



**Government of Samoa**

**RECRUITMENT AND SELECTION MANUAL  
FOR CHIEF EXECUTIVE OFFICERS AND  
CONTRACT EMPLOYEES IN THE SAMOA  
PUBLIC SERVICE**

**PUBLIC SERVICE COMMISSION**

**2011**



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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## FOREWORD

The purpose of this manual is to provide a factual and clear guide to recruitment and selection for all Chief Executive Officers (CEOs) and Contract Employees in the Samoa Public Service. This does not pre-empt the Commission's role in view of its mandatory responsibilities.

Recruitment and selection (R&S) is a critical part of human resource management and can have a real effect on the effectiveness and efficiency of the Samoa Public Service. The manual highlights the process underpinning the recruitment and selection for senior executives within the public service employed under contractual basis. The R&S process is based on fundamental principles of merit and procedural fairness.

For the purposes of this manual, the R&S processes for CEO and Contract Employees are documented separately to reflect the distinction in levels of accountabilities for the two processes.

The Public Service Commission is responsible for administering the R&S process for employment of CEOs and contractual employees under the Public Service Act 2004. For CEO recruitment, the Commission is instrumental in managing the R&S process and reports accordingly to the Prime Minister for its decision making. Recruitment and selection for contractual employees are managed and approved by the Commission in line with the process and procedures outlined herein.

For further information or assistance regarding the recruitment and selection of CEOs and Contract Employees in the Samoa Public Service, please contact the Senior Executive Services Section of the Public Service Commission.



**Chairman**  
Public Service Commission



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## Table of Contents:

1. Foreword.....	1
2. Glossary of Terms.....	5 - 6
3. Principles and Values guiding Recruitment & Selection.....	7
4. Part A: Chief Executive Officers.....	8
Recruitment and Selection Flow Chart.....	8
Table of Responsibilities.....	9
Pre-Assessment.....	10
Vacancy Review.....	10
Review of position.....	10
Advertise the position.....	10
Receive Applications.....	11
Assessment.....	11
Selection Panel.....	11
Shortlist Applicants.....	12
Interview, Selection Evaluation & Recommendation.....	13
Selection Decision.....	14
Post Assessment.....	14
Offer of Employment. ....	14
Offer of Employment Accepted.....	14
Offer of Employment Declined.....	15
Signing of Contract of Employment.....	15
5. Part B: Contract Employees.....	16
Recruitment and Selection Flow Chart.....	16
Table of Responsibilities.....	17-18
Pre-assessment.....	19
Vacancy Review.....	19
Review/Formulate Job Description.....	19
Advertise Position.....	20
Receive Applications.....	20
Assessment.....	21
Selection Panel.....	21
Shortlist Applicants.....	22
Interview.....	24
Selection Evaluation & Recommendation.....	26
Selection Decision.....	27
Performance Review.....	27
Post-Assessment.....	28
Offer of Employment.....	28
Offer of Employment Accepted.....	29



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

Offer of Employment Declined.....	29
Signing of Contract of Employment.....	29
<b>6. Letters .....</b>	<b>31</b>
Letter 1: Comments of CEO JD (Samoan) .....	32
Letter 2: Notification of CEO position being advertised (Samoan) .....	33
Letter 3: CEO application acknowledgement.....	34
Letter 4: Notify Panel members.....	35
Letter 5: Vacancy File to panel member.....	36
Letter 6: CEO successful shortlisting.....	37
Letter 7: CEO unsuccessful shortlisting.....	38
Letter 8: CEO Offer of Employment (Samoan) .....	39
Letter 9: CEO commencement date (Samoan) .....	40
Letter 10: CEO unsuccessful interview .....	41
Letter 11: CEO decline of Offer.....	42
Letter 12: CEO comments on JD.....	43
Letter 13: Notification of position being advertised.....	44
Letter 14: Contract Employees application acknowledgement.....	45
Letter 15: Vacancy File to CEO.....	46
Letter 16: IPM invitation.....	47
Letter 17: Vacancy File to IPM.....	48
Letter 18: Contract Employees Successful Shortlisting.....	49
Letter 19: Contract Employees Unsuccessful Shortlisting.....	50
Letter 20: Commission Decision.....	51
Letter 21: Contract Employees Offer of employment.....	52
Letter 22: Contract Employees commencement date.....	53
Letter 23: Contract Employees unsuccessful interview.....	54
Letter 24: IPM Thank you.....	55
Letter 25: Contract Employees decline of offer.....	56
<b>7. Templates .....</b>	<b>57</b>
Template 1: CEO position media advertisement .....	58
Template 2: Detail Sheet.....	59
Template 3: Interview Schedule.....	60
Template 4: CEO Interview Report (Samoan) .....	61-62
Template 5: R&S Efficient Timeline.....	63
Template 6: Contract Employees advertisement in the media.....	64
Template 7: Selection Panel's Interview Report.....	65-66
Template 8: Majority/Minority Report.....	67-68
Template 9: Information and Decision (ID) Report.....	69-70
Template 10: Guidelines for Preparation of Performance Contracts.....	71-77
Template 11: Performance Agreement.....	78-79
Template 12: Performance Review.....	80-81
Template 13: Appointment of second ranked applicant ID.....	82-83
<b>8. Forms.....</b>	<b>84</b>
Form 2: Application Form.....	85-88
Form 3: Shortlisting Form.....	89-90



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

Form 4: Individual Applicant Assessment Form.....91-92  
Form 5: Selection Outcome Report.....93-94

**9. Appendices.....95**

**Appendix 1: CEO Application Pack**

Form A: CEO Authorization Form.....96  
Form B: CEO How to apply.....97-98  
Form C: CEO Job Description.....99  
Form D: CEO Self Assessment Form.....100-104  
CEO R&S Flowchart.....105

**Appendix 2: Contract Employees Application Pack**

Form E: Contract Employees - Job Description.....106  
Form F: Contract Employees - How to apply.....107-108  
Form G: Contract Employees - Authorization Form.....109  
Contract Employees R&S Flowchart..... 110  
Form 2: Application Form.....111-114

**10. Guidelines**

Guideline 1: Late applications.....115  
Guideline 2: Conflict of Interest.....116



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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## GLOSSARY OF TERMS

### ***Cabinet***

The Cabinet of Ministers which is empowered with Executive power by Article 32 of the Constitution.

### ***Chief Executive Officer or CEO***

The Head of Department of a Ministry and includes the head of a Constitutional authority.

### ***Circular***

Public Service Official Circular referred to in section 71 of the Public Service Act 2004.

### ***Commission***

The Public Service Commission constituted under Article 84 of the Constitution.

### ***Conflict of Interest (COI)***

A conflict of interest exists where an employee's private interests, both financial and personal, could conflict with their official duties such that an independent observer might reasonably question whether the professional actions or decisions of that person are influenced by their own interests.

### ***Contract Employee***

An employee employed in a contract position under section 30 and 31 of the Public Service Act 2004.

### ***Contract Position***

A position determined to be a contract position under section 29 of the Public Service Act 2004.

### ***Delegate***

Person to whom the Commission or the CEO has delegated authority to exercise the Commission's or CEO's powers

### ***Detail Sheet***

A brief summary of an applicant's personal details, academic background, employment history, referees and any additional information to assist the Selection Panel with the recruitment and selection process.

### ***Incumbent***

Person that currently occupies a particular position.

### ***Job description***

The written document detailing the tasks, duties, responsibilities and working conditions assigned by the CEO, pursuant to the Act, which are required to be performed by an employee.

### ***Merit***

Section 36 of the Act provides that the merit of a person in relation to a position must be assessed on the basis of:

- (a) the skills and abilities;
- (b) educational qualifications;



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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- (c) experience and past work performance; and
  - (d) personal attributes,
- of the person that are relevant to the selection criteria for the position.

### ***Ministry***

A Ministry specified in the Schedule to the Ministerial and Departmental Arrangements Act 2003 (other than the Ministry of Police, Prison and Fire Service) and includes a Constitutional authority.

### ***Procedural Fairness***

The concept of procedural fairness has two fundamental principles:

- A person directly affected by an impending decision must be afforded a fair hearing prior to that decision being made;
- The decision maker needs to act without bias in exercising his/her responsibilities.

### ***Public Service***

The public service constituted by Section 20 of the Public Service Act 2004.

### ***PS Act 2004***

Samoa Public Service Act 2004

### ***Prime Minister***

The Prime Minister of Samoa

### ***Qualification***

The minimum level of formal education or experience, including recognition by or registration with a professional organization, that a person must possess to enable them to be employed at a particular classification or designation level.

### ***Relevant CEO***

In relation to an employee or a position, means the CEO of the Ministry in which the employee works, or the CEO of the Ministry in which the position is located.

### ***Remuneration Tribunal***

The Tribunal established by section 4 of the Remuneration Tribunal Act 2003.

### ***Responsible Minister***

In relation to a Ministry means the Minister for the time being responsible for that Ministry.

