

23/12/2015

[REDACTED]

By email

[REDACTED]

Dear [REDACTED]

Request under the Freedom of Information Act 2000 (the “FOI Act”)

I refer to your email of 10 November 2015 in which you requested information under the FOI Act. I apologise for the delay in replying

Your request

You made the following request:

“I wish to know what process was undertaken to employ [Monitor’s Executive] team

- Was Equal opportunities monitoring forms been filled by each one of this management team.*
- Did you look into the forms that were filled by these candidates before you employed them.*
- Did you consult or seek any help in employing white only candidates in this management team.*
- Did you look at Equal Opportunities documents and rules and regulation before making this decision to employ white only team.*
- Do you have an equal opportunity monitoring team in your organisation, how and how much were they involved in this process and what was their response when they saw the management team profile.*
- What are each one's University qualifications, experience, previous employment positions, connection to NHS healthcare, etc*
- What is their connections and relations to any politicians, NHS big wigs, etc.*
- What selection process was used, such as job advertisement, job descriptions, shortlisting*
- how many were shortlisted for each post, interview, and recruitment.”*

Decision

Monitor holds some of the information that you have requested and has decided to release the information that it holds. Please see the answers to your questions below.

Please note that –

- (1) Our recruitment paper files are retained only for a year. Although we now have an online recruitment system, that was not in place for many of the Executive Team appointments. In some cases, therefore, we do not hold the information you request.
- (2) Jim Mackey was appointed as our Chief Executive, but the recruitment process for his appointment was managed by the Department of Health, rather than directly by Monitor. For any further information about his appointment process, you may wish to contact the Department.

Was Equal opportunities monitoring forms been filled by each one of this management team?

Monitor has 2 ways of capturing the diversity details of each member of staff. Either –

- a) the employee completes an equal opportunities monitoring form which our Human Resources (HR) team then enter on our electronic system for recording employee details (Computers in Personnel HR (CIPHR)); or
- b) the individual completes their CIPHR profile directly.

Hugo Mascie-Taylor, Kate Moore, Jeremy Mooney and Adam Sewell-Jones each completed an equal opportunities monitoring form. The other team members completed their details on CIPHR, except Jim Mackey who was appointed with effect only from 1st November this year and does not currently have a CIPHR profile.

Did you look into the forms that were filled by these candidates before you employed them?

The forms and CIPHR details are not completed before employment and we do not use diversity or other demographic details of individuals as part of the selection process.

Did you consult or seek any help in employing white only candidates in this management team?

Monitor did not appoint any of the Executive team on the basis of their race. Monitor appoints on the basis of merit, in an equal and inclusive way that is consistent with employment legislation and good practice.

In relation to the process of recruitment, Monitor sometimes uses employment or executive search agencies to assist them in identifying candidates for senior posts. That has been the case for some of the Executive team appointments (Kate Moore and Fiona Knight), while others have been recruited without the use of agencies (Jeremy Mooney and Adam Sewell-Jones). For the reasons explained above, we do not hold information on whether agencies were used in the appointment of other team members,

Did you look at Equal Opportunities documents and rules and regulation before making this decision to employ white only team?

Monitor did not make any decision to employ a “white only team”. All appointments are made on the basis of the individual’s relevant experience, skills and merits. Monitor’s

recruitment and selection policies, procedures and practice take account of, and are consistent with, equality legislation and guidance. I attach a copy of our current Recruitment and Selection Policy and our Equality and Diversity Policy

Do you have an equal opportunity monitoring team in your organisation, how and how much were they involved in this process and what was their response when they saw the management team profile?

Monitor does not have an equal opportunity monitoring team. Our Organisation Transformation directorate, which includes our Human Resources function, is accountable for recruitment and selection and other staff issues, including compliance with equality legislation in so far as it relates to staff.

In addition to the Equality and Diversity Policy mentioned above, we publish an annual report about equality in Monitor's workforce. The latest report can be accessed using the following link -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/459667/REV_Equality_in_our_Workforce_Report_2015_v5_edit_PK.PD.pdf

What are each one's University qualifications, experience, previous employment positions, connection to NHS healthcare, etc?

What selection process was used, such as job advertisement, job descriptions, shortlisting - how many were shortlisted for each post, interview, and recruitment?

The information we hold is provided in the attached Annex. Please note that in relation to previous employment, we have provided the last job title held with their previous employers.

