****

To: Applicants for the post of **Treasury Office Administrator**

**23 January 2023**

Dear Applicant

Thank you for your request for an application pack and further details of the above post.

Before completing the application form, you should read the enclosed guidelines. Please do not include your name on any part of the form, other than where you are specifically requested to do so.

The closing date for this post is **06/03/2023 at 10 am.** Applications received after the closing date and CVs sent in isolation will not normally be considered. Please send your completed application to recruitment@middletemple.org.uk or via post to Human Resources Department, The Honourable Society of the Middle Temple, Ashley Building, Middle Temple Lane, London EC4Y 9BT.

Applications will not be acknowledged but, if you are invited to interview, you will be notified shortly after the closing date. Interviews for this post will take place on **15/03/2023.** We will not be able to provide feedback on applications from candidates who are not shortlisted.

The Middle Temple HR Team

recruitment@middletemple.org.uk

****

**JOB DESCRIPTION**

**Job Title:**  **Treasury Office Administrator**

**Reporting to:** Head of Membership

**Location:**  The Honourable Society of the Middle Temple

**Hours:** 37.5 hours a week

# **About Middle Temple**

Middle Temple is one of the four Inns of Court, which have the exclusive right to Call men and women to the Bar of England & Wales, i.e., to admit those who have fulfilled the necessary qualifications to the degree of Barrister, which entitles them, after a period of vocational training to practise as Barristers. The Inn is a professional membership organisation as well as a property landlord with a substantial property portfolio in central London. The Inn holds numerous events and functions throughout the year for its members and other and is also available for private hire. The Inn is home to an extensive law library, maintain, amongst others, specialist collections in both EU and US law. The Inn also holds an extensive collection of historic archives and artefacts, dating back centuries. Middle Temple is also jointly responsible with Inner Temple for the Temple Church, the former headquarters of the Knights Templar in England, and which was consecrated in 1185.

The Inn’s mission is to support the rule of law in the UK and overseas, especially Common Law jurisdictions, and carries this out by providing extensive education opportunities and support to its members across the world and offers scholarships to intending practitioners to the Bar.

**Job Summary**

# To act as the first point of contact in person and on phone and email, performing a variety of administrative and clerical tasks as required.

**Areas of Responsibility**

1. Be the first point of contact for members and guests of Middle Temple, including:
	1. Answering general enquiries via the main phone;
	2. Answering general enquiries via email;
	3. Maintaining a positive and helpful attitude to members and guests in person;
	4. Directing calls via the switchboard to the correct departments and/or person.
2. Taking bookings for Inn events, including:
	1. Bookings from Hall members and students (and members of other Inns where applicable) for Inn events (both Qualifying Sessions and social events);
	2. Amending bookings where necessary, to add guest tickets, update dietary info and update guest details;
	3. Cancelling and refunding bookings when required.
	4. Operating a waiting list system where tickets have sold out.
3. Selling merchandise to both members of the Inn and members of the public.
4. Taking bookings (and dealing with cancellations when required) for the Inn’s on-site accommodation for members – “Lodgings”.
5. Maintaining close working relationships with other members of the Membership and Education Teams and providing support and cover for colleagues as necessary.
6. To cover other Treasury Office Administrator in times of absence (annual leave, sickness etc).
7. Other
8. All staff are responsible for their own health, safety & welfare, and that of others, through their actions or inactions. They are therefore required to be familiar with and adhere to our Health & Safety Policy (and all associated policies, systems & procedures), to develop and maintain their knowledge, skill & experience with regards to health & safety and, commensurate with the level of the post, to promote safe working practices.
9. To lead by example, model and promote the Inn’s values, including demonstrating a commitment to diversity and inclusion.
10. To undertake other such duties as the line manager or director may reasonably require.

**PERSON SPECIFICATION**

**Qualifications**

1. Educated to GCSE level or equivalent (inc. maths and English).

**Knowledge, Skills & Experience**

1. Experience of a similar working environment &/or understanding of the workings of the Middle Temple or other not-for-profit organisation.
2. IT literate with experience of using databases, Microsoft Office (Word, Outlook, Excel) and other computerised systems.
3. Highly effective in fulfilling all areas outlined in the Job Description.
4. Experience of managing own workload with minimal supervision; able to multi-task, effectively plan work, prioritise and meet deadlines.