### ***Selection Criteria***

The selection criteria must include skills (interpersonal or functional) knowledge, experience, formal qualification and professional affiliations. A person is required to meet the above to enable them to perform the duties of that particular job. The importance of each criterion should be weighted according to the job requirements and must reflect the primary objectives and specific responsibilities and duties of the job.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PRINCIPLES AND VALUES GUIDING RECRUITMENT AND SELECTION

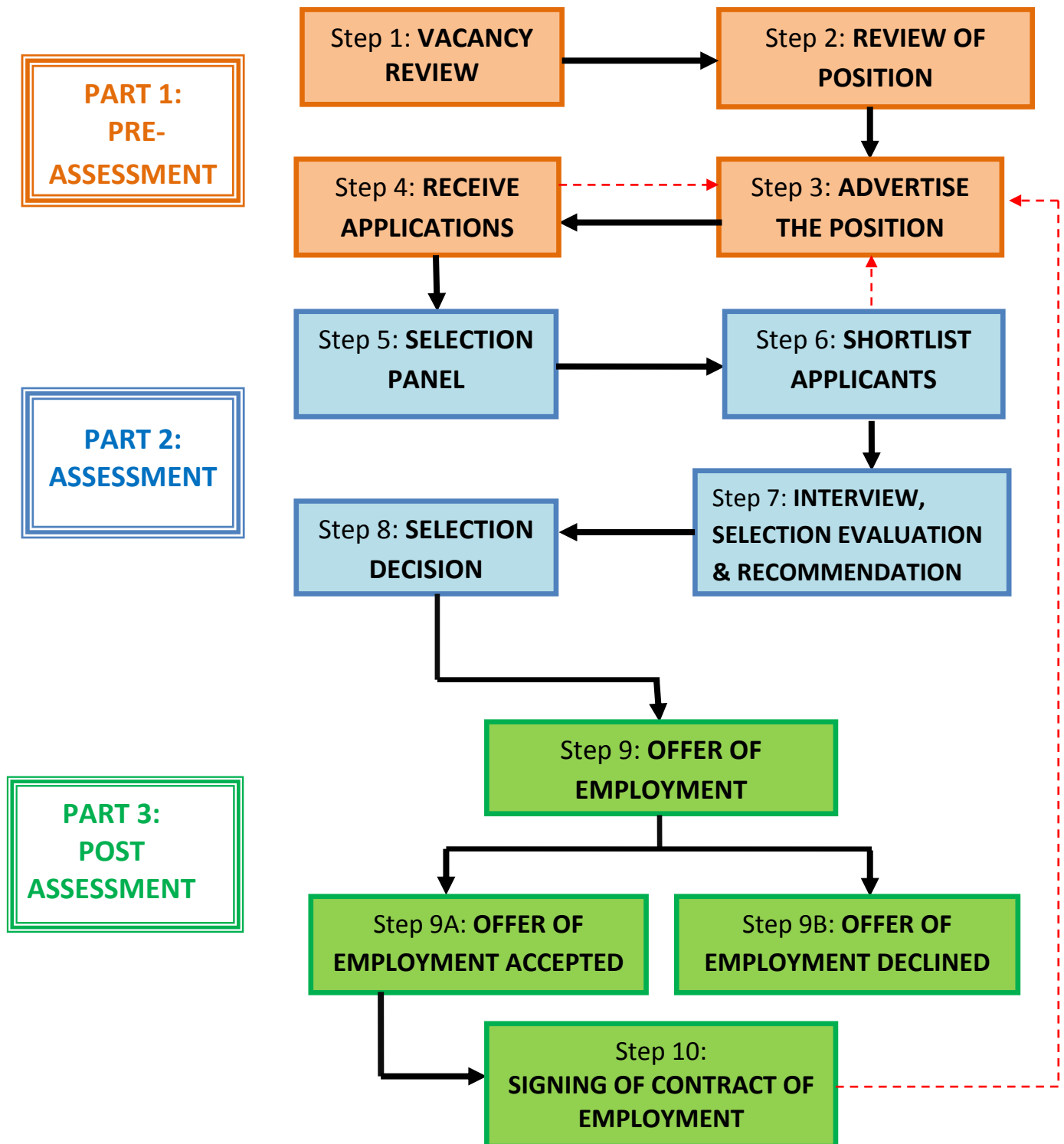
The following principles and values shall apply in the selection of contract employees in the Samoa Public Service.

<b>Principles and Values</b>	<b>How these are incorporated into the process</b>
<b>Merit</b> s.36 and s.18(a)	<ul style="list-style-type: none"><li>▪ Appointments to contract positions to be made on the basis of merit as stated in Section 18(a) and defined in Section 36 of the Public Service Act 2004.</li></ul>
<b>Fairness</b> s.18(b)	<ul style="list-style-type: none"><li>▪ Decisions on employment matters must be made fairly and properly.</li><li>▪ The use of an independent member on the Selection Panel in addition to the relevant CEO or delegate and the PSC Secretary or delegate.</li></ul>
<b>Impartiality</b> s.17(b)	<ul style="list-style-type: none"><li>▪ Acting without fear or favor when making recruitment decisions.</li><li>▪ Making decisions based on merit.</li></ul>
<b>Respect</b> s.17(d)	<ul style="list-style-type: none"><li>▪ Treating members of the public with respect.</li><li>▪ Not giving a person special treatment of favors because of their social status.</li></ul>
<b>Transparency</b> s.17(e)	<ul style="list-style-type: none"><li>▪ Being clear and open in decision making and reasons on which those decisions were based.</li><li>▪ Being able to share organizational information without disclosing confidential information.</li></ul>
<b>Accountability</b> s.17(f)	<ul style="list-style-type: none"><li>▪ Knowing what you are responsible for delivering.</li><li>▪ Being prepared and able to explain the reason for actions taken and responsibility for those actions.</li></ul>
<b>Efficiency and Effectiveness</b> s.17(g)	<ul style="list-style-type: none"><li>▪ Making good recruitment selection decisions to achieve the Ministry's objectives as set out in Corporate and Management Plans.</li><li>▪ A recruitment and selection process that takes minimum amount of time whilst maintaining procedural fairness ensuring that the 'right' person for the job is selected.</li></ul>



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART A: CHIEF EXECUTIVE OFFICERS R&S FLOWCHART





**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**CEO R&S - TABLE OF RESPONSIBILITIES**

<i>Who</i>	<i>Responsibilities</i>
Cabinet	<ul style="list-style-type: none"> <li>i. Appoints the Selection Panel.</li> <li>ii. Deliberates on any issues proposed against the Job Description, position remuneration, draft contract of employment or related details of a CEO position and approves accordingly.</li> <li>iii. Determine a CEO appointment.</li> <li>iv. Decide on the next course of action if the Offer of Employment is declined by the initial appointee or in rare circumstances whereby the due date of the appointee's response to the offer has lapsed and the appointee could not be contacted.</li> </ul>
Office of the Public Service Commission/ Senior Executive Services Section	<ul style="list-style-type: none"> <li>i. Liaise with the Prime Minister, Responsible Minister and Minister of PSC for comments/amendments to the CEO JD prior to advertisement.</li> <li>ii. Informs the incumbent of plans to proceed with advertisement of the CEO position and remind of his/her end of contract date.</li> <li>iii. Advice Cabinet upon request on changes proposed against the Job Description, terms and conditions and other related details relating to the CEO position.</li> <li>iv. Prepares the advertisement of CEO positions and bears all costs incurred.</li> <li>v. Lead and manage the recruitment process from pre-assessment to post-assessment phase.</li> </ul>
Prime Minister/Responsible Minister/PSC Minister	<ul style="list-style-type: none"> <li>i. Peruse JD or related details of CEO position and advise PSC accordingly if there are no changes required.</li> <li>ii. If changes are requested and warrants Cabinet approval, Responsible Minister to put through a request to Cabinet and for PSC and Remuneration Tribunal to provide advise if required.</li> <li>iii. Endorse the advertisement of the CEO position.</li> </ul>
Remuneration Tribunal	<ul style="list-style-type: none"> <li>i. Advises Cabinet (if required) on any changes proposed against the CEO position which affects the remuneration.</li> </ul>
Selection Panel	<ul style="list-style-type: none"> <li>i. In a situation where a Panel member declares a conflict of interest, the Chairman is responsible for liaising with the Prime Minister on a replacement.</li> <li>ii. Decides on a re-advertisement of the position if the caliber of applicants received is assessed to be inadequate to satisfy the position.</li> <li>iii. Conduct shortlisting of applicants.</li> <li>iv. Conduct Referee checks of applicants when required.</li> <li>v. Conduct the interviews.</li> <li>vi. Prepare and present an Interview Report to Cabinet with top three ranked nominees.</li> </ul>



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART A: CHIEF EXECUTIVE OFFICERS

### PRE-ASSESSMENT

#### STEP 1: VACANCY REVIEW

- i. When a Chief Executive Officer (CEO) position is vacant or newly established or the incumbent's contract term ends in six (6) months time, the Senior Executive Services (SES) of the Office of the Public Service Commission (PSC) prepares and sends the latest Job Description (JD) and Selection Criteria to the Prime Minister, Responsible Minister and the Minister of PSC, for comments and any suggested amendments prior to advertisement (refer to Letter 1 "Comments on CEO JD").
- ii. If the position at hand is currently occupied, the incumbent must also be informed of plans to proceed with the R&S process pending the comments from the Responsible Minister, Prime Minister and the Minister of PSC. The incumbent must be further reminded of the completion date of his/her contract (refer to Letter 2 "Notification of CEO position being advertised").
- iii. If the Responsible Minister and Prime Minister determines the need for a change in the JD<sup>1</sup> or related details, PSC to check and endorse accordingly. In this case go to **Step 2**.
- iv. If no changes are required and the Responsible Minister and Prime Minister endorse the advertisement of the position, go to **Step 3**.