What is their connections and relations to any politicians, NHS big wigs, etc.?

Monitor does not hold a record of connections or relations with politicians or 'NHS bigwigs'. Monitor does maintain a register of interests for members of Executive team a copy of which can be found at the link below. Please note this is the February 2015 version – a revised version covering changes since February is to be published at a later date.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/411067/2014-15_Q3_ExCo_Members_Register_of_Interests.pdf

In addition, Monitor's Rules of Procedure include provision governing conflicts of interests. The rules can be found at:

<https://www.gov.uk/government/publications/monitors-rules-of-procedure>

See paragraph 4.13. In addition, Annex B contains Monitor's Code of Ethical Practice, which states that:

“5. No Board member or employee should engage in activity which is, or could be perceived to be, politically controversial or inappropriate in the context of Monitor’s statutory functions and corporate plan.

6. The highest standards of propriety, involving integrity, impartiality and objectivity must be maintained in relation to the stewardship of public funds and the management of Monitor. Any conflict between personal interests and the discharge of public duties must be avoided. No-one to whom this Code applies must seek through the performance of their duties to gain material benefit for themselves, their families or their friends.”

Review rights

If you consider that your request for information has not been properly handled or if you are otherwise dissatisfied with the outcome of your request, you can try to resolve this informally with the person who dealt with your request. If you remain dissatisfied, you may seek an internal review within Monitor of the issue or the decision. A senior member of Monitor’s staff, who has not previously been involved with your request, will undertake that review.

If you are dissatisfied with the outcome of any internal review conducted by Monitor, you may complain to the Information Commissioner for a decision on whether your request for information has been dealt with in accordance with the FOI Act.

A request for an internal review should be submitted in writing to FOI Request Reviews, Monitor, Wellington House, 133-155 Waterloo Road, London SE1 8UG or by email to foi@monitor.gov.uk.

Publication

Please note that this letter and the attached information will shortly be published on our website. This is because information disclosed in accordance with the Freedom of Information Act 2000 is disclosed to the public at large. We will, of course, remove your personal information (e.g. your name and contact details) from the version of the letter published on our website to protect your personal information from general disclosure.

Yours sincerely,



Fiona Knight
Executive Director, Organisation Transformation



Recruitment and Selection Policy

Issue date: 13/11/2014



Recruitment and Selection Policy

1. Purpose

The purpose of this recruitment and selection policy is to ensure we recruit:

- The best possible candidates, on the basis of their relevant merits, to support the delivery of our corporate strategy;
- In an equal and inclusive way that is consistent with employment legislation and good practice;
- Through a process that supports our values;
- Positively promoting Monitor as an employer of choice;
- In a value-for-money way.

2. Scope

This policy applies to all internal and external candidates who are applying to work at Monitor. Internal candidates should also refer to the Internal Candidate policy.

3. Policy Statement

Recruiting and selecting the best people is of paramount importance to the continued success of Monitor. We want to constantly improve our performance as an organisation, to ensure we are doing all we can to protect and promote the interests of patients. To do this, we recognise we need to recruit from the widest possible talent pool and ensure we have the right balance of skills drawn from the health sector and/or other public or private organisations.

Monitor's Resourcing and Recruitment team aims to ensure a flexible and business-focused approach to recruitment, using a range of selection methods. Each recruitment campaign will be designed to identify the best person for the job, in the most time- and cost-efficient way, without compromising fairness, confidentiality or Monitor's commitment to having a diverse workforce.

4. Recruitment Process

Monitor's approach to each aspect of the recruitment process is outlined in sections 4.1 to 4.6 below.

4.1. Identification of a Recruitment Need

Before recruitment commences, the line manager for the role, in liaison with the Resourcing and Recruitment team, identifies the specific recruitment need and gains the necessary approval for the role.

4.2. Job Descriptions (including Person Specifications)

A job description is prepared that will include:

- an outline of the job's main accountabilities; and
- a person specification, which details the criteria required to perform the job, against which candidates can be assessed throughout the recruitment process.

4.3. Advertising

All substantive vacancies should be advertised on Monitor's intranet. Monitor may choose to advertise through cost-effective external media in order to generate a diverse pool of potentially suitable candidates. Where appropriate, staff will be able to refer external candidates in line with the Employee Referral Policy.

