



**FACULTY OF  
PUBLIC HEALTH**

Protecting and improving the health of the public  
through the organised efforts of our members

# **Guidance for FPH Faculty Assessors attending Advisory Appointment Committees**

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4 St Andrews Place, London NW1 4LB  
E: [aac@fph.org.uk](mailto:aac@fph.org.uk) T: +44 (0) 20 3696 1469 W: [www.fph.org.uk](http://www.fph.org.uk)  
Registered Charity No: 263894

## Contents

1. Introduction .....	3
2. Are you eligible to be an Assessor?.....	3
3. Your Role as a Faculty Assessor.....	4
4. Assessor guidance: before the interview .....	5
5. Assessor guidance: at the interview .....	7
6. Assessor guidance: special issues.....	9
7. Assessor guidance: additional information.....	11
8. Recruitment timeline .....	13

# 1. Introduction

1. The FPH Faculty Assessor is a core member of an Advisory Appointment Committee (AAC panel). Their main role is to assess the training, skills and experience of applicants to make sure they are suitable for the post being recruited to and have the necessary qualifications.
2. This guidance document is intended primarily for Faculty Fellows and Members representing the FPH on panels but may also be helpful to employing bodies when considering setting up an AAC. Throughout this document, reference is made to additional guidance documents available on the [Faculty website](#) and the Department of Health [Good Practice Guidance](#) (GPG) dating from 2005.

## 2. Are you eligible to be an Assessor?

### Eligibility

3. Faculty Assessors must comply with the criteria set by the Faculty Board which are also in line with the NHS (Appointment of Consultants) Regulations and must continue to comply with them to remain eligible. The criteria are:
  - to be a Fellow, Member, or Honorary Member of the Faculty 'in good standing', including meeting the Faculty's minimum CPD standards (see definition below in paragraph 6);
  - to have full specialist registration via either the GMC Specialist Register, the GDC Specialist List in dental public health, or the UK Public Health Register for Public Health Specialists;
  - to have been working for a minimum of two years in public health posts and currently to be either working in an NHS/government/public health post (or honorary NHS public health post) as a consultant, or as a consultant in a related specialty (e.g. CCDC, CHP, consultant epidemiologist, etc.) in the UK, or be retired for less than two years;
  - to have been trained in fair and non-discriminatory interviewing and selection techniques;
  - to attend the Faculty Assessor training prior to being appointed as an assessor;
  - and to have received appropriate training in the application of equal opportunities legislation to appointment procedures.
4. FPH Assessors can continue in the role for up to two year after relinquishing their licence to practise or leaving a specialist register.

### Training in selection techniques

5. As noted in the eligibility criteria above, you must have received training in fair and non-discriminatory selection and interview techniques and have received appropriate training in the application of equal opportunities legislation to appointment procedures (paragraph 2.10 and, Annex E, GPG). Your training must cover all aspects of appointments and concentrate on those areas where difficulties can arise, including equal opportunities and matters which should not be discussed at interview. The training should normally form part of your continuing professional development programme and you should liaise with your employer or your postgraduate dean's department to set up appropriate opportunities. You should familiarise yourself with the employer's equal opportunities policy prior to the AAC panel.

### Faculty Assessor good practice

6. All Faculty Assessors must:
  - maintain the Faculty's minimum standards for CPD and remain in good standing;

- undertake CPD on the application of equal opportunities legislation to appointment procedures at least every two years and be able to provide evidence of this;
- ensure that they are normally available for at least four Advisory Appointments Committees (AACs) over a two-year period;
- return their report to the Faculty within five working days of the AAC to [aac@fph.org.uk](mailto:aac@fph.org.uk); and
- attend the Faculty Assessor training at least once every three years.

## 3. Your role as a Faculty Assessor

### Summary of the role and your contribution to recruitment

7. As the FPH Assessor on the interview panel, it is your responsibility to ensure that an applicant's qualifications, training and experience are appropriate for the post, taking into account that posts may vary in content.
8. The Faculty Assessor supports the AAC panel in answering two key questions:
  - Is the candidate appointable as a consultant? The assessor considers both the written application/CV as well as interview performance and makes the appropriate judgement. If the assessor comes to the view that a candidate is not appointable from a professional perspective, the reasons need to be explained to the panel and the candidate excluded from any further discussion.
  - If the candidate is appointable, is the fit with the employer and the local team likely to be good? In this instance, the assessor acts in a similar manner to a 'critical friend' to the panel in its deliberations.