#### STEP 2: REVIEW OF POSITION

- i. If changes to the position involve or affect the terms and working conditions of the contract, the Responsible Minister may put forth a request to Cabinet for approval. PSC provides advice to Cabinet on the matter if required.
- ii. If the changes to the position affect the remuneration of the position, the Responsible Minister may put forth a request to Cabinet for approval. Cabinet may seek advice from the Remuneration Tribunal prior to making a decision.
- iii. The position is advertised if no other alterations are required and the need to fill the vacancy is existent; for advertisement, proceed to **Step 3**.
- iv. If Cabinet decides on a different action, proceed accordingly as directed.

#### STEP 3: ADVERTISE THE POSITION

- i. The finalized JD is prepared for advertisement in the Special Advertisement Issue of the Public Service Official Circular (PSOC) for a period of **4 weeks**.
- ii. PDF copies of the Application Package for the CEO position (refer to Appendix 1 "CEO Application Pack") is referred to the Human Resource Management and Information System (HRMIS) Section of PSC for inclusion in the next available PSOC Issue. This facilitates advertisement on the PSC website and allows for easy access by interested candidates on-island and off-island.
- iii. The Corporate Services Division of PSC to advertise the same position widely in other media (newspapers, TV, radio and so forth) for 4 weeks and ensure that closing dates are same with that given in the PSOC (refer to Template 1 "CEO position media advertisement").

#### **Note:**

- *The Public Service Commission bears all expenses incurred in the advertisement of CEO positions.*
- *All applications to be addressed to the Chairman of the PSC.*

<sup>1</sup> JD review would mean a major change of duties and tasks resulting from an extensive organizational restructuring.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART A: CHIEF EXECUTIVE OFFICERS

### **Task:**

- *SES to prepare and compile 'CEO Application Pack' for the applicants to uplift from the Corporate Services Division of PSC.*

### **STEP 4: RECEIVE APPLICATIONS**

- All applications for the advertised CEO position must be submitted to PSC and addressed to the Chairman of PSC by close of business on the date stated in the advertisement.
- CEO applications submitted electronically must still submit a hard copy of the application
- Any application received after that time and date must be accompanied by a valid explanation for the late submission and is subject to the Selection Panel's discretion for inclusion in the process (refer to Guideline 1 "Late applications").
- All applications received will be compiled in four (4) sets of vacancy files by the Records Section and SES.
- The SES Section will then:
  - Acknowledge the receipt of individual applications (refer to Letter 3 "CEO application acknowledgement").
  - Refer the Vacancy Files to the Chairman of PSC and seek advice on notification of the Panel Members.
- In the event that no applications were received at the close of advertisement, the Chairman of PSC is informed with recommendation to re-advertise if appropriate. If position is re-advertised, go back to **Step 3**.

### **Task:**

- *SES to Compile Detail Sheet (refer to Template 2 "Detail Sheet") from PSC Personnel Files, applicant's curriculum vitae (CV) and other information included in their application.*

### **Note:**

- *A hard copy of an electronically submitted application received after the due date may be accepted given the electronic copy was received on time.*

## **ASSESSMENT**

### **STEP 5: SELECTION PANEL**

- Upon receipt of vacancy files, the Chairman directs to notify Panel Members of the following: (refer to Letter 4 "Notify Panel Members").
  - Availability to attend the R&S process;
  - Applicants for the position.
- If a Conflict of Interest (COI) is identified against any of the applicants, the Chairman of the Selection Panel to liaise with the Prime Minister and make arrangements for another Panel Member to attend the R&S process; for this go back to **Step 5(i)** (refer to Guideline 2 "Conflict of Interest").
- If no COI is identified, the Chairman to set a date, time and venue to conduct shortlisting.
- SES to contact all panel members for their availability for shortlisting based on the above.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART A: CHIEF EXECUTIVE OFFICERS

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- v. The Selection Panel comprises of the Chairman of the Public Service Commission who is also the Chairman of the Panel, the Chairman for the Remuneration Committee and a suitable member from the Private Sector or as advised by Cabinet from time to time (IPM).
- vi. Upon finalization of the availability of the Selection Panel, the vacancy files are referred to individual panel members for perusal (refer to Letter 5 “Vacancy File to Panel Member”) and enclosing the following:
  - Detail Sheet
  - Job Description
  - Flowchart of R&S process
  - Organizational Chart
  - Available Performance Review Reports for the incumbent (if the incumbent applied.)

#### **STEP 6: SHORTLIST APPLICANTS**

- i. On the set date of shortlisting, the Selection Panel meet to carry out the short listing process.
  - a) Applicants who in the opinion of the Selection Panel satisfy the Selection Criteria are shortlisted for an interview; go to **Step 6(ii)**.
- OR**
- b) If the Panel determines that the caliber of applicants received do not satisfy the position or if there is an inadequate pool of applicants, the Selection Panel can advise for the position to be re-advertised. In this case, go back to **Step 3**.
- ii. To attain a guarantee on the current work performance of the shortlisted applicants, a referee check is advisable.
- iii. The overall aim of seeking referee reports is to obtain or confirm factual information about past work history of the applicant, verify information presented in the application and an assessment of his/her suitability for the position at hand. If the Selection Panel decide to conduct a reference check, go to Note “Referee Check” below; if not, proceed to **Step 6(iv)**. The Selection Panel may also conduct security checks if necessary provided the applicants are informed and written consent to the provision of such information. (Refer to Appendix 1 Form A “CEO Authorization Form”).
- iv. Upon the completion of the shortlisting, the Chairman is to set an interview date, time and venue based on their availability.
- v. Based on the confirmed time set by the Chairman for interviews, SES to arrange the Interview Schedule (refer to Template 3 “Interview Schedule”) according to the number of shortlisted applicants.
- vi. Send successful short listing letters to applicants (refer to Letter 6 “CEO successful shortlisting”).
- vii. Send unsuccessful shortlisting letters to applicants who were not shortlisted and indicate the selection criteria they did not meet or alternative reasons stated by the panel (refer to Letter 7 “CEO unsuccessful Shortlisting”).
- viii. An appropriate period (3 working days minimum) of notice should be given to all shortlisted applicants prior to the interview.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART A: CHIEF EXECUTIVE OFFICERS

### **Note: Referee Check**

- Referee reports must be attained for **shortlisted** applicants if it is to be used.
- The Chairperson of the Selection Panel is responsible for contacting referees and request written or oral references to indicate work performance, skills, knowledge, experience and behavior of the applicants. The referee can also be asked to verify factual information such as dates of employment, positions held, salary and attendance.
- Written references attained for the purpose of the interview must be valid for a period of up to 12 months (1 year) from closing date of advertisement.
- Once referee reports are attained, it should be read back to the referee to ensure comments are not misquoted or misinterpreted in any way.
- The referee should be informed that the substance of their comments will be relayed to the applicant for purposes of the interview.
- In clarifying attributes during the interview, the Selection Panel may choose to refer to references or comments by referees for clarification of skills, knowledge, experience and work performance and the like.
- The applicant has the right to reply to any negative comments or feedback put forth by referees (or non-recommended referees) and the Panel must afford this right to the applicant during the interview and not assume the referee (or non-recommended referee) is correct. This is the same case if the panel member knows of some negative information relating to the applicant. Such information should be put forth to the applicant for his/her comments during the interview in practice of procedural fairness. At the conclusion of the interview, referee reports must be included as part of the interview report.

### **STEP 7: INTERVIEW, SELECTION EVALUATION AND RECOMMENDATION**

- i. The Selection Panel conducts the interview(s) on the scheduled date.
- ii. At the completion of the interview(s) and the Selection Panel's deliberations, their recommendation is presented in an Interview Report to the Prime Minister (refer to Template 4 "CEO Interview Report").
- iii. The Panel's Interview Report must-
  - Highlight the top three (3) ranked applicants, if applicable, for an appointment to aid the Cabinet's decision.
  - Mention all the interviewed applicants and their qualifications, employment histories and experiences.
- iv. The Interview Report is then forwarded to the Prime Minister.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART A: CHIEF EXECUTIVE OFFICERS

### STEP 8: SELECTION DECISION

- i. Cabinet deliberates on the Interview Report and makes a decision on the appointment and conveys this accordingly in a Cabinet Directive (F.K)<sup>2</sup>.
- ii. Cabinet's decision on the appointment of the CEO is later endorsed by the Head of States<sup>3</sup>, upon confirmation of the Warrant of Appointment.