**Personal Qualities**

1. Excellent communications and interpersonal skills with the ability to communicate effectively (orally and in writing) at all levels.
2. Excellent customer service skills with the ability and willingness to exceed customer expectations.
3. Ability to work on own initiative within the parameters of the role e.g. identifying ways that services within area of work can be improved.
4. Ability to contribute positively to the work of the team and work supportively, co-operatively and collaboratively with colleagues.
5. Ability and willingness to learn new skills.
6. Ability to be flexible and attend work (e.g. meetings, events) outside the normal working week as may be required from time to time.

****

**ABOUT US**

Throughout our history, the Inn has been a place without barriers, where anyone can pursue a career in law, where benchers assist new students with teaching, mentoring and coaching and where students can have a voice and be heard.

We like to think of all employees of the Inn, as part of our family, a good place to work where everyone can feel valued and supported and these values are reflected in our Values (Middle Temple Mantras) and in our Vision & Mission below.

|  |
| --- |
| **Vision**Middle Temple, as one of the four Inns of Court, exists to promote and support the rule of law throughout the Common Law World, and the fair and effective administration of justice which the rule of law requires. The rule of law is an essential cornerstone of a modern democratic society, and a strong, independent and ethical Bar is an essential component of it. |

|  |
| --- |
| MissionMiddle Temple supports the Bar by supporting its members throughout their professional careers. It does this by promoting excellence in advocacy and the highest standards of professional ethic through the education and training it provides, and the collegiate ethos it instils in its members. |

#### The activities that take place to help the Inn achieve its vision and mission can be thought of both inwards and outwards. The Vision statement is looking outwards beyond the Inn, on the importance of the rule of law, and on the importance of a strong legal profession to underpin this. Whilst the Mission statement is looking inwards with a focus on the Inn, its members and employees and the role they play in supporting the overall purpose of the Inn.

#### All employees of the Inn have a part to play in helping achieve our vision and mission through activities which either directly deliver support to the members or activities which do not directly involve the members but enable the Inn to provide services and support and preserve the heritage and legacy of the Inn.

Core activities include Educational, Training, Professional & Advisory, Information & Research and Social Support.  All these activities involve direct interaction with the Inn’s members and help the Inn achieve its mission of supporting our members throughout their professional careers.

Enabling activities provide the financial and operational resources and support to make sure the Inn can carry out its core activities in support of the membership.  These are activities such as Estates, Corporate Services, Information Technology, People/HR, Commercial and Development and Fundraising. Further detailed information about us and our work is available at [www.middletemple.org.uk](https://www.middletemple.org.uk)

|  |
| --- |
| **T:\HR FOLDER\PROJECT WORK\Pension Consultation\CMYK logo no borders.jpg****Values**  |
| **Respect**for others   | **Collaboration**& Teamwork | **Accountability**for actions, responsibilities & quality of work​​​​​​​ |
| **Competencies** |
| **Champion the Mission**Prioritises work that advances the Strategic Plan and that positively impacts the workforce.  An active participant in the organisation. | **Selflessness & Collaboration**Seeks the best for the organisation rather than for self &/or team.  Open-minded in seeking the best ideas. Makes time to help & support colleagues. | **Accountability**Responsible for effectively fulfilling role duties. Contributes to achieving team/organisational goals. Takes responsibility for own performance, actions & mistakes. |
| **Respect company** **policy & rules**Proactively ensures a current knowledge of all policies, procedures & rules. Demonstrates adherence to these. | **Show Respect to Others**Respects people for who they are; for their knowledge, skill & experience, as individuals & as team members. | **Delivering quality**Takes pride in own work and always strives to deliver the best quality.  Pays attention to detail. Makes sound decisions. |
| **Be Open & Honest**Courteous, professional, honest, open, ethical & fair. Sharing information, insight & constructive advice in clear communications.   | **We Are One Team**Understanding that our colleagues make the difference & that diversity makes us strong. Collaborative, supportive & cooperative. | **Be Positive**Is curious, asks for support, and demonstrates an ability & willingness to grow. Learns from mistakes. Positive & enthusiastic.  |
| **Forward Thinking**Plans for, proactively contributes to & encourages, positive change. | **Initiative & Drive**Working enthusiastically and effectively with minimal supervision. Continuously seeks solutions & opportunities for improvement. | **Lead By Example**At all levels, acts in a way that demonstrates what is expected of all staff. |
| **Management Only** |
| **Resource & Financial Management**Plans & executes projects & tasks effectively, to schedule & budget. Effectively & efficiently manages, assigns & utilises available resources (e.g. time, people, finances, materials) to meet operational needs. |

