

APPLICANT INFORMATION DOCUMENT

Thank you for your interest in this role.

This document provides information on the recruitment and selection process. We recommend that you read this document before submitting your application.

The HR / Recruitment Team Contact details:

- For any queries regarding the Recruitment process, please contact recruitment@slh.ie.
- For role-specific enquiries, please contact the named person in the Informal Enquiries section on the Job Specification.
- The HR/Recruitment Team may contact you via Rezoomo, email, phone, SMS, or post. It is important to provide accurate contact details on your application form and ensure regular access to **your emails and Rezoomo**. If you choose to use your work email, be aware that some communications may require a response within a specific timeframe.

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Who should apply?

We welcome applications from qualified individuals who meet the eligibility criteria for this role. The job specification outlines further information on the role and includes details on the eligibility criteria.

The HSE is an equal opportunities employer. Employees of the HSE bring a range of skills, talents, diverse thinking and experience to the organisation. We aim to develop the workforce so that it reflects the diversity of HSE service users and to strengthen it through accommodating and valuing different perspectives. Ultimately this will result in improved service user and employee experience.

The HSE is committed to creating a positive working environment whereby all employees inclusive of age, civil status, disability, ethnicity and race, family status, gender, membership of the Traveller community, religion and sexual orientation are respected, valued and can reach their full potential.

For more details:

- On the qualifications and eligibility criteria, please refer to the eligibility criteria in the job specification
- For information on “Non-European Economic Area Applicants”, please see [Appendix 2: Applicant Information for EEA / Swiss / British Applicants and Non-EEA Applicants](#).
- While the HSE is an equal opportunities employer, in line with current Department of Enterprise, Trade and Employment Permit requirements, we will only consider applications from non-European Economic Area (EEA) if we cannot find an EEA citizen to fill the vacancy. A full explanatory list of the required documentation that a Non-EEA Applicant must provide at application stage is in Appendix 2.

Please note that if you are a Non-EEA applicant and you are unable to supply the documents listed in Appendix 2, you are not entitled to participate in this recruitment campaign. This is in accordance with the EU Community Preference principles. Further information is available at www.djei.ie.

If this post on the Critical Skills Occupations List if so, please note the following:

- The HSE welcomes applications from all suitably qualified Applicants and will support successful Non-EEA Applicants in their application for a Work Permit, as applicable.

*****Non EEA - Critical Skills Work Permit Update:**

Please note that as of January 2024 the new minimum salary for a critical skills work permit is €38k and working hours of 39 hour week.

<https://enterprise.gov.ie/en/what-we-do/workplace-and-skills/employment-permits/permit-types/critical-skills-employment-permit/>

- The HSE welcomes applications from suitably qualified non-EEA Applicants who have refugee status. We kindly ask such applicants to provide documentary evidence confirming their refugee status.

How do I apply for this post?

- You must submit a fully completed digital application form.
- We require the same information from all candidates in order to make fair decisions on their applications.

- We check the eligibility of the applications after the closing date. It is important that you fully demonstrate how you meet the eligibility criteria for the role. If you do not include all relevant information, your digital application may be ineligible and will not progress to the next stage in the selection process.
- We will only accept complete applications received by the closing date and time. If you submit multiple applications, we will only consider the last one received before the closing date and time.
- We will contact you by Rezoomo. Please ensure your email address is included in your application form and use an email address that you regularly access since some communications require a timely response.

Candidates on existing panels

If you are currently on a Panel for this role you will have received a separate communication by email.

If you are not currently on a Panel for this role, the below information is not relevant or applicable to you.

If the panel you are on is due to expire, and you want to be considered for future opportunities, you can apply for this new supplementary campaign.

If the panel you are on is not expiring, it will take priority over the supplementary panel formed after this new campaign while it is in existence. Panels formed by the Recruitment Team will remain in place for at least 12 months, with the option to extend up to a maximum period of 3 years, according to service need.

If the panel you are on is due to remain and you wish to apply for the new supplementary campaign, you can choose to remove yourself from the existing panel and re-apply for the new campaign. To remove yourself from the existing panel, email your request to recruitment@slh.ie before the closing date of the supplementary campaign.

If you remove yourself from the existing panel and are subsequently placed on the supplementary panel, all candidates on the existing panel will automatically have a higher order of merit than those placed on the supplementary panel created by the new campaign.

