

Executive Summary

This paper sets out the strategy for the appointment of " Partners " and asks the Council's to approve the procedure, as a follow-up from the paper agreed in May 2002.

1. Following the Council's agreement to the paper on " Partners " in May 2002, they have been confirmed as :
 - legal assessors,
 - medical assessors,
 - registrant assessors,
 - visitors,
 - screeners (who may also act as mediators),
 - non-Council members of Practice Committee Panels.
2. Attached is the timetable of actions required to recruit, select, induct and train HPC partners. A copy of the information pack to applicants including the application form and role and responsibility briefs relevant to the type of partner being applied for are provided for information.
3. It is proposed to advertise nationally and regionally week commencing 18th November 2002 with a four week closing date. Adverts will also appear in more specific journals for specialist appointments for example, *Law Society Gazette* and *Bar News*.
4. The recruitment and selection process will be informed by the published guidelines of the Office of Commissioner for Public Appointments (OCPA). Applications will be made on the application form enclosed and can also be submitted electronically. References relevant to the type of partner being applied for will be requested.
5. All applicants will go through a short listing process to establish which of them meet the broad criteria.
6. All short-listed applicants will be interviewed. Members will need to be involved in the shortlisting, interviewing and assessment procedures. The logistics for the exercise will be dictated by the number of applications received and the Council will be kept informed.
7. Successful candidates will undergo a programme of induction and training (in HPC procedures). This will be incremental to ensure that sufficient Partners are ready by 1 April 2003.
8. All applicants will also undergo some form of assessment, which will be appropriate for the type of Partner concerned, prior to appointment.
9. All those currently carrying out the " Partner " duties do so under the authority of the PSM Act (and its subordinate legislation). This will lapse at the end of the first transitional period and a complete process of re-appointment will be necessitated. HPC will write to all existing Partners advising them of this. It is hoped that those who carried out these duties under CPSM will re-apply, but on the understanding that this will be an opportunity for review and retaining, not an automatic transition.
10. The Council is asked to authorise the Executive to proceed with the process outlined above and to involve members as needed at the different stages.

Time table of actions: Appointment of partners	
Advise existing partners of impending recruitment process November 2002	15 th
Advertise positions w/c 18 th November	
Closing date for applications 21 December 2002	
Shortlisting Rolling programme from 6 th January 2003	
Interviews and Assessment exercises Rolling programme from w/c 20 th January 2002	
Appointments subject to approval of the HPC rules From w/c 27 th January 2003	
References obtained From w/c 27 th January 2003	
Induction and training From w/c 17 February 2003	

HPC\agendas\Draft Council Cover Sheet for Strategy and Process for the Appointment of Partners

HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR LEGAL ASSESSORS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140,000 registrants in 12 healthcare professions.

This role is one of a range of “partners” HPC will be using to carry out its work. Partners will provide the expert HPC needs for its decision making. Partners do not have the same status as Council members, they are not employees, but they will be agents of the Council.

PURPOSE OF ROLE

To advise the Council or relevant committees on questions of law arising from allegations received.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to attend committees and advise on law and practice
- to inform all parties of the advice given at the committees
- to assist committees with the drafting of their determinations.
- to advise screener, statutory committees’ Panels, the Registrar, and the Council on questions of law arising from allegations received and the ensuing processes,
- to sit with Panels and Committees,
- to act as a friend of the Court, and
- to act authoritatively and impartially and to resolve conflict within proceedings.
- to work effectively with staff including staff Council members

PERSON SPECIFICATION

Essential

Experience

Demonstrable experience of:

- Criminal law
- Professional Regulation experience, and
- Sitting as a Recorder (or other form of judicial work involving direction to the fact finding tribunals)

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.
- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.
- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

Qualifications

The following qualifications will be required:

- a 10 year general qualification, within the meaning of section 71 of the Courts and Legal Services Act 1990; or
- being an advocate or solicitor in Scotland of at least 10 years' standing; or
- being a member of the Bar of Northern Ireland or solicitor of the Supreme Court of Northern Ireland of at least 10 years' standing; or
- Queen's Counsel status, and
- Entry in the "Legal 500" or "Chambers Guide to the Legal Profession".

Personal Skills

The following personal skills are essential for this duty and will be treated as qualifications for it:

- advocacy
- well developed communication (written and oral)
- gravitas to command confidence
- handle conflict, and
- deliver authoritative advice on complex issues.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Experience of the legal aspects of healthcare provision will be viewed as helpful but not essential

TRAINING

The HPC are instigating and induction programme for legal Assessors. More information will be available if your application is successful.

For further information on HPC, please visit our website at: www.hpcuk.org

THE SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.

HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR MEDICAL ASSESSORS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140.000 registrants in 12 healthcare professions.

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PURPOSE OF ROLE

To give medical advice to the Council on matters referred to medical assessors arising from allegations received or applications for registration and re-registration.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to be present at the proceedings before the Committee for which they have been chosen to act and to advise the Committee on the medical significance of the evidence before the Committee.
- to give such advice on questions referred to them by the Committees, and also to advise the Committees of their own motion if it appears to them that, but for such advice, there is a possibility of a mistake being made in judging the medical significance of such evidence (including absence of evidence) on any particular matter relevant to the fitness to practise of the respondent.
- to carry out other duties as may be conferred on you in Rules made by the Privy Council,
- to assess the health of applicants for registration or re-registration as referred to you, and
- to act only on matters within your professional competence.

PERSON SPECIFICATION

Essential

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.

- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.
- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

Qualifications

A medical assessor must be a currently registered medical practitioner and a member of the relevant Medical Royal College.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Previous experience elsewhere in undertaking medical assessments would be an advantage as would prior understanding of the regulatory context of this work.

TRAINING

The HPC are instigating an induction programme for Medical Assessors. More information will be available if your application is successful.

For further information on HPC, please visit our website at: www.hpcuk.org

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Integrity

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Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.

HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR MEMBER OF INVESTIGATING COMMITTEE PANELS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140,000 registrants in 12 healthcare professions.

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PURPOSE OF ROLE

To contribute to the investigating process of allegations referred to the Committee.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to receive and obtain information, representations, and observations about allegations received
- to attend and participate at Panels as requested
- to follow the procedures laid down in the Committee’s Rules, and
- to come to an opinion on allegations referred to the Committee from the following options:
 - that there is, or is not, a case to answer
 - to refer to screeners,
 - to refer to health procedures, or
 - to find that an entry on the Register has been fraudulently procured or incorrectly made

PERSON SPECIFICATION

Essential

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.
- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.
- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Experience of investigating procedures in equivalent situations elsewhere would be an advantage

TRAINING

The HPC are instigating and induction programme for Members of Investigating Committee Panels. More information will be available if your application is successful.

For further information on HPC, please visit our website at: www.hpcuk.org

THE SEVEN PRINCIPLES OF PUBLIC LIFE

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Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.

HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR MEMBER OF CONDUCT AND COMPETENCE COMMITTEE PANELS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140,000 registrants in 12 healthcare professions.

This role is one of a range of “partners” HPC will be using to carry out its work. Partners will provide the expert HPC needs for its decision making. Partners do not have the same status as Council members, they are not employees, but they will be agents of the Council.

PURPOSE OF ROLE

To contribute participate in and contribute to hearings of allegations referred to the Committee.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to attend and contribute to hearings as requested, and
- to follow the procedures laid down in the Committee’s Rules

PERSON SPECIFICATION

Essential

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.
- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.
- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Experience of quasi-judicial proceedings in equivalent situations elsewhere would be an advantage

TRAINING

The HPC are instigating an induction programme for Members of Conduct and Competence Committee Panels. More information will be available if your application is successful.

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THE SEVEN PRINCIPLES OF PUBLIC LIFE

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Integrity

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Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

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HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR MEMBER OF HEALTH COMMITTEE PANELS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140.000 registrants in 12 healthcare professions.

This role is one of a range of “partners” HPC will be using to carry out its work. Partners will provide the expert HPC needs for its decision making. Partners do not have the same status as Council members, they are not employees, but they will be agents of the Council.

PURPOSE OF ROLE

To contribute to the assessment of registrants referred to the Committee for reasons of their health and to make recommendations to the Health Committee on action which should arise.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to attend at Panels as requested,
- to follow the procedures laid down in the Committee’s Rules, and
- to advise the Committee as to the health of the registrant referred to it and take action as directed in the Health Committee Rules.

PERSON SPECIFICATION

Essential

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.
- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.
- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Experience of assessment in similar situations elsewhere would be an advantage. (An example would be previous involvement with occupational health).

TRAINING

The HPC are instigating an induction programme for Members of Health Committee Panels. More information will be available if your application is successful.

For further information on HPC, please visit our website at: www.hpcuk.org

THE SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

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Integrity

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Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.

HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR REGISTRANT ASSESSORS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140.000 registrants in 12 healthcare professions.

This role is one of a range of “partners” HPC will be using to carry out its work. Partners will provide the expert HPC needs for its decision making. Partners do not have the same status as Council members, they are not employees, but they will be agents of the Council.