### POST ASSESSMENT

### STEP 9: OFFER OF EMPLOYMENT

- i. SES prepares and conveys the 'Offer of Employment' to the appointee, including the draft Contract of Employment for the position, whereby he/she is given five (5) working days to respond in writing (refer to Letter 8 "CEO Offer of Employment").
- ii. If the Offer of Employment is accepted within the five (5) working days, go to **Step 9A**. If the Offer is declined, go to **Step 9B**.
- iii. If the appointee proposes any changes to the draft Contract of Employment, a written request must be submitted to PSC.
- iv. PSC assesses any requests and determines level of authority to approve the proposed changes depending on the content. If need be, PSC can put up a paper to Cabinet for a decision.
- v. If the due date of response to the Offer of Employment lapses without a response or notification from the successful appointee, PSC to contact appointee and identify reason for delay in response. In rare circumstances whereby the appointee has not provided a response regarding the Offer of Employment and cannot be contacted, the decision is referred back to the Prime Minister.
- vi. Based on the circumstances of the case, if the identified delay of acceptance was outside of the appointee's control (e.g wrong address or communication barrier), go to **Step 9A**. If the Offer is declined, go to **Step 9B**.

#### **Note:**

- *An administrative error or lapse does not automatically discard the whole recruitment and selection process.*

#### **Task:**

- *SES to continuously follow up with the appointee to ensure his/her response is received within the specified timeframe.*

### STEP 9A: OFFER OF EMPLOYMENT ACCEPTED

- i. Once the successful appointee accepts the Offer of Employment, PSC should organize a commencement date.
- ii. PSC shall collaborate with the Ministry of the Prime Minister and Cabinet and the Office of the Attorney General to execute the Warrant of Appointment for the Head of State's endorsement to officialise the CEO appointment.

<sup>2</sup> F.K. means Fa'aiuga a le Kapeneta

<sup>3</sup> As per Section 12 (1) and 12 (2) of the PS Act 2004.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART A: CHIEF EXECUTIVE OFFICERS

- iii. The commencement date of the appointment shall be conveyed to the successful applicant through a memorandum from the Chairman of PSC (refer to Letter 9 “CEO commencement date”); go to **Step 10**.
- iv. SES to prepare and send unsuccessful interview letters to applicants as soon as the appointee accepts the offer and not later than five (5) working days from date of acceptance (refer to Letter 10 “CEO unsuccessful interview”).

#### **STEP 9B: OFFER OF EMPLOYMENT DECLINED**

- i. If the Offer of Employment is declined by the recommended applicant, a letter acknowledging his/her decision is submitted to PSC no later than five (5) working days from the date the offer was issued.
- ii. SES to acknowledge receipt of response to the offer (refer to Letter 11 “CEO decline of offer”) and advises the Chairman of decline of offer.
- iii. Chairman to notify the Prime Minister immediately and direction of next course of action is sought. This may include another appointment from the top three (3) ranked applicants. In this case go back to **Step 8**.
- iv. If Cabinet decides otherwise, PSC to proceed accordingly as directed.

#### **STEP 10: SIGNING OF CONTRACT OF EMPLOYMENT**

- i. Ultimately, SES to organize the contract signing between the Public Service Commission, on behalf of the Government of Samoa, and the Appointee to legalize and document the terms and conditions which the two parties have agreed on, which will govern the Appointee’s employment for the duration of his/her contractual term.
- ii. Contract to be signed prior to or on commencement date of appointment.

#### ***Tasks:***

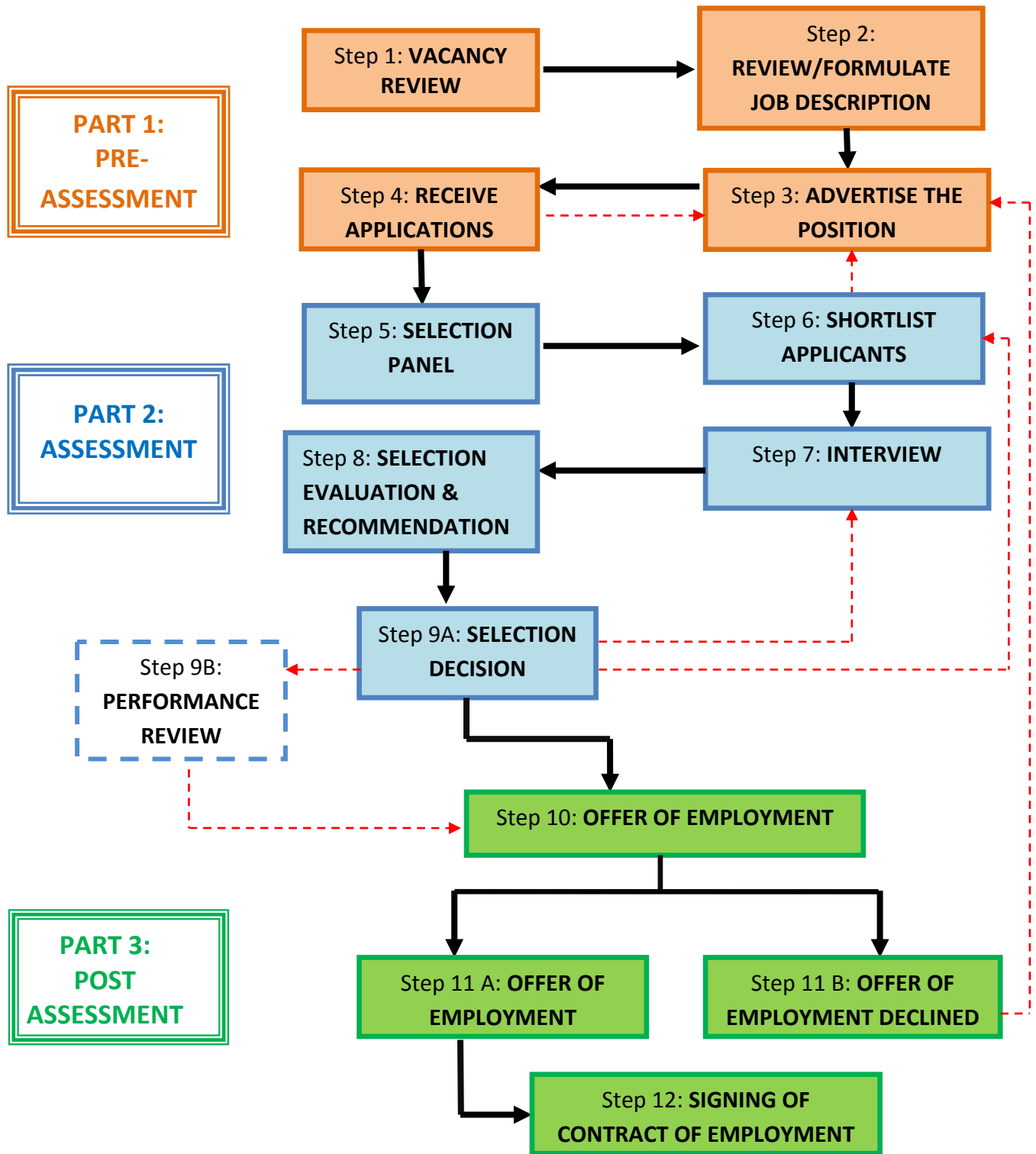
- 1) *Schedule a time of the Chairman of the Public Service Commission, the appointee and the Attorney General or delegate for signing the contract of employment.*
- 2) *Prepare 4 copies of the Contract of Employment and ensure the appointee’s full name, position title, Ministry and salary grade are correctly recorded.*
- 3) *Ensure attachments are also complete and correct :*
  - i. *Schedule A: Position Description*
  - ii. *Schedule B: Performance Agreement, Performance Review & Performance Reward.*

\* \* \*



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART B: CONTRACT EMPLOYEES R&S FLOWCHART