**GUIDANCE TO HELP YOU COMPLETE YOUR APPLICATION**

*Please read this guidance carefully before completing your application.*

**GENERAL**

* Please do not include your name on any part of the form, other than where you are specifically requested to do so (i.e. Section F and the Equal Opportunities Monitoring Form).
* Either type directly onto this form or print out and complete the form in black ink. This is because the application will be photocopied during our own administrative process.
* If you have a disability and need assistance completing the application form, please contact the HR Department.
* It is the Middle Temple’s policy not to accept CVs sent in isolation or to follow any links placed within an application.
* Applications received after the closing time/date will not normally be considered. We do not normally acknowledge receipt unless requested. The Middle Temple cannot be held responsible for applications that miss the deadline for reasons that are beyond its control.

**YOUR APPLICATION**

1. Use this section to provide details of your current role and previous roles. If you have no previous employment, write ‘none’.
2. Use this section to provide details of other experience that may be relevant to the post e.g. voluntary work, community work.
3. Use this section to provide details of education and or training you have acquired, and which would help you in the post, starting with the most recent first. You should also provide details of any relevant professional qualifications or memberships you may hold or learning you are currently undertaking. Please note that you may be required to provide evidence of qualifications you cite in support of your application.
4. Candidates are advised to read the Job Description and Person Specification because this Section will be considered against the Person Specification as part of the shortlisting process. Selection for interview is based solely on the information that you provide in your application form, and because Section D requires you to clearly set out and evidence how your knowledge, skills and experience make you suitable for the post, it is extremely important in deciding whether you will be invited to interview. To translate your knowledge, skills and experience into written evidence to support your application, you should address each part of the Person Specification:
* In order
* Using the criteria in the Person Specification as headings
* Writing clear supporting statements that clearly demonstrate how far you meet each one (e.g. by using examples) and
* Not using more than 3 sides of A4, Arial font size 10.

The examples you choose can be from previous jobs, volunteering, training etc. The most important thing is that they show the shortlisting panel how far you meet each role requirement either directly or by something similar (e.g. transferable skills). It will not be sufficient to simply tell the panel e.g. ‘I have experience of…’, ‘I am committed to…’ or ‘I am able to…’ etc.

Only the information provided in this written application will be considered during the shortlisting process, except where a disability is indicated.

1. If you are conditionally offered a position with the Middle Temple, we will approach your referees as part of the pre-employment checks. Please use this section to provide the names and contact details for your two referees. The first should be your current or most recent employer and the second should be the employer immediately prior to that. If you have not worked you may wish to give the names of teachers, lecturers or other professionals who are able to comment. Your referees should be able to verify and substantiate the evidence provided in your application. The Middle Temple does not accept references from friends or relatives. We will only contact referees once a conditional offer of employment has been accepted. All positions are offered on the condition that the Middle Temple receives references that are satisfactory to the organisation.
2. Candidates are identified by number only. Section F and the Equal Opportunities Monitoring Form are detached before the application is considered during the shortlisting process. Personal information is maintained for administrative and statistical purposes. If completing electronically and there is a [ ] , double-click & select, ‘Checked’ ([x] )to indicate your response.
* To comply with the law under Section 8 of the Asylum and Immigration Act 1996, the Middle Temple requires evidence of your eligibility to work in the UK. If you are selected for interview, you will be required to provide evidence (e.g. your passport, birth certificate, work permit etc.). The Middle Temple will make a copy of the original documents and retain in line with Section G, Data Protection.
* You are required to give details of ‘unspent’ convictions and pending convictions. A ‘spent’ conviction is when you have been convicted of an offence but not convicted again within a specified time. A conviction becomes spent after a certain length of time, which varies according to the sentence and your age at the time of the conviction. The Middle Temple will not discriminate against ex-offenders. If you have previous convictions this will not automatically prevent you from getting a position with us. We consider how previous convictions could affect the role you are applying for.
* If you have a disability as defined by the Equality Act 2010 and you demonstrate to the shortlisting panel that you meet all the essential requirements of the person specification, you will be invited for an interview.
* Applicants for vacancies that show a flexible working preference such as job share shall receive no less favourable selection consideration.
1. If you are successful, the application form and supporting documents etc. will be retained on file, securely and confidentially. If you are unsuccessful, the application form and supporting documents will be stored securely and confidentially for 12 months after which time, they will be destroyed.

