



Consilium
Academies

BUILD YOUR DREAM CAREER

Join our Team!



RECRUITMENT PACK

Operations Manager
Thornhill Academy



Dear Candidate,

Thank you for your interest in the position of Operations Manager at Consilium Academies.

At Consilium, we are on a mission to being an excellent trust with excellent schools – we would love you to join us in that mission.

We are a values driven trust and bring this to life every day through our commitment to **excellence, equity and integrity**.

We recognise the unique value of everyone, whether they are staff or students and are dedicated to ensuring that every member of our Trust reaches their full potential. To achieve this, we collaborate with stakeholders and external organisations to build relationships that enhance opportunities for all members across the Trust.

We have a commitment to ensure each and every staff member is supported to achieve their goals within their career and have the skills and development to flourish. This commitment is reflected in our Centre for Professional Learning, where colleagues have access to tailored training opportunities and resources to meet their specific needs.

We firmly believe that every student, regardless of their background deserves an excellent education and an equal opportunity to fulfil their potential. This vision guides us in creating an environment where every pupil can thrive.

As part of our Trust, our academies align with collective aims, including prioritising holistic development of pupils academically, socially and emotionally. We aim to instil a passion for lifelong learning and continual improvement among our academies, staff and students, empowering them to pursue their aspirations and ambitions. Our goal is to create a family of academies that is inclusive and embraces diversity, fostering a supportive community where all members feel inspired and empowered to succeed.

We look forward to your application, thank you for your interest in joining the Consilium family.

Mr Michael McCarthy
Chief Executive Officer of Consilium Academies.



Consilium Academies is a Multi-Academy Trust dedicated to Excellence and Equity with Integrity. Consisting of eight schools across three hubs in Salford, South Yorkshire, and the North East of England, our culture is built on support, guidance, capacity building, and fostering a collaborative approach to school improvement.

Our Trust is committed to the highest standards of curriculum, teaching, and learning, leading to excellent outcomes for our pupils. This commitment extends to our staff, with a focus on high-quality learning, professional development, and an uncompromising approach to support and growth.

Schools within the Trust are encouraged to engage in rigorous self-evaluation and take swift action to address any areas of underperformance, guided by our School Improvement Framework.

Our Key Areas of Focus:

- **Expert Knowledge:** We prioritise school-to-school support, fostering expert knowledge, and providing effective assistance to our schools.
- **Ambitious Curriculum:** Our schools share a common language for curriculum development, with a focus on Enriching Lives, Inspiring Ambitions, and embedding Equality, Diversity, and Inclusion throughout.
- **Effective Pedagogy:** Our research-focused approach seeks impactful teaching methods, a shared language for pedagogy, and developing partnerships with external experts.
- **Purposeful Practice:** We respect each school's identity while promoting a shared understanding of high-quality practice and staff development.
- **Rigorous Assessment & Intervention:** We implement evidence-based benchmarking and targeted support through Rapid Action Plans, maintaining a relentless focus on achieving strong outcomes for all students.
- **Rich Culture:** Guided by Excellence, Equality, and Integrity, we aim to identify, attract, develop, and retain expertise at all levels, ensuring our schools contribute to the Trust's success over time.

Led by our Chief Executive Officer, Michael McCarthy, our Central Team provides direct services, accountability, leadership, and management to our schools. We operate a strong partnership model, where our partner schools play a crucial role in the Trust's continual growth and development. Our collaborative approach respects each school's individual identity, empowering them to focus on student achievement and success while being part of a supportive network committed to excellence.

BENEFITS



As a Trust, we want our staff to feel supported and valued. Whether you are a teacher or member of the support team, we want your work to have a positive impact on your health and wellbeing.



A CONTRIBUTORY PENSION SCHEME, MEANING WE'LL SAVE TOGETHER

34 DAYS ANNUAL LEAVE + BANK HOLIDAYS FOR SUPPORT STAFF (PRO-RATED FOR PART-TIME) & 36 HOUR WORKING WEEK FOR FULL-TIME SUPPORT STAFF



EMPLOYEE ASSISTANCE PROGRAM WITH ACCESS TO COUNSELLING AND CBT 24 HOURS A DAY, 7 DAYS A WEEK

A CPD OFFER FOR EVERY MEMBER OF STAFF; TO HELP YOU PERFORM AS WELL AS YOU CAN IN YOUR ROLE, TO HELP YOU REACH YOUR CAREER ASPIRATION



FREE MEMBERSHIP TO VIVUP. WITH HUNDREDS OF EXCLUSIVE OFFERS AND DISCOUNTS AVAILABLE ONLINE AND IN STORE.

ACCESS TO THE LEADING HOME ELECTRONICS LEASE SCHEME, EXCLUSIVE TO PUBLIC SECTOR EMPLOYEES



ENHANCED CONTRACTUAL SICK PAY IN LINE WITH THE BURGUNDY BOOK AND GREEN BOOK, PROTECTING YOU AND YOUR FAMILY

AUTOMATIC PAY PROGRESSION FOR ALL STAFF IN LINE WITH THEIR CURRENT GRADING STRUCTURE



JOB DESCRIPTION



JOB TITLE:	Operations Manager
REPORTS TO:	Head of Operations / Director of Infrastructure and Operations
RESPONSIBLE FOR:	School support staff and cross service operational excellence
BASED AT:	School based – travel required from time to time.
GRADE:	Grade 11
MAIN PURPOSE OF THE ROLE	
Lead and manage diverse services and teams across a single academy in collaboration with Trust Teams to ensure operational effectiveness and excellence, supporting the success of school strategies, activities and operations, creating a vibrant, safe, secure space to deliver effective Teaching & Learning.	
CORE RESPONSIBILITIES & TASKS	
<p>The Trust has developed an Operational Framework for Excellence which details the roles and responsibilities of Operations Managers set out below in greater detail. It should be read alongside these core responsibilities and tasks to provide greater detail.</p> <p>The postholder reports to the central team Head of Operations but works within a school environment each day working with the Principal ensuring the schools operational needs are met in full enabling an efficient, effective and compliant site.</p> <p>The postholder is a member of the school's senior leadership team and leads operational services under some direction to ensure they meet the needs of the school as determined by the Principal to ensure school specific strategic and operational needs are met.</p>	
LEADERSHIP AND STRATEGY	
<p>The postholder will be a member of the schools SLT, attending all meetings as required, working collaboratively to contribute towards whole school improvement and development, lead and manage on all aspects of operational requirements – Operational Excellence</p> <ul style="list-style-type: none"> • Effective member of SLT • Work collaboratively with Trust Leaders to ensure strategic plan is developed and maintained for all areas of support services. • Provide leadership and oversight to line management and appraisal for support staff teams in line with task managers. • Develop and lead a culture of continuous improvement across the school support services. • To answer routine enquiries from staff, parents and other agencies made to the Principal and wider leadership team and to deal with them effectively, in the first instance wherever possible. • To be a strategic and active member of the Senior Leadership Team, advising and guiding colleagues on all operational matters. • To lead, manage and promote a culture of open-door leadership. • Attend and present where required on required remit to ensure SLT and LAB decisions are informed. 	
PREMISES / SITE / HEALTH AND SAFETY	
<p>The postholder will provide operational leadership, oversight and direction to ensure the service always meets the needs of the school, working collaboratively with Trust Leaders and Managers to ensure efficient and effective delivery of service.</p> <ul style="list-style-type: none"> • Through delegated responsibility of the Principal ensure effective, accountable for safe operation of all Site, Grounds and Facilities. • To manage the Site Team to ensure effective operation of all facilities which meet mandatory and regulatory compliance. • Respond to any areas of non-compliance and ensure evidence of current compliance through the Trust's tracking systems. 	

- Monitor and manage the schools reporting and compliance systems ensuring an effective and efficient, compliant and safe Estate.
- Develop a repair and maintenance programme for the school in partnership with the Principal.
- Manage building related service level agreements and other operational contracts to ensure statutory duties are met which can also demonstrate value for money.
- Planning and oversight of maintenance, works and projects working collaboratively with Central Teams to ensure best value for money and in planned and delivered accordance with all regulations (H&S, Building, Finance)
- Develop the Estates plan for your site working collaboratively with Trust Teams.
- To support the Principal with effective Risk Management, writing risk assessments for all areas in remit and ensuring risk assessments are robust and in place for all other services.
- To manage all contractors on site ensuring all appropriate documentation, including insurance, qualifications and safety checks, including safeguarding, are in place and correct.
- To work collaboratively with Hub Lead to ensure projects are planned and delivered in accordance with but not limited to: Building Regs, Insurance, CDM's, planning permissions.
- Ensure the boundaries of the school are clear, checked and safe using routine visual checks.

HEALTH & SAFETY

The postholder will provide operational leadership, oversight and direction to ensure the service always meets the needs of the school, working collaboratively with Trust Leaders and Managers to ensure efficient and effective delivery of service.

- Provide direction to the Principal on matters relating to the schools physical environment (H&S)
- Act as schools designated lead on health and safety checks, compliance and statutory requirements.
- Manage the Site Team accordingly to ensure all H&S requirements and remedials are resolved.
- Develop a culture of health, safety and wellbeing in school
- Ensure level of security is maintained during all school hours and additional security is arranged for out of school hours.
- Ensure policies are effective across the school
- Devise Risk Assessments for key areas of responsibility and ensure Risk Assessments are appropriately devised for all other school activities.
- Ensure appropriate Risk Assessment training is completed by all middle leaders or responsibility holders.
- Ensure all staff have completed relevant H&S training applicable to their role
- Ensure compliant fire and evacuation and lockdown plans are in place and reviewed regularly and tested in accordance with statutory/mandatory/best practice requirements.
- Ensure that all policies relating to site, premises, and vehicles are implemented, adhered to and regularly updated.
- Vehicles are managed in accordance with law, contracts and school policies
- Ensure effective processes and procedures are in place to manage Health & Safety for all stakeholder and implement and manage and monitor effective reporting systems.
- Management of site/operation in response to any changes required by DfE or PHE.
- Ensure there are sound and robust procedures in place for administration of first aid and accident reporting.
- Undertake analysis and interpretation of all first aid, accident and incident records, and produce detailed reports as required.
- Overview of trips, ensuring risk assessments are updated and appropriately signed off and that associated financial and admin tasks are completed.
- Ensure CCTV is operational and used compliantly, in line with Trust guidance / policies.
- Oversee door access systems ensuring appropriate access for staff and visitors, auditing access to ensure only authorised persons have access on a regular basis.
- Lead and manage Site Staff to ensure day-to-day maintenance is completed in a timely manner, to a high standard and in line with risk assessments.
- Manage cleaning contracts to ensure performance as expected.

CATERING

The postholder will provide day-to-day management and oversight to the school's catering team:

- Work with Trust Leads to manage the school Catering Manager effectively.

- Manage the Catering Team to ensure their responsibility to deliver the school's catering provision effectively, ensuring that it is compliant with current legislation in line with school food standards and allergen labelling requirements.
- Create reports and information about the school's catering function and they are provided for various audiences in a timely manner.
- Manage the administration of the student debts according to Trust policy and action is taken where applicable.
- Work with Year Leads, DSL and other pastoral teams to ensure any matters relating safety, health or wellbeing are effectively recognised and resolved.
- Ensure catering procedures are optimal to the size of the school / catering equipment to minimize student queuing and ensure services run well.
- Work with Site Team to ensure that the schools catering requirements are understood at Trust level and the service meets the needs of the school community.
- Consents are in place for biometric cashless catering systems and promote the use of ParentPay.
- Appropriate documentation is secured for Arbor relating to dietary, medical and allergens.
- Support parents in registration for free school meals using the Trust platform, using data to encourage those that maybe eligible to apply and utilise the entitlement.

ADMINISTRATION

Senior post-holder on-site for all operational/business services, you will lead and manage and develop all administrative functions in school and co-ordinate with central Heads of Service as needed to ensure project delivery and advocate for the school's requirements on behalf of the Principal. You will:

- Overall leadership and management of the administration team to ensure the efficient and effective operation of centralised administrative systems and functions which underpins school strategies, operational requirements, and effective Teaching & Learning.
- Provide strategic direction to the development of support staff and all administrative duties in the following areas: Quality Assurance, task completion, workload management, rota systems and holiday entitlement.
- Direct support staff according to the requirements of the schools operational calendar in collaboration with other SLT and Departmental needs.
- Monitor the effectiveness of support staff workforce and ensure appropriate CPD and ensure accountability across the service.
- Act as school link with LAB – ensure appropriate clerking is in place and confidentiality is maintained.
- Liaise with SLT and Central Team and ensure high quality school information and marketing materials are created.
- Provide support and guidance to other Managers to ensure operational sub teams across the school are effective.
- To work with the Trust Data Manager and the school's Data & Exams Officer to produce reports as needed.
- To review the operational needs of the administrative function annually to ensure high quality service, effective performance and appropriate outputs are maintained.
- Assist the Principal to ensure staffing and recruitment is cost effective.
- Records management in line with ICO guidance, GDPR compliance and Trust policy.
- Ensure the statutory census returns and complete and submit the school workforce census.
- Management of local policies, seeking approval from the local academy board as needed.
- Attend the local academy board on behalf of operational services and provide reports on service.
- With support from the central governance team, ensure GDPR requests are completed within legal time limits and liaise with relevant external parties as needed.
- Overall responsibility for ensuring that relevant consents are obtained and adhered to.
- Promote uptake of Arbor ParentApp/Classcharts to minimise costs to the school.
- Manage data quality and ensure checks are regularly completed and ensure any anomalies rectified
- Quality assurance of all internal and external correspondence.
- Provide support for OFSTED or other inspections to ensure logistics are in order.
- Policy tracker is maintained and updated accordingly.
- Ensuring the school is compliant with GDPR laws and regulations
- Have an understanding and ensure the school complies with requirements of the Data Protection Act and all processes and procedures are in place to ensure GDPR which include Subject Access Requests, FOI requests. Complaints and Breaches are reported.

FINANCE

Working collaboratively with the central finance team and the regional finance business partners, you will ensure:

- Raising of purchase requisitions in line with budget responsibilities.
- Timely approval of purchase orders and invoices in line with approval limits.
- Goods receipting to ensure that items ordered are delivered in line with order expectations.
- Ensure all standing contracts have an appropriate order on the Finance system each year.
- Ensure that there are no non-orders and that the school complies with the Trust's financial procedures.
- Supporting other staff to raise purchase requisitions for their budgets and continuously manage their budgets.
- Liaise regularly with Trust finance team.
- Report delegated budget information regularly to the Headteacher.
- Monitoring and forecasting of budget spend.
- Overall responsibility for financial systems used by parents and stakeholders.
- Create and maintain SLA and contracts register specific to school.
- Main contact for any school-based systems liaising with relevant colleagues.
- Support the Principal with identification of funds to support school improvement priorities.
- Ensure Principals carry out approvals as needed within the Finance system, chasing and escalating as needed.
- Support the budget setting process by ensuring relevant information is up-to-date and accurate.
- Support the understanding of school priorities and requirements so that budgets can be tweaked to evolving pressures throughout the year.
- Raise orders for whole school priorities.
- Work with the central services to ensure appropriate spends of delegated budgets in line with overall school and trust priorities.
- Identify opportunities for aligned bulk procurement to improve overall efficiencies and value for money, liaising with central services, producing business cases and analysis where needed.

HUMAN RESOURCES

Working in collaboratively with the central HR team, you will manage that day-to-day administration of HR processes and procedures will take place in accordance with Trust expectations. You will:

- Be first point of contact for HR matters for school staff and manage short term issues and staff wellbeing.
- To manage the wellbeing and appropriate support, effectively triage issues prior to Central Team engagement.
- Attend regular meetings with the central HR team.
- To manage the application of new staff and leavers from the school MIS and ensure any credentials required are provided dependent on business roles.
- To have extensive knowledge of and insight into the organisation's structure and a thorough knowledge of the aims and objectives of the school and to ensure that these are regularly communicated to all staff.
- Line management responsibilities where appropriate including recruitment, induction, professional development reviews and ongoing training/upskilling of staff.
- To record and manage the day-to-day absence, leave of absence administration and other general staffing matters including but not limited to annual leave entitlements, monitoring working time commitments, return to work and absence management procedure and PDR process.
- Ensure other staff within the school with line management responsibility carry out the above tasks and escalate as needed to ensure compliance.
- Understand personnel issues and make judgement to refer any staff identified as requiring occupational health referrals to the Central HR team and ensure any OH recommendations are completed.
- Manage the school's single central register ensuring compliance in line with safeguarding requirements.
- Ensuring the monthly payroll checks are completed in a timely manner and issues queried with Trust HR team.
- Arrange suitable levels of training for staff for Fire Wardens & First Aid.
- Oversight of the full recruitment process, in line with Trust policy from identification of role to induction and training.
- To undertake other HR related duties which may arise from time to time. These to be agreed with the Director of HR and Head of Operations.
- Ensure Induction checklist completed within time frame.
- Ensure Pre-employment checks are fully completed before new starter enters the building
- Ensure shortlisting and interview documents are saved in relevant folders for every appointment made
- Risk assessments created and completed for medical conditions, recommendations from OH, pre-placement screening and pregnant staff.

- Ensure probation policy and flowchart are followed and line managers provided with paperwork to undertake meetings.
- Collate all maternity documents from expectant parents and ensure these are shared with payroll e.g. MATB1, notification form in timely manner.
- All requests for internal, external and variations are requested and/or recorded on monday.com
- Ensure leavers processes are fully implemented.
- Ensure all staff are completing mandatory training and follow up as necessary to ensure full compliance within expected time frames.
- Management of all support staff to include managing support needs and identifying and supporting capability within Trust processes.

TECHNICAL SERVICES

Working collaboratively the central IT service leaders, ensure that:

- The IT support provision within the school remains effective and meeting evolving requirements.
- Act as an immediate escalation point for any concerns from staff, collating this information and reporting as appropriate.
- Hold weekly meetings with the IT engineer to ensure timely communication of any issues, review helpdesk performance and document any actions.
- Escalate any performance concerns to the appropriate line manager within the IT team.
- Ensure the optimal use of available IT resources on-site through scheduling and timetabling.
- Approve requisitions for day-to-day consumables or damage repairs as needed, escalating any concerns to senior leaders within the school.
- Where applicable, manage the schools printing system to ensure accountability and recharge of spend to the appropriate departments.
- Ensure any delegated tasks are completed in a timely manner to support effective IT service delivery, for example user account creation and deletion.
- Provide adequate notice to the IT team of any change in requirements, for example new starters, support for performances etc.
- Co-ordinate any on-site support needed to ensure delivery of IT related projects or upgrades.
- Ensure processes and procedures are followed to secure IT assets and track those assigned to individual staff or students.

MARKETING

With guidance from the central marketing team, the Operations Manager will:

- As the designated Marketing Lead within your school, work it SLT and middle leaders to co-ordinate events such as parent's evening and open evenings.
- Work with the central marketing team to ensure the school site is vibrant, welcoming and appealing and creates a positive impression of the school for large works and arranging appropriate Trust branded materials for smaller/internal requirements.
- Support transition events where needed to ensure high quality resources, plans and materials are available and in place.
- Support with staff wellbeing events such as Thank a Teacher Day.
- Manage social media and school website contains positive, up-to-date content.
- Provide two positive news stories in line with Marketing expectations.
- Co-ordinate inset day activities and ensuring adequate provision is available.

TRANSPORT

To lead and manage Transport Services

- To liaise with the current transport provider and manage the contract in place.
- To liaise with the Trust central team regarding the provision of school transport for the students.
- Communicate the agreed transport provision and costs to parents.
- To manage the legal, mandatory and statutory obligations of the school Transport in line with requirements.

SAFEGUARDING

- The postholder must be aware of child protection issues and the need for confidentiality and to identify to the named child protection colleague in school, concerns in respect of individual children.
- To be aware of and comply with policies and procedures relating to Child Protection, health, safety and security, confidentiality and data protection, reporting all concerns to an appropriate person.
- To support the protocols and systems that are in place to address the needs of children with special educational needs and 'children in need' as defined by the Children Act.
- To ensure child protection procedures and processes are followed across the school.

TRUST WIDE RESPONSIBILITIES

- Support cross hub initiatives and upskilling where relevant and appropriate.
- As directed, carry out Estates procurement activities for the Trust where relevant and appropriate.
- Support the Trust's process of audit, providing evidence where needed.

CORPORATE RESPONSIBILITIES

- The Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.
- To pursue and promote the achievement and integration of diversity and equality of opportunity throughout the Trust.
- To plan, monitor and review health and safety within areas of personal control.
- To participate in the Trust's Professional Development Review process and engage in continuous professional development and networking to ensure that professional skills and knowledge are up to date.
To maintain high professional standards of attendance, punctuality, appearance, conduct and positive, courteous relations with students, parents, and colleagues.

ADDITIONAL NOTES

- The job purpose and key statements remain indicative and by no means exclusive. Given the evolving needs of the Trust, flexibility among staff is very important. All staff may be required to undertake other such reasonable duties as may be required from time to time in line with the grade of their post.
- From time to time, the postholder maybe called upon to 'open' or 'close' your specific site where no other suitable person is available, for example due to illness.
- An Enhanced DBS Check will be requested on successful application to a position at the Trust.
- From time to time, you may be called upon to travel outside of your 'home' hub to support with specific activities or short-term requirements; this may constitute an overnight stay or significant commute time which will be covered by the Trust as part of the expense policy.
- Whilst this is a central role reporting to the Head of Operations, the successful postholder is responsible for the day-to-day provision of services to schools. They should therefore follow all reasonable directions from Principals where these do not conflict with wider Trust policies/procedures/initiatives.

PERSON SPECIFICATION

Training and Qualifications	Assessment Method	Essential/ Desirable
Level 6 - Leadership & Management (or equivalent)	A	D
School Business Management Qualification (or willingness to obtain once in post)	A, I	E
Site/Premises Management qualification i.e IOSHH (or willingness to obtain once in post)	A, I	E
Relevant first aid qualification (or willingness to obtain once in post)	A	E
Suitable qualifications in Maths, English equivalent to GCSE.	A	E
Experience and Knowledge		
Excellent numeracy / literacy / ICT skills	A, I	
Experience of managing aspects of school facilities	A, I, R	E
In depth knowledge of school safeguarding, health and safety, fire procedures, risk assessments, COSHH, EVC, administrative systems, associated policies and codes of practice and an understanding of relevant legislation	A, I, R	E
Previous experience of performing a similar role within a school or multi-academy trust.	A, I, R	D
Proven track record of successfully managing, leading, organising, deploying and motivating a team.	A, I, R	E
Prioritise, plan and organise direct and co-ordinate the work of others; build, support and work with high performing teams	A, I	E
Experience of relevant contract management	A, I	E
Sound knowledge or experience in procurement to secure best value	A, I	E
Experience of managing, monitoring and forecasting budgets	A, I	D
Experience of carrying out health and safety checks and implement corrective measures and maintain relevant records	A, I	E
Well-developed understanding of school IT needs	A, I	D
Devolve responsibilities, delegate tasks and monitor practice to see that they are being carried out set standards and provide a role model for pupils and staff	A, I	E
Skills and Abilities		
A positive 'can-do- approach to solving problems, ensuring a solutions focused outlook.	A, I	E
Approachable and amenable with good communication skills.	A, I	E
Full clean driving license and access to a suitable vehicle to visit other Trust sites as required.	A, I	E
Clear communication skills and ability to relay important messages in a way that resonates with school leaders.	A, I	E
Ability to prioritise and manage time to meet school and trust requirements	A, I	E
Good organisation skills that support the juggling of multiple priorities and responsibilities concurrently.	A, I	E
Ability to carry out general repairs and instruct others	A, I	E
Ability to follow and comply with instructions on equipment and/or materials usage	A, I	E
Willingness to work as part of a team	A, I	E
A self-starter with initiative to succeed within the broad parameters of the role and Trust policies.	A, I	E
Ability to work to deadlines	A, I	E
Ability to manage own work effectively	A, I	E
Ability to maintain strict confidentiality of information received and processed as part of the job role		
Personal Aptitudes		
Willing to be flexible and work outside of normal hours if required	A, I	E
Willing to undertake relevant training	A, I	E
Willingness to travel to other academies and attend meetings	A, I	E
Ability to relate well to children and adults and demonstrate very good communication skills both verbally and in writing	I	E
Deal sensitively with people and resolve conflicts	I	E
Open – minded and receptive to new ideas, approaches and challenges	I	E
Understand and behave in line with the Nolan Principles of Public Life at all times.	A, I	E

English Fluency		
Possessing a relevant qualification for the role attained as part of education in the UK or full taught in English by a recognised institution abroad	A	E
Passing an English spoken language competency test or possessing a relevant spoken English qualification at CEFR Level B1 or above, taught in English by a recognised institution abroad.	A	E

Measurements: A=Application, I= Interview, R=Reference, T=Task