


RWANDA FOOD AND DRUGS AUTHORITY	Department/Division/ Directorate	Office of Chief Finance/ Human Resources and Administration Directorate
Document Type: Standard Operating Procedure		Doc. Number : DFC/SOP/00
 RWANDA FDA Rwanda Food and Drugs Authority	Title:	Revision Number :
	Code of Conduct	Revision Date: :
		Effective Date :
		Review Due Date :

1.0 Purpose

The purpose of this Code is to describe principles of services conduct and to provide guidance in ethical decision making. All employees are expected to become familiar with Rwanda FDA policies that directly impact their daily work.


2.0 Scope

This SOP is applying to all employees, contractors and the members of the Board of Directors, which for purposes of the Code are referred to as "Employees". Contractors include any consultants, suppliers and vendors who are required to have access to Rwanda FDA's confidential, services and proprietary information in order to perform their duties.

4.0 Definitions and Abbreviations

- Rwanda FDA: Rwanda Food and Drugs Authority
- Rwanda FDA staff: Includes public and contractual staff
- Conduct: a behaviour, attitude and/or character exhibited by any staff within and outside the working environment. The standards of conduct generally required of any staff of Rwanda FDA would be excellence, selflessness, competence, integrity, impartiality, fairness, and honesty in matters affecting work and status in society.
- Misconduct: any act or omission by a staff of Rwanda FDA without reasonable cause which:
 - i. amounts to a failure to perform in a proper manner any duty imposed on him/her or;
 - ii. contravenes any enactment relating to the Rwanda FDA and the public service generally;
 - iii. is otherwise prejudicial to the efficient conduct of functions of the Authority; and,
 - iv. tends to bring the Authority and the public service as a whole into disrepute, for example conviction, fraud, dishonesty or moral turpitude.


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- Advantage: may include gift, loan, reward, Authority, employment or contract, service or favour and exercise of right or power
- Classified Information: includes information marked or determined as “top secret”, “secret”, “confidential” unauthorised person may cause harm to the nation or institution.
- Conflict of Interest: refers to a situation where **Rwanda FDA staff** Rwanda FDA staff interest conflicts with or is likely to conflict with the functions of his/her office.
- Gift: something of value given without the expectation of receiving something in return.
- Non-Public Information: information **that** Rwanda FDA staff gains by reason of the **Rwanda FDA staff** Rwanda FDA staff's employment and which the Rwanda FDA staff knows or reasonably ought to know has not been made available to the general public nor has been authorised to be made available to the public on request
- Private Interest: is financial or other interest of the **Rwanda FDA staff** and those of:
 - i. family members, relatives;
 - ii. personal friends;
 - iii. clubs and associations; and,
 - iv. Persons to whom the Rwanda FDA staff owes a favour or is obligated.
- Professionalism: high standard (performance) expected from a person well trained in a particular job.
- Rwanda FDA staff: a person who holds Public Office.
- Public Office: includes an office, the emoluments attached to which are paid directly from the consolidated Fund or directly out of monies provided by established entirely out of public funds or monies provided by Parliament.
- The types of misconduct, the grievance procedures and penalties applicable to staff of the Authority are provided in the Authority's Conditions of Service and the HRM Policy Framework and Manual.

5.0 Responsibility

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5.1 The Director General has overall responsibility of implementation of this procedure in avoiding misconduct and assuring ethical behavior within Rwanda FDA.

5.2 Deputy Director General, Heads of departments and division managers in collaboration with Director of Administration and HR are responsible to guide and reminder staff comply with this procedure within the department and divisions mechanisms to avoid any misconduct in services delivery.

5.3. Rwanda FDA staff must comply with rules and regulations to imitate well-being environment at workplace and identify any misbehavior to their supervisors any time.