If you give false or misleading information on your application form, it will be rejected. If you gain a position with the Middle Temple by making such statements, you will be liable to action which could result in your dismissal.

**EQUAL OPPORTUNITIES MONITORING FORM**

The Middle Temple is committed to equality in employment. Our aim is to ensure equality for all existing and prospective employees and to not discriminate either directly or indirectly because of race, sex, sexual orientation, gender reassignment, religion or belief, marital or civil partnership status, age, disability, or pregnancy and maternity.

To assess the success of this policy is, we monitor all prospective and existing employees on the protected characteristics mentioned above. We would therefore be grateful if you would complete the questions on this form. The Middle Temple manage this information in line with Section G, Data Protection.

**POTENTIAL CONFLICTS OF INTEREST**

A conflict of interest may arise where an employee may be seen to derive personal benefit from the actions or decisions made in their official capacity or where the concerns or aims of the employee appear incompatible with those of the Middle Temple. You are asked to declare any potential conflict of interest so that these can be managed effectively and do not compromise the Middle Temple’s position.

**SUMMARY OF TERMS & CONDITIONS**

* 24 days annual leave (29 days for Executive Management positions) plus bank holidays pro rata for part-time people and those starting during the holiday year (01 Jan – 31 Dec).
* Christmas Closure (typically from 21st December – 4th January).
* Training & developmental support (including access to 700+ eLearning modules).
* Life Assurance (automatic enrollment to death in service benefit).
* A unique, historic work environment, Employee Assistance Programme (online resources and access to confidential counselling services) & Eye care vouchers for VDU users – available from start date.
* Season Ticket Loan, Private Medical cover (Vitality Health) – available post probation

*The benefits etc listed maybe subject to change.*

**COMPLETED FORMS**

Please send your completed application to **recruitment@middletemple.org.uk** (in Word format rather than pdf) or via post to **Human Resources Department, The Honourable Society of the Middle Temple, Ashley Building, Middle Temple Lane, London EC4Y 9BT**.We very much look forward to receiving your completed application in due course.

|  |  |  |
| --- | --- | --- |
| **T:\HR FOLDER\PROJECT WORK\Pension Consultation\CMYK logo no borders.jpg** | *For office use only:* |  |

**APPLICATION FORM**

Please either type directly onto this form using *Microsoft Word* or print out and complete the form in black ink. It is essential that you read the guidance notes provided before you complete your application.

|  |  |
| --- | --- |
| **Application for Employment as:** |  |

**A EMPLOYMENT HISTORY**

|  |  |
| --- | --- |
| **Job title:** | **Employer:** |
|   |   |
| **Date from:** | **Date to (if applicable):** |
|   |   |
| **Salary (£) & benefits:** |
|   |
| **Brief description of duties, responsibilities & reason for leaving:** |
|  |
| **Previous posts held (starting with the most recent):** |
| **Job title:** | **Employer:** | **Dates (from/to):** | **Brief description of duties and responsibilities:** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**B OTHER EXPERIENCE**

|  |
| --- |
| **Please provide details of other experiences that are relevant to this post e.g., voluntary, community activities.** |
| **Dates (from-to):** | **Activity** |
|  |  |
|  |  |
|  |  |

**C EDUCATION/TRAINING**

|  |  |  |
| --- | --- | --- |
| **Further/higher education:** | **Dates from/to:** | **Qualifications/grade:** |
|  |  |  |
|  **Secondary education:** | **Dates from/to:** | **Qualifications (date & grade):** |
|  |  |  |
| **Other relevant training, professional qualifications or work-related skills** |
|  |
| **Are you undertaking any course of study at present? (if so, please give details)** |
|  |
| **Do you have membership of any professional bodies? (if so, please give details)** |
|  |
| It is Middle Temple’s policy to verify the qualifications of all successful job applicants and you may be asked at a later stage in the recruitment process for your consent to checks being carried out. |