**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**CONTRACT EMPLOYEES R&S - TABLE OF RESPONSIBILITIES**

<i>Who</i>	<i>Responsibilities</i>
Chief Executive Officer/Head of Ministry	<ul style="list-style-type: none"> <li>i. Prepares advertisement of a vacant or newly established position upon Commission approval.</li> <li>ii. Reviews the job description (JD) if any changes are required, prior to advertisement of the position. Submit official request to PSC for any major changes proposed for the JD.</li> <li>iii. Comment on adequacy of pool of applicants.</li> <li>iv. Attend performance review consultation for the incumbent.</li> <li>v. Confirms the commencement date for the appointee.</li> <li>vi. Attend the contract signing for the appointee.</li> </ul>
Commission	<ul style="list-style-type: none"> <li>i. Secretary on behalf of the Commission oversees the administration of the recruitment and selection process for contract employees.</li> <li>ii. Directs the CEO of the relevant Ministry to commence the recruitment and selection process of a vacant/newly established position or of an occupied contract position that is due in 3 months time.</li> <li>iii. Deliberates on recommendation on Job Classification System and makes a decision accordingly.</li> <li>iv. Deliberates on the Selection Panel's recommendation for an appointment and makes a decision accordingly.</li> <li>v. Direct the next course of action if there is substantive proof that the R&amp;S process was unfairly carried out or the Selection Panel's recommendation was not based on merit.</li> <li>vi. Conduct the performance review consultation, deliberate on assessment and makes a decision on performance.</li> <li>vii. Endorses any proposed changes submitted by the appointee to the draft contract of employment.</li> <li>viii. Direct next course of action if approved appointee declines offer of employment.</li> <li>ix. Chairman of the Commission to sign contract of employment for the appointee.</li> </ul>
Human Resource Management Section	<ul style="list-style-type: none"> <li>i. Conducts review of proposed changes from the CEO under the Job Classification System (JCS) and submits recommendation to Commission for endorsement.</li> </ul>
Selection Panel	<ul style="list-style-type: none"> <li>i. In a situation where a panel member declares a conflict of interest, the Chairperson is responsible for arranging a replacement panel member.</li> <li>ii. Decides on the inclusion of late applications.</li> <li>iii. Conducts the shortlisting.</li> <li>iv. Decides on a re-advertisement of the position if the caliber of applicants received is assessed to be inadequate to satisfy the position.</li> <li>v. Conducts Referee checks of applicants when required.</li> <li>vi. Conduct the interviews.</li> </ul>



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

	<ul style="list-style-type: none"><li>vii. Chairperson of the Panel to prepare the Interview Report to Commission ensuring it's duly signed by all panel members.</li><li>viii. In a situation where there is no unanimous decision on an appointment, panelists to work through issues or submit Majority/Minority Reports to the Commission.</li></ul>
Senior Executive Services (SES)	<ul style="list-style-type: none"><li>i. Seeks CEO comments/amendments to the JD prior to advertisement.</li><li>ii. Informs the incumbent of plans to proceed with advertisement of the position and remind of his/her end of contract date</li><li>iii. Prepares the advertisement of the position and bears all costs incurred.</li><li>iv. Lead and manage the recruitment and selection process from pre-assessment to post-assessment phase.</li></ul>



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART B: CONTRACT EMPLOYEES

### PRE-ASSESSMENT

#### STEP 1: VACANCY REVIEW

- i. When a contract position is vacant or newly established, the Commission directs the Chief Executive Officer (CEO) to prepare advertisement of the position (provided no other matters remain to be addressed).
- ii. If the position at hand is currently occupied, the recruitment and selection (R&S) process commences three (3) months prior to the completion date of the incumbent's contractual term and is initiated by the Public Service Commission (PSC).
- iii. In the event one of the above occurs, the R&S process commences and the Senior Executive Services (SES) Section of PSC to proceed with the following steps:
  - a) Obtain the latest Job Description (JD) and Selection Criteria for the contract position and refer to the Relevant CEO for comments before proceeding with advertising the position (refer to Letter 12 "CEO comments on JD") and attach the 'R&S Efficient Timeline' (refer to Template 5).
  - b) Where there is an incumbent, he/she must also be informed of plans to proceed with the R&S process pending the Relevant CEO's comments on the JD and must be further reminded of the completion date of his/her contract (refer to Letter 13 "Notification of position being advertised").
  - c) If the CEO determines the need for a change in classification, salary, structure or the job description<sup>4</sup>, request submitted to PSC for consideration and approval prior to an advertisement. The assessment of this type of request may be considered under the 'Job Classification System' (JCS); in this case, go to **Step 2**.
  - d) If no changes are required and the relevant CEO supports the advertisement of the position, go to **Step 3**.

#### **Note: Contract positions without a Selection Criteria**

- *If the contract position does not have existing Selection Criteria, this can be drafted through noting the knowledge, skills and experience needed to carry out the duties of the position and compare with existing similar positions. Ultimately, the Selection Criteria must be endorsed by both the relevant CEO and the Commission.*

#### STEP 2: REVIEW/FORMULATE JOB DESCRIPTION

- i. Once the CEO submits the official request for a review under the Job Classification System (JCS), the Human Resource Management (HRM) Section of PSC conducts the relevant process as provided under the JCS Manual and submits a recommendation for the Commission's decision.
  - a. If the Commission declines proposed changes, the status of the position remains as is.

**OR**

  - b. If proposed changes are approved, affected job details are updated accordingly.
- ii. The Commission's decision for the request is conveyed to the Ministry and direction is given on the status of filling the position.

<sup>4</sup> JD review would mean a major change of duties and tasks resulting from an extensive organizational restructuring.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART B: CONTRACT EMPLOYEES

- iii. The position is advertised if no other alterations are required and the need to fill the vacancy is existent. For advertisement, proceed to **Step 3**, for re-submission of requested changes relating to the classification and the like, refer back to **Step 2i**.

### **Note: Reviewing Job Descriptions**

- *The Commission reserves the right to approve, monitor and regulate organizational structures, salary classifications and grading for positions within Government Ministries (Sections 22, 23 & 24 of the Public Service Act 2004).*
- *The Selection Criteria must adequately reflect the job requirements – knowledge, skills and experience and be classed as either ‘Essential’ or ‘Desirable’.*

### **STEP 3: ADVERTISE THE POSITION**

- The finalized JD is prepared for advertisement in the Public Service Official Circular (PSOC) for a period of **2 weeks**.
- PDF copies of the Application Package for the position (refer to Appendix 2 “Contract Employees Application Pack”) is referred to the Human Resource Management and Information System (HRMIS) Section of PSC for inclusion in the next available PSOC Issue. This facilitates advertisement on the PSC website and allows for easy access by interested candidates on-island and off-island.
- PSC will advertise the same position widely in other media (newspapers, TV, radio, Ministry website, and so forth) for 2 weeks (refer the Template 6 “Contract Employees advertisement in the media”).

### **Task:**

- *Print and furnish the PSC Corporate Services Section with copies of the ‘Contract Employees Application Pack’ for interested candidates to uplift and templates for the media advertisement.*

### **STEP 4: RECEIVE APPLICATIONS**

- All applications for advertised contract positions must be submitted to PSC and addressed to the Secretary by close of business on the date stated in the advertisement.
- Any applications received after that time and date must provide a valid explanation and are subject to the Selection Panel’s discretion for inclusion in the process (refer to Guideline 1 “Late applications”).
- All applications received will be compiled in a vacancy file by the Records Section of PSC and referred to the SES Section for processing.
- The SES Section will then:
  - 1) Acknowledge the receipt of individual applications (refer to Letter14 “Contract Employees application acknowledgement”); and
  - 2) Refer the Vacancy File to the relevant CEO for comments on whether the pool of applicants is sufficient (refer to Letter15 “Vacancy File to CEO”).
- In the event that no applications were received at the close of advertisement, the CEO is informed that position will be re-advertised. Go back to **Step 3**.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART B: CONTRACT EMPLOYEES

- vi. If the CEO requests another course of action, then that will be assessed in view of existing processes.

**Task:** Compile Detail Sheet (refer to Template 2 “Detail Sheet”) from PSC Personnel Files, applicant’s curriculum vitae (CV) and other information included in the application.

### ASSESSMENT

#### STEP 5: SELECTION PANEL

- i. PSC is responsible for identifying a suitable independent panel member and send letter of invitation. In the event the IPM is unavailable, the process in (i) is repeated until a suitable IPM is available.
- ii. A letter of invitation is sent to an identified IPM regarding the following: (refer to Letter 16 “IPM Invitation”)
  - (1) Seeking availability to be a panel member;
  - (2) Informing of the applicants for the position.
- iii. If a Conflict of Interest (COI) is identified against any of the applicants, arrangements are to be made for the nomination of another IPM (refer to Guideline 2 “Conflict of Interest”); for this go back to (i).
- iv. If no COI is identified, SES to contact all panel members for their availability and set a date, time and venue to conduct short listing.
- v. The Selection Panel must comprise of the following:
  - **Chairperson:** Secretary of PSC or delegate or another person appointed by the Commission.
  - **Panel Member:** Head of Ministry / CEO or delegate above the level of the vacancy.
  - **IPM:** someone from the Private Sector or separate Ministry with relevant and/or technical expertise of the position.
- vii. Upon finalization of the IPM, the vacancy file is referred for perusal and enclosing the following:(refer to Letter 17 “Vacancy File to IPM”)
  - Detail Sheet
  - Job Description
  - Flow chart of R&S process
  - Organizational Chart
  - Available Performance Review Reports for the incumbent (if the incumbent applied.)

#### **Notes:**

- It is preferable that members of the Selection Panel hold jobs **above the level** of the vacancy.
- It is advisable for the Selection Panel to comprise members of **both genders** regardless of the gender of the applicants to be interviewed.