How will the selection process be run?

- The purpose of this recruitment and selection process is to fill current and anticipated vacancies as detailed in the job specification for the lifetime of the panel. Being on a panel does not guarantee a job offer.
- To have your application considered, complete the relevant application method in full. Incomplete forms may not be submitted for consideration by the selection board and / or progression to the next stage of the selection process.
- A selection board will assess your application form against the eligibility criteria to match your experience and skills with the post's requirements. Addressing these requirements is crucial.
- The selection process may involve multiple stages, including short-listing or ranking exercises based on the post's requirements as outlined in the eligibility criteria, skills, competencies and knowledge sections of the job specification. Successful applicants will be placed in order of merit, and called for interviews in bands / groups based on the service needs of the organisation.
- We will inform applicants that do not meet the eligibility criteria, or are not shortlisted, of the decision and the reasons.
- Applicants invited to interview will receive more details at that stage.
- Proposed interview dates will be indicated at a later stage. Usually, candidates will receive, at least, two weeks' notice of interview. It may be less, in exceptional circumstances.
- We will place applicants successful at the interview stage on a panel in order of merit.

- If there is an existing panel in place, it may take precedence over the newly formed panel for this campaign. [Appendix 5](#) provides full details on panel management rules.
- Posts are offered to the candidate with the highest order of merit.
- Interviews are an integral part of the selection process.
- The HSE requires all necessary employment references to assess the applicant's past performance and behaviour. The HSE determines the merit and relevance of references. The HSE reserves the right to remove candidates from specific recruitment panels and to retract conditional job offers if satisfactory clearances (e.g. past /current employment references, security clearances) are not available, or are unsatisfactory.
- All previous employers may be contacted for references.
- The HSE reserves the right to retract a conditional job offer should the successful candidate be unable to fulfil the provisions / criteria of the specific post in line with service need.

Candidate Supports

Please visit the [HSE website](#) for Candidate Supports on the Recruitment Process. It provides further information on:

- What to Expect [When Applying for a Job with the HSE](#)
- What to Expect during [The HSE Recruitment Journey](#)
- E-learning Modules on the recruitment and selection process*:
 - [Applying for a job in the HSE](#)
 - [About interviewing in the HSE](#)
 - [Practising for an Interview in the HSE](#)

**If you are an existing HSE employee these modules are also available on HSeLaND and can be included in your learning profile.*

Signing up to the [HSE's Career Hub](#) will keep you informed about new HSE job opportunities tailored to your preferences. You can find the latest opportunities on the [HSE Jobs page](#).

Reasonable Accommodations Requests for Candidates with Disabilities

Applicants can be provided with access arrangements or other reasonable requirements to allow them to participate in the selection process. If you need any specific arrangements for accessing or participating in the interview, please let us know in advance.

Reasonable accommodation means making practical changes to give candidates with disabilities an equal chance. Some examples of adjustments that we can offer are assistive technology and extra time.

If you tell us you need a reasonable accommodation, we will discuss this with you. Following this discussion we will share the outcome with the interview board members to ensure the provisions are then made available and in place on the day.

A Reasonable Accommodation Interview Flowchart can be found in [Appendix 4](#)

Interview Notes

Expect interview board members to take notes during each interview. These notes are for interview board members to use as an aide memoir to support board discussions. In keeping with process transparency, a candidate can request a copy of the relevant interview notes. Where notes are provided these will be copies of the original handwritten sheets, typed copies are not created and therefore cannot be provided. It is important to remember the sole purpose of any notes produced. A verbatim or complete record of the interview overall should therefore not be expected.

Formation of Panels

What is a Panel?

A panel is a list of candidates who have been successful at interview, ranked in order of merit. The highest-scoring candidate is placed first on the panel, and subsequent vacancies are offered in order of merit. If the first candidate declines the conditional job offer, it is offered to the second candidate, and so on. Panels remain active for at least one year and can be extended.

Marking System

Candidates are given marks for skill / competency areas during the interview. These skill / competency areas are clearly outlined in the Job Specification.

If two candidates receive the same marks a second ranking exercise will be conducted. A predetermined skill / competency area from the interview will be chosen to further rank the successful candidates.