### Invitation to serve on AAC

9. Each time you accept an invitation to serve on an Advisory Appointments Committee (AAC) as an external Faculty Assessor, you **must** check with the Faculty office ([aac@fph.org.uk](mailto:aac@fph.org.uk)) that the Faculty Adviser has approved the job description and person specification for that post. This is essential to ensure that the employing authority has followed the correct procedure.
10. Once you have agreed to participate in an AAC, you must follow it through to its conclusion. If these arrangements need to be changed for any reason, you must agree any changes first with the FPH office.
11. If a post has to be re-advertised, employers must request a fresh list of assessors from the Faculty office so you should check that you have been properly appointed each time, even if the same or a similar post is being re-advertised and you had agreed to take part on a previous occasion. In these circumstances, employers sometimes omit to request a fresh list of assessors from FPH and this can lead to procedural problems.

### Number of FPH Assessors required for an AAC panel

12. Since 2012, the FPH Board has stipulated that:
  - The use of one external FPH assessor on an AAC panel is acceptable.
  - The FPH Assessor may be from either a medical or multi-disciplinary background. In very rare circumstances, a post may stipulate that it is open only to those from a medical background. In these circumstances, the Faculty Assessor would also normally be medically qualified.

## Timetable

13. The employer is required to allow adequate time for all the stages in setting up an AAC and the stages are described at the end of this guidance (Section 8). It is particularly important that the employer gives adequate notice to assessors in advance of a panel.

## 4. Assessor guidance: before the interview

### Shortlisting

14. All members of the AAC, including the external FPH assessors, must participate in all parts of the selection process, including the short-listing of all applicants to be interviewed. The employer should send the assessor a copy of the approved job description and person specification (selection criteria), together with copies of all applications for the post, a list of all members of the AAC showing each person's specific role on the AAC and instructions for the shortlisting process. The job description and person specification must be identical to those used throughout the whole of the selection process and must be those agreed by the relevant Faculty Advisor.

### Additional selection techniques

15. If any selection techniques in addition to interview are to be used, all members of the AAC must be involved and employers must ensure that all members of the AAC are appropriately skilled in these techniques (paragraph 3.11, Good Practice Guidance). Selection criteria, including any tests, must relate to job requirements. All aspects of the selection process must relate to the previously agreed selection criteria as described in the approved person specification for the post. You should always check with the employer whether there will be any selection techniques in addition to interview and that you will be included. Where assessment centres are used (for example to assess leadership skills), all members of the AAC may not always be directly involved but the employer should provide the whole panel including the FPH Assessors with access to the results for each of the applicants. At all times, the AAC panel should be the final decision-making body for the appointment of consultant or DPH posts.

### Criteria for shortlisting

16. When drawing up the shortlist, you should bear in mind that it is not necessary always to shortlist everyone who meets all the essential criteria. In some circumstances, it can be appropriate to shortlist against the desirable criteria provided this is the common understanding of the whole panel. You must not shortlist anyone who does not meet all the essential criteria. **Assessors should bear in mind that specialist registration with the GMC, GDC or UKPHR is an essential requirement before an individual can take up an appointment at consultant level. If this is not clear, please ask the employing authority to resolve this prior to interview and/or investigate this thoroughly during the interview.** If you need to take the latter action, please ensure that the panel is aware of the reasons for doing so, prior to start of the interview (please see paragraphs 22 - 26 below).

### Applicants' references

17. All applicants must provide their current or most recent employer as one of their three referees (paragraph 3.3, GPG). If this is not provided, it is essential that you should (a) ask the employing authority to arrange this prior to short-listing and/or (b) investigate thoroughly during interview the reasons why.

## Queries about approved recruitment literature

18. If you have any queries about the agreed job description or selection criteria, these should be discussed prior to the AAC with the Faculty Adviser who was responsible for approving them and/or with the FPH Office, and not, in the first instance, with the employing organisation. The Assessor should not normally propose to the employer any changes to job descriptions or selection criteria which have already been agreed with FPH.

## Competency

19. Appointees to posts at consultant level must be able to demonstrate competency in all the key areas for good specialist public health practice although the emphasis will differ depending on the content of a specific job. Competence is demonstrated by inclusion in an appropriate specialist register.