#### **Tasks:**

- Remind Selection Panel of shortlisting process 2 days prior to the scheduled date and time.
- Prepare Shortlisting Form for Applicants (Form 3), Detail Sheet (Template 2) and JD for the Selection Panel.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART B: CONTRACT EMPLOYEES

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#### **STEP 6: SHORTLIST APPLICANTS**

- i. On the set date of shortlisting, the Selection Panel meet to carry out the shortlisting process.
  - 1) Applicants who in the opinion of the Selection Panel satisfy the Selection Criteria are shortlisted for an interview; go to **Step 6(ii)**.
  - 2) If the Panel determines that the caliber of applicants received do not satisfy the position or if there is an inadequate pool of applicants, the Selection Panel can recommend for the position to be re-advertised; in this case, go back to **Step 3** and note the following:
    - (a) If there are no changes made to the JD and/or Selection Criteria, the re-advertisement should note that previous applicants **need not** re-apply;**OR**
    - (b) If any changes are made to the JD and/or Selection Criteria, the re-advertisement should note that previous applicants **need** to re-apply. SES to notify previous applicants through letters, email, telephone or otherwise, that they need to re-apply.
- ii. To attain a guarantee on the current work performance of the shortlisted applicants, a referee check is advisable.
- iii. The overall aim of seeking referee reports is to obtain or confirm factual information about past work history of the applicant, verify information presented in the application and an assessment of his/her suitability for the position at hand. If the Selection Panel decides to conduct a reference check, go to Note “Referee Check”; if not, proceed to **Step 6(iv)**. The Selection Panel may also conduct security checks if necessary provided the applicants are informed and written consent to the provision of such information. (Refer to Appendix 2 Form G “Contract Employees Authorization Form”).
- iv. Upon the completion of the shortlisting, the Panel is to set an interview date, time and venue based on their availability.
  - v. Based on the confirmed time set by the Panel for interviews, SES to arrange Interview Schedule (refer to Template 3 “Interview Schedule”) according to the number of shortlisted applicants.
  - vi. Send successful shortlisting letters to applicants (refer to Letter 18 “Contract Employees successful shortlisting”).
  - vii. Send unsuccessful shortlisting letters to applicants who were not shortlisted and indicate the selection criteria they did not meet or alternative reasons stated by the panel (refer to Letter 19 “Contract Employees unsuccessful shortlisting”).
- viii. An appropriate period (3 working days minimum) of notice should be given to all shortlisted applicants prior to the interview.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART B: CONTRACT EMPLOYEES

#### **Note: Referee Check**

- Referee reports must be attained for **shortlisted** applicants if it is to be used.
- The Chairperson of the Selection Panel is responsible for contacting referees and request written or oral references to indicate work performance, skills, knowledge, experience and behavior of the applicants. The referee can also be asked to verify factual information such as dates of employment, positions held, salary and attendance.
- Written references attained for the purpose of the interview must be valid for a period of up to 12 months (1 year) from closing date of advertisement.
- Once referee reports are attained, it should be read back to the referee to ensure comments are not misquoted or misinterpreted in any way.
- The referee should be informed that the substance of their comments will be relayed to the applicant for purposes of the interview.
- In clarifying attributes during the interview, the Selection Panel may choose to refer to references or comments by referees for clarification of skills, knowledge, experience and work performance and the like.
- The applicant has the right to reply to any negative comments or feedback put forth by referees (or non-recommended referees) and the Panel must afford this right to the applicant during the interview and not assume the referee (or non-recommended referee) is correct. This is the same case if the panel member knows of some negative information relating to the applicant. Such information should be put forth to the applicant for his/her comments during the interview in practice of procedural fairness. At the conclusion of the interview, referee reports must be included as part of the interview report.

#### **Tip:**

- In the event that the Panel cannot find a mutual time of availability, another option is to circulate the short listing form for the Panel's individual assessments.

#### **Notes:**

- When arranging interview times, allow ten (10) to fifteen (15) minutes between interviews for Panel's discussions and note taking.
- No more than six (6) interviews to be scheduled in one day.
- It is unfair and inconsiderate to have the next applicant waiting after their scheduled time.
- The Selection Panel has the discretion to shortlist applicants who do not meet 'Essential Selection Criteria' if they foresee a limited pool of interested applicants after numerous re-advertisements.

#### **Tasks:**

- Call successful shortlisted applicants and inform them of their interview date and time to ensure they are aware of it.
- Urgent discharge of unsuccessful shortlisting letters **preferably** before the interview date; utilize email or arrange urgent delivery with the Records Section or alternatively.
- Remind Selection Panel of interview process 2 days prior to the scheduled date and time.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART B: CONTRACT EMPLOYEES

### STEP 7: INTERVIEW

- i. SES to prepare and furnish each of the Selection Panel with a copy of the following:
  - (1) Interview Schedule (Template 3)
  - (2) Individual Applicant Assessment Form (Form 4) (*Used until a new system is in place*)
  - (3) Selection Outcome Report (Form 5) - only one copy for the Chairperson.
  - (4) Detail Sheet (Template 2)
  - (5) JD and Selection Criteria
  - (6) Vacancy File
- ii. The Selection Panel should prepare and plan how they will carry out the interview by ensuring the following are in place:
  - Role of each panel member and the Chairperson.
  - Chairperson to allocate the weighting of scores for the Selection Criteria and leads the process.
  - Line of questioning to be asked and which panel member to ask what question based on expertise and selection criteria.
  - Each panel member to be responsible for following up on any inconsistencies presented in the application documents.
  - Each panel member to understand the *Individual Applicant Assessment Form* (Form 4) and be familiar with the rating scale.

#### **Notes:**

- *The Interview Room should be organized and set up to allow the applicant comfortable speaking distance and eye contact with the Selection Panel.*
- *Special equipments necessary for the interview should be set up and tested prior to the interview taking place.*
- *It is imperative that the Selection Panel maintains an open mind throughout the interview thus avoiding the pitfall of determining an applicant's suitability within the first few minutes.*

- iii. When all the preparations are set, the Selection Panel may commence with the interview.



**PART B: CONTRACT EMPLOYEES**

**Note: Interview Techniques:**

When conducting the interview, the Selection Panel can undertake the following techniques:

- **Warm up stage-** It is critical to establish a supportive environment where applicants feel comfortable and are able to reveal what they might bring to the position.
  - Panel members to introduce themselves by name and position title.
  - Overview of the interview process.
  - Ask relatively simple ‘settling in’ questions that are not discriminatory towards the applicant in any way.
  
- **Body of the interview**
  - Follow basic line of questioning as planned relating to position requirements and tasks of the position.
  - Begin with ‘open’ ended questions like: *why, how, where, when, what*. This encourages the applicant to open up and do most of the talking.
  - Use ‘close’ ended questions to allow for specific *YES or NO* type answers. Allows applicant to clarify points or used to wind up the interview after explanations presented with ‘open’ ended questions.
  - Selection Panel may wish to follow up critical points/issues identified from applications using ‘probing<sup>5</sup>’ type questions.
  - Use ‘behavioral’ questions to demonstrate with actual examples the applicant’s knowledge or skills in a specific situation *eg: “Tell me of an incident in your present or past position where...”*.
  - Use ‘situational’ questions to demonstrate how the applicant is trying to deal with a criteria or requirement for the position by using a scenario *eg: Provide a scenario of how the applicant would resolve a conflict of interest situation.*
  
- **Concluding stage**
  - This part aims at rounding off the questions by the Selection Panel members.
  - The applicant is encouraged to ask questions at this point and the selection panel members should respond accordingly.
  - Referee information and contact details are also confirmed with applicant being notified if there is intention of contacting non-nominated referees.
  - Advise applicant of process of informing him/her of selection decision.

<sup>5</sup>A question or series of follow-up questions which aim to elicit further response. Can be most valuable where applicant does not answer fully.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART B: CONTRACT EMPLOYEES

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- iv. During the interview, all panel members will complete the *Individual Applicant Assessment Form* (Form 4) to record their grading per applicant depending on the applicant's performance during the interview and in accordance to the pre-allocated points along each continuum.
- v. At the end of all interviews, each panel member will total their score for each applicant and date and sign at the bottom of their Form 4.