For example: Candidate A and Candidate B both pass the interview and score 421, which would place them jointly at number 3 on the panel. In this example, Professional Knowledge is the secondary ranking area. The candidate who scored highest in this area and expressed interest will receive the conditional job offer first. Candidate A scored 69 in the Professional Knowledge element and Candidate B scored 68. Candidate A will be placed at 3a and Candidate B will be placed at 3b.

If two candidates have the same mark on the secondary ranking, a third ranking exercise will be applied and so forth.

To be considered successful for a panel, you must achieve a minimum score of 40 in each skill/competency area.

Scoring Guide			
Little Evidence of this key skill area presented	Adequate / Satisfactory evidence of this key skill area presented	Good evidence of this key skill area presented	Strong evidence of this key skill area presented
1 – 39	40 - 69	70- 89	90 - 100

The Scoring Guide illustrates the breakdown of Scoring Bands used by the Interview Board to evaluate candidates' performance. Please note that the wording used in your interview marking sheet may vary slightly. For example, if your score falls within 40-69 for a skill/competency area; the comment on the marking sheet may include words like sufficient, adequate, satisfactory, reasonable, or other variations to describe the evidence you provided in response to the question asked.

Future panels

The HSE may contact all available successful candidates if the panels are exhausted. The panel's lifespan may be extended to fill specified purpose and/or permanent vacancies that may arise. Panel management rules can be modified during the panel's lifespan based on service needs, and all remaining candidates will be notified of any changes.

Acceptance / Declination of a Recommendation to Proceed

The email communication sent to you will include the timeframes and panel management rules for each individual post relevant to your order of merit on the panel. Please refer to [Appendix 5](#) for a complete outline of the panel management rules.

Recruitment Process Time Scales

The Job Specification indicates the closing date for completed applications. Proposed interview dates will be indicated at a later stage. Candidates will normally be given at least two weeks' notice. In exceptional circumstances, the timeframe may be reduced.

Security Clearance

When accepting a post, panel members involved in relevant work requiring access to, or contact with, children or vulnerable adults will need to apply for vetting disclosure from the National Vetting Bureau. The HR/Recruitment Team will initiate this process.

All relevant appointments require satisfactory security clearances. If you lived in a country other than the Republic of Ireland or Northern Ireland for six months or more after your 16th birthday, you must provide security clearance for each jurisdiction of residence. The clearance must be dated after your departure from that country and cover the entire period of your stay. Obtaining security clearances from other countries, such as the UK or USA, is the responsibility of the candidate and can be a time-consuming process. Therefore, if you're interested in a career within the HSE, we strongly advise you to start seeking international security clearances now. Please refer to [Appendix 3](#) for more information on international clearances.

Please note if you require overseas security clearance and are unable to produce it at the time of conditional job offer, the offer may be withdrawn.

Review and Complaint Procedure (CPSA)

Appointments in the HSE are made under a recruitment license and follow the Code of Practice established by the Commission for Public Service Appointments (CPSA). You can find detailed information about the Code of Practice as well as review and complaints procedures on the [CPSA Website](#).

Section 7 Review

If you're unhappy with a decision made during a selection process or believe that the decision was based on incorrect information or not following documented procedures, you can request a review under Section 7 of the Code. If the review finds that the decision was incorrect, based on incorrect information, or a result of not following procedures, it may be reversed.

OR,

Section 8 Complaint

If you believe there has been a breach of the Code of Practice and that the selection process itself was unfair, you can make a complaint under Section 8 of the Code.

You can submit a request for a review under Section 7 or a complaint under Section 8, but not both.

How to submit a request for a review or complaint

To submit a request for a review or complaint to the HR/Recruitment Team, please follow these steps before submitting:

1. Identify which procedure is appropriate to your situation (Section 7 or Section 8)
2. Specify if you prefer an informal or formal review.
3. Clearly explain how the selection process was unfair or applied unfairly to you. Requests without supporting facts or grounds will not be examined by the HR / Recruitment Team.

It is recommended you initiate an informal review/complaint first. If you choose not to engage in the informal process, you can proceed directly to the formal stage.

The process for submitting a request for a review or complaint is as follows:

Informal Review / Complaint

Submit your request by email to Ruairi Fortune, HR Officer (ruairi.fortune@slh.ie / recruitment@slh.ie) within **5 working days** of receiving of a decision.

