Feedback Note 2026

This note outlines the approach which the Selection Panel takes to providing feedback to those applicants in the KC competition who are filtered out without interview.

It should be emphasised that the feedback pertains to the particular competition. The standard required to be recommended for appointment is **strong and consistent evidence of excellence**. The Selection Panel interviews all those applicants who appear, based on the assessments received, to have a realistic prospect of demonstrating the necessary excellence: the Panel does not invite to interview those applicants who have no realistic chance of being recommended for appointment in the particular competition.

The feedback to applicants is based on the conclusions of the full Selection Panel at pre-interview moderation. The feedback aims to make clear what conclusion the Selection Panel reached on the applicant in respect of each of the competencies in this competition, except integrity. The integrity competency is regarded as satisfied unless there is evidence to the contrary.

The main purpose of the feedback is to indicate to applicants the areas in which stronger evidence of excellence is needed if they are to succeed in a future competition. Accordingly, although the feedback for each section will usually start by reporting some positive evidence from assessors, any significant criticisms or reservations from assessors will also be recorded, so far as that can be done without breaching the confidentiality of the assessor. This does not mean that the criticism was determinative in the consideration of the application.

Conversely, for a significant majority of applicants, there may be no significant criticisms from assessors. Sometimes the assessors all describe a high degree of competence, but do not provide specific or consistent evidence of excellence; without consistent evidence of excellence, applicants cannot succeed.

In the case of Competency D, Diversity Action and Understanding, many assessors are unable to provide any evidence. In some cases, the assessment provided is minimal and is therefore insufficient for the panel to form a view. To ensure that no applicant is disadvantaged by limited evidence provided on Competency D, they will be invited to interview provided that they have met the required standard in all other competencies. If, however, the Panel receives adverse evidence in relation to Diversity Action and Understanding, the applicant will be refused an interview on the basis of their score in Competency D, even if they have met the required standard in all other competencies.

Where an applicant has fallen well short of the required level in any competency, as opposed to being quite close to the required standard, the feedback will say so. That applies to only a small proportion of unsuccessful applicants.

Neither the Selection Panel nor the Secretariat can add to the feedback provided to individual applicants. However, if applicants have any questions about the general approach to the provision of feedback set out here, please phone the Chief Executive at 0207 831 0020 or email her at: Hannah.Miller@kcappointments.org.