In certain limited circumstances, it may be appropriate to make an appointment without advertising the role internally or externally. An assessment of the potential impact should be made before deciding to appoint without advertising and approval should be sought in advance from the Executive Director of Organisation Transformation (or their nominee). In demonstrating that advertising should be waived, the assessment will need to show, amongst other things, that the equality and diversity implications have been considered and that there are no internal staff eligible for redeployment.

4.4. Applications and Shortlisting

All individuals regardless of race, age, disability, gender, gender reassignment, sexual orientation, religion or belief, pregnancy and maternity, marriage or civil partnership are encouraged to apply for vacancies. For further information about Monitor's equality objectives, please refer to the Equality and Diversity Policy. Applications are treated with due confidentiality.

Shortlists will be determined by the extent to which a candidate's experience, knowledge and skills match the role requirements as demonstrated within their application.

Monitor has been awarded the Two Ticks Symbol and makes a commitment to interview all candidates with a disability who meet the essential criteria for a job vacancy. Reasonable adjustments to the recruitment process will be made to ensure that no candidate is disadvantaged because of their disability.

Department of Health Arm's Length Body employees who are at risk of redundancy and seeking redeployment will be given priority consideration, at shortlisting stage, provided they meet the essential criteria.

Candidates will be notified of the decision made in respect of their application by phone or email. Due to the volume of applications, specific feedback will not generally be provided at shortlisting stage.

4.5. Selection (Assessments and Interviews)

The selection process will be as efficient and clear as possible in order to ensure a positive candidate experience within an optimum timescale. The expectation at the various stages in the process will be in line with the complexity of the job requirements. Candidates may be required to complete assessments such as psychometric tests, case studies, presentations and/or other job-related exercises as appropriate for the job.

Interviews will focus on the needs of the job and the experience, knowledge, skills and competencies needed to perform it effectively. Candidates will be assessed consistently against the criteria.

All offers of employment will be made on merit following the selection process as outlined above.

4.6. Appointing New Employees

Before finalising an offer, Monitor requires two satisfactory references (which may be taken at any stage of the process), completion of a work health assessment, and confirmation of the individual's right to work in the UK. For some roles, the offer will also be subject to a check of essential qualifications (e.g. legal practice certificate).

5. Candidate Expenses

External candidates may be eligible to claim reasonable travel expenses in line with the Candidate Travel Expenses Policy. Payment is at the discretion of the Resourcing and Recruitment team and must be approved in advance.

6. Data Protection/Confidentiality

Records relating to recruitment will be held and destroyed in accordance with the Data Protection Act. For further information, please refer to the Data Protection Policy.

7. Complaints

Monitor strives to ensure that candidates understand the process and requirements and that they have a positive experience regardless of the outcome of their application.

Issue date: 13/11/2014

Where a candidate is dissatisfied with the handling of their application, external candidates can address their complaint to Monitor's Complaints and Enquiries team. Any complaints from internal candidates will be explored initially with HR.

8. Queries

Any queries relating to this policy should be addressed to a member of the Resourcing and Recruitment team.

This policy has been in operation since 2004. It was updated in November 2008, July 2011, June 2013 and last updated in November 2014.

Monitor

Making the health sector
work for patients

Equality and Diversity Policy

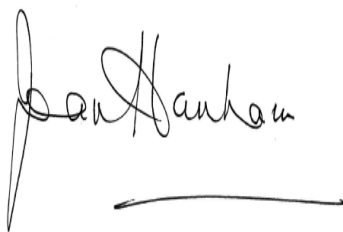


Diversity & inclusion statement

Individuals with different cultures, perspectives and experiences are at the heart of the way Monitor works. We want to recruit, develop and retain the most talented people, regardless of their background¹ and make best use of their talents. At Monitor we are guided by our values in everything we do, and recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference for patients.

We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination, should it ever arise. We will remove unnecessary barriers for our employees seeking opportunities through training and development, promotion and career planning.

We will continue to support our leaders, managers and employees to demonstrate the principles of diversity and inclusion in their everyday activities, roles and functions.



Baroness Joan Hanham
Chairman



David Bennett
Chief Executive

¹ This refers to the protected characteristics of sex, gender reassignment, race, disability, age, sexual orientation, religion or belief, marriage and civil partnership and pregnancy and maternity.