**D RELEVANT KNOWLEDGE, SKILLS & EXPERIENCE**

|  |
| --- |
| **Candidates are advised to read the Job Description & Person Specification. Selection for interview is based solely on the information you provide in this application and because this section requires you to clearly set out how your knowledge, skills & experience make you suitable for the post, it is extremely important in deciding whether you will be invited to interview. You should address each part of the Person Specification *in order*, *using the numbered criteria in the Person Specification and clearly demonstrate how far you meet each one*. To do this, you should give examples where possible from previous jobs, volunteering, training etc that show the panel how far you meet each criterion. It will not be sufficient for example, to simply say, ‘I have experience of…’, ‘I am committed to…’ or ‘I am able to…’ etc.** **This section must be *no more than three sides of A4* and in a font no smaller than 10 point.** |
|  |

**E REFEREES**

Applicants should provide, in the space below, the names and addresses of two referees. The first should be your current or most recent employer and the second should be the employer prior to that. If you have not worked you may wish to give the names of teachers, lecturers or other professionals who are able to comment. The Middle Temple does not accept references from friends or relatives. Please do not leave any part of this section incomplete.

|  |  |
| --- | --- |
| **1. Name & job title:** | **2. Name & job title:** |
|   |  |
| **Address (inc. postcode):** | **Address: (inc. postcode)** |
|  |  |
| **Telephone number:** | **Telephone number:** |
|  |  |
| **Email:** | **Email**: |
|  |  |
| **Relationship to referee:** | **Relationship to referee:** |
|   |   |

Please note that references are only taken up for successful candidates after interview.

|  |  |  |
| --- | --- | --- |
| **T:\HR FOLDER\PROJECT WORK\Pension Consultation\CMYK logo no borders.jpg** | *For office use only:* |  |

**F PERSONAL DETAILS**

This section, and the Equal Opportunities Monitoring Form that follows, will be detached and not used in the shortlisting/selection process with one exception as outlined in *Disabilities* below.

|  |  |
| --- | --- |
| **Surname:** |   |
| **Forenames:** |   |
| **Current address:** |  |
| **Email address:** |  |
| **Day time telephone number:** |  |
| **Evening telephone number:**  |  |
| **Mobile telephone number:** |  |

|  |
| --- |
|  **Other Details** |
| What is the notice period required in your present post? |  |
| Do you have the right to work in the UK? | Yes [ ]  | No [ ]  |
| If you have a work permit, what is the date of expiry? |  |
| Where did you see the advertisement for the post? |  |
| **Rehabilitation of Offenders Act 1974 -** Do you have any convictions or cautions that you consider are NOT SPENT or actions pending? | Yes [ ]  | No [ ]  |
| If YES, please give details. |  |

|  |
| --- |
| **The Equality Act 2010 -** defines a disability as a ‘physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities’. The Middle Temple has a commitment to shortlist for interview all applicants who indicate in their application that they have a disability and who demonstrate that they meet all of the criteria in the person specification. |
| Do you have a disability? | Yes [ ]  | No [ ]  |

**G DATA PROTECTION & DECLARATION**

Information from this application may be processed for purposes registered by the Employer under the General Data Protection Regulations (GDPR) 2018. Individuals have on written request [& on payment of a fee] the right of access to personal data held about them. Any false, incomplete or misleading statements may lead to dismissal.

I declare that the information given in this application is to the best of my knowledge complete and correct and consent to the Middle Temple processing the data supplied for the purpose of recruitment and selection.

|  |  |
| --- | --- |
| **Signature:** | **Date:** |
|   |  |

Please send your completed application and Equal Opportunities Monitoring Form (by the closing date) to **recruitment@middletemple.org.uk** or via post to Human Resources Department, The Honourable Society of the Middle Temple, Ashley Building, Middle Temple Lane, London EC4Y 9BT.