## Specialist registration

20. The employer must also provide assessors (and all members of the panel) with information relating to each applicant's eligibility for shortlisting and appointment as a consultant. This information will include proof of inclusion in an appropriate specialist register (GMC or UKPHR). Individual entries in the various specialist registers can be checked as follows:
  - General Medical Council (GMC) [specialist register](#)
  - General Dental Council (GDC) [specialist register](#)
  - UK Public Health Register (UKPHR) [specialist register](#)
21. Those who are on the GMC or GDC specialist registers should normally be appointed under NHS terms and conditions for consultants. Those who are on the UK Public Health Register (UKPHR) are eligible for NHS Agenda for Change or local authority senior manager terms and conditions, with equivalency to medical counterparts. Those appointed as directors of public health are eligible for director level NHS remuneration.

## Applicants in training grades

22. Applicants for posts who are still specialty registrars in a recognised UK public health training scheme at the time of application must provide verifiable, signed documentary evidence with their applications to confirm that they are within six months of award of their certificate of completion of training (CCT) and inclusion in the GMC/GDC/UKPHR specialist register at the date of interview (i.e. the expected date of award of their CCT must fall no more than six months after the date of interview). The documentary evidence should be either an ARCP 6 or a letter from the postgraduate dean (or Training Programme Director) specifying the expected date for completion of training (which must be not more than six months after the date of interview).

## Applicants in non-training grades (doctors)

23. Doctors **outside** recognised UK public health training schemes:
  - those who have trained outside the UK, who may have specialist training and qualifications which they are seeking to have recognised by the General Medical Council (GMC) in order to gain registration with the GMC: these doctors would not be considered eligible for consultant posts until they achieve registration on the GMC's specialist register.
  - those who have not completed specialist training in the UK who are seeking entry to the GMC Specialist Register through the GMC portfolio route (formerly call the Certificate of Eligibility for Specialist Registration (CESR)) which allows the GMC to consider not only training but also relevant experience: these doctors may have trained in or outside of the UK. **Again, specialist registration is a required status for applicants going through the GMC**

**portfolio route and therefore these applicants would not be considered eligible for shortlisting until inclusion on the specialist register.**

### **Applicants in non-training grades from a background other than medicine**

24. Applicants from a background other than medicine who are in the process of getting their portfolio assessed by the UK Public Health Register (UKPHR) in order to gain registration with the UKPHR: these applicants would not be considered eligible for shortlisting for consultant posts until they achieve registration with the UKPHR.

### **Defined specialists**

25. This guidance applies to applications for both general and defined specialist registration with the UKPHR. Individuals with defined specialist registration are eligible for consideration for shortlisting for, and appointment to, consultant posts including those at DPH level. In all appointments, employers will wish to ensure that an applicant's areas of competence cover the three domains of public health and meet those required in the person specification.

### **Specialist registration required to take up appointment**

26. Individuals must not take up consultant in public health posts until such point as they have gained entry to the GMC Specialist Register/GDC Specialist List/UK Public Health (Specialist) Register. Doctors illegally appointed are unlikely to be covered by the employing authority's professional indemnity.

## **5. Assessor guidance: at the interview**

27. It is a function of the chair's role, in conjunction with the rest of the panel, to determine who will ask which particular questions. Experience shows that assessors can make a valued contribution by focussing on the broad themes set out above. Detailed examples of the questions Faculty Assessors often ask at panels are posted on the [Faculty Assessor pages](#) of the Faculty website, along with further tips and hints for Assessors.
28. No member of an AAC has the right to veto an appointment (paragraph 4.6, GPG).
29. If you are not satisfied at the interview that the preferred applicant is properly trained for the post, you should state your concerns to the chair of the AAC at the earliest appropriate opportunity and then confirm your views to the chair of the employing organisation immediately in writing. You should send a copy by email to the FPH office ([aac@fph.org.uk](mailto:aac@fph.org.uk)) who will immediately contact the Faculty Registrar so that appropriate action can be taken swiftly before the appointment has been confirmed. You should follow the same procedure if you are not satisfied with any other aspect of the AAC.

### **Core members of the AAC**

30. An AAC cannot proceed in the absence of any of its core members, including the Faculty Assessor (paragraph 2.1, GPG). In the very exceptional circumstance where an Assessor is unable, owing to sickness or another serious problem, to attend an AAC, then the employer and the FPH office must be notified as soon as possible so that a suitable replacement can be found (paragraph 2.8, GPG). If in extreme circumstances the Assessor is unable to do this before the AAC is due to convene, the Assessor should advise the employer and the Chair of the AAC and the AAC must be postponed and reconvened at a later date. The assessor must also inform the FPH office immediately. However, everything must always be done by all parties to ensure that an AAC is allowed to proceed as arranged.