Equality and Diversity Policy

1. Purpose

This policy sets out Monitor's approach to equality and diversity. Monitor is committed to promoting equality and diversity and promoting a culture that actively values difference and recognises that people from different backgrounds and experiences can bring valuable insights to the workplace and enhance the way we work.

Monitor aims to be an inclusive organisation, committed to providing equal opportunities throughout employment including in the recruitment, training and development of employees, and to pro-actively tackling and eliminating discrimination.

2. Equality and diversity at Monitor

At Monitor, we consider that equality means breaking down barriers, eliminating discrimination and ensuring equal opportunities and access for all groups both in employment, and to goods and services.

We consider diversity to mean celebrating difference and valuing everyone. Each person is an individual with visible and non-visible differences and by respecting this everyone can feel valued for their contributions which is beneficial not only for the individual but for Monitor too.

We acknowledge that equality and diversity are not inter-changeable but inter-dependent. There can be no equality of opportunity if difference is not valued and harnessed.

3. Scope

The rights and obligations set out in this policy apply equally to all employees, whether part time or full time on a substantive or fixed-term contract, and also to associated persons such as secondees, agency staff, contractors and others employed under a contract of service.

You have personal responsibility for the application of this policy. As part of your employee induction, you are expected to read and familiarise yourself with this policy, ensure that this policy is properly observed and fully complied with and to complete the declaration below (Page 5).

This policy is also of particular relevance to directors, line managers and other employees concerned with recruitment, training and promotion procedures and employment decisions which affect others.

4. Monitor's commitment

Every employee is entitled to a working environment that promotes dignity, equality and respect for all. Monitor will not tolerate any acts of unlawful or unfair discrimination (including harassment) committed against an employee, contractor, job applicant or visitor because of a protected characteristic:

- sex;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race (including ethnic origin, colour, nationality and national origin);
- disability;
- sexual orientation;
- religion and or belief; and
- age.

Discrimination on the basis of work pattern (part-time working, fixed term contract, flexible working) which is unjustifiable will also not be tolerated.

All employees will be encouraged to develop their skills and fulfil their potential and to take advantage of training, development and progression opportunities in Monitor. Selection for employment, promotion, training, or any other benefit will be on the basis of aptitude and ability.

No form of intimidation, bullying or harassment will be tolerated. If you believe that you may have suffered discrimination because of any of the above protected characteristics, you should consider the appropriateness and feasibility of attempted informal resolution by discussion in the first instance with your line manager or another colleague in a relevant position of seniority. You may decide in the alternative to raise the matter through Monitor's **Harassment Policy** or **Grievance Policy**. For types of discrimination see the **Annex** to this policy.

Allegations regarding potential breaches of this policy will be treated in confidence and investigated in accordance with the appropriate procedure. Monitor will ensure that individuals who make such allegations in good faith will not be victimised or treated less favourably by Monitor as a result. However, false allegations of a breach of this policy which are found to have been made in bad faith will be dealt with under Monitor's **Discipline Policy**.

A person found to have breached this policy may be subject to disciplinary action under Monitor's **Discipline Policy**.

Employees may also be personally liable for any acts of discrimination prohibited by this policy that they commit, meaning that they can be sued by the victim.

5. When does this policy apply?

This policy applies to all conduct in the workplace and also to conduct outside of the workplace that is related to your work (e.g. at meetings, social events and social interactions with colleagues) or which may impact on Monitor's reputation (e.g. the expression of views on social media, contrary to the commitments expressed in this policy, that could be linked to Monitor).

We set out below some specific areas of application:

a) Recruitment

Selection for employment at Monitor will be on the basis of aptitude and ability. Further detail is set out in Monitor's **Recruitment and Selection Policy**. Where possible, Monitor will capture applicants' diversity demographics as part of its recruitment processes to promote the elimination of unlawful discrimination.

b) Training

You may also be required to participate in training and development activities from time to time, to encourage the promotion of the principles of this policy.

c) Promotion

All promotion decisions will be made on the basis of merit, and will not be influenced by any of the protected characteristics listed above. Promotion opportunities will be monitored to ensure equality of opportunity at all levels. Where appropriate, steps will be taken to identify and remove unnecessary or unjustifiable barriers to promotion.

d) During employment

The benefits, terms and conditions of employment and facilities available to Monitor employees will be reviewed on a regular basis to ensure that access is not restricted by unlawful means and to provide appropriate conditions to meet the special needs of disadvantaged or under-represented groups.