PURPOSE OF ROLE

To give advice on panels concerning matters of professional practice which fall within the remit of the Council across the ranges of the Council’s functions.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to serve on panels for the Council and statutory committees as requested
- to give advice on matters of professional practice referred to them
- to assess and make recommendations on applicants for registration who are either “grandparents” or holders of non-UK qualifications
- to assess and make recommendations on return to, and restoration to, the Register
- other duties as directed by rules of the Practice and other Committees

PERSON SPECIFICATION

Essential

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.
- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.
- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

Qualifications

Current registration on the appropriate Part of the Register is an absolute qualification, but additional qualifications, skills, and experience will be needed. These cannot be prescribed in detail because of the breadth of the duties concerned across the range of registrant assessor functions.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Previous experience of assessment work in equivalent situations would be an advantage.

In view of the breadth of duties involved here, assessors' individual experience would be matched against duties they were asked to perform on a case by case basis.

TRAINING

The HPC are instigating and induction programme for Registrant Assessors. More information will be available if your application is successful.

For further information on HPC, please visit our website at: www.hpcuk.org

THE SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

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Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.

HEALTH PROFESSIONS COUNCIL

ROLE BRIEF AND REQUIREMENTS FOR VISITORS Ref:

CONTEXT

The Health Professions Council (HPC) is responsible for the conduct and competence of 140.000 registrants in 12 healthcare professions.

This role is one of a range of “partners” HPC will be using to carry out its work. Partners will provide the expert HPC needs for its decision making. Partners do not have the same status as Council members, they are not employees, but they will be agents of the Council.

PURPOSE OF ROLE

To visit and report on institutions providing and delivering – or proposing to provide and deliver – education, training, examinations and assessments, awards, and tests of competence. The advice given will then form the basis of the Education and Training Committee’s decisions.

MAIN RESPONSIBILITIES

Partners will give expert advice and contribute to discussions and decision making as directed by the Council or relevant statutory committee. They will not themselves have the power of final decision making, which must rest with the Council or relevant committee, but their advice would be likely to be challenged only in exceptional circumstances.

Main duties include:

- to visit institutions both inside and outside the UK (if a course outside the UK leads to the award of a UK qualification)
- to prepare reports arising from the visits making recommendations for the Education and Training Committee on the instructions, resources and facilities provided or proposed to be provided
- to work collaboratively in teams both of peers and with other agencies and other professions
- to report direct to and attend as needed meetings of the Education and Training Committee and its subordinate bodies
- to undertake any other duties arising from visiting as may be prescribed by the Committee

PERSON SPECIFICATION

Essential

Abilities

Candidates should demonstrate an ability to:

- Uphold public interest in all that the HPC undertakes.
- Contribute to and encourage open and pro-active accountability to the public and the professions.
- Participate in meetings effectively, grasp the detail of a wide range of business and contribute to objective decision-making by exercising sound judgement.

- Support constructive collaboration, networking and consultation with key stakeholders, (this may include user and employer representatives, Government Ministers, Vice-Chancellors, senior officials, chairmen of professional and statutory bodies) and others when required.

Commitment to the Seven Principles of Public Life (see Annex A), and demonstrate the ability or potential to:

- Command public confidence and that of employers, training institutions and the health professions where appropriate;
- Think strategically;
- Communicate clearly and effectively;
- Devote the commitment and energy to support the development of the new Council.

Qualifications

A registered visitor must be a currently registered medical practitioner and a member of the relevant part of the Register

Personal Qualities

- demonstrable commitment to the principles of quality assurance in HE and/or in the placement learning environments as linked to the statutory regulation of professions
- an enquiring and sceptical disposition
- powers of analysis and sound judgement
- personal authority and presence coupled with the ability to act as an effective team member
- good time management skills including experience of chairing meetings
- the ability to make appropriate judgements in the context of complex institutions different from their own
- experience of organisation and management, particularly in relation to teaching and learning matters
- high standard of oral and written communication, preferably with experience of writing formal reports to published deadlines.

The time commitment is estimated as equivalent to around 30 whole working days.

Desirable

Previous experience as a visitor, inspector, moderator or external examiner would be an advantage.

Completing a relevant CPSM / professional body training course or completion of the Quality Assurance Agency's or the Commission for Health Improvement and Audit's reviewer training would be the most relevant and useful previous preparation for this duty. Having acted as a reviewer or visitor would be of great benefit.

TRAINING

The HPC are instigating and induction programme for Visitors. More information will be available if your application is successful.

For further information on HPC, please visit our website at: www.hpcuk.org

THE SEVEN PRINCIPLES OF PUBLIC LIFE

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Integrity

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Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interests.

Leadership

Holders of public office should promote and support these principles by leadership and example.