Formal Review / Complaint

Submit your request by email to Ruairi Fortune, HR Officer (ruairi.fortune@slh.ie / recruitment@slh.ie) within **5 working days** of receiving of a decision

HSE Privacy Policy

The HR / Recruitment Team is committed to protecting your privacy and takes the security of your information very seriously. The HR / Recruitment Team aims to be clear and transparent about the information we collect about you and how we use that information. More information on the HSE Candidate Privacy Policy, is available upon request.

Superannuation / Pension Information

Persons in receipt of a pension from specified Superannuation Schemes

Former Health Service and Public Sector employees must adhere to the relevant prohibition of re-employment provisions where they have previously availed of a Public Service Voluntary Early Retirement, or Ill Health Retirement, Pension from any of the following Pension schemes:

- Local Government Superannuation Scheme (LGSS)
- Health Service Executive Employee Superannuation Scheme
- Voluntary Hospitals Superannuation Scheme (VHSS Officers/Non Officers)
- Nominated Health Agencies Superannuation Scheme (NHASS)
- Other Public Service Superannuation Scheme

Among the Voluntary Early Retirement Schemes referred to above are the following:

- Incentivised Scheme of Early Retirement (ISER)
- Voluntary Early Retirement Scheme 2010 (VER)

Prospective candidates must satisfy themselves as to their eligibility for employment by the Health Service Executive before applying / competing for posts for this recruitment campaign.

Abatement of Pension (Section 52 of Public Service Pensions Act 2012)

Where a person in receipt of a public service pension (e.g. retired on voluntary age grounds) is appointed to another public service post, the Abatement of Pension Regulations apply. This means, where the total of a person's pension combined with their salary, for their new post, exceeds the uprated (current) salary of the position from which they retired, their pension is reduced by any such excess amount. This provision applies irrespective of whether the relevant pension was accrued in the same pension scheme, which applies to the new appointment, or in another public service pension scheme.

Appendices: Supplementary Recruitment and Selection Process Information

Appendix 1: Eligibility Criteria

Please refer to the eligibility criteria in the job specification.

Applicants can use [NARIC's Foreign Qualifications Database](#) to download a **comparability statement** to compare an academic qualification to an Irish qualification of a similar major award type and level on the Irish [National Framework of Qualifications \(NFQ\)](#), where possible.

If their qualification is **not** listed in the database, they can apply for advice on the [general academic recognition of their qualification](#).

Appendix 2: Applicant Information for EEA / Swiss, British and Non-EEA Applicants who reside within the State

(i) Are you an EEA/Swiss or British Citizens?

Applicants who are EEA, Swiss, or British citizens do not require work permits / visas

EEA citizens who do not require work permits / visas / authorizations are nationals of the following countries: Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, The Netherlands, Portugal, Spain, Sweden, United Kingdom, Republic of Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia, Norway, Iceland, Liechtenstein, Switzerland, Bulgaria and Romania.

(ii) Non-European Economic Area Applicants who reside within the State

In order that we can process your application it will be necessary for you to submit the following documentation:

1. A scanned copy of your passport showing your identification i.e. the first page of your passport showing your photograph and personal details and current immigration Stamp 1, Stamp 1G, Stamp 4, Stamp 5, or Stamp 6 showing you have permission to be in this State.

Or

A scanned copy of your current Irish Residence Permit showing Stamp 1, Stamp 1G, Stamp 4, Stamp 5, or Stamp 6.

OR

2. For permissions related to your graduate or marital/partnership status a scanned copy of your passport showing your identification i.e. the first page of your passport showing your photograph and personal details and current immigration Stamp 1G showing you have permission to be in this State.

Or

A scanned copy of both the front and back of your current Irish Residence Permit (IRP) showing Stamp 1G and your Marriage/Civil Partnership Certificate.

And

- A scanned copy of your spouse's passport showing their identification and current immigration stamp **and** a copy of their Critical Skills Employment Permit.

Or

- A scanned copy of both the front and back of your spouse's current Irish Residence Permit showing Stamp 4 **and** a copy of their Critical Skills Employment Permit.

Or

- If your spouse holds a Stamp 2 for the purposes of PhD study, please include a copy of their passport showing their identification and current immigration Stamp 2, OR a scanned copy of both the front and back of their current Irish Residence Permit (IRP) showing Stamp 2.