#### **STEP 8: SELECTION EVALUATION & RECOMMENDATION**

- i. Once the Selection Panel completes the interview, the Chairperson must ensure the following are completed **immediately** to document the selection outcome:
  1. *Form 5: Selection Outcome Report*  
To be signed by all panel members and entails the following:
    - Ranking of each applicant from 1 onwards based on the highest to lowest scores.
    - Name of recommended successful applicant.
    - Comments and endorsement by the Chairperson..
  2. *Selection Panel's Interview Report*  
To be completed by the Chairperson and signed by all Panel members and contains the following information: (refer to Template 7 "Selection Panel's Interview Report")
    - *Preamble*
      - Reason for initiation of R&S
      - Dates of advertisement of the position.
      - Number of applicants received.
    - *Attachments*
      - Forms 3-5
      - Any additional relevant documents used in the process
    - *Selection Panel*
      - Names and designations of Selection Panel.
    - *Shortlisting*
      - Names of shortlisted applicants.
      - Names of non-shortlisted applicants.
    - *Interview/Recommendation*
      - Comments on interviewees (skills and abilities, experience and past performance, personal attributes).
      - Table listing scores and ranking of each interviewee.
      - Recommended applicant for the position.
- ii. The Interview Report is signed by all panel members and submitted to the Commission.
- iii. If there are extensive differences in opinions between panel members, it is preferable that the issues are worked through thoroughly to determine whether or not a consensus can be reached.
- iv. If there is no consensus by the Selection Panel, Majority/Minority Reports are to be prepared by the relevant panel members with their alternative recommendation and submit to the Commission (refer to Template 8 "Majority/Minority Report").
- v. Upon receipt, the SES team prepares an analysis of the process and submit for the Commission's consideration.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART B: CONTRACT EMPLOYEES

### **Notes:**

- *The Selection Panel's Interview Report should be used to determine a recommendation for appointment by indicating the most suitable meritorious applicant.*
- *This information including other relevant material such as referee reports should be considered to determine the most meritorious applicant.*
- *All panel members must ensure that they are objective in their analysis of applicants.*

### **STEP 9A: SELECTION DECISION**

- Once the Interview Report is received from the Selection Panel with their recommendation, the SES Section is responsible for preparing an Information and Decision Report to the Commission for its decision (refer to Template 9 "Information and Decision (ID) Report").
- If the Commission approves the Selection Panel's recommendation and
  - the recommended applicant is a new appointment to the position, go to **Step 10**; or
  - the recommended applicant is the incumbent, SES is to ensure that the Performance Review for him/her is carried out and completed before the Commission can confirm the re-appointment; go to **Step 9B**.
- If the Commission does not approve the Selection Panel's recommendation, they will direct the next course of action accordingly.
- This may include re-advertising the position and re-commencing the process if there is substantive proof that the process was unfairly carried out and/or the decision for the recommended applicant was not based on merit.
- In this instance, a new Selection Panel must be arranged and previous applicants would be informed in writing of the status of the position and advised to re-apply if they meet all Essential Selection Criteria for the position (go back to **Step 3**).

### **STEP 9B: PERFORMANCE REVIEW**

- At the submission of the incumbent's Performance Review documents, SES to prepare a preliminary assessment of these against the incumbent's targets as submitted in his/her Performance Agreement for the previous year. Any major issues and/or achievements must be raised or noted during the consultation process.
- SES to arrange a mutual time for the Performance Review to take place.
- At the completion of the consultation, SES to prepare an Information and Decision (ID) report to the Commission noting the issues discussed and a recommendation of how the incumbent has performed against their set targets and goals.
- If the Commission is satisfied with the review and approves the re-appointment of the incumbent, go to **Step 10**.
- If the Commission is not satisfied with the review, proceed with their next directive accordingly in view of existing processes.



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## PART B: CONTRACT EMPLOYEES

### POST ASSESSMENT

#### STEP 10: OFFER OF EMPLOYMENT

- i. Once the Commission endorses and confirms the recommended appointment, a conveyance letter is sent to the relevant CEO informing him/her of the Commission's decision (refer to Letter 20 "Commission decision").
  - ii. Concurrently, the successful appointee is notified of the Commission's decision and is offered the position, attaching a draft copy of the Contract of Employment and JD for the appointee's consideration (refer to Letter 21 "Contract Employees Offer of Employment").
  - iii. The successful appointee is given five (5) working days to notify the Commission in writing of his/her intention to either accept or decline the offer.
  - iv. If the appointee accepts the offer within the five (5) working days, go to **Step 10A**.
  - v. If the appointee declines the offer, go to **Step 10B**.
  - vi. If the appointee proposes any changes to the draft Contract of Employment, SES acting on the advice of the Secretary, is to prepare an assessment of the changes proposed against existing legislations and policies and present to the Commission for consideration.
    - (a) If the Commission accepts the changes proposed, the appointee is informed of the decision and advised to confirm their acceptance of the offer or otherwise, within three (3) working days. If the appointee accepts the offer, go to **Step 10A**.
- OR**
- (b) If the Commission declines proposed changes, the appointee is informed of the decision and advised to confirm their acceptance of the offer or otherwise within three (3) working days. If the appointee accepts the offer and the original contract terms, go to **Step 10A**. If the appointee raises further queries/changes, go back to **Step 10(vi)**.
- vii. If the due date of response to the Offer of Employment lapses without a response or notification from the successful appointee, SES to contact appointee and identify reason for delay in response.
- viii. Based on the circumstances of the case, if the identified delay of acceptance was outside of the appointee's control (e.g wrong address or communication barrier), go to **Step 10A**. If the Offer is declined, go to **Step 10B**.

#### **Note:**

- *An administrative error or lapse does not automatically discard the whole recruitment and selection process.*
- *In rare circumstances whereby the Appointee has not provided a response regarding the Offer of Employment and can not be contacted, the decision may be referred back to the Commission.*

**Task:** SES to continuously follow up with the appointee to ensure his/her response is received within the timeframe specified.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART B: CONTRACT EMPLOYEES

#### **STEP 10A: OFFER OF EMPLOYMENT ACCEPTED**

- i. Once the successful appointee accepts the Offer of Employment, contact the relevant CEO (in writing, email or phone call) and arrange the commencement date for the appointee.
- ii. SES to prepare the 'Commencement date letter' for the appointee and copy the relevant CEO (refer to Letter 22 "Contract Employees Commencement Date") and attach a copy of the 'Guidelines and Requirements for the preparation and negotiation of Performance Contract for Contract Employees' (refer to Templates 10, 11 and 12); go to **Step 11**.
- iii. SES to prepare and send unsuccessful interview letters to applicants as soon as the appointee accepts the offer and not later than five (5) working days from date of acceptance (refer to Letter 23 "Contract Employees unsuccessful interview").
- iv. Send 'Thank you' letter to IPM for their participation (refer to Letter 24 "IPM thank you").

#### ***Notes: Setting the appointee's commencement date***

- *The commencement date for the appointee cannot be prior to the date of the Commission Meeting in which the approval of the appointment was confirmed.*
- *If the appointee is from a different Ministry or outside the Service or overseas, consider they may need to fulfill a notification period to their current employment, when arranging their commencement date.*
- *The commencement date for the appointee can be set from the date the appointee accepted the offer and onwards depending on the CEO's advice whereby the appointee is onsite and working on the approved date.*

#### **STEP 10B: OFFER OF EMPLOYMENT DECLINED**

- i. If the Offer of Employment is declined by the recommended applicant, a letter acknowledging his/her decision is submitted to PSC no later than five (5) working days from the date the offer was issued.
- ii. SES to acknowledge receipt of letter (refer to Letter 25: 'Contract Employees decline of offer').
- iii. Upon receipt of a decline of offer, the Commission is notified immediately and direction of next course of action is sought. This may include appointing the second ranked applicant if he/she was assessed fairly high and capable, in which case the SES to prepare a brief ID to Commission (refer to Template 13 "Appointment of second ranked applicant ID") for their approval.

#### **STEP 11: SIGNING OF CONTRACT OF EMPLOYMENT**

- i. Ultimately, a 'Contract of Employment' is signed between the Appointee and the Commission, on behalf of the Government of Samoa, to document and legalize the terms and conditions which the two parties have agreed on which governs the Appointee's employment for the duration of his/her contractual term.
- ii. Contract to be signed prior to or on commencement date of appointment.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

### PART B: CONTRACT EMPLOYEES

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#### **Tasks:**

1. *Schedule a mutual available date and time of the Chairman of the Public Service Commission, the appointee, the relevant CEO and a lawyer from the Attorney General's Office for signing the contract.*
2. *Prepare 4 copies of the Contract of Employment and ensure the appointee's full name, position title, Ministry and salary grade are correct.*
3. *Ensure attachments are also correct and complete:*
  - i. *'Attachment 1': Commencement Date letter.*
  - ii. *'Schedule 1': Job Description.*
  - iii. *'Schedule 2': "Guidelines and Requirements for the preparation and negotiation of Performance Contract for Contract Employees".*
    - *Form 1 (Performance Agreement template)*
    - *Form 2 (Performance Review template)*

\* \* \*



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### LETTERS:

- Letter 1: Comments of CEO JD (Samoan)
- Letter 2: Notification of CEO position being advertised (Samoan)
- Letter 3: CEO application acknowledgement
- Letter 4: Notify Panel members
- Letter 5: Vacancy File to panel member
- Letter 6: CEO successful shortlisting
- Letter 7: CEO unsuccessful shortlisting
- Letter 8: CEO Offer of Employment (Samoan)
- Letter 9: CEO commencement date (Samoan)
- Letter 10: CEO unsuccessful interview
- Letter 11: CEO decline of Offer
- Letter 12: CEO comments on JD
- Letter 13: Notification of position being advertised
- Letter 14: Contract Employees application acknowledgement
- Letter 15: Vacancy File to CEO
- Letter 16: IPM invitation
- Letter 17: Vacancy File to IPM
- Letter 18: Contract Employees Successful Shortlisting
- Letter 19: Contract Employees Unsuccessful Shortlisting
- Letter 20: Commission Decision
- Letter 21: Contract Employees Offer of employment
- Letter 22: Contract Employees commencement date
- Letter 23: Contract Employees unsuccessful interview
- Letter 24: IPM Thank you
- Letter 25: Contract Employees decline of offer



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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**LETTER 1: COMMENTS ON CEO JD (SAMOAN)**

[Aso]

Hon. [IGOA O LE PALEMIA]

Hon.[IGOA O LE MINISITA O LE MATAGALUEGA]

Hon.[IGOA O LE MINISITA O LE OFISA O LE KOMISI O GALUEGA]

**FA'AGASOLOGA O LE FILIFILIGA O LE TOFIGA: OFISA SILI O PULEGA,  
MATAGALUEGA O [IGOA O LE MATAGALUEGA].**

I le agaga fa'aaloalo, e fa'ailoa atu ai i tou Afioga, o le a mae'a le tolu (3) tausaga o le tofiga o le Ofisa Sili o Pulega mo le Matagaluega o [IGOA O LE MATAGALUEGA] i le Aso \_\_\_\_\_.

