



**THE  
KING JOHN  
SCHOOL**

A QUALITY EDUCATION FOR ALL



## **Job Application Pack**

### **Safeguarding Welfare & Wellbeing Officer (Deputy Designated Safeguarding Lead)**



**ZENITH**  
MULTI ACADEMY  
TRUST



### **Safeguarding Welfare & Wellbeing Officer (Deputy Designated Safeguarding Lead)**

**Required: immediate start**

**37 hours per week**

**Monday – Thursday 8.00am – 4.00pm**

**Friday 8.00am – 3.30pm**

**Term time plus 1 week holiday working**

**Scale 6, point 13-17**

**Actual Annual Salary £23,038 – £24,664**

**Do you want to make a real difference to the life chances of students? Do you have the potential to achieve the best possible outcome and highest level of wellbeing for all students? If so, we have the job for you!**

We are looking to appoint an enthusiastic Safeguarding Officer to join our forward-thinking team. You will enjoy working in a school that values and delivers excellent professional development. The successful candidate will be capable of inspiring students through their involvement with safeguarding and pastoral support and have a firm belief in the potential of all students.

We are looking for a candidate to assist with the Safeguarding needs of our students at The King John School. Our ideal candidate will:

- Be responsible for the day to day management of safeguarding and child protection within the school; to act as a source of support, advice and expertise for staff within the school for child protection and safeguarding.
- Communicate with parents, staff, students and external agencies to provide a rapid response to issues.
- To work with all stakeholders (internal & external) to ensure that the welfare of students is central to the school's daily work.
- To work with all stakeholders (internal & external) to ensure that the mental health and wellbeing of students is central to the school's daily work.
- Liaise and work alongside the Safeguarding team.
- To provide administration support for the Safeguarding team using a range of applications.

You will need to strive to demonstrate, embed and uphold the school's PRIDE core values of Positivity, Resilience, Integrity, Dignity and Equality in order to support the character development of all students.

This is an exciting opportunity to join a team who truly aim to make a difference, not only to student life chances and successes, but also developing young people with kindness and confidence.

We reserve the right to close this advert early. We recommend that you submit your application at your earliest convenience.

We can offer you:

- Enthusiastic, friendly and talented students
- A dedicated, experienced and hardworking team of staff with a strong sense of collective endeavor
- The opportunity to develop within a school which is supported by a highly effective Trust that is committed to staff wellbeing and development.

## Applications

To apply for the role please download the application form from the vacancy page on <https://www.zenithmultiacademytrust.co.uk/vacancies/>, completed applications should be submitted to [recruitment@zmat.co.uk](mailto:recruitment@zmat.co.uk). CVs will not be accepted without a completed application form.

You must complete the application form fully and give details of all employment, training and gaps in employment since leaving secondary school to the present day. Any additional information, which you wish to bring to the notice of the selection panel should be included in your letter of application (supporting statement). Please ensure you say why and how you meet the criteria from the person specification in your letter of application. Full job description and person specification can be found at the end of this pack.

Shortlisted applicants may be screened prior to interview by checking social media sites. The purpose of such screening will be to ascertain whether a candidate demonstrates appropriate conduct, behaviour and suitability for employment in a school environment.

### **Closing Date: 1<sup>st</sup> September 2024**

If you have any queries, wish to discuss the role informally or undertake a visit to the Trust, please do not hesitate to contact us via email [recruitment@zmat.co.uk](mailto:recruitment@zmat.co.uk) or telephone 01702 426744.

**We look forward to receiving your application. You will be notified of your application status within two weeks of the vacancy closing date.**

## Safeguarding Children & Young People

The Trust is committed to safeguarding and promoting the welfare of children and young people. All staff and volunteers are therefore expected to behave in such a way that supports this commitment. Appointment to this post will be subject to the following satisfactory pre-employment checks:

- Health
- Identity
- Relevant work qualifications
- Right to work in the UK
- Barred List Check (previously List 99)
- Disclosure & Barring Service Check (for all staff and volunteers)
- References
- Childcare Disqualification Declaration Check (relevant Primary School posts only)

# Welcome from the CEO



It gives me great pleasure to welcome you to our Trust, and I very much hope this job application pack you gives you a sense of what it is like working in our Trust, including our vision and values.

We are a small, locally-based Trust in South East Essex, currently comprising one primary school, three secondary schools, and one special school: Laindon Park Primary School and Nursery, The James Hornsby School in Basildon, Castle View School in Canvey Island, and The King John School in Benfleet, and Castledon School in Wickford.

We are intentionally a small Trust and very much see our role as central to the communities we serve.

As a member of staff within the Trust, you become part of a dynamic network of staff working to achieve a shared vision for all of our children. You become a valued member of a small group of schools, able to shape the education of future generations. In doing so, we hope that you feel really well supported in your career, and that your well-being is always

considered. As a member of our Trust, you engage in a professional learning journey which develops you as a practitioner, and allows you to use your talents to transform lives and make a genuine difference.

## Our Core Purpose

To enhance the life chances of every child and drive social mobility.

## Mission Statement

A quality education and experience for all.

## Values

**Dignity                      Collaboration                      Positivity                      Aspiration**

## Vision

Zenith Trust will ensure excellence across the pillars of school improvement, governance, and business operations, harnessing the transformative power of collaboration so that all students attend truly outstanding schools.

Regardless of background or need, all students will achieve highly and have high levels of well-being, because they are taught and supported by the very best staff, who are well-trained and supported, buy into Zenith’s vision, and are committed to providing a quality education for all. School leaders act ethically, inclusively, and always with the child’s best interests at heart. Our students will be aspirational for themselves, enjoying their time at school, and flourishing as individuals within a safe, secure and nurturing environment.

All Zenith schools value students’ social, moral, cultural, and spiritual development, building exceptional character so that students are kind, resilient, and inspired to be life-long learners. By working closely with the families and local communities we serve, and listening to students’ voices, students will be well-prepared for life in a modern, tolerant Britain. They will secure outstanding academic outcomes and high quality destinations, always well-prepared for their next steps. As adults, they will lead happy, purposeful, and rewarding lives, and make a positive contribution to the world.

Andy Hodgkinson  
Chief Executive Officer

## Why work for Zenith Multi Academy Trust?

Thank you for considering Zenith Multi Academy Trust as your potential new employer.

If you share our commitment to securing transformational change and sustainable school improvement, and would like to be part of our vision to provide excellence in education, we would love to hear from you.

In return we can offer you:

- A friendly Trust which places staff wellbeing and development at the forefront of everything we do
- School settings with excellent facilities
- Access to high quality and bespoke CPD across the Trust, including a collaborative project with the Education Endowment Fund (EEF)
- A supportive and positive Early Careers program run in partnership with University College London and Chafford Hundred Teaching School Hub
- The opportunity to develop your career with and across the Trust Schools
- The Trust is an early adopter of the new NPQs

## Staff Wellbeing

The Trust is committed to providing a safe and healthy working environment for all staff and supports management practices that promote good health and wellbeing of all its employees. The Trust recognises that wellbeing and performance are linked. Improving employees' ability to handle pressure and to balance work and home life will ultimately lead to improved individual and Trust performance, including better outcomes for students.

The Trust has adopted a number of policies to support our commitment to staff wellbeing, including:

- Mental Health and Wellbeing policy which focuses on the Trust's commitment to maintaining the health and wellbeing of staff
- The Health and Safety policy which provides a framework for, and measurement of, safe places to work; and
- The staff Recognition and Reward policy which ensures our staff feel valued for the work they do and recognised for the contribution they make.

The wellbeing and training of our staff are seen as critical in creating the most effective and talented staff team. The high calibre of our staff means that we are constantly striving to improve so that we can provide the outstanding level of education that all our diverse and talented young people deserve.

## Continuing Professional Development (CPD)

At Zenith Multi Academy Trust, all staff are encouraged to develop their knowledge, skills, understanding, and attitudes to enhance their professional work, regardless of experience. We work towards 'a culture of excellence', where all staff have the opportunity to continue to improve and sharpen their knowledge and practice. All staff who work in the Trust also have access to our innovative, online learning platform 'Zenith Institute', which provides staff with bespoke training and access to the latest research.

## Working for Zenith brings other benefits:

- Free Benenden Healthcare Scheme
  - Access to a GP 24/7 hours a day seven days week for you and your immediate family
  - Access to a Mental Health Helpline 24 hours a day seven days a week
  - Access to a care adviser who can provide advice and information on adult care issues
  - Medical Diagnostics
  - Medical Treatment at one of the hospitals in our treatment network for certain procedures.
  - Physiotherapy
  - Mental Health Counselling Support
  - Financial Assistances to a care adviser who can provide advice and information on adult care issues
- Access to Benenden Healthcare rewards and discounts scheme
  - 46% off digital fitness subscriptions
  - 22% off activity trackers from Fitbit
  - Save up to 11% on the cost of gift cards of E-Gifts
  - Lifestyle shopping vouchers – save 6%
  - Home movies rentals – save up to 40%
- VIVUP Employee Assistance Programme and Lifestyle savings membership
- On site staff counselling programme
- Access to Bike2Work scheme
- Annual calendar of wellbeing events
- Eye sight tests
- On-site free medical health checks
- On-site flu jab clinics
- Free access to on-site gym facilities
- Generous Teachers' Pension and Local Government Pensions schemes
- Generous annual leave entitlement for full-time support staff up to 29 days + 8 bank holidays per annum





# The Schools of Zenith Multi Academy Trust



A QUALITY EDUCATION FOR ALL

Daniel Steel, is the Headteacher at The King John School, as a parent of two young children himself, he leads the school through the eyes of a parent, with very high expectations and aspirations for his students. The King John School is a popular, oversubscribed school where students' very high attendance and levels of achievement reflect their commitment and enjoyment of school life. The school is a large, mixed comprehensive with a well-established sixth form, and serves the ever-growing communities of Thundersley and Benfleet, as well as welcoming students from further afield.

To enable their students to be happy and successful learners, they strive to create a caring, supportive and aspirational learning community, with high expectations and opportunities for all. They believe in offering a broad and balanced curriculum to enable students to flourish as individuals, and to achieve future success in whatever they choose to become later in life. This includes a strong emphasis on sport and the Arts. Opportunities for extra-curricular activities are extensive for all to support in developing knowledge, skills and cultural capital beyond the classroom setting. These opportunities include enterprise, creative performing arts, and a wide variety of trips and visits. Added to this their sporting expertise which puts them at the top of the county and national championships in a whole range of sports you will see the school has a lot to offer. They strive to nurture and develop global citizens of the future by celebrating success and valuing aspiration. There is a strong focus on developing students' character by instilling the King John PRIDE values of positivity, resilience, integrity, dignity and equality. They are determined every student should maximise their potential.

The recruitment, retention, and training of fully-qualified staff play a key part in their drive to secure strong academic outcomes for all students, and to instil a life-long love of learning. They understand the vitally important role of partnerships between families and school, and value their relationships with all members of the community they serve.

They have a thriving sixth form, which has been significantly extended to provide a wealth of additional state-of-the-art facilities. Students achieve well in a wide range of subjects and over a three year trend, the results are in the top 15% of over 2000 schools with 68% A\*, A or B grades at A-level. Students' destinations are very strong, and they progress to Higher Education, including Cambridge and other Russell Group universities, apprenticeships and employment.



Laindon Park is a small school located in a rural unspoilt area. Their building retains a Victorian character with many historical features. The Headteacher of Laindon is Cristina Portoles, who ensures that they are a school where the child is at the heart of everything they do and leads the decisions they make.

"Pupils enjoy learning and playing together at this small, friendly school. They are confident that everyone is welcome here. From the early years, children learn to share ideas and equipment. Older pupils proudly take on roles in the school to help each other and to care for the school environment." (Ofsted February 2023)



## Castle View School

Pursue Excellence | Be The Best

Steve Durkin is the Headteacher of Castle View School. The school is a place where students are put first in everything the school does. Their aims are to pursue excellence, to be the best they can be and they achieve this by working together with parents and the wider community to bring out the very best in their young people.

A good education inspires, opens doors and makes a difference to the lives of individuals, their families and the wider community. Therefore, the school takes their responsibilities as educators very seriously, doing all they can to help their students achieve anything and everything they set their minds to. The school also takes great pride in providing a happy and harmonious learning environment – one where every student is known as an individual.

As well as valuing academic success, the school strives for every child to become a well-rounded, caring and confident individual who plays a part in their community, and has the skills and mind-set to contribute positively to our wider society.



## The James Hornsby School

*Together we excel*

The James Hornsby School is an oversubscribed 'Good' school; as rated by Ofsted, where students are at the heart of all we do. We have a strong family ethos where we believe "Together we excel".

The Headteacher, Tammy Nicholls firmly believes that investing in staff is a priority to ensuring every student receives a high quality education, enabling them to achieve their best. Family, Pride, Ambition and Excellence are their key drivers for success not only for their students, but for their staff as well. As such staff retention and well-being is high.

The James Hornsby School are extremely proud of the strong family ethos that has been built, which focuses on developing personal character, resilience, independence and removing barriers to success. They have a vertical tutoring system and every student and staff member are placed into a college structure, this strengthens the sense of belonging.

Our ethos ensures a safe and happy environment where students are at the centre of all we do. They have highly effective safeguarding structures in place and work in collaboration with parents and carers to ensure high levels of attendance, welfare and outcomes.

They have created an environment where all students can make great progress, this is underpinned by a well-structured curriculum that is rigorous and aspirational and is supported by quality first teaching.

The ultimate purpose is to ignite hope, drive ambition and advance the life chances of everyone who is part of their family. We will help students gain qualifications that will open the door of opportunity and develop the character to get them through.

We welcome the chance to meet with you and discuss your development opportunities as part of the James Hornsby and Zenith family!



Simon Holliday is the Headteacher of Castledon School. This school is a community special school based in Wickford, Essex that aims to unlock the potential of learners aged 5 to 19 with moderate learning difficulties and complex needs. Our motto is "Unlocking Potential".

We work closely with parents, staff and students to create a safe and inclusive community that is based on mutual respect and understanding. Staff, parents and students helped devise the Castledon Code which encourages all within our community to be safe, kind and responsible.

Our school has a range of facilities and resources to support our students' learning and development, including specialist classrooms and equipment, therapy rooms, a sensory room, a soft play area, a music studio, a swimming pool, animal care shelters and an art room. Our students have access to a range of pathways, including life skills, vocational, and academic. We work with our learners and families to identify their goals and aspirations and offer bespoke pathways that are tailored to each individual student.

Our school has won several awards, including the 2022 Essex SEND Teacher of the Year award. We also recently won the Educational Business Award for Environmental Practice in 2022, and the Community Award in 2021, Academy Partnership Award, and SEN Provision Award in 2019.

We invite you to follow us on Instagram to keep up to date with our school community.



## Testimonials

Working at The King John School for the past 4 years, including my ITT and NQT year, has provided me with fantastic opportunities to develop. I have been able to attend CPD to upskill my A-level knowledge, allowing me to teach two science A-levels. I have been encouraged to attend emerging leaders training and subsequently appointed an Assistant Head of Year role. Since then, I have also attended middle leaders training to further develop within my role as a pastoral leader.

- Science Teacher, The King John School

On starting my role as an LSA at KJS my first impressions were how supported, knowledgeable and friendly the staff were across the board (on all levels). As an LSA my Job role is to provide support to pupils with special educational needs and to help them integrate as fully as possible in all activities within the class. KJS offer excellent training and opportunities to develop your career, you are fully supported and recognised for your achievements. In the four months that I have worked at KJS I have gained valuable experience and a range of assessment techniques to enable me to progress further within my role.

- LSA, The King John School

I would like to sing the praises of everyone who has supported me in the school over the last year and a half. There are way too many to name (the whole school staff is super supportive – any questions or concerns I shared, if the staff member I spoke to didn't know how to deal with that, they would point me in the direction of the person who could). Even though I was based in the English department, staff from all over the school were prepared to help in any way they could. Again, I feel that this is also reflected when the staff members are dealing with the students. I just cannot fault the support system in place – ESPECIALLY during the pandemic. Overall, my experience at The King John School has been positive and valuable to me and I hope that I am able to continue here for a very long time.

- ECT English Teacher, The King John School

Having started as a trainee in the English Department back in 2011, I am thankful to have had over ten wonderful years working at this fantastic school. The school's focus on CPD has enabled me to attend numerous courses over the years which has had a really positive impact on my teaching and learning knowledge. The support and guidance from my colleagues has given me the confidence to teach across all three key stages, from 11-18 year olds, and it has been a real privilege to have a positive impact on the learning and life chances of these students. Whether it be helping our Year 7s with the transition from primary school, or Year 13s with their university applications, I have found these opportunities hugely rewarding. I have also been encouraged to develop and progress in other aspects too and have and have been given many additional responsibilities over the years. I can honestly say that my colleagues are supportive, hardworking, dedicated and passionate and my students are enthusiastic, well-behaved and intellectually curious. These things combined have made this a truly fun, fulfilling and hugely enjoyable place of work.

- Teacher of English and PSHE Coordinator, The King John School

## Job Description

<b>Job Title</b>	Safeguarding Welfare & Wellbeing Officer (DDSL)
<b>Grade</b>	Scale 6, point 13-17
<b>Reports to</b>	Assistant Headteacher: Safeguarding
<b>Liaison with</b>	Assistant Head teacher: Safeguarding, Safeguarding team, Deputy Head teacher: Student Behaviour, Senior leadership team, Heads of Year, Lead Practitioner – behaviour & standards, Student support officers, form tutors, staff, parents & students.
<b>Job Purpose</b>	<ul style="list-style-type: none"> <li>To be responsible for the day to day management of safeguarding and child protection within the school; to act as a source of support, advice and expertise for staff within the school for child protection and safeguarding.</li> <li>Communicate with parents, staff, students and external agencies to provide a rapid response to issues.</li> <li>To work with all stakeholders (internal &amp; external) to ensure that the welfare of students is central to the school's daily work.</li> <li>To work with all stakeholders (internal &amp; external) to ensure that the mental health and wellbeing of students is central to the school's daily work.</li> <li>To ensure that administrative logging and support using the schools internal systems is actioned.</li> <li>To support the pastoral support team and provide dedicated administration support using a range of applications.</li> </ul>
<b>Named Designated Safeguarding Lead Duties:</b>	<ul style="list-style-type: none"> <li>Be familiar with, understand and apply the school's Child Protection and safeguarding Policies appropriately.</li> <li>Refer cases to Disclosure and Barring Service, Social care or Police as required.</li> <li>Liaise with the Principal Designated Safeguarding Lead/Headteacher, local authority officers and other relevant agencies/parties in relation to child protection and safeguarding issues and concerns.</li> <li>Undergo and regularly update safeguarding training (at least every 2 years) to ensure the appropriate level of knowledge and skill is maintained.</li> <li>Keep up to date with developments relevant to the role in line with Keeping Children safe in Education, as amended from time to time.</li> <li>Assist the Senior Safeguarding Lead with raising awareness of child protection policies as appropriate in line with Keeping Children safe in Education.</li> <li>Be aware of pupils who have social worker and liaise with professionals</li> <li>Help promote educational outcomes by sharing the information about the welfare and wellbeing, safeguarding and child protection issues with teachers and school and college leadership staff, as appropriate.</li> <li>Provide cover for the Designated Safeguarding Lead as required.</li> </ul>
<b>Duties:</b> <b>Welfare &amp; Wellbeing</b>	<ul style="list-style-type: none"> <li>Ensure that deadlines are met and DSL's are fully supported enabling them to concentrate more fully on their teaching responsibilities</li> <li>Liaise with external providers and agencies and support the process of referrals as required and appropriate.</li> <li>Participate and contribute to internal and external meetings providing information and reports as required.</li> <li>To attend student planning and review meetings when appropriate.</li> <li>To support &amp; ensure that the Student Support Team and Attendance Team administer all attendance issues i.e. first day calling, AM/PM registers, register reviews</li> <li>To ensure that the pastoral team receive and deal with enquiries from students, parents, and staff, both over the telephone and in person.</li> </ul>



	<ul style="list-style-type: none"> <li>• To support the team to ensure issues are filtered, queries/problems go to the appropriate person.</li> <li>• To provide all administrative support for senior leaders, specifically in relation to Safeguarding, Wellbeing and Welfare, using a range of applications including word, Excel, PowerPoint etc.</li> <li>• Supporting students on Child Protection and Child in Need plans (whole school) and overseeing others.</li> <li>• To arrange and take minutes of meetings as required.</li> <li>• To assist in the preparation and maintenance of reports.</li> <li>• To complete general administration duties as required.</li> <li>• To communicate effectively with all staff, students and parents.</li> <li>• To support, implement and encourage new processes and systems e.g. sanctions, rewards &amp; attendance.</li> <li>• To promote the image of The King John School and encourage team working throughout the school.</li> <li>• To ensure confidentiality is maintained at all times.</li> <li>• To ensure Health and Safety regulations and Codes of Practice are observed at all times.</li> <li>• To assist with admissions including mid-year admissions and the transfer from KS2 to KS3 (where applicable).</li> <li>• To work respective school events (eg open days, parents evenings) as appropriate.</li> <li>• Encouraging the inclusion of pupils with emotional and/or behaviour difficulties in a mainstream setting by using positive behaviour management techniques designed to develop the pupils ability to behave appropriately.</li> <li>• Producing a variety of resources for student/school/class designed to support an Individual's Behaviour Programme and/or support whole school positive behaviour systems.</li> <li>• Participating in the evaluation and review of the agreed support in conjunction with other behaviour support staff and/or school staff.</li> <li>• Attending relevant meetings and in service training provided by the school.</li> <li>• Consulting with parents regarding student support matters and responding to incidents of challenging behaviour.</li> <li>• Inform parents by letter or emails or telephone calls of incidents that may occur.</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>• To participate in the performance and development review process, taking personal responsibility for identification of learning, development and training opportunities in discussion with line manager.</li> <li>• To comply with individual responsibilities, in accordance with the role, for health &amp; safety in the workplace.</li> <li>• Ensure that all duties and services provided are in accordance with the School's Equal Opportunities Policy.</li> <li>• The Governing Body is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share in this commitment.</li> <li>• The duties above are neither exclusive nor exhaustive and the post holder may be required by the Headteacher to carry out appropriate duties within the context of the job, skills and grade.</li> </ul>

## Person Specification

General heading	Detail	Examples
<b>Qualifications &amp; Experience</b>	Specific qualifications & experience	NVQ level 2 or equivalent Experience working within child protection, social care or child safeguarding Successful experience of working with children with SEN
	Knowledge of relevant policies and procedures	Being aware of and working with the service policies in relation to Inclusion, Child Protection and physical contact with pupils, appropriate regulations and guidance
	Literacy	NVQ level 3 or equivalent in English
	Numeracy	NVQ level 3 or equivalent in Maths
	Technology	Good working knowledge of ICT to support learning and performance of own role
<b>Communication</b>	Written	Ability to write reports, complete returns and write complex letters
	Verbal	Ability to use clear language to communicate information unambiguously Ability to listen effectively
	Languages	Specialist language/communication skills, if appropriate
	Negotiating	Ability to negotiate effectively with adults and children
<b>Working with children</b>	Behaviour Management	Ability to demonstrate effective implementation of the school's behaviour management policy
	SEN	Ability to demonstrate that you encourage the inclusion of pupils with emotional and/or behavioural difficulties
	Curriculum	Good understanding of the school curriculum Good working knowledge of specialist curriculum area(s), if appropriate
	Child Development	Good understanding of child development Ability to assess progress and performance and recommend appropriate strategies to support development
	Health & Well being	Understand and support the importance of physical and emotional wellbeing
<b>Working with others</b>	Working with partners	Ability to support teacher/practitioner to set up a positive learning environment for the children you have worked with Ability to make a proactive contribution to the work of the team supporting children, their families and carers
	Relationships	Ability to establish rapport and respectful and trusting relationships with children, their families and carers and other adults
	Team work	Ability to work effectively with a range of adults Influences the attitudes and opinions of others, as required, gaining their agreement through persuasion to ideas, proposals and courses of action
	Information	Contribute to the development and



		implementation of effective systems to share information
<b>Responsibilities</b>	Organisational skills	Good organisational skills
	Line Management	Ability to manage and support the work of others, as required and appropriate
	Time Management	Manages time and prioritises work in an effective and productive manner. Ability to manage own stress and meet deadlines
	Creativity	Demonstrate creativity and an ability to resolve problems independently
<b>General</b>	Equalities	Awareness of and promotion of equality.
	Health & Safety	Good understanding of Health & Safety
	Child Protection	Good understanding and effective implementation of child protection procedures
	Confidentiality/Data Protection	Understand and comply with procedures and legislation relating to confidentiality
	CPD	Demonstrate a clear commitment to develop and learn in the role Ability to effectively evaluate own performance