31. It is customary for an advisory appointments committee to be chaired by a lay member such as a local authority elected member, for example the cabinet member of the health and wellbeing board. The advisory appointments committee for a Director of Public Health appointment should also normally include:
- the chief executive of the appointing local authority or his/her nominated deputy;
  - **An appropriate Office of Health Improvement and Disparities (OHID) regional director or representative must be on the panel.**
  - a Faculty Assessor appointed after consultation with the Faculty of Public Health; and
  - a senior NHS representative (often a CMO representative in Scotland)
32. For consultant in public health appointments in local government and higher education institutions it is recommended that the AAC consists of:
- the chief executive of the local authority or vice chancellor of the university or nominated representative.
  - the director of public health of the employing authority (or in the case of a university a person who has a similar functional and managerial role level). As an alternative the regional director nominated representative may be invited.
  - an external professional (Faculty) assessor, appointed after consultation with the FPH (the Faculty will normally provide names of assessors who are geographically distant from the recruiting organisation)
  - a lay member (someone with an interest in public health who is not a public health specialist or employee of the employer)
  - a public health consultant from the employing organisation (or if not available a consultant from another specialism or from a neighbouring organisation)

#### **Reconvening AACs (paragraph 4.4, GPG)**

33. No candidate can be recommended for appointment (unless the appointment is an exempt appointment - see Annex D, GPG) without having been before an AAC. On the extremely rare occasions when a candidate may, for good reason, be unable to attend the interview on the set date, the committee may consider the absent candidate. If he or she is considered potentially stronger than those candidates interviewed on the day, the AAC will have to reconvene and interview that person at a later date. Nonetheless, every attempt should be made to interview all candidates on the same day to minimise any undesirable variations that might otherwise occur. You should let the FPH office know immediately if an employer is considering interviewing any candidates in absentia.
34. If it has been agreed to reconvene the AAC in order to interview a candidate as described above, the panel must remain unchanged, and it should meet as quickly as possible after the original date. You should let the FPH office know immediately if an employer is considering reconvening an AAC.

#### **Video and audio links (paragraph 4.5, GPG)**

35. Interviewing candidates virtually through video technology is perfectly acceptable, though preferably candidates should all be interviewed in the same format to ensure fairness.

#### **Feedback to unsuccessful applicants**

36. In advance of an AAC, the panel chair should discuss and agree with all panel members what advice should be offered to unsuccessful applicants and which panel member should provide it (paragraphs 5.8, 5.9, GPG). It is an important part of the FPH Assessor's role to provide advice to unsuccessful applicants after an AAC if asked to do so by the Chair. FPH recommends that if any



feedback is provided orally, Assessors should follow this up in writing to the candidate, with a copy to the AAC Chair.

### After the Interview: the Assessor's report

37. You must report back to FPH as soon as possible (within five working days) on each AAC to which you are appointed, using FPH's standard assessor's report form which is available in the FPH members' portal. This information is vital for FPH to be able to monitor progress and maintain accurate records.
38. You can access the report via [FPH members portal](#). You may find it convenient to complete some sections of the feedback form before you attend the AAC as all papers relating to an AAC should normally be left behind after the interview (paragraph 5.3, GPG).
39. Assessors must complete one report form per post even if a single AAC has been held for several posts jointly. Please ensure you have fully completed the form and provided the full and correct name of the post and employer. It is essential to complete all sections of the form accurately and with as much detail as possible, especially if there are any aspects of the AAC which were not satisfactory. Confirmation of the successful candidate's specialist registration status is vital.
40. Even if an AAC is not held, it is vital that you provide a feedback report to the FPH office, giving the reason(s) for the cancellation or postponement and indicating if possible whether the post is to be re-advertised.
41. In the report, you should provide statistical information and give details of any concerns relating to the AAC. The NHS (Appointment of Consultants) Regulations say that the name of the successful candidate must not be disclosed at this stage but it is helpful if you can provide the name of the successful applicant later in order to keep the FPH records up to date.