6.0 Distribution

- 6.1 Director General
- 6.2 Deputy Director General
- 6.3 Heads of Departments
- 6.4 Chief of Finance Office
- 6.5 Division Managers,
- 6.6 Director of Administration and HR


7.0 Reference

Refer to the Presidential order No 021/01 of 24/02/2021 determining professional ethics for public servant and Law No 66/2018 of 30/08/2018 regulating labour in Rwanda

8.0 Safety Precautions

Every staff shall have full access to this document

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8.0 Materials and equipment

Approved document

10.0 PROCEDURES

In order to maintain code of conduct in Rwanda FDA, a compliance with the Code is mandatory to everybody. All employees are expected to be familiar and comply with this code in the performance of their duties. As well, they are expected to understand their obligations under Rwanda FDA policies. Those of them who fail to abide by the Code and Rwanda FDA's policies will be subject to disciplinary actions,

10.1. Identification of Potential professional ethics


We protect and preserve the human rights and obligate ourselves to maintain moral principles for intercultural interaction at all locations of Rwanda FDA. We support and respect the "International bill of Human Rights". We do not accept violations of these rights and will intervene in the case of adverse events.

We consider the diversity and the various cultural backgrounds that our employees contribute to our institution all over the world important assets, because they promote innovative power, creativity, tolerance and community within Rwanda FDA, and - last but not least - an understanding of the requirements and concerns of our national and international stakeholders stakeholders.

We therefore do not tolerate any kind of discrimination in our institution; we expect that all our employees in all locations of Rwanda FDA interact in a respectful fashion. We comply with applicable laws and regulations on working conditions a good work environment improves productivity and therefore enhances our joint group success

Responsibilities to report

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It is the responsibility of everybody at Rwanda FDA to report any known or suspected unethical conduct, which includes any violation of the Code, by other Employees or anyone in any way associated with the corporation. Rwanda FDA is committed to protect all Employees who report unethical conduct from reprisal as well as offering any necessary support to individuals who make reports. When an Employee makes a report of unethical conduct they should do so in good faith.

Professional Conduct

Rwanda FDA's all Employees applied this code to ensure the security and confidentiality of the documents and information of stakeholders. Applicable laws prohibit all Employees with access to or knowledge of stakeholders' information to release them from Rwanda FDA to anyone else and or outside.


Disclosure to the media

Rwanda FDA is ensuring employees understand and comply with disclosure requirements in terms of media interaction and public presentations. The Media is a supplement to Rwanda FDA's services and should be read in conjunction with the Office of Director General. If anyone is delegated to speak on behalf of the Rwanda FDA, he/she will be briefed prior to being interviewed to review what is, and what is not, public information. Those of employees who are asked for and give Rwanda FDA's opinions to the media regarding any of Rwanda FDA outside interests should know that the comments are strictly personal. Be cautious not to compromise Rwanda FDA.

Conduct when representing Rwanda FDA

Conduct her/himself professionally and with personal integrity, both in and out of the workplace, reflective of Rwanda FDA's values. Communicate and negotiate with honesty with all employees and stakeholders. Obligation of all employees is to act with integrity and within the spirit of this Code continues while traveling, whether domestically or abroad.

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Legal and social responsibility

Ensure that the actions comply with and are within the meaning and intent of all applicable laws and regulations. Ensure that the actions are free from suspicion and criticism and have no unfavorable effects on society.

Conduct with stakeholders

Serving customers is the core mission of Rwanda FDA. Customers deserve the highest quality service and standards in all transactions. Provide to customers with value and deal with them fairly. Act with integrity and do everything possible to provide great service to the customers, either directly or by supporting the work of other individuals or departments, divisions, units and offices. Do not make promises to anyone that Rwanda FDA's values cannot keep or afford.


Authority Information and Property

No one is allowed to disclose information about Rwanda FDA activities or our customers' activities to non-authorized employees within the workplace, or anyone outside the workplace unless in accordance with the approval of competent office. All information held by Rwanda FDA is confidential and the property of Rwanda FDA.

This includes information relating to Rwanda FDA services, property, employees, stakeholders, , or others that is our stakeholders' business and personal ventures. We have a responsibility to uphold the trust of our stakeholders. Do not discuss or disclose confidential customer information outside the workplace and ensure that usage of confidential customer information within Rwanda FDA are consistent with the purposes for which it was collected. Our obligation to keep Authority authority information confidential continues post-employment.

Registry Information

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Ensure that information contained in the public registries administrated by Rwanda FDA is used according to the appropriate policies and laws. Do not use registry information for purposes other than conducting Rwanda FDA mission.