Applications not accompanied by the above documents, where necessary, will be considered incomplete and not processed any further.

This means that your application will not be submitted for the ranking exercise and subsequent invitation to interview.

More information for non-EEA applicants resident in the State visit [Department of Justice Immigration Permissions](#)

Please note:

The HSE welcomes applications from qualified non-EEA Citizens that have refugee status. At the time of application you will need to submit documentary evidence which confirms your refugee status.

Appendix 3: Clearances

When accepting a post, panel members need to apply for a vetting disclosure from the National Vetting Bureau if their role involves working with children or vulnerable adults. The HR/Recruitment Team will initiate this process for successful candidates.

If you lived in a country other than Ireland or Northern Ireland for more than 6 months after your 16th birthday, you must provide security clearance for each jurisdiction, confirming no convictions during your residence there. Satisfactory security clearances are required for all appointments. If you need overseas security clearance but cannot provide it at the time of the conditional job offer, the offer may be withdrawn.

Your security clearance must be dated after you left the country and cover the entire period of your residence. Obtaining security clearances from other countries is your responsibility and can take time. We strongly advise starting the process now if you're interested in a career with the HSE.

Note: Candidates who studied outside of the Republic of Ireland or Northern Ireland e.g. in the UK (excluding Northern Ireland), please pay particular attention to this. You will require UK disclosure to cover the entire period you were in the UK. Clearance must be dated **after** you left the UK. Please consult the following websites for assistance:

United Kingdom

<https://www.acro.police.uk/s/>

<https://www.gov.uk/browse/working/finding-job> (This website will provide you with a list of registered agencies to contact in the UK who may process your request for UK clearance with the Criminal Records Bureau).

Australia

www.afp.gov.au This website will provide you with information on obtaining a national police clearance certificate for Australia

New Zealand

www.police.govt.nz This website will provide you with information on obtaining police clearance in New Zealand.

United States of America

Please note that valid Security/Overseas Clearance from the USA must be obtained from the **FBI only**.

<https://www.fbi.gov/about-us/cjis/identity-history-summary-checks>

FBI Clearance is valid for all of the United States and convictions / remarks occurring anywhere in the United States would be noted. Individual US State Clearance (e.g., New York State Clearance) is not acceptable as it is valid for that State alone and convictions / remarks occurring in other States may or may not be noted.

Other Countries

For other countries not listed above you may find it helpful to contact the relevant embassies who could provide you with information on seeking Police Clearance.

Please do not send us your overseas clearance, or any other documentation, unless we request it from you. Candidates who accept a conditional job offer will have a specified timeframe within which to produce the required documentation; otherwise the conditional job offer will be withdrawn. These timeframes are communicated to you at proceed to pre-employment clearances stage – typically this is 5 working days.

When requested, a copy of your overseas clearance will be retained on file and the original returned to you by post.

Note: Candidates are responsible for any costs incurred when applying for security clearances.

Appendix: 4 Interview Reasonable Accommodation (RA) Requests Process Flowchart for Candidates

Request Accommodation

The interview invitation letter will include the opportunity for candidates to indicate they require a reasonable accommodation, and to submit supporting evidence, to assist them during the interview process.

Reasonable Accommodation Request Received

The HSE Recruiter will review the request and may ask for relevant documentation or evidence from the candidate. The guiding principle is that the candidate is best placed to advise on their requirements.

The HSE Recruiter may also choose to consult with the Interview Board, if necessary.

Further advice and support for HSE Candidates is available in the [HSE Reasonable Accommodation Guideline](#). Email the HSE DEI Team diversity.HR@hse.ie for further advice.

Consult on Reasonable Accommodation Options

The HSE Recruiter will consult with the candidate on potential accommodation options based on the information they have provided, and the requirements as specified in both the CPISA's recruitment license and code of practice.

Provision of Reasonable Accommodation

The HSE Recruiter and the candidate will work together to discuss a reasonable accommodation that meets the candidate's needs, and is feasible for the HSE. The guiding principle is to provide an equal chance; it should not provide an unreasonable advantage or disadvantage for any candidate.

Implement Reasonable Accommodation

The HSE Recruiter will advise the Chair of the Interview Board on the discussions around providing accommodation for the candidate, and confirm to the candidate the outcome of the accommodation being provided in advance of the interview.