## 6. Assessor guidance: special issues

### Consultant appointment panels

42. The Department of Health Good Practice Guidance describes one of the core AAC members for consultant appointments as 'a consultant from the Trust, who, if available, should be from the relevant specialty' (paragraph 2.1, GPG). Where the employing organisation does not employ other consultants from the same or from other specialties, it is recommended that a consultant from the same specialty from the geographical area in which the post is being established (e.g. from a neighbouring local authority/UKHSA/university) should be used. (For joint appointments, see panel compositions).
43. For consultant in health protection posts, a health protection consultant or regional consultant epidemiologist (but not the outgoing incumbent of the post being advertised) should normally be included on the AAC as a consultant from the employer, who, if available, should be from the relevant specialty'.
44. The outgoing DPH must not be a member of the AAC set up to select his/her successor (paragraphs 2.1, 2.7, GPG). **An appropriate Office of Health Improvement and Disparities (OHID) regional director or representative must be on the panel.** For regional director in public health posts in England, a professionally qualified national or regional director would be on the panel. For posts in other parts of the UK, the professionally qualified senior appointing officer may be the Chief Medical Officer or a representative.

### Royal College of Pathologists' Assessor

45. When an AAC for a CCDC post (or consultant in health protection, or combined CCDC/CPHM, or combined consultant in microbiology/communicable disease control or regional consultant epidemiologist post) is being set up, employers must also consult the Royal College of Pathologists' regional adviser to agree the recruitment literature (again before advertisement) and also invite an Assessor from the Royal College of Pathologists to serve on the AAC, together with a FPH Assessor. FPH will normally try to supply an Assessor from a similar background (e.g. a CCDC) as external Assessor. For consultant in health protection or similar posts which are normally open to applicants from a variety of backgrounds including medicine, FPH or the Royal College of Pathologists will supply an additional external Assessor from a similar professional background. All FPH assessors are trained to be competent to serve on any AAC Panel.

### Honorary appointments (Annex D, GPG)

46. Honorary consultant appointments are exempt from the need to advertise and to be selected by an AAC in certain clearly defined circumstances. However, the employer carries the same liability in law for the actions of its honorary staff as it does for its paid staff and honorary medically or dentally qualified consultants are required by statute to be on the GMC/GDC Specialist Register. Honorary consultants from a professional background other than medicine should be able to demonstrate that they are included in the UK Public Health Register as described above and in the person specifications. In the interests of public protection and risk management FPH firmly advises therefore that normal checks and approval procedures should apply. Employers should discuss the job description and person specification (and advertisement if appropriate) with the Faculty Adviser. When the job description has approved, the employer should request a Faculty Assessor via FPH office to be involved with shortlisting and on the appointments committee.
47. There should be a clear indication in the job description for any post with an NHS honorary contract of the number of Programmed / Professional Activities (PAs) to be spent each week with the NHS organisation. Their purpose and the type of work undertaken in these sessions should also be clearly described. Person specifications for honorary consultant posts should be in line with FPH guidelines for paid posts at this level. The job description for honorary posts may not always need to include all of the competency areas for good public health practice although the post holder would need to meet these standards through inclusion in an appropriate specialist register (GMC Specialist Register/GDC Specialist List in dental public health/UK Public Health Register).

### University appointments

48. The Academy of Medical Royal Colleges has agreed that FPH Assessors may, if necessary and where appropriate, double as the university representative on an AAC for university/consultant appointments (if all parties, including the university and FPH agree). However, the Academy has also ruled that the reverse would not be acceptable (i.e. university representatives may not double as FPH Assessors). If such an arrangement is necessary, it should be agreed **in advance** with the Faculty and with an appropriate Assessor nominated by the Faculty.

### Civil Service appointments

49. Civil Service appointments, such as those in the Department of Health & Social Care, are covered by Civil Service appointments regulations. It is good practice however, for the appointments procedure, wherever possible, to follow that for NHS consultant appointments. FPH can offer help in the appointments process in the normal way through discussion of the recruitment literature prior to advertisement and provision of external FPH Assessors.

## Short-term (locum) public health appointments

50. Appointments to locum and interim posts are technically exempt from the need to advertise or to be selected by an AAC provided the employment is for an initial period not exceeding six months, with extensions of a maximum period of a further six months subject to a satisfactory review by the employing organisation(s) and to consultation with FPH. FPH therefore firmly advises the use of the AAC process for ALL posts. This includes the approval of the recruitment literature for interim and locum posts by the Faculty Adviser, as for substantive posts. FPH will then provide an Assessor to take part in the selection process.
51. If you are invited to join a recruitment process for a locum post, please check with the FPH office that all processes have been followed. The principles of your involvement and the nature of your contribution for locum posts are exactly the same as for substantive posts.

## Foundation Trusts (England)

52. The 1996 NHS (Appointment of Consultants) Regulations and subsequent amendments do not apply to NHS Foundation Trusts (England). However, paragraph 1.1 of the Department of Health's Good Practice Guidance 2005 says that 'Foundation Trusts can follow the AAC guidance when appointing to a consultant post if they so choose'. The Faculty, together with the Academy of Medical Royal Colleges, recommends that Foundation Trusts should use the same or similar appointments procedures as those used for NHS consultant appointments. In the interests of public protection and risk management, FPH therefore firmly advises approval of the recruitment literature by the Faculty Adviser as for NHS posts. FPH will then provide an external FPH Assessor to take part in the selection process.

# 7. Assessor guidance: additional information

## Updating the Faculty Assessors database

53. A list of approved Faculty Assessors who have met the requirements to take part in AACs is maintained by the Faculty office. Please ensure your contact details are correct in the Faculty's [members portal](#). If your circumstances change it is vital that you update the members' portal. This is also important if you change regions, stop working, retire, or in any other way cease to meet the criteria to be an assessor.

## Professional indemnity cover

54. Although assessors are nominated by FPH, they become an agent of the employing authority as a member of the AAC. The employing authority is therefore responsible for providing the assessor's professional indemnity cover.

## Assessor fees and expenses

55. The employing organisation should offer to reimburse your travel, hotel accommodation (where appropriate) and other subsistence expenses (paragraphs 6.1 & 6.2, GPG) in accordance with rules or regulations established by employing organisations. You should always check the arrangements with the employer when you agree to participate in an AAC. Universities and academic institutions usually have different allowances and you are advised to check on an individual basis if you are appointed to an academic AAC.
56. A sessional payment in line with NHS Employers' guidelines may be payable on application. Rates in 2024 are £171.29 per full day and £85.65 per half day but you should check the current rates with [NHS Employers](#). FPH advises however that if assessors are identifying this

work as part of their programmed professional activities, they should **not normally expect to be paid** twice. However, self-employed or retired assessors may wish to discuss this with the employing organisation prior to agreeing to be on the AAC.

## Queries

57. This guidance is intended to include as many issues as possible but it is not feasible to cover all eventualities. The guidance, together with specimen job descriptions, person specifications, FAQs and tips and hints for assessors, are on the [Faculty website](#) and will be updated as appropriate. If you have any queries, please email [aac@fph.org.uk](mailto:aac@fph.org.uk) for further information.

## 8. Recruitment timeline

When	Who	What
AAC date minus 9 weeks	Employer	Email your regional Faculty Adviser copies of the: <ul style="list-style-type: none"> <li>• Job description</li> <li>• Person specification</li> <li>• Draft advert</li> </ul> <p>A list of Faculty Advisers is kept on the <a href="#">Faculty website</a>. Your FA will advise on any changes that need to be made and will send you an approval letter by email within 3 weeks</p>
	Employer	Email the FPH office on <a href="mailto:aac@fph.org.uk">aac@fph.org.uk</a> for copies of: <ul style="list-style-type: none"> <li>• Approval letter from the FPH Regional Adviser</li> <li>• Job description/person specification</li> <li>• Advert</li> <li>• Date of Panel</li> </ul>
	FPH	Send the employer a list of suitable Faculty Assessors with contact details via a secure portal
	Employer	Email the assessors to invite them to sit on your AAC panel
	Assessors	Respond in timely manner to requests from employers
AAC date minus 6 weeks	Employer	Advertise in at least two professional and national distributed journals (e.g. BMJ or HSJ). You may also want to place an advert on the web (e.g. NHS jobs) but at least one advert must appear in a journal.
	Employer	Finalise composition of AAC panel. When the composition of the panel is confirmed, email the FPH office ( <a href="mailto:aac@fph.org.uk">aac@fph.org.uk</a> ) with the: <ul style="list-style-type: none"> <li>• Name(s) of the assessor sitting on the panel</li> <li>• Date of AAC</li> <li>• Full composition of the AAC panel</li> </ul>
AAC date minus 3 weeks	Employer	Send all applications to AAC members for shortlisting, together with: <ul style="list-style-type: none"> <li>• Documentary evidence of applicants' eligibility</li> <li>• List of AAC panel members and their roles</li> <li>• Agreed job description/person specification</li> <li>• Instructions for the shortlisting process</li> </ul>
	Employer	Invite shortlisted applicants for interview
	Employer	Take up three references for each interview candidate and notify the unsuccessful applicants
AAC	Employer	AAC held and recommendation made Expenses form should be made available to FPH assessors on the day
AAC plus 1 week	Employer	Email the FPH office with the name of recommended applicant(s)
	Assessor	Complete the online feedback report in the <a href="#">members' portal</a> within five working days (one report per post).