Computer systems and software

Computer systems and software form the backbone of registry services and operations infrastructure. Every effort should be made to protect Rwanda FDA's computer systems and associated software from various threats to their security such as accidental or deliberate destruction of data or equipment, interruption of service, disclosure of confidential information, theft or corruption of data. Any security concerns with respect to the systems or software, or any viruses or data network attacks, weaknesses or unexplained system changes should immediately be reported to the competent authority.

Authority Authority property

Protect Rwanda FDA's physical property and revenues. Authority property includes, but is not limited to: premises, equipment, supplies, furnishings, employee search accounts, funds, reports, records, vehicles, stakeholders' information, computer software, hardware and networks, internet accounts and intangible items such as the details of application systems.


Ensure that Authority property under Rwanda FDA control is used in accordance with Rwanda FDA's acceptable use of Information Technology and approved forms, and is protected from use by unauthorized individuals. Employees are responsible for ensuring that Rwanda FDA's assets are protected and not used for personal use unless otherwise authorized;

WORK ENVIRONMENT

Employee Professionalism

All employees should commit to supporting a safe, healthy and positive workplace for everyone. Rwanda FDA will not tolerate behavior that interferes with an employee's ability to perform his or her

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duties. The use or effects of alcohol, smoking or illegal drugs are prohibited in Rwanda FDA work environment. .

Equity

Respect the rights, culture and dignity of all individuals and adhere to the principles of equity and non-discrimination when dealing with employees and stakeholders,. Rwanda FDA will not tolerate any form of discrimination or harassment, in accordance with applicable human rights legislation.

Employee privacy

All employees are required to protecting the privacy of employee personal information. Employee personal information will not be collected, used or disclosed other than as authorized or as required for Rwanda FDA's service reasons.

CONFLICT OF INTEREST

Introduction


Employees must not engage in any activities which could give rise to, or could be perceived to give rise to, a conflict of interest. Interests of Rwanda FDA must supersede employee personal interests. A "conflict of interest" arises in a situation where someone personal activities, interests or dealings may actually, potentially or be perceived to:

- impair her/his ability to perform her/his duties as Rwanda FDA employee;
- have a negative impact on Rwanda FDA's reputation; or
- result in a personal gain or advantage due to her/his position in Rwanda FDA

Employees must not use their positions to influence or bypass Rwanda FDA procedures for personal gain nor for the personal gain of a family member, friend, colleague or anyone else.

Conflicts of interest negatively impact both employee and Rwanda FDA.

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Whether or not an actual or potential conflict of interest exists depends upon the facts of each case. If employee becomes aware that a conflict of interest might exist, seek clarification and guidance before proceeding or, if the activity has commenced, immediately cease the activity and disclose it in writing to the Line supervisor and Director of Administration and Human Resources Unit.

Remember that when in doubt as to whether or not employee is in a conflict of interest situation, disclosure is the best policy. If employee has any questions about conflicts of interest, please contact Line supervisor and Director of Administration and Human Resources Unit.

Outside activities, employment and business involvement

An employee may take outside employment, directorships or volunteer positions or engage in outside business or other activities unless such activities:


- create a real, potential or perceived conflict with Rwanda FDA's interests;
- interfere with the performance of his/her duties or which adversely affects his/her performance at work;
- intrude on the time, attention and energies normally applied to Rwanda FDA; or
- are forbidden by law or involve any unethical or immoral conduct

An employee may receive a financial benefit from an individual or organization doing business with Rwanda FDA when he/she is in a position to influence Rwanda FDA's decisions pertaining to that individual or organization. None allowed providing preferential treatment on any Rwanda FDA activities matter or transaction to family members, friends or any organizations with which employee may be perceived to have a connection.

Ensure that an employee discloses any circumstances that may be an actual, potential or perceived conflict. Unless otherwise authorized, employees must not:

- either directly, or indirectly, through immediate families, have a financial or other interest in any concern doing business with Rwanda FDA or otherwise derive any benefit from a business transaction (other than employment or use of the registry services as a customer) with Rwanda FDA;
- contract with or render services to Rwanda FDA outside of or in addition to regular employment;

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- participate in any outside activity which competes directly or indirectly with Rwanda FDA;
- act in the capacity of a director, officer, partner, consultant, employee or agent for any supplier, contractor, subcontractor, customer or competitor of Rwanda FDA;
- enter into business relationships on behalf of Rwanda FDA with relatives, close friends or any company controlled by such persons;
- convey to others or use for her/his benefit, non-public information acquired during her/his employment;
- sell to or buy anything from Rwanda FDA; and
- appropriate to her/himself or others any business opportunity in which Rwanda FDA would be interested.