Continue with the Recruitment Process

The candidate can proceed with the recruitment process.

Post Interview

The interview board makes a recommendation based on the results of the interview. Fitness to perform the role is assessed by Occupational Health as part of the separate Pre-Placement Health Assessment (PPHA) process.

Job Offer

If the candidate is successful in obtaining a job offer; they will go through the PPHA process. Occupational Health will review the requirements of the candidate and the role to determine if there is any need for any reasonable accommodation(s) to perform the job.

Appendix: 5 Panel Management Rules

In this section, we explain how successful candidates are notified of individual posts and placed on the recruitment panel based on their performance. The email communication sent to you will include the timeframes and rules for panel management specific to each post, considering your position on the panel.

Explanation of Terms used:

- **Expression of Interest:** When you express interest in a job, it means you indicate your desire to be considered if the job is offered to you.
- **Recommendation to Proceed Details:** This means you are the candidate who expressed interest in a post, has the highest position on the panel, and will now move to the next stage of the recruitment process, which involves pre-employment clearances such as employment reference checks, occupational health, and Garda Vetting (if applicable).
- **Order of Merit:** The order of merit is determined by your score achieved at assessment/interview. Candidates are listed based on their scores, with the highest score at position number one, the second-highest score at position number two, and so on.

Expression of Interest Details:

- An invitation for you to express your interest in a post is not a job offer. The invitation provides details about the position, such as location, contract type (tenure), job title, and contact information for the Service Manager. We recommend contacting them for further discussion.
- The invitation to Express Interest email will specify a deadline. We will not accept expressions of interest after the deadline.
- You must respond to the invitation to Express Interest in the specified format.
- The HSE HR/Recruitment Team may invite multiple candidates on the panel to express interest in a post simultaneously.
- After reviewing the Expression of Interest responses post the deadline, the candidate with the highest position on the panel will receive a "Recommendation to Proceed" invitation to move forward in the recruitment process (pre-employment clearances).
- If you respond to an Expression of Interest invitation with "Interested", and are not the highest in the order of merit on the list of candidates who expressed an interest, your position on the panel will remain the same.
- If you respond to an "Expression of Interest" invitation with "Not Interested", your position on the panel will remain the same.
- If you do not respond to an "Expression of Interest" invitation, it will be assumed that you are not interested, and your position on the panel will remain the same.
- If the candidate at the top of the list of candidates who expressed an interest proceeds with pre-employment clearances and later withdraws, the next candidate in order of merit on the list may be considered, or a new invitation to Express Interest can issue, depending on the time elapsed.

Recommendation to Proceed Details:

The "Recommendation to Proceed" invitation allows you to advance to the next stage of the recruitment process called pre-employment clearances. It is not a job offer. The invitation provides details about the role, including location, contract type (tenure), job title, Hiring Manager, etc. You will receive an "alert" text message on your mobile phone notifying you of the "recommendation to proceed."

Before accepting the "Recommendation to Proceed" invitation, it is important to read these advisory notes, as your decision may affect your position on the panel.

If you agree to proceed with a Specified Purpose Post:

- You will no longer be eligible for any further "Expressions of Interests" for Specified Purpose posts. However, you will remain on the panel for "Expressions of Interest" for Permanent Posts.
- If you later decline the Specified Purpose post, during the pre-employment clearance stage, you will still retain your position on the panel for both Specified Purpose and Permanent posts

If you agree to proceed with a Permanent Post:

- You will no longer be eligible for any further expressions of interest and will be removed from the panel.
- If you later decline this permanent post during the pre-employment clearance stage, you will remain removed from the panel.

Please note the following important information:

- "Recommendation to Proceed" responses must be provided in the specified format mentioned in the invitation. "Recommendation to Proceed" invitations have a deadline, and once the deadline passes, no further responses will be accepted. The email will specify the deadline.
- The "Recommendation to Proceed" invitation does not create a contractual obligation, so we strongly advise against giving notice at your current job at this time. HSE Recruitment posts are subject to budgetary approval, satisfactory references, appropriate registration, security, and medical clearances, as required.
- The HSE reserves the right to withdraw a recommendation to proceed if any aspect is unsatisfactory. The HSE assesses and determines the merit, appropriateness, and relevance of references.
- A contract of employment is only valid when received in writing and signed by both the candidate and the HSE.