****

**EQUAL OPPORTUNITIES MONITORING FORM**

The Middle Temple is committed to equality in employment. Our aim is to ensure equality for all existing and prospective employees and will not discriminate either directly or indirectly because of race, sex, sexual orientation, gender reassignment, religion or belief, marital or civil partnership status, age, disability, or pregnancy and maternity. The information you provide will be used for statistical and monitoring purposes only. It will be treated in confidence and is subject to the provisions under the current Equality Legislation and GDPR. If completing electronically double-click [ ]  & select, ‘Checked’ to indicate your response.

|  |  |
| --- | --- |
| **LAST NAME:** |   |
| **FIRST NAME:** |   |
| **DATE OF BIRTH:** |  |
| **POST APPLIED FOR:** |  |

1. **Gender - Which of the following best describes your gender?**

|  |  |  |  |
| --- | --- | --- | --- |
| Male [ ]  | Female [ ]  | Prefer not to say [ ]  | Prefer to self-describe [ ]  |
| Option to self-describe: |  |

1. **Sexual Orientation - Which of the following best describes your sexual orientation?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Bi [ ]  | Gay / Lesbian [ ]  | Heterosexual / Straight [ ]  | Prefer not to say [ ]  | Prefer to self-describe [ ]  |
| Option to self-describe: |  |

1. **Gender Identity – Do you identify as trans?**

|  |  |  |  |
| --- | --- | --- | --- |
| Yes [ ]  | No [ ]  | Prefer not to say [ ]  | Prefer to own term [ ]  |
| Option to self-describe: |  |

|  |  |
| --- | --- |
| 1. **Ethnicity – what is your ethnic group?**
 | 1. **Religion & belief – what is your religion?**
 |
| [ ]  Arab[ ]  Asian or Asian British: Indian[ ]  Asian or Asian British: Pakistani[ ]  Asian or Asian British: Bangladeshi[ ]  Asian or Asian British: Chinese[ ]  Asian or Asian British: Other[ ]  Black or Black British: African[ ]  Black or Black British: Caribbean[ ]  Black or Black British: Other[ ]  Mixed: White & Black Caribbean[ ]  Mixed: White & Black African[ ]  Mixed: White & Asian[ ]  Mixed: Other[ ]  White: British[ ]  White: Irish[ ]  White: Other[ ]  Other ethnic group or you prefer an alternative definition, please specify: [ ]  Prefer not to say | [ ]  Buddhist[ ]  Christian[ ]  Hindu[ ]  Jewish[ ]  Muslim[ ]  Non-religious (atheist, Humanist etc)[ ]  Sikh[ ]  Other[ ]  Prefer not to say[ ]  Prefer to self-describe, please specify: [ ]  Prefer not to say |

1. **Disability – Do you consider yourself to have a disability?**

|  |
| --- |
| The Equality Act 2010defines a disability as a ‘physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities’. The Middle Temple has a commitment to shortlist for interview all applicants who indicate that they have a disability and who demonstrate that they meet all of the criteria in the person specification. |
| Do you have a disability? | Yes [ ]  | No [ ]  |
| If YES, please give brief details of the effects of your disability on your day-to-day activities, and any other information that may help us to accommodate your needs and meet our obligations under the Equalities Act 2010: |  |

1. **Dependents – Are you a Carer?**

|  |
| --- |
| Carers are people with caring responsibilities that have a substantial impact on their working lives. They provide care for or support disabled, elderly or sick partners, relatives or friends who are unable to care for themselves. |
| Are you a carer? | Yes [ ]  | No [ ]  | Prefer not to say [ ]   |

|  |  |  |  |
| --- | --- | --- | --- |
| Do you have responsibility for other dependants? (e.g. children) | Yes [ ]  | No [ ]  | Prefer not to say [ ]   |

1. **Age**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 16-24 [ ]  | 25-34 [ ]  | 35-44 [ ]  | 45-54 [ ]  | 55-64 [ ]  | 65+ [ ]  | Prefer not to say [ ]  |

**DATA PROTECTION & DECLARATION**

Information from this application may be processed for purposes registered by the Employer under the General Data Protection Regulations 2018. Individuals have on written request (& on payment of a fee) the right of access to personal data held about them. Any false, incomplete or misleading statements may lead to dismissal. **I consent to Middle Temple processing the data supplied in this application form for the purpose of recruitment and selection.**

|  |  |
| --- | --- |
| **SIGNATURE:** |   |
| **DATE:** |   |