Involvement in political activity

Employee may participate in the political process at any level of government providing that his/her involvement does not interfere with her/his work or the effectiveness of her/his position. Ensure that any political activity does not place her/him in a conflict of interest situation with Rwanda FDA.

Gift acceptance


Gifts or benefits of any kind must not be given or received by an employee or their immediate family, when it might be perceived that an obligation is created or a favor is expected. The giving and receiving of gifts and promotional items of modest value is acceptable as is reasonable entertainment, if within the limits of responsible and generally accepted business practices.

Never solicit or accept a personal benefit as a condition of performing her/his duties. If participating in a community, charitable or business event on behalf of Rwanda FDA, he/she may be eligible for prizes of nominal value.

Payments to Agents, Consultants, Government Officials and Others

- Payments of any nature, which would be in violation of any law, are prohibited.
- All payments of Authorities and fees shall be in accordance with sound services practices.

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- Payments, gifts or favors must not be made to any person with intent to induce them to violate their duties or to obtain favorable treatment for the employee or Rwanda FDA.

Unethical Conduct includes any serious act or omission intentional or not which is contrary to Rwanda FDA's policies, operating procedures, or the code, that is illegal, unethical, and immoral with serious or negative implications for the public interest and the integrity of Rwanda FDA.

Good faith is when the employee has reasonable and genuine belief that the unethical conduct has occurred or is occurring and is not making the disclosure for personal gain or with an improper motive.

Reporting and investigations

Rwanda FDA management is responsible for jointly leading all internal investigations into real or suspected unethical conduct or violation of the code at Rwanda FDA except those involving the Director General, members of the Executive or members of the Rwanda FDA Board of Directors.

Upon completion of the investigation the nominated committee will provide a report of the findings to the Office of Director General with a proposed appropriate decision.


When making a report committee should try to include or be able to provide the following: the details of the situation, the person(s) involved, how frequent the unethical conduct or violation of code has occurred or is still occurring, any other avenues that you may have taken to try and rectify the problem, If nominated committee is aware of real or suspected unethical conduct or a violation of the Code, they have responsibility to report.

Protection from Retaliation

Rwanda FDA employees who report unethical conduct or violation of the Code in accordance with the Code are protected from reprisal. Any reprisal or attempted reprisal against an employee who makes a report in accordance with the Code is considered to be in breach of the Code of Conduct.

Rwanda FDA employees who feel that they have been discriminated against as a result of reporting unethical conduct or violation of the Code should report the discriminatory actions directly to the Director General of Rwanda FDA.

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Adhere to the guiding principles of public life

The staff of Rwanda FDA shall adhere to the following:

- Selflessness

A staff of Rwanda FDA shall take decisions exclusively in the interest of the public and not to gain financial or other material benefits for him/herself, family or friends.

- Integrity

A staff of Rwanda FDA shall not place him/herself under any financial or other obligation to any individual or organizations that might influence him/her in the performance of his/her official duties.

- Justice and Fairness

In carrying out official services, including making appointments, promotions, awarding contracts, or recommending individuals for rewards and benefits etc., Rwanda FDA staff shall make choices based solely on merit.

- Accountability

A staff of Rwanda FDA shall be responsible to Rwanda FDA, the country and the public in general for his/her decisions, actions and inactions, and shall submit him/ herself to inspection, where appropriate.


- Transparency

A staff of Rwanda FDA shall be as open as possible about all the decision making processes and actions thereon. He/she shall restrict access to information unless appropriate approval is obtained.

- Excellence

A staff of Rwanda FDA shall strive to excel in his/her endeavors, be an example to others and encourage


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others to follow his/her footsteps

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1.0. Purpose

The purpose of SOP is to communicate the recruitment process in Rwanda FDA.

2.0. Scope

This SOP applies to all civil servants and contractual positions for the vacant positions advertised by Rwanda FDA.

Definitions and Abbreviations

- SOP: Standard Operating Procedure
- Rwanda FDA: Rwanda Food and Drugs Authority

Responsibility

- The Director General has responsibility to oversee the implementation of rules and regulations of recruitment process within Rwanda FDA.