Ua amata tapena le Komisi e fa'agasolo fuafuaga mo le fa'asalalauina o le avanoa mo le Ofisa Sili o Pulega o lea Matagaluega ae ua muamua ona sailia ni finagalo a ā outou Afioga i tiute ma agava'a mo'omia mo lenei avanoa. O lo'o limata'ita'ina galuega a le Komisi mo le fa'asalalauina o avanoa mo Ofisa Sili o Pulega e le FK (07) 05 o le Aso 14 o Fepuari 2007 ma o lo'o iai le naunautaiga e fia fa'agasolo fuafuaga mo le fa'asalalauina o lenei avanoa i totonu o le ono (6) masina o totoe o le tofiga.

O lo'o fuafua e fa'asalalauina fa'alaua'itele lenei avanoa i le **Aso** \_\_\_\_\_. Ua fa'apipi'i atu se ata fa'ata'ita'i o Tiute ma Agava'a mo'omia mo le avanoa ua taua i luga mo le silafia.

O le a tālia so outou finagalo i le mataupu ua lāgā ae le'i fa'asalalauina le avanoa i le aso ua atofaina.

Ma le fa'aaloalo lava,

\_\_\_\_\_  
[IGOA O LE TA'ITA'IFONO]

**TA'ITA'IFONO**

Ata : Pule Sili o le Matagaluega, Matagaluega o \_\_\_\_\_ [incumbent].



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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**LETTER 2: NOTIFICATION OF CEO POSITION BEING ADVERTISED (SAMOAN)**

[Aso]

Afioga \_\_\_\_\_  
Ofisa Sili, Matagaluega o \_\_\_\_\_

**FA'AGASOLOGA O LE FILIFILIGA O LE TOFIGA; OFISA SILI O PULEGA,  
MATAGALUEGA O [IGOA O LE MATAGALUEGA]**

I le agaga fa'aaloalo, e fa'ailoa atu i lau Afioga o le a mae'a le 3 (tolu) tausaga o lou tofiga i le avanoa o le Ofisa Sili o Pulega, Matagaluega o \_\_\_\_\_ i le Aso \_\_\_\_\_.

E tusa ai ma tulaga o le fa'asalalauina o tofiga mo Pule Sili o Ofisa ma Matagaluega a le Malo, ua iai le naunautai'ga a le Komisi e fia fa'agasolo fuafuaga mo le fa'asalalauina o lenei avanoa i totonu o le ono (6) masina o totoe o le tofiga.

Ona o tulaga nei, o lo'o fuafua le Komisi e fia fa'asalalauina fa'alau'itele lenei avanoa i le Aso \_\_\_\_\_ pe a talafeagai ma fuafuaga a le Alii Palemia ma le Minisita.

Ma le fa'aaloalo lava,

\_\_\_\_\_  
[IGOA O LE TA'ITA'IFONO]  
**TA'ITA'IFONO**

Ata: Hon. [IGOA O LE PALEMIA]  
Hon. [IGOA O LE MINISITA O LE MATAGALUEGA]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 3: CEO APPLICATION ACKNOWLEDGEMENT**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**APPLICATION FOR THE POSITION OF CHIEF EXECUTIVE OFFICER, MINISTRY OF  
[INSERT NAME OF MINISTRY]**

The Public Service Commission acknowledges receipt of your application for the above position. You will be advised of the progress of your application once the Selection Committee has completed the shortlisting process.  
Thank you for your interest in the above position.

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]  
**CHAIRMAN**



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### **LETTER 4: NOTIFY PANEL MEMBERS**

[INSERT DATE]

Afioga [INSERT NAME OF PANEL MEMBER]

[INSERT ADDRESS]

### **POSITION OF CHIEF EXECUTIVE OFFICER, MINISTRY OF [INSERT NAME OF MINISTRY]**

I kindly seek your availability to be a selection panel member for the position of Chief Executive Officer for the Ministry of [INSERT NAME OF MINISTRY]. Applications to the above position closed on [INSERT DATE]. The shortlisting process is anticipated to commence once the selection panel is finalised.

The applicants are listed below for your information and assessment of whether a possible conflict of interest exists and needs to be declared:

- 1.
- 2.
- 3.

Should you be available to proceed as a panel member, our Office will provide the vacancy file and arrange your availability for the shortlisting meeting.

Please inform the Senior Executive Services Division of our Office of your availability or otherwise to participate as a selection panel member no later than **[INSERT DATE]**

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]

**CHAIRMAN**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 5: VACANCY FILE TO PANEL MEMBER**

[INSERT DATE]

Afioga [INSERT NAME OF PANEL MEMBER]  
[INSERT PANEL MEMBER'S ADDRESS]

**VACANCY FILE FOR THE POSITION OF CHIEF EXECUTIVE OFFICER, MINISTRY OF  
[INSERT NAME OF MINISTRY]**

The Commission acknowledges receipt of your letter of [INSERT DATE OF LETTER] confirming your availability to participate as a Panel Member for the Recruitment and Selection of the above position.

Please find enclosed the Vacancy File for the above position and relevant documents to assist with your preparations. Our Office will coordinate a date for shortlisting based on the panel's availability.

The Senior Executive Services Section of our Office can be contacted should you need further information or assistance on the matter.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]  
**CHAIRMAN**

Atch: Vacancy File, JD, Detail Sheet, Flow chart of R&S process, Organizational Chart and past Performance Reviews for the incumbent.



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 6: CEO SUCCESSFUL SHORTLISTING**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**APPLICATION FOR THE POSITION OF CHIEF EXECUTIVE OFFICER, MINISTRY OF  
[INSERT NAME OF MINSITRY]**

The Selection Panel for the above position has considered your application and after assessing the applicants on the basis of Selection Criteria, wishes to advise that your application has been successful for short-listing.

Your interview will take place at the Public Service Commission's Office, 2<sup>nd</sup> Floor of the FMFM II Building on **[INSERT DATE AND TIME OF INTERVIEW]**

Thank you for your expression of interest in the above position.

The Senior Executive Services Section of our Office can be contacted if you require further information.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]  
**CHAIRMAN**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 7: CEO UNSUCCESSFUL SHORTLISTING**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**APPLICATION FOR THE POST OF CHIEF EXECUTIVE OFFICER, MINISTRY OF  
[INSERT NAME OF MINISTRY]**

The Selection Panel for the above position has considered your application and after assessing all applicants on the basis of the selection criteria, regrets to advise that your application is unsuccessful for shortlisting as you did not meet:

Selection Criteria # \_\_:

Thank you for expressing your interest in the above post.

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]  
**CHAIRMAN**



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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**LETTER 8: CEO OFFER OF EMPLOYMENT (SAMOAN)**

[ASO]

Susuga \_\_\_\_\_

**[TUATUSI]**

**AVANOA O LE OFISA SILI O PULEGA MO LE MATAGALUEGA O [IGOA O LE  
MATAGALUEGA]**

Ua ou tusi atu ona o le mataupu e pei ona fa'aulutalaina i luga.

E tusa ai ma le fa'aiuga a le Kapeneta o le aso \_\_\_\_\_ (F.K.\_\_\_\_) e fa'asilasila aloaia atu ai, ua fa'amanuiaina lau talosaga ma ua tofiaina oe i le tofiga o le Ofisa Sili o Pulega mo le Matagaluega o \_\_\_\_\_ mo le tolu (3) tausaga.

Ua fa'apipii atu le kopi o le Konekarate Faigaluega fa'apea le kopi o galuega ma tiute fa'atino o le avanoa mo lou silasila. E talosagaina lau Susuga ina ia tauaao mai sau tusi aloai'a e fa'ailoa mai ai lou taliaina o lea avanoa pe leai, ae le'i maea le aso [LIMA ASO FAIGALUEGA MAI LE ASO O LE TUSI (OFFER OF EMPLOYMENT)].

A maea ona fa'amautuina le tulaga ua taua i luga, o le a fa'apea ona tapenaina tulaga masani mo le fa'amamaluina o lou tofiga fou ma tālia le Pepa o le Tofiga (Warrant of Appointment) e fa'amaonia ma sainia e le Ao o le Malo. E fa'apea foi ona logoina atu lau Susuga i le aso ma le taimi e sainia ai lau Konekalate Faigaluