapists.
- 3.6 All contractors and agencies who are not providing employees responsible for regulated activity must comply with safe recruitment pre-employment checks. As a minimum they must provide GEMS Education with:
  - Identity verification;
  - Police clearance from the country of origin of the employee;
  - UAE good conduct certification

#### 4. Definitions

#### 4.1 Spent Conviction

Convictions with a sentence of 4 years or less will become spent after a certain period of time. This is known as a 'rehabilitation period'. Its length depends on how severe the penalty was.

#### **Rehabilitation periods:**

 Custodial sentence
 Rehabilitation period (from end of sentence)

 0 - 6 months
 2 years

 6 - 30 months
 4 years





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<u>Custodial sentence</u>	Rehabilitation period (from end of sentence)							
30 months - 4 years	7 years							
more than 4 years	never							
Non-custodial sentence	Rehabilitation period (from end of sentence)							
community order	1 year							
fine	1 year (from date of conviction)							
absolute discharge	none							

## 4.2 Unspent Conviction

All other convictions that are not covered by the Spent Conviction definition as outlined in 3.1.

#### 4.3 Bind-overs

Where a person has been instructed by a regulatory authority to refrain from certain activities for a fixed period.

#### 4.4 Cautions

A formal warning given by the police to any one aged 10 years or older who has admitted that they are guilty of a minor crime.

## 4.5 Regulated Activity

#### Regulated activity includes:

- a) Teaching, training, instructing, caring for (see (c) below) or supervising children if the person is unsupervised, or providing advice or guidance on well-being, or driving a vehicle only for children;
- b) Work for a limited range of establishments (known as 'specified places', which include schools and colleges), with the opportunity for contact with children, but not including work done by supervised volunteers;
- c) Work under (a) or (b) is regulated activity only if done regularly. Some activities are always regulated activities, regardless of their frequency or whether they are supervised or not. This includes:
  - 1. Relevant personal care or health care provided by or provided under the supervision of a health care professional;
  - 2. Personal care includes helping a child, for reasons of age, illness or disability, with eating or drinking, or in connection with toileting, washing, bathing and dressing;
  - 3. Health care means care for children provided by, or under the direction or supervision of, a regulated health care professional.







## 4.6 Country of Work Placement

This refers to the country wherein the prospective employee will be working within/for GEMS MENASA (i.e. the UAE, Qatar, Egypt, Saudi Arabia etc.)

## 4.6 Country of Origin

The country of origin refers to the country wherein the applicant/employee most recently (if applying from outside MENASA) or previously resided prior to residing in the country of work placement.

## 5. Responsibilities

- 5.1 It is the responsibility of all potential and existing workers, including volunteers, to comply with the Safer Recruitment Policy.
- 5.2 It is the responsibility of all Principal/CEOs and Heads of Departments/Heads of Business Units to:
  - Ensure that employees who are involved in the recruitment process have received Safer Recruitment training and have successfully completed a Safer Recruitment training assessment through the training provider of choice as selected by the School Support Centre Education Department;
  - Ensure that all employees who have responsibility for administrating checks through the GEMS On-boarding Zone have been trained to do so;
  - Ensure that every appointment panel includes at least one member who has received Safer Recruitment training;
  - Ensure that a single central record of recruitment and vetting checks is kept and maintained at all times in line with GEMS requirements: Appendix A – Single Central Record, Pre-employment checks as detailed in section 3.5 of this policy document;
  - Ensure that the terms of any contract with a contractor or agency requires them to adopt and implement measures described in this procedure in section 3.6. The Internal Audit function will monitor the compliance with these measures;
  - Require employees who are convicted or cautioned for any offence during their employment with GEMS Education to notify in writing, the Senior Leadership Team (SLT) of the School or Business Unit, of the offence and the penalty, within 48 hours of receipt of the conviction or caution;
  - Notify the relevant P&O Business Partner of any members of staff who are convicted or cautioned for any offence during their employment with GEMS Education;
  - Ensure that the school/business unit operates Safer Recruitment procedures and makes sure all appropriate checks are carried out on all employees and volunteers who work at the school/business unit;







- Promote welfare of children and young people at every stage of the procedure.
- 5.3 It is the responsibility of the School Support Centre People & Organisation Department to:
  - Ensure each school, business unit, and the School Support Centre has effective
    policies and procedures in place for the recruitment of all employees and
    volunteers in accordance with this guidance and local legal requirements;
  - Provide the opportunity through <a href="https://careers.gemseducation.com">https://careers.gemseducation.com</a> on-boarding platform for all new employees to submit their evidence of safer recruitment checks through a secure platform;
  - Monitor schools' and business units' compliance with this policy on a periodic basis.
- 5.4 It is the responsibility of the Head of Child Safeguarding and Child Protection to:
  - Provide support, guidance and clarity on the application of this policy and procedure in the event of uncertainty and completion of Safer Recruitment risk assessments in collaboration with P&O Business Partners.

#### 6. Procedures

- 6.1 Applications
- 6.1.1 Standard Application forms are to be completed by all candidates in the on-boarding zone prior to joining. GEMS Education requires candidates to account for any gaps or discrepancies in employment history on both CV and application form. Where an applicant is shortlisted, these gaps will be discussed and recorded during the interview.
- 6.1.2 Applicants should be 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 (e.g. National Body for Teaching and Leadership in the country of origin of the employee).
- 6.2 References
- 6.2.1. References will be sent for immediately after successful interview and prior to the issuance of contract offer of employment being made.
- 6.2.2. References must be in writing and be specific to the job for which the candidate has applied open references or testimonials are not acceptable. The School/Business Unit will not accept references from relatives or people writing solely in the capacity as a friend. Only references from a trusted authoritative source will be acceptable. (Refer to Reference Proformas in Appendix C-G).
- 6.2.3. Reference requests will specifically ask:







- About the referee's relationship with the candidate.
- Whether the referee is completely satisfied that the candidate is suitable to work with children and, if not, for specific details of the concerns and the reasons why the referee believes that the person might be unsuitable.
- 6.2.4. Referees will also be asked to confirm details of:
  - The applicant's current post, length of service, salary and attendance record
  - Performance history and conduct
  - Any disciplinary procedures for which the sanction is current
  - Any disciplinary procedures involving issues related to the safety and welfare of children, including any for which the sanction has expired, and the outcome of those procedures
  - Details of any substantiated allegations or concerns that have been raised that relate to the safety and welfare of children or behaviour towards children, and the outcome of those concerns
- 6.2.5. Cases in which an allegation was proven to be false, unsubstantiated or malicious should not be included in employer references. A history of repeated concerns of allegations which have all been found to be false, unsubstantiated or malicious should not be included in any reference.

## 6.2.6. Non-consent of a Referee to provide a Reference

Every attempt should be made to obtain two full and valid professional references in the effort of safeguarding, however, there may be instances where a former employer/referee does not consent to comment on the performance, aptitude, disciplinary proceedings or reasons for leaving of its former employee. In such cases, and only if attempts have been made to obtain a full reference from two alternative reference sources, can an Abridged Reference Proforma be utilized – Appendix H.

If all attempts have been made to obtain two full or Abridged Reference Checks for an employee but have failed, the HR representative must file the associated return correspondence proving attempts to obtain reference checks have been made in the employee's personnel file.

Additionally, the HR Representative and the Line Manager of the concerned employee must ensure that during the annual performance review an explicit statement is made by the Line Manager regarding the employee's conduct, particularly as it relates to child interaction, safeguarding and protection.

Such cases of involuntary non-compliance must be flagged by the HR Representative to the SSC P&O Department and recorded in a central register in order to monitor ongoing compliance in the annual review.

6.2.7. Existing Employees References (historic compliance)



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Where historical non-compliance exists with reference checks for employees already employed within GEMS MENASA the following regulations will apply from the effective date of this policy:

- Employees employed for less than 3 years Two full and valid reference checks must be obtained in accordance with the details outlined in this section 6, using the Reference Proforma Appendices
   C-G (depending on the appropriate staff category).
- Employees employed for more than 3 years –
   HR representatives for the school/unit must obtain a reference check from the employee's current Line Manager using the Reference Proforma Appendices
   C-G (depending on the appropriate staff category).

In the event of a non-consent or non-return of the requested reference(s) check(s) for those employees employed for less than 5 years, please refer to 6.2.6.

- 6.3 Self-Declaration of Convictions by Job Applicants.
- 6.3.1 GEMS Education policy requires shortlisted applicants for all posts (including volunteers) to declare all criminal convictions whether 'spent' or 'unspent', and includes any cautions and pending prosecution. Such declarations will be made on an appropriate form and should be submitted to the relevant school HR or GEMS Education recruitment team, marked strictly private and confidential, prior to the interview. The GEMS Education recruitment team, or the School Leadership Team will also discuss relevant, positive declarations confidentially with the applicant at interview. The disclosure of convictions, cautions or pending cases will not necessarily prevent employment but will be considered in the same way as positive police check disclosure.
- 6.3.2 In the event that an applicant has criminal convictions whether 'spent' or 'unspent' the school must complete the risk assessment in Appendix 4 to determine whether they are going to proceed with the potential employment of the applicant.
- 6.4 Interviews
- 6.4.1 The selection process will always include the following:
  - Face to face and/or Teleconference professional interview including a question related to safeguarding children (in line with the GEMS Safeguarding Policy

    – as found on SharePoint)
- 6.5 Pre-Employment Vetting
- 6.5.1 The school must act reasonably in making decisions about the suitability of the prospective employee, based on checks and evidence, including: criminal records checks, barred list checks and prohibition checks, together with references and interview information.



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- 6.5.2 The level of police checks required, and whether a prohibition check is required, will depend on the role and duties of an applicant to work in a school, as outlined below.
- 6.5.3 In addition to obtaining a police check certificate, anyone who is appointed to carry out teaching work will require an additional check to ensure they are not prohibited from teaching. These checks are mandatory for schools in England, and it is considered best practice for international schools employing UK, USA and EU teaching staff as well.
- 6.5.4 Prohibition Order checks should be done as part of the pre-employment checking process and a record must be kept on the school's single central record. A Prohibition Order check ensures the teacher is not prohibited from teaching.

## **New joiners:**

#### **Overseas**

 All overseas sourced employees should obtain police clearance from country of origin prior to joining.

We can accept existing Police clearance from candidates joining from countries with established Police clearance processes (UK, U.S, Ireland, Canada, Australia, New Zealand, U.S) if dated within 3 years, ONLY if the candidate can evidence that there have been no gaps in employment history since issue of clearance. All other nationalities will require a police clearance that has been issued within 6 months of the date of GEMS offer of employment.

## Locally sourced (UAE)

- All new joiners based in the UAE for 30 days + should provide UAE good conduct certification
- All new joiners based in the UAE for less than 5 years' should provide evidence of police clearance provided to previous employer <u>or</u> obtain new clearance from home country.

In the event that the candidate has returned to their country of origin for a period of 3+ Months between employers, they should obtain a renewed police clearance from that country.

#### **Existing employees:**

- Any existing employees with less than 3 years' service <u>without</u> clearance from country of origin should obtain such clearance
- Existing employees with 3+ years' service <u>without</u> clearance from country of origin <u>must</u> obtain UAE good conduct certification

#### Prohibition checks include the following:

Prohibition from Teaching



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- Until very recently this was only for teachers who had qualified teacher status (QTS). This is no longer the case. The check should be done retrospectively, and cover staff who have been appointed since 1 April 2012. Although there is no requirement to retrospectively check teachers who commenced their current employment prior to that date it would still be prudent to do so.
- Section 128 check to check the person has not been prohibited from the management of schools.
- European Economic Area (EEA) Online Checks
- In addition to the Prohibition checks, a school will need to check whether a teacher who has trained or worked in the European Economic Area (EEA) has received any restrictions on their teaching.
- 6.6 **Employment Offer**
- It may be possible to negotiate a provisional start date with the preferred candidate. However, with the exception of police checks, the checks detailed above must all be completed BEFORE commencement of employment. In the case of police checks and disclosures, the certificate must be obtained before or as soon as practicable after appointment and a risk assessment carried out (see Appendix 4.)
- Once all pre-employment checks have been satisfactorily completed/received, a confirmed start date may be given. The contract will be issued as soon as possible but in all circumstances before employment commences.
- 7. Proof of Identity and Right to Work in the UAE, or country of work placement and Verification of Qualifications and/or Professional Status
- 7.1 Successful applicants for all posts will be required to provide proof of identity by producing documents in line with those set out in The Immigration laws of the UAE or the country of work-placement.
- 7.2 Successful candidates will also be required to provide proof of their attested qualifications and professional status by producing documentation through the GEMS On-boarding platform. The school will verify that candidates have actually obtained any qualifications legally required or deemed essential for the job and claimed in their application, by review of this documentation. If the original documents are not available, the school will require sight of a properly certified copy.
- 7.3 Proof of identity and other documentation will be verified by the HR representative of the School/Business Unit/SSC as appropriate.

## 8. Record Retention/Data Protection

See GEMS Education Data Protection Policy POLHR0026 Recruitment Policy **GEMS Safeguarding Policy** POLIA001 Whistleblowing Policy



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#### 9. Personal File Records

- 9.1 The school will retain the following information which will make up part of the personal file for the successful candidate:
  - Application form
  - References
  - Disclosure of convictions form
  - Proof of identification
  - Proof of academic qualifications
  - Proof of registration with national professional body.
  - Certificate of Good Conduct / right to work in the UAE (where applicable)
  - Evidence of the police check / clearance

## 10. Single Central Record of Recruitment Vetting Checks

- 10.1 In line with GEMS Education requirements, all GEMS Schools will keep and maintain a single central record of recruitment and vetting checks and must be kept up to date for all employees as noted below. The central list will record all employees who are employed at the school, including casual employees, supply employees whether employed directly or through an agency, volunteers, GEMS School Support Centre team, those who work as volunteers, those who provide regular additional teaching or instruction for pupils but who are not staff members, e.g. specialist sports coach or artist.
- 10.2 The central record will indicate whether or not the following have been completed:
  - Identity checks
  - Barred List checks
  - Police check from the country of origin of the employee
  - A Prohibition from teaching check
  - UAE Good Conduct Certificate
  - A check of professional qualifications
  - A check to establish the person's right to work in the UAE

See Appendix A for the required Single Central Record Fields and further information on the different types of police checks.







- It shall also indicate who undertook the check and the date on which the check was 10.3 completed or the relevant certificate obtained.
- 10.4 GEMS Education has a specific safeguarding related POLIA001 Whistleblowing Policy which has been disseminated to all employees and volunteers.
- 10.5 GEMS Education promotes a culture of vigilance where all concerns are listened to and taken seriously.

The UK government have provided a full list of every country in the world who provide a police check service. Information on all these checks can be found on the following link.

https://www.gov.uk/government/publications/criminal-records-checks-for-overseas applicants







# Appendix A – Single Central Record Fields

Identity	Posit ion Held	Qualification Registration			Check (Those		ng out	Section Check (spage)			Vetting	Checks	(Mandato	ry)												Right to	o work in	the UAE		Childca Disqual Checks	lification			
I me Add B Veri of fied emplo fied By yment	Job Title (e.g. Teac her/ Volu nteer / Admi n)	Teac hing her Qual Refe 's enco Req Nun uire d (Yes / No)	te fer Se ce er m	e ence e Seen	k	Dat e of Ch ec k	Chec k under taken by	k Requ ired?	e of Ch	Chec k under taken by	Date of ISA Barre d List Chec k (previ ously List 99)	Evid ence chec ked by	Date Evide nced Chec ked	Date DBS (for merl y CRB ) Che ck seen	DBS (form erly CRB) Discl osure Num ber	Doe s the DB S che ck incl ude a Bar red List Che	DBS Updat e Servi ce used to check existi ng DBS certifi cate? (Yes/	Date DBS Upda te Servi ce chec k comp leted	DBS Updat e Servi ce check under taken by	Dat e Pol ice che ck iss ue d	Refer ence num ber of Polic e chec k	Poli ce chec k evid ence chec ked by	Date polic e chec k evid ence chec ked	Risk asses sment compl eted Yes/N o	Risk asses sment date	Evid ence of Righ t to Wor k in UAE prov ided		If Required, Date Visa or Work Permit Expir es (Earliest Date)	Evid ence Che cked By	Self- Decla ration Requi red? Yes/N	Date of last self- decla ration	Crimi nal Recor d Overs eas Check s compl eted?	Check of any EEA sancti ons compl eted?	Date and positi on of perso n undert aking the check (s):



# Appendix B – Risk Assessment for Declarations of Convictions and Positive **Disclosures**

Risk assessment for declarations of co	convictions and positive disclosures
Name of employee / applicant	
Is this person	<ul> <li>A current employee</li> <li>A job applicant</li> </ul>
Post held / applied for	
Employee reference number (if applicable)	
Post reference number (if applicable)	
What triggered this risk assessment?	<ul> <li>Disclosed at application</li> <li>Disclosed at interview or during selection</li> <li>Positive police check during recruitment</li> <li>Disclosed by existing employee</li> <li>Repeat check on existing employee with new information</li> </ul>
Date of risk assessment	
Risk assessment undertaken by	

Details of offences		
Offence	Date of caution / conviction	Brief circumstances behind offence (for instance for possession of drug offence what was applicant doing to bring themselves to the attention of police)





## Assessment of risks regarding the post

## Please give information about

- The nature of the role
- Does the post have any direct contact with the public and how vulnerable are they?
- What is the nature of the contact the post holder has with children / vulnerable adults?
- What bearing these offences may have on a person's suitability to work in the role?
- Will the nature of the post present any realistic opportunities for re-offending?
- What supervision is available and how readily?
- Can any safeguards be implemented to reduce/remove any risk? E.g. no unsupervised contact

#### Assessment of risks regarding the person and the offence

## Please give information about

- Whether the individual agrees with the information on the Disclosure
- The seriousness of the offence and its relevance to the safety of service users, other employees, or the public
- The length of time since the offence
- Whether the offence was isolated or part of a history of offending
- Any relevant information offered by the person regarding the circumstances which led to the offence being committed
- Whether the offence involved a child and / or a vulnerable adult
- Whether the person's circumstances have changed since the offence was committed. making reoffending less likely
- Whether the behaviour could pose a risk to service users, patients etc.
- Had the person fully disclosed the offence on the self-declaration documentation
- Whether the offence has come to light retrospectively
- The degree of remorse, or otherwise, and their motivation to change
- Whether any regulatory or registration body took any action following the conviction
- Any relevant information regarding the country in which the offence was committed







e.g. some activities are offences in Scotland and not in England and/or Wales and vice versa.

- Whether the offence has since been decriminalised by Parliament.
- Are there any assessments and reports from those agencies involved in the applicant's process of rehabilitation e.g. probation service, specialists working in prison, other agencies
- Was the relevant offence committed at work (either paid or unpaid work)?

#### **Recommendations to Safer Recruitment Panel**

#### Risk assessor's summary of assessment

- This might include
- Assessment of severity of the caution, conviction or bind over
- Assessment of the circumstances of the occurrence, it reasons
- Assessment of factors such as the person's age at the time, the period of time since the incident, their attitudes, performance employment history and proven remorse since
- The nature of the role and the vulnerability of those they will be working with
- Measures that can be put in place to mitigate risks

Recommended outcome	<ul> <li>Withdraw offer of employment</li> <li>Continue with offer of employment with conditions (please give details)</li> <li>Continue with employment</li> <li>Continue with employment with conditions (please give details)</li> <li>Trigger disciplinary or other process (please give details)</li> </ul>
<u>Details</u>	

[1] https://www.gov.uk/government/collections/dbs-update-service-promotional-material#quidance-for-employers-UK Nationals DBS update service guidance.



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## APPENDIX C - REFERENCE PROFORMA - TEACHING STAFF

Name of Applicant:			Position Applied for:								
Name of Referee:			Date:								
If you are a representative of And if necessary, please pro						please complete and sign the form.					
What is the name of your organisation?											
What position do you hold? If you are not the Head of Department, please ensure that this reference is countersigned by the Head of Department.											
How long have you worked/did you work with the Applicant?											
Please confirm the Applicant's role and/or duties.											
Please confirm the Applicant's dates of employment	Employment start date: Employment end date:										
If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.											
If the Applicant was dismissed, please explain the reason for the Applicant's dismissal and the surrounding circumstances.											
Please rate the Applicant against the following criteria:	Needs substantial development	Needs development	Acceptable	Good	Outstanding	Comments					
Attitude to work											
Passion for teaching and learning											
Attendance/punctuality											
Reliability											
Working relationships with other employees											





Relationships with parents											
Relationships with students											
Planning/preparation for lessons											
Ability to implement planned lessons effectively											
Classroom management											
Marking and feedback											
Commitment to school events											
Extra-curricular involvement											
Technology competency											
Curriculum knowledge - Early Years/Primary or equivalent											
Subject knowledge of English											
Subject knowledge of Maths											
Subject knowledge of Science											
Subject knowledge	Main Su	bject									
specialist	Secondary Subject										
Is/Was the Applicant? (please tick relevant posts)	Curriculum Coordinator  Form Tutor  Head of Department  Head of Year  Other (please specify)										
Please confirm the number of days' absence the Applicant took during the final 12 months of their employment.											





*Has the Applicant been the subject of disciplinary proceedings during the last 12 months of their employment? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No
Please provide details of any allegations or concerns that have been raised about the Applicant which relate to the safety and welfare of children or young people.	
Has the Applicant been the subject of disciplinary proceedings (including but not limited to verbal or written warnings) involving issues related to the safety and welfare of children or young people? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No
With reference to the attached Job Description and Person Specification, are you satisfied that the Applicant has the ability and is suitable to undertake this role? If no, please give specific reasons for your concerns.	Yes No
Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.	Yes No
Would you be willing to reemploy the Applicant? If no, please explain why.	Yes, without reservation Yes, with reservation No, I would not wish to re-employ





Please submit a summary paragraph to describe the Applicant overall, or any other comments you would like to share.	
Signed:	
Countersigned by Principal (if applicable)	
Date:	

## APPENDIX D - REFERENCE PROFORMA - SCHOOL BASED NON-TEACHING STAFF

Name of Applicant:			Position	Applied	for:					
Name of Referee:			Date:							
If you are a representative of the And if necessary, please provide					please complete	e and sign the form.				
	l									
*What is the name of your organisation?										
*What position do you hold?										
*How long have you worked/did you work with the Applicant?										
*Please describe your professional relationship with the Applicant (i.e. you are/were their line manager, peer, direct report, etc.)										
,										
*Please confirm the Applicant's role and/or duties.										
Please confirm the Applicant's dates of employment	Employmen	t start date	<b>9</b> :		Employment e	end date:				
*If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.										
If the Applicant was dismissed, please explain the reason for the Applicant's dismissal and the surrounding circumstances.										
Please rate the Applicant against the following criteria:	Needs substantial development	Needs development	Acceptable	Good	Outstanding	Comments				





Overall contribution to the organisation				
Relationship with customers / customer focus				
Communication skills				
Interpersonal skills / working collaboratively				
Relationship with senior management				
Ability to handle pressurized situations				
Meeting deadlines / results orientation				
Attendance				
Punctuality				
Enthusiasm / attitude towards work				
Integrity, trust and compassion				
Personal growth and learning				
Demonstration of accountability				
Emotional resilience				
Ethical conduct				
Adaptive planning and prioritising				
Problem solving ability (solution focused)				
Technical competence (related to position applied for)				
Has the Applicant been the subject of disciplinary proceedings (including but not limited to verbal or written warnings) involving issues related to the safety and welfare of children or young people? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No	3		





*With reference to the attached Job Description and Person Specification, are you satisfied that the Applicant has the ability and is suitable to undertake this role? If no, please give specific reasons for your concerns.	Yes No
Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.	Yes No
*Would you be willing to re- employ the Applicant? If no, please explain why.	Yes, without reservation Yes, with reservation No, I would not wish to re-employ
*Please submit a summary paragraph to describe the Applicant overall, or any other comments you would like to share.	
*Signed:	
Countersigned by Principal (if applicable)	
*Date:	





## APPENDIX E - REFERENCE PROFORMA - SCHOOL BASED EDUCATION LEADERSHIP (Tier 1 & 2)

Name of Applicant:		Position Applied for:					
Name of Referee:		Date:	Date:				
If you are a representative of And if necessary, please pro			mployer, please complete and sign the form. eet.				
*What is the name of your organisation?							
*What position do you hold?							
*How long have you worked/did you work with the Applicant?							
*Please describe your professional relationship with the Applicant (i.e. you are/were their line manager, peer, direct report, etc.)							
*Please confirm the Applicant's role and/or duties.							
Please confirm the Applicant's dates of employment	Employment start	date:	Employment end date:				
*If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.							



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Please rate the Applicant against the following criteria:	Needs substantial development	Needs development	Acceptable	Good	Outstanding	Comments
Fostering a safe, purposeful and inclusive learning environment						
Commitment to all students achieving excellence and success						
Ability to build a vision, plan strategically and successfully implement those plans						
Communication skills, openness and approachability						
Develop and sustain constructive, respectful and collaborative relationships with staff, students, parents and other stakeholders						
Leadership and management of quality assurance and school improvement processes, understanding the learning process and its implications for enhancing high-quality teaching and learning						
Lead and manage change within the school environment						
Develop high performing teams and, empower and challenge staff to achieve educational excellence						
Optimization and management of the school's financial, physical and human resources through sound management practices and organisational systems and processes that contribute to the implementation of the school's vision and goals.						





Please provide additional comments on the Applicant's professional qualities or achievements of significant note, if not mentioned in other areas of the reference.	
Please provide additional comments on the Applicant's areas of weakness or areas in need of improvement or development.	
Has the Applicant's health record been a cause for concern? If yes, please provide details.	Yes No
*Has the Applicant ever been subject to any disciplinary proceedings where any sanction is still current, or where proceeding are ongoing?	Yes No
GEMS Education is committed to the safeguarding and promoting the welfare of young people. *If applicable, please provide details of any allegations or concerns that have been raised about the Applicant which relate to the safety and welfare of children or young people. Has the Applicant been the subject of disciplinary	
proceedings (including but not limited to verbal or written warnings) involving issues related to the safety and welfare of children or young people? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No





***************************************	
*With reference to the attached Job Description and Person Specification, are you satisfied that the Applicant has the ability and is suitable to undertake this role? If no, please give specific reasons for your concerns.	Yes No
Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.	Yes No
*Would you be willing to recommend the Applicant for this position? If no, please explain why.	Yes, without reservation Yes, with reservation No, I would not wish to recommend
*Please submit a summary paragraph to describe the Applicant overall, or any other comments you would like to share.	
*Signed:	
*Date:	





## APPENDIX F - REFERENCE PROFORMA - EXECUTIVE EDUCATION LEADERSHIP (GRADE 8/18 and above)

Name of Applicant:		Position Applied for:				
Name of Referee:		Date:				
If you are a representative of And if necessary, please prov		nt or previous employer, please complete and sign the form. a separate sheet.				
*What is the name of your organisation?						
*What position do you hold?						
*How long have you worked/did you work with the Applicant?						
*Please describe your professional relationship with the Applicant (i.e. you are/were their line manager, peer, direct report, etc.)						
*Please confirm the Applicant's role and/or duties.						





Please confirm the Applicant's dates of employment	Employment	start date:		Employme	nt end date:
*If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.					
Please rate the Applicant against the following criteria:	Needs substa ntial Needs deve develo pment	elopment Acceptable	Good	Outstanding	Comments
Work performance and attitude to work					
Commitment to all students achieving excellence and success					
Ability to build a vision, plan strategically and successfully implement those plans					
Communication skills, openness and approachability					
Develop and sustain constructive, respectful and collaborative relationships with staff, students, parents and other stakeholders					
Leadership and management of quality assurance and school improvement processes, understanding the learning process and its implications for enhancing high-quality teaching and learning					
Develop high performing teams and, empower and challenge staff to achieve educational excellence					
Optimisation and management of the school's financial, physical and human resources through sound management practices and organisational systems and processes that contribute to the implementation of					



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□ https://www.youtube.com/channel/UC5N7JP8IfHw7FxNN6STNZAg



the school's vision and goals.					
Please provide additional comments on the Applicant's professional qualities or achievements of significant note, if not mentioned in other areas of the reference.					
Please provide additional comments on the Applicant's areas of weakness or areas in need of improvement or development.					
Has the Applicant's health record been a cause for concern? If yes, please provide details.	П	Yes No			
*Has the Applicant ever been subject to any disciplinary proceedings where any sanction is still current, or where proceeding are ongoing?		Yes No			
GEMS Education is committed to the safeguarding and promoting the welfare of young people. *If applicable, please provide details of any allegations or concerns that have been raised about the Applicant which relate to the safety and welfare of children or young people.					



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  □ https://www.youtube.com/channel/UC5N7JP8IfHw7FxNN6STNZAg



Has the Applicant been the subject of disciplinary proceedings (including but not limited to verbal or written warnings) involving issues related to the safety and welfare of children or young people? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No
*With reference to the attached Job Description and Person Specification, are you satisfied that the Applicant has the ability and is suitable to undertake this role? If no, please give specific reasons for your concerns.	Yes No
Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.	Yes No
*Would you be willing to recommend the Applicant for this position? If no, please explain why.	Yes, without reservation Yes, with reservation No, I would not wish to recommend
*Please submit a summary paragraph to describe the Applicant overall, or any other comments you would like to share.	
*Signed:	
*Date:	





#### APPENDIX G - REFERENCE PROFORMA - SSC GRADE 6 AND BELOW

Name of Applicant:		Position Applied for:				
Name of Referee:		Date:				
If you are a representative of And if necessary, please pro		rrent or previous employer, please complete and sign the form. on a separate sheet.				
*What is the name of your organisation?						
*What position do you hold?						



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*How long have you worked/did you work with the Applicant?						
*Please describe your professional relationship with the Applicant (i.e. you are/were their line manager, peer, direct report, etc.)						
*Please confirm the Applicant's role and/or duties.						
Please confirm the Applicant's dates of employment	Employn	nent start	date:		Employm	nent end date:
*If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.						
If the Applicant was dismissed, please explain the reason for the Applicant's dismissal and the surrounding circumstances.						
Please rate the Applicant against the following criteria:	Needs substantial development	Needs development	Acceptable	Good	Outstanding	Comments
Overall contribution to the organisation						
Relationship with customers / customer focus						
Communication skills						
Interpersonal skills / working collaboratively						
Relationship with senior management						
Ability to handle pressurized situations						
Meeting deadlines / results orientation						
Attendance						
Punctuality						
Enthusiasm / attitude towards work						
Integrity, trust and						





Personal growth and learning	
Demonstration of accountability	
Emotional resilience	
Ethical conduct	
Adaptive planning and prioritising	
Problem solving ability (solution focused)	
Technical competence (related to position applied for)	
Has the Applicant been the subject of disciplinary proceedings (including but not limited to verbal or written warnings)	
involving issues related to the safety and welfare of children or young people? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No
attached Job Description and Person Specification, are you satisfied that the Applicant has the ability and is suitable to undertake this role? If no, please give specific reasons for your concerns.	Yes No
Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.	Yes
*Would you be willing to re-employ the Applicant? If no, please explain why.	Yes, without reservation Yes, with reservation No, I would not wish to re-employ





*Please submit a summary paragraph to describe the Applicant overall, or any other comments you would like to share.	
*Signed:	
Countersigned by Principal (if applicable)	
*Date:	

#### APPENDIX G - REFERENCE PROFORMA - SSC GRADE 7 AND ABOVE

Name of Applicant:	Position Applied for:





Name of Referee	э:		Date:			
If you are a representative of the Applicant's current or previous employer, please complete and sign the form. And if necessary, please provide further details on a separate sheet.						
*What is the name of your organisation?						
*What position do you hold?						
*How long have you worked/did you work with the Applicant?						
*Please describe your professional relationship with the Applicant (i.e. you are/were their line manager, peer, direct report, etc.)						
*Please confirm the Applicant's role and/or duties.						
Please confirm the Applicant's dates of employment	Employm	ent start da	ite:		Employm	nent end date:
*If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.						
Please rate the Applicant against the following criteria:	Needs substantial development	Needs development	Acceptable	Good	Outstanding	Comments
Work performance and attitude towards work						
Integrity, Trust and Compassion						



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Ability in assessing, empowering and developing talent			
Communicatio n skills, openness and approachability			
Demonstration of accountability			
Leadership and management of quality assurance and improvement of processes			
Emotional Resilience			
Ethical Conduct			
Adaptive Planning and Prioritising			
Critical Thinking			





Strategic Agility / Leap Frogging Mindset	
Conflict Resolution, Managerial Courage	
Dealing with Ambiguity and Change	
Please provide additional comments on the Applicant's professional qualities or achievements of significant note, if not mentioned in other areas of the reference.	
Please provide additional comments on the Applicant's areas of weakness or areas in need of improvement or development.	
Has the Applicant's health record been a cause for concern? If yes, please provide details.	Yes No





*Has the	
Applicant ever	
been subject	
to any	
disciplinary	Yes
proceedings	
where any	No
sanction is still	
current, or	
where	
proceeding are	
ongoing?	
GEMS	
Education is	
committed to	
the	
safeguarding	
and promoting	
the welfare of	
young people.	
*If applicable,	
please provide	
details of any	
allegations or	
concerns that	
have been	
raised about	
the Applicant	
which relate	
to the safety	
and welfare of	
children or	
young	
people.	
Has the	
Applicant been	
the subject of	
disciplinary	
proceedings	
(including but	
not limited to	
verbal or	
written	
warnings)	
involving	
issues related	
to the safety	
and welfare of	
children or	
young	
people? If yes,	
please provide	Yes
details of the	
allegation(s)	No
against the	
Applicant and	
the outcome of	
the	
the proceedings.	





*With reference to the attached Job Description and Person Specification, are you satisfied that the Applicant has the ability and is suitable to undertake this role? If no, please give specific reasons for your concerns. Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is	Yes No	
unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.	Yes No	
*Would you be willing to recommend the Applicant for this position? If no, please explain why.	Yes, without reservation Yes, with reservation No, I would not wish to recommend	
*Please submit a summary paragraph to describe the Applicant overall, or any other comments you would like to share.		
*Signed:		
*Date:		





#### APPENDIX H - ABRIDGED REFERENCE PROFORMA

Name of Applicant:	Position Applied for:
Name of Referee:	Date:



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If you are a representative of the Applicant's And if necessary, please provide further deta		yer, please complete and sign the form.
What is the name of your organisation?		
What position do you hold?		
How long have you worked/did you work with the Applicant?		
Please confirm the Applicant's role and/or duties.		
Please confirm the Applicant's dates of employment	Employment start date:	Employment end date:
If the Applicant has ceased employment with you, please confirm the reason for the termination of the Applicant's employment.  If the Applicant was dismissed, please explain the reason for the Applicant's dismissal and the surrounding circumstances.		
*Has the Applicant been the subject of disciplinary proceedings during the last 12 months of their employment? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No	
Please provide details of any allegations or concerns that have been raised about the Applicant which relate to the safety and welfare of children or young people.		
Has the Applicant been the subject of disciplinary proceedings (including but not limited to verbal or written warnings) involving issues related to the safety and welfare of children or young people? If yes, please provide details of the allegation(s) against the Applicant and the outcome of the proceedings.	Yes No	
Based on your knowledge and experience of the Applicant, do you have any reason to believe that he/she is unsuitable to work with children, and where applicable, vulnerable adults? If yes, please provide details.		





	Yes
	No
	Yes, without reservation
Would you be willing to re-employ the	Yes, with reservation
Applicant? If no, please explain why.	No, I would not wish to re-employ
Signed:	
•	
Date:	