Rwanda FDA management is responsible for fill the vacant positions through e-recruitment in collaboration with Administration and HR Unit. Deputy Director General, Heads of departments and division managers should facilitate the recruitment process. HR and Administration Unit is responsible for coordinating the recruitment process until its completion. Nominated team is responsible for conducting the recruitment.

9.0 Distribution


9.1 Director General

9.2 Deputy Director General

9.3 Chief of Finance Office

9.4 Director of Administration and HR

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7.0.Reference

- N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction programme
- N° 017/2020 of 07/10/2020 Law establishing the general statute governing public servants
- N° 66/2018 of 30/08/2018 Law regulating labour in Rwanda


9.0 Materials and equipment

IRR, Approved sop of recruitment

10. Principles:

- All vacant positions should be mentioned on approved structure stipulated in Prime Minister's Order N° 162/03 of 21/12/2020.
- Approved job profiles and descriptions will remain unchanged until restructuring or other formal request addressed to the competent authority.
- However, a public institution in charge of recruitment oversight may give right Rwanda FDA to recruit a public servant not to use e-recruitment/ and or to recruit a public servant through internal recruitment
- Vacant positions shall be publicized through e-recruitment (system administrated by MIFOTRA)
- HR Officer shall have credentials in e-recruitment to facilitate the recruitment process
- Each interested applicant shall register in e-recruitment The job title and salary scale shall be identifying during the recruitment process
- Refer to the approved structure and vacant positions report, the recruitment plan shall be established and implemented by Administration and HR Unit In accordance with Senior

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Management Team, HR and Administration unit shall also process the recruitment for vacant positions.

- Coordination team and panel members shall be nominated by Senior Management Team to conduct the recruitment activity
- A candidate who specifies his or her disability, is facilitated to sit for the exam taking into consideration his or her disability.
- The nominated persons for recruitment activity will provide and sign the recruitment report.
- The successful candidates will be appointed as it is stipulated in the N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction program
- Recruitment process can exceed 30 working days effect from the day of written exam.
- Recruitment exams are scored to 100%, written exam is score to 50 as well as oral exam is scored to 50
- Successful candidate must at least get 70%
- During the recruitment process, consultation shall done through relevant laws and competent organs if necessary to prevent/avoid any query that it is maybe raised up any time.
- Rwanda FDA Board shall be informed about the recruitment process. The recruitment report shall be sent to the public Service Authority for audit purposes

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PROCEDURES


Steps Stage	Task/ activity	Time/ duration	Responsible	Data sources; tools, forms and templates
1	When there is need of staff, concerned office shall draft a concept note to HR office requesting recruitment.	1 working day	User unit Division, departments	Division, unit and department report and organizational structure
2	Administration and HR Unit will submit the recruitment plan to Rwanda FDA CBM for consideration.	2 working days	HR Office	Division, unit and department report and organizational structure
3	Advertisement of the vacant positions in collaboration with concerned offices	5 working days	Administration and HR unit	N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction program
3	HR Officer shall monitor the applications of interested candidates	2 working days	Administration and HR unit	E-recruitment
4	Candidates selection/shortlist	5 working days	Nominated team	N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction

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Steps Stage	Task/ activity	Time/ duration	Responsible	Data sources; tools, forms and templates
				programme
5	Verification of candidates selection, shortlisting and publishing of applicants in e-recruitment	1 working day	DAHR Unit	E-recruitment DAHR Unit
6	Responding the appeals	3 working days	DAHR Unit & Nominated team	E-recruitment
6	communicating date and venue for conducting written exam	3 working days from the date of published shortlist	DAHR Unit	N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction programme
7	Conducting Written exam	1 working day	DAHR Unit & Nominated team	N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction programme
7	The recruitment panel is handed the sheets of exams to authorized examiner and start marking the written exams	5 working day from the day of written exam	Recruitment panel	N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction programme
8	Publishing the written exam results in e-recruitment and responding the appeals	6 working days after marking	DA/HR unit	List of marks of candidates approved by authorized examiner

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Steps Stage	Task/ activity	Time/ duration	Responsible	Data sources; tools, forms and templates
9	Oral Interviews	3 working days after publishing of written test results	DAHR unit	Identification form of penal members Attendance form of candidates Questions and mark sheet
10	Publication of interview marks in e- recruitment and responding the appeals	6 working days from oral test	DAHR Unit	E-recruitment Marks sheet approved by panel members
	Submission of final report on recruitment process to DG	2 working days	Chair of nominated team	E-recruitment Marks sheet approved by panel members
11	Offering a job to the successful candidate through e-recruitment after the approval of DG	4 working days after publication	DAHR unit	E-recruitment guide HR Officer
12	Submission of the recruitment report to Competent authorities	5 working days after acceptance offer of best candidate	DAHR unit	N° 128/01 of 03/12/2020 Presidential Order relating to recruitment of public servants and induction programme

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Identification of vacant positions

A vacancy can occur for a number of different reasons, such as an increase in workload, a requirement for new skills, a change in structure or when a member of staff leaves or retires. Therefore, whenever a post falls vacant it should be examined critically to ensure it needs filling and to identify any changes in the job content. In identification of the vacant positions, Director of Administration and HR should be considered if post:

- is a direct replacement or a new post required
- does the work carried out by the previous post holder need to continue to be done
- can any of the required work be reallocated
- is correctly defined and graded
- does future changes or uncertainty suggest that a temporary or fixed-term position should be considered


In considering the above outline points, director of AHR provides careful consideration to the following sources of information: strategic human resource plans, current and project staff rations, current establishment figures, any feedback received from an exit interview and any feedback / consultation received from other members of staff.

Developing a job Profile and Job Advertisement

Once a vacancy has been identified an application for replacement /appointment of Staff must be completed. The job Profile and the job advertisement must be compiled. If a job Profile exists it should be reviewed and amended to reflect the current requirements of the post. The job Profile should clearly and accurately detail the duties and responsibilities of the post and include a section detailing the applicant profile: qualifications, knowledge, experience and skills / abilities / competencies essential to perform the job. A standard job profile is available in the Office of DG and Directorate of Administration and HR. It should include:

- Department/Unit/Directorate
- Job title
- Salary/grade and salary scale

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- Number of posts
- The main purpose of the post
- The main duties and responsibilities of the post
- Where the position is being advertised and the closing date.

NOTES OF GUIDANCE ON SELECTION AND INTERVIEWING

The Short listing/Interview Panel should bear in mind a commitment to equal opportunities. The purpose of selection is to select the best candidate in a fair and transparent way that allows all appropriate candidates to be considered. No candidate should be excluded, or fail to be appointed, because of factors peripheral to what is needed to do the job and which tend to show a structured bias against one group and in favour of another.

Short listing Candidates for Interview

At the short listing meeting the Interview Panel should refer to the selection criteria as specified in the Post Profile in order to assess applicants for interview. Candidates must be assessed solely on their qualifications, relevant knowledge, experience and skills/abilities as presented on the Application Form.

Deciding on Interview Questions


Once applicants have been selected for interview, the Interview Panel should meet in advance of the interviewing to decide interview questions. You should agree what questions should be asked to assess further the candidate's match to the criteria for the post. Questions specific to each individual should also be agreed in order that gaps/issues highlighted in the candidate's document can be probed.

Do not ask questions relating to the marriage, family plans, children or domestic circumstances and religion or political beliefs

Questioning Technique

- Begin the questioning by concentrating on areas which are familiar to the candidates
Ask open questions which cannot be answered with just 'yes' or 'no', by beginning the questions with 'how', 'why', 'where', 'which' or 'what'.
- Do not ask multiple questions.

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- Listen carefully to the answers and be prepared to ask further analytical questions to clarify areas which the candidate has not covered fully or which appear to be vague or confused.

Conducting the Interview – Structure

Opening stages:

- Welcome and introduction by the Chair.
- Outline the structure of the interview, let the candidate know when he or she can ask questions and tell him or her probably length of the interview.

Questioning stage:

- The Panel should follow the skeleton outline of questions agreed in advance but feel free to ask follow-up questions to probe candidates' replies to questions, as necessary – particularly where failure to answer satisfactorily will be a factor in the judgment to appoint or not to appoint.

Closing stages

- Candidates should be given the opportunity to ask their own questions.
- Candidates should be told when they will receive notification about the outcome of the interview.

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