6. Monitor's legal duties

As a public body, Monitor is additionally subject to public sector equality duties under the Equality Act 2010. This policy will be reviewed on an ongoing basis by Monitor to assess its effectiveness and may be amended from time to time.

This policy is for guidance only and does not form part of your contract of employment.

This policy has been in operation since August 2004 and was reviewed in December 2006, July 2008, May 2010, July 2011 and February 2015.

EQUALITY AND DIVERSITY DECLARATION:

I have read and understood Monitor's **Equality and Diversity Policy** and agree to work to the expected standards. Regardless of my background and circumstances, I agree to treat all colleagues and visitors with respect and dignity while carrying out the duties and responsibilities of my role at Monitor.

Signature.....

Date.....

Print name.....

PLEASE RETURN TO ORGANISATION TRANSFORMATION - HUMAN RESOURCES
ADVISORY TEAM.

ANNEX - types of discrimination

There are various types of discrimination prohibited by this policy. The main types are:

1) Direct discrimination

Direct discrimination occurs where one person is treated less favourably than another because of a protected characteristic set out in this policy. By way of example, refusing to promote a pregnant employee on the basis that she is shortly due to go on maternity leave would be direct discrimination on the protected characteristic of the employee's sex. Other types of direct discrimination are:

- **Associative discrimination** - this is direct discrimination against someone because they associate with another person who possesses a protected characteristic. For example, an employee is discriminated against because his/her son is disabled.
- **Perceptive discrimination** - this is direct discrimination against an individual because others think they possess a particular protected characteristic. For example, where co-workers believe the individual is gay. It applies even if the person does not actually possess that characteristic.

2) Indirect discrimination

Indirect discrimination occurs when an unjustifiable requirement or condition is applied, which appears to be the same for all, but which has a disproportionate, adverse effect on one group of people. This is discrimination even though there was no intention to discriminate. For example, a requirement for UK based qualifications could disadvantage applicants who have obtained their qualifications outside of the UK; this could amount to indirect discrimination on the grounds of race.

3) Victimisation

Victimisation is where an employee is treated less favourably than others because they have asserted legal rights against Monitor or assisted a colleague in doing so. For example, victimisation may occur where an employee has raised a genuine grievance against Monitor and is demoted as a result.

4) Harassment

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.” It is important to remember that it is not the intention of the harasser but how the recipient perceives their behaviour, which determines whether harassment has occurred. Please see Monitor's **Harassment Policy**, for further details of how Monitor will deal with bullying and harassment.



Making the health sector
work for patients

Contact us

Monitor, Wellington House,
133-155 Waterloo Road,
London, SE1 8UG

Telephone: 020 3747 0000
Email: enquiries@monitor.gov.uk
Website: www.gov.uk/monitor

