



PROCEDURE DOCUMENT

Policy title: **RECRUITMENT POLICY AND
PROCEDURE**

Last reviewed: August 2015

Document control

<i>Version</i>	2
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<i>Approved by Management/Staff Liaison Group:</i>	<i>Sept 15</i>
<i>Approved by Senior Management Team:</i>	<i>Sept 15</i>
<i>Ratified by Settlement Board of Trustees:</i>	<i>16/09/15</i>
<i>Next review of this document:</i>	<i>Aug 2016</i>

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INTRODUCTION

Recruiting staff with the right skills and attributes is obviously crucial in enabling the Settlement to fulfill its organisational aims and objectives. This Policy and Procedure aims to provide clear guidance about the selection and appointment of staff, and promotes and supports good practice for those with responsibility for recruitment.

Barton Hill Settlement is committed to ensuring that the processes of recruiting all new paid staff reflects its commitments to Equal Opportunities, diversity and to safeguarding and promoting the welfare of all staff, volunteers and service users, including children, young people and vulnerable adults.

Objectives

This “policy and procedure” aims to ensure that we:

- Recruit the required number of paid staff with the appropriate skills, both technical and personal, in order to meet the Settlement’s needs.
- Work to a fair and effective recruitment procedure, which is consistent with employment legislation and the Settlement’s Equal Opportunities and Diversity Policies and working practices.
- State clearly, to existing and potential employees, the organisation’s stance on safer recruitment practices, ensuring that people who are not suitable to work with children, young people or vulnerable adults are identified, deterred or rejected.
- Develop and enhance the public image of the Settlement, both as an employer and as a quality provider of services and activities.
- Foster a diverse workforce.

Where it applies

This “policy and procedure” applies to the recruitment to all paid posts, including sessional ‘bank’ posts and fixed term contracts.

Fixed term employees will be entitled to terms and conditions of employment that are no less favourable than the terms and conditions of comparable permanent employees. Barton Hill Settlement will not normally engage a temporary employee for a period in excess of one year. The re-engagement of a temporary employee is not permitted within one month of the termination of his/her previous contract with Barton Hill Settlement. Barton Hill Settlement will limit the use of successive fixed-term contracts by imposing a cut-off of four years’ continuity of service after which the employee will achieve permanent status unless there is an objective reason that justifies a further fixed term.

Definitions

‘At risk’ - where posts have been identified for redundancy, the postholder(s) will be deemed to be ‘at risk’.

‘Trustee’ - for the purposes of this policy, “Trustee” means a member of the the Settlement Board of Trustees.

‘One week’ - for the purposes of this policy, one week is deemed to be seven days, inclusive of weekends, but exclusive of statutory holidays and concessionary days.

Justification for Recruitment

Before recruitment begins, the following factors must be considered:

- Is it necessary to fill the vacancy?
- Does the role require changes in duties and responsibilities?
- Could the work be accommodated in other ways?
- What terms and conditions are being offered for the post? Are they appropriate and consistent with the rest of the Settlement?
- Are there any staff 'at risk'? (Staff at risk within the organisation must be given first consideration for any vacancy prior to an external advertisement being placed.)

Authorisation for Recruitment

In order for the recruitment process to commence, the Line Manager must gain authorisation, using appropriate documentation, from the Chief Executive Officer (CEO) and Chair of the Settlement Board of Trustees.

RECRUITMENT PROCEDURE

This section describes the steps involved in the recruitment and selection process. The procedure, derived from legislation, Settlement policy and good practice, must be followed as described. The HR and Admin Officer will be available to advise anybody requiring help at any stage within the recruitment process.

The stages detailed in the document are:

- **Pre-advertisement** – what happens before a position is advertised
- **Pre-interview** - from advertisement of vacancies through to shortlisting of applications
- **Interviewing** - procedures relating to setting up interviews and selecting the most appropriate candidate
- **Post-selection** - the administration required once a selection has been made
- **Final Administration**
- **Candidate Feedback**
- **Observation**
- **Monitoring**

The final section is a summary of Procedure Steps and Responsibilities (p. PROCEDURE STEPS and RESPONSIBILITIES

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PRE-ADVERTISEMENT

This section describes what must happen before a post can be advertised.

Before the recruitment process can begin, and regardless of whether this is a new or existing post, the following documents must be prepared:

- Job Description (including Person Specification)
- Recruitment, Review, Assessment and Approval Form
- Recruitment Programme (to be produced after authorisation has been obtained)

The main points to note about these documents are as follows:

Job Description

A Job Description defines the purpose, scope and principal duties and responsibilities of a particular role. It provides a framework which outlines the expectations, including the individual's responsibility for promoting and safeguarding the welfare of children and vulnerable adults within the context of the role, both for the employee and the employer, and forms part of the working agreement. It is not, however, contractually binding.

It is the responsibility of the Line Manager, in liaison with the HR and Admin Officer, to produce an electronic draft copy of the Job Description. To ensure consistency, reference should be made to the guidelines below. The only Job Description that is valid is that which is signed off (by the Job Review/ DBS Group), and held on the employee's personnel file.

The key elements normally included are:

- **Identifying factors:** Name of organisation, job title, department/project to whom the postholder is responsible, line manager.
- **Job purpose:** One or two short sentences to summarise the overall purpose/objectives of the job.
- **Main duties and responsibilities:** An outline description of the job, with tasks listed in order of importance.
- **General duties:** The centrally-held list of General Duties, which must be included on all job descriptions.

Person Specification

The purpose of the Person Specification is to provide criteria against which the recruitment of candidates will be carried out objectively, in line with equal opportunities, and promoting and safeguarding the welfare of children and adults. It defines both essential and desirable criteria, and is usually prepared as a grid.

The Person Specification should be based upon the Job Description. To assist in the drafting of a Person Specification and to ensure consistency, advice should be sought from a member of the Job Review Group.

The Person Specification will use the following headings:

Essential criteria These are the attributes without which a candidate will not be offered an

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interview. The criteria required of the ideal candidate and the format of the Person Specification may vary, but typically could include:

- **Qualifications:** Only where considered appropriate and specific to a profession or trade.
- **Experience:** Either in the type of role outlined in the Job Description or equivalent experience that is transferable to the role.
- **Skills:** Relevant to the post.

Desirable Criteria The attributes which enhance the candidate's application or basis for consideration, and which may facilitate more detailed shortlisting for interview.

Special requirements The requirements which are specific to the job, e.g. the ability to lift heavy weights, ability to work with specific client groups, holding a driving license.

(In line with the Equalities Act 2010, all applicants will be asked to state if they require reasonable adjustments to be made in relation to the recruitment process. Applicants can request such adjustments on their application form. Posts working directly with children or vulnerable adults will be asked to provide or apply for a Disclosure and Barring Service (DBS) certificate.)

Attributes and competencies necessary to attract the right people to carry out the role directly related to the job. Also see Barton Hill Settlement diversity policy.

Recruitment, Review, Assessment and Approval Form

All jobs must go to Job Review/DBS Group before approval will be given to recruit.

The 'Recruitment, Review, Assessment and Approval Form' enables the appointing department/project to gain appropriate authorisation from senior management to enable the recruitment process to start.

For all appointments the Form must be signed by the identified budget manager, CEO and Chair of the Board of Trustees.

At this point the JRG/DBS group will check the Job Description, and the HR and Admin Officer will fill out the position assessment part of the form with the decision as to whether a Disclosure and Barring Service (DBS) check is required and at what level, as well as the decision as to the nature of referees required for the level/type of job.

Recruitment Schedule and Process

The Chair of the interview process will have been identified by the department/project with the agreement of the HR and Admin Officer. S/he will take overall responsibility for securing the necessary arrangements with the HR and Admin Officer throughout the recruitment process (including, for example, the composition of panel).

In order for a Recruitment Programme to be agreed, a meeting will be arranged with the HR and Admin Officer and (ideally) the Chair of the panel. Any department/project wishing to issue additional information to potential applicants must ensure that this is supplied to the HR and Admin Officer at this time.

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At this point, any variations to the general procedural programme must be agreed.

Two copies of the programme will be completed, one for the retention of Central Services records, and one for the Recruitment Panel.

Advertising Strategy and Procedure

Before deciding how and where to advertise, the HR and Admin Officer must be consulted to check if any issues, in respect of our Equal Opportunities Policy, Diversity Policy, and our Safeguarding and Child Protection Policy, are apparent in the department. If positive action is needed to redress any imbalance, this will be taken, including such measures as:

- Advertising jobs in ethnic or female/male interest publications,
- Advertising to encouraging under-represented or disadvantaged groups to apply for employment,
- Making contact with and encouraging disabled people to apply for positions where appropriate.

Drafting advertising copy is the responsibility of the HR and Admin Officer.

The choice of media is determined in consultation with the HR and Admin Officer and line managers. If an individual manager has a specific request which is deemed to be additional to any usual advertising requirement, this will be considered.

It is normal good practice to form composite advertisements wherever possible. However, where a collection of vacancies forms an inappropriate mix, composite advertisements may be split.

There are periods in the year when advertising is ineffective, e.g. over bank holidays, and careful consideration should be given to the timing of advertising. Departments/projects must also consider the publication dates of professional/specialist journals etc. when defining dates.

The HR and Admin Officer may have to make final amendments to the advertisements to comply with the agreement between the Settlement and the advertising agency.

The closing date will be agreed with the HR and Admin Officer and must allow candidates sufficient time in which to prepare and submit their applications. The closing dates must never be less than one week after the date of advertisement, nor more than three weeks. Statutory or concessionary holidays should be taken into account when determining closing dates.

It is normal practice to advertise all vacancies both internally within the Settlement, as well as externally. When staff have the prerequisite skills and an 'at risk' situation has been identified, consideration will be given to advertising posts internally only.

There may be exceptional occasions when the Settlement deems it appropriate to use recruitment agencies. Before doing so, the Chief Executive Officer must seek written approval from the Settlement Board of Trustees.

PRE-INTERVIEW

This section describes the stages from the initial contact with applicants through to the shortlisting process.

Initial Contact with Potential Applicants

Advertisements are designed to attract the attention of applicants, who are asked to either download an application pack and to email completed application forms back to the HR and Admin Officer, or to request a recruitment information pack from Central Services. The recruitment information pack should be issued to potential applicants within four days of the initial request.

Application Form

For all posts, it is the Settlement's policy that applications must be made by completion of a Settlement application form for all posts. If a candidate applies by sending curriculum vitae, supporting letter of application, or an application on forms other than BHS standard **s/he will not be shortlisted.**

Receipt of Replies

All applications will be logged by Central Services and referenced appropriately. The HR and Admin Officer will endeavour to release applications to departments/projects no later than two working days after the closing date. Please note that applications must be collected by the Chair of the interview panel or her/his nominee. If the chair is sending a nominee, s/he must confirm in writing or by telephone that a representative will be collecting and signing for the applications.

Application forms must be kept together in one file and only allowed to be circulated to the panel (and observer(s) if appropriate), and must be available for review by nominated members of the SBT or DBS-JRG.

Confidentiality/Security

The confidentiality of applicants' details is of paramount importance. The HR and Admin Officer is responsible for ensuring this confidentiality within her/his area. Where it is necessary for applications to be taken off site for consideration, the utmost care should be taken regarding their security. Applications must not, for example, be left unattended in a vehicle or in any public place. Applications must be returned to Central Services by hand, where receipt will be recorded.

Shortlisting

The HR and Admin Officer and the Chair of the panel have responsibility for making arrangements for shortlisting. Shortlisting will be undertaken by all members of the panel, and will be undertaken with reference to the Job Description and the Person Specification. Notes will be kept on candidates to justify any decisions made regarding selection for interview. These must be written on the shortlisting matrix form provided by the HR and Admin Officer.

Any changes to these procedures as a result of unforeseen circumstances (illness of panel members, etc.) must be agreed by the HR and Admin Officer.

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The HR and Admin Officer and Chair of the panel are responsible for collecting any copies of application forms once decisions have been agreed. All surplus copies must be shredded to ensure confidentiality.

Out of consideration for applicants, shortlisting must be undertaken within the agreed timescales.

INTERVIEWING

Following shortlisting, selected applicants will be invited for interview by the HR and Admin Officer. The purpose of an interview is to facilitate the selection of the most suitable candidate for the post, although it should be recognised that this is only one part of the selection process.

Invitations to Interview

Candidates should be given at least one week's clear notice of an interview date. The invitation must ask that proof of identification and eligibility to work in the UK be brought to the interview, and include the details of any skills assessments, presentation and related preparatory work that the candidate will be required to undertake prior to, or as part of, the recruitment process.

Interviews for Senior Management posts can include the involvement of Trustees other than those on the panel, who may meet the candidate and then provide feedback to the panel.

Composition of Interview Panels

The composition of the formal interview panel depends on the seniority of the vacancy and the nature of the post.

As a general rule the Line Manager must always be on the panel. Every panel must also include a Trustee or Committee Member. Interview panels usually consist of uneven numbers (usually 3 persons) to help with consensus.

All members of the panel must have taken part in Barton Hill Settlement's recruitment awareness training, provided by the HR and Admin Officer (who must have received NSPCC Safer Recruitment Training).

Here are some further guidelines re. panel composition:

<i>Type of post</i>	<i>Possible panel members</i>
Senior Management Posts	Chief Executive Officer, Chair Settlement Board of Trustees, a Trustee, Community Resources Manager and a relevant independent.
Middle Manager posts	Head of Department, Trustee, Project Committee Member.
Posts with no management responsibilities	Line Manager, Project Committee Member or Trustee, and one other.
Bank Workers	Line Manager, Project Committee Member or Trustee.
Specialist posts	External people with relevant knowledge.

Conduct of the Interview

When conducting interviews, every member of the panel must make notes, to provide evidence of why the candidates have been selected or rejected, to ensure that candidate

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feedback can be provided. These notes must be signed and given to the Chair, who will hand them to the HR and Admin Officer.

The panel must determine, prior to the interview, the questions, presentation, appropriate tests and areas of discussion which will be put to each candidate. The selection methods must be selected with a view to enabling the candidate to demonstrate their best. Care must be taken to avoid questions which are discriminatory.

These steps must be followed within the interview:

<i>Step</i>	<i>Who is responsible</i>
Gain proof of identity and check whether the candidate requires a work permit and seek evidence of eligibility to work in the UK (only original documents will be accepted). Copies of the documentation will be made, dated, and kept on the successful candidate's file.	HR and Admin Officer
Advise candidates what happens next.	Chair
Advise candidates of any DBS (Disclosure and Barring Service) checks that are subject to the post.	HR and Admin Officer Chair
Collect completed notes and the signed Interview Assessment Forms from the panel members, and hand them to the HR and Admin Officer.	Chair
Check that when candidates have qualifications, copies of certificates are made and checked	HR and Admin Officer

Misrepresentation of the nature of the job in question must be avoided. It is good practice only to give an accurate representation of the successful candidate's career prospects within the Settlement, in order not to give rise to expectations which may never be fulfilled.

It is important that interviews are conducted in a courteous and professional manner, since a badly managed and conducted interview could lead to legal action against the Settlement or the individual(s) involved in the interview.

The Chair must ensure the candidate is made to feel as welcome and at ease as possible, and is responsible for correcting any misunderstandings that other panel members may cause.

As part of the selection process, departments may wish candidates to take part in a series of skills tests or presentation. Presentations in senior roles may be in front of different audiences (e.g. Operational Management Group). These tests/presentations must be directly related to the role in question, and must be measurable against objective criteria.

The Choice of Candidate

After discussion, and taking into account all information available in the selection process, the panel will try to choose a candidate, by consensus. If a consensus cannot be reached, an appointment must not be made. In these circumstances, the HR and Admin Officer must be

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contacted to agree the next action.

If the candidate selected does not take up the appointment, any decision to offer the appointment to the second choice applicant must be taken by the whole panel. Before the panel disbands, it should agree if any of the other candidates are appointable.

If any panel member is unhappy with the process they have a duty to talk to the chair or HR and Admin Officer.

In some circumstances applicants may be called to attend a second interview.

Internal candidates or others personally known to the interview panel must be treated in exactly the same way as all other candidates.

POST-SELECTION ADMINISTRATION

This section describes what happens immediately after the selection process. It is important that this final stage is completed properly, in order to secure the foundation of a good relationship with the successful candidate, and to ensure that a good impression is left with the rejected candidates.

Offer of Employment

An offer of employment is valid only if it is signed by an authorised member of Central Services. If the Chair of the panel wishes to discuss possible employment with the successful candidate(s), it must be made clear that such discussions do *not* constitute a formal offer of employment, which can only be made in writing by the HR and Admin Officer.

It is the Chair's responsibility to complete the appointment request form, and hand it to the HR and Admin Officer for action.

At this stage, any offer of employment is conditional – i.e. subject to satisfactory references, recruitment log sheet, completion of 'Suitability to work with children' declaration form (for all candidates to complete who work with children), a DBS check at the agreed level, and relevant qualification checks, if not verified at interview. Only when all of these have been obtained and cleared by the DBS/JRG will the Settlement regard the offer of employment as legally binding. Staff who start work pending a DBS check will be appropriately supervised at all times.

Unsuccessful candidates must be notified as early as possible of the outcome of their interview by the Chair of the panel. Ideally this should be no more than seven working days after the successful candidate has confirmed their acceptance of the post.

References

Unless agreed otherwise, the taking up of references is the responsibility of the HR and Admin Officer. Employment references must be obtained from at least the last or current employer, either in writing, by email, or by initial contact via the telephone, to be confirmed in writing. The questions and information gleaned from the reference must be relevant to the aspects of the post in question – e.g. where cash handling is involved in a post, then the honesty of the prospective employee must be discussed. The HR and Admin Officer may wish to obtain references prior to interview and, whilst this is acceptable, the wishes of candidates must be respected in this matter.

For those taking up written references, it is advisable to use the standard reference request letter, and the responses must be forwarded to the HR and Admin Officer upon receipt.

All references must be 'red flag' checked by the DBS/JRG and signed off on the Recruitment Log sheet.

Disclosure and Barring Service (DBS) Checks

The Safeguarding Vulnerable Groups Act (2006) created the legal framework for a scheme to vet people who work in regulated activity relating to children, and those who work in regulated activity relating to adults (as defined in the Protection of Freedoms Act) and,

where they pose a risk of harm, bar them from such work.

All candidates who work in regulated activity with children or vulnerable adults will be asked to complete a Disclosure and Barring Service (DBS) check. This check will be assessed by the JRG/DBS group. Please see the Disclosure and Barring Service and Recruitment of Ex-Offenders policy for more details.

‘Suitability to Work with Children’ Declaration

All successful employees of the Family Centre whose responsibilities include working in early years provisions will be required to complete a ‘suitability to work with children’ self-declaration form. The form is a legal requirement under the following legislation and regulations:

- Childcare Act 2006,
- Safeguarding Vulnerable Groups Act 2006,
- The Childcare (Disqualification) Regulations 2009,
- Early Years Foundation Stage (Welfare Requirements) Regulations 2012,
- Statutory framework for the early years foundation stage (September 2014).

On the form, employees of the Family Centre are asked to declare that they are not disqualified from working within early years services, or disqualified by association from working within early years services.

Employees will be required to complete this form on:

- Appointment
- Any change of role
- Annually.

FINAL ADMINISTRATION

The following steps are needed in order to finalise the recruitment process:

- All unsuccessful candidates must receive notification from HR and Admin Officer as to the status of their application. This is particularly important for those candidates who may have been sent a holding letter pending the outcome of a series of interviews. Please note that whatever the format or wording is used in this letter, it will not overcome the candidate's disappointment.
- All recruitment documentation are taken to the HR and Admin Officer for archiving.
- All equal opportunities monitoring forms must be retained by the HR and Admin Officer after completion of the recruitment process. The forms are to be retained for 12 months after the completion of the recruitment process.
- All original copies of the details relating to the successful candidate are retained by the HR and Admin Officer for inclusion on the individual's personal file, together with their application.
- All additional copies of candidate details used for interview purposes are collected and destroyed.

CANDIDATE FEEDBACK

Candidates often want to be given feedback, either about the initial selection and/or interview, for their own development. It is Settlement policy that feedback from shortlisting or interview will be provided by the Chair of the panel.

This feedback should be judged against the selection criteria, then checked and sent to the candidate by the HR and Admin Officer. It should be honest, but constructive. It is important to realise that a prospective employer can be held liable for unfair selection by a candidate, and that this feedback can be used as evidence. This, however, is a rarity if the feedback is honest and appropriate to the candidate. It is essential that both shortlisting forms and interview notes are completed in order that a professional approach may be taken.

OBSERVATION

An observer may be present at any stage of the process from shortlisting to selection. Their role is to confirm compliance with the Settlement's Equal Opportunities Policy and Recruitment Policy and Procedure. An Observer Checklist is provided, which includes the specification that the Observer must adhere to in all instances.

MONITORING

The Settlement will, from time to time, undertake audit exercises in order to monitor the effectiveness of this policy and procedure. All recruitment will be scrutinised by a member of Central Services, and information will be fed back to the JRG/DBS Group.

RETENTION OF DATA

All applications of candidates including shortlisting and interview paperwork will be kept for a period of one year before being destroyed.

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PROCEDURE STEPS and RESPONSIBILITIES

Step		Responsibility
1	Complete <i>Recruitment/Job Review Request Form</i> accompanied by <i>Job Description</i> and <i>Person Specification</i> .	Line Manager HR and Admin Officer
2	Check and Grade against Settlement Job Evaluation Scheme, including Safeguarding/DBS check requirements for the post.	DBS/JRG
3	Complete <i>Position Assessment Form</i> ref. DBS and reference checks part of <i>Recruitment, Review, Assessment and Approval Form</i> . ???	HR and Admin Officer
4	Issue Recruitment, Review, Assessment and Approval Form to CEO/Chair of the Settlement Board of Trustees in order to gain authorisation for recruitment process to begin.	JRG /HR and Admin Officer
5	Check documentation for compliance with policy.	HR and Admin Officer
6	Prepare draft advertisement.	HR and Admin Officer
7	Select appropriate media	Line Manager HR and Admin Officer
8	Decide who will be on the panel	Line Manager HR and Admin Officer
9	Agree the Recruitment Programme	Panel members HR and Admin Officer
10	Place the advertisement, editing and consulting where necessary, in order to adhere to Settlement policies???	HR and Admin Officer
11	Receive enquiries and respond.	HR and Admin Officer
12	Receive and acknowledge applications.	HR and Admin Officer
13	Determine the format of the interview, location and other arrangements.	Chair of panel HR and Admin Officer
14	Shortlist candidates.	Panel
15	Invite candidates for interview.	HR and Admin Officer
16	Issue application rejection letters.	HR and Admin Officer
17	Interview.	Panel
18	Gain proof of identity, and check whether the candidate requires a work permit and seek evidence of eligibility to work in the UK.	HR and Admin Officer
19	Decide on chosen candidate.	Panel
20	Scrutinise the whole recruitment process.	Authorised member of Central Services
21	Obtain references and complete the <i>Recruitment Log Sheet</i> .	HR and Admin Officer
22	Return all interview documentation to HR Officer.	Chair of Panel
23	Complete <i>Appointment Request Form</i> .	Chair of Panel
24	Send formal written offer of appointment.	HR and Admin Officer