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Executive Team member	What are each one's University qualifications, experience, previous employment positions, connection to NHS healthcare, etc ?	What selection process was used, such as job advertisement, job descriptions, shortlisting how many were shortlisted for each post, interview, and recruitment.?
Jim Mackey	<p>Jim Mackey is a qualified accountant who joined the NHS in 1990. His previous roles have included:</p> <ul style="list-style-type: none"> •Chief Executive of Northumbria Healthcare NHS Foundation Trust •Interim Chief Executive of Northumberland Care Trust •Chief Operating Officer of Northumbria Healthcare NHS Trust •Regional Director of Finance at the Regional Health Authority •Deputy Chief Executive of Northumbria Healthcare NHS Trust •Director of Finance at North Tyneside Healthcare NHS Trust <p>He has a keen interest in quality of care, especially patient and family experience and has participated in a number of reviews and national projects, including the Dalton Review in 2014.</p>	The recruitment process was operated by the Department of Health. The role was advertised in the Health Service Journal and Sunday Times. The Department were assisted by executive search consultants.
Adrian Masters	<p><i>Qualifications</i> BSc Physics (1985). Institute of Chartered Accounts in England and Wales (ICAEW) (1989) MBA (1996)</p> <p><i>Previous employment etc</i> Prime Minister's Delivery Unit, Director McKinsey & Company, Engagement Manager WACE group, Project Manager IBM UK Ltd, Systems Engineer Price Waterhouse, Chartered Accountant</p>	Recruitment paper files destroyed after one year. Started before the online recruitment system was implemented.
Stephen Hay	<p><i>Qualification</i> ICAEW BSc Management Sciences</p> <p><i>Previous employment etc</i> KPMG, Director Virgin Entertainment Group, Head of Risk Management NCR Ltd, Marketing Assistant</p>	Recruitment paper files destroyed after one year. Started before the online recruitment system was implemented.
Hugo Mascie-Taylor	<p><i>Qualifications</i> Fellow of the Royal College of Physicians of London (F.R.C.P. (Lond.)) Fellow of the Royal College of Physicians of Ireland (F.R.C.P.I.) A.Dip.C. (Henley)</p> <p><i>Previous employment etc</i> Mid-Staffordshire NHS Foundation Trust, Trust Special Administrator NHS Confederation, Medical Director Leeds Teaching Hospitals Trust, Executive Medical Director Leeds Leeds Community and Mental Health Services Trust, Director of Strategic Development Health Authority, Medical Director and Director of Commissioning Seacroft Hospital, Clinical Director St James's University Hospital, Consultant Physician</p>	Recruitment paper files destroyed after one year. Started before the online recruitment system was implemented.
Catherine Davies	<p><i>Qualifications</i> Legal Practice Course (LPC) (University of the West of England) 1997-1998 Common Professional Examination (CPE) (University of the West of England) 1996-1997 B.A. (Hons in Modern Languages, University of Bristol) 1991/1996</p> <p><i>Previous employment etc</i> Trainee Solicitor, Cameron McKenna Legal Adviser, Competition Commission Legal Director, Cooperation and Competition Panel Director, Cooperation and Competition Panel</p>	Recruitment paper files destroyed after one year. Started before the online recruitment system was implemented.
Miranda Carter	<p><i>Qualifications</i> BA Economics (1990) Associate Chartered Accountant (ACA)</p> <p><i>Previous employment</i> Pricewaterhouse Coopers, Senior Manager Deloitte, Manager</p>	Recruitment paper files destroyed after one year. Started before the online recruitment system was implemented.
Kate Moore	<p><i>Qualifications</i> MA Law (1988); qualified as a solicitor October 1987</p> <p><i>Previous employment etc</i> KPMG, Principal Consultant Investors Compensation Scheme, Head of Legal Department Wilde Sapte, Senior Solicitor Slaughter May, Assistant Solicitor</p>	Recruitment paper files destroyed after one year. Started before the online recruitment system was implemented. A specialist legal recruitment agency was however used in the appointment process,
Jeremy Mooney	<p><i>Qualifications</i> BA Modern History (1979)</p> <p><i>Previous employment etc</i> Serco, Communications Director Department for Transport, Director of Communications British Army (as a mobilised reservist) Colonel, Chief – Strategic Communications, Helmand Province, Afghanistan</p>	Job posted on Monitor's internal and external job site. Advertising agency used to attract applicants towards the web sites (it is unknown which media outlets published the advert). CV review (43 applicants including 1 withdrawn)

	<p>Department of Health, Director of Strategic Communications, NHS Modernisation Agency Zipcom Telecommunications, Group Marketing Director Nortel Networks, Marketing Services Director</p>	<p>Shortlisted (15 candidates) Panel Interview (12 candidates)</p>
Fiona Knight	<p><i>Qualifications</i> MA Employment Law (2001) Postgraduate Diploma in Training Management (1997) Postgraduate Diploma in Human Resource Management (1990) BSc Economics (1980)</p> <p><i>Previous employment etc</i> KPMG, UK Head of HR – T&R Heath Group PLC, Group HR Manager</p>	<p>An executive search agency was used. We hold no other relevant information.</p>
Adam Sewell-Jones	<p><i>Qualifications</i> Strategic Financial Management (2006) Chartered Management Accountant (1996) BSc Mathematical Science (1992)</p> <p><i>Previous employment etc</i> Basildon & Thurrock University Hospitals NHS Foundation Trust, Deputy Chief Executive University College London Hospitals, Finance Manager</p>	<p>Job posted on Monitor's internal and external job site.</p> <p>Advertising agency used to attract applicants towards the web sites (it is unknown which media outlets published the advert).</p> <p>CV review (11 applicants including 1 withdrawn) Panel Interview (3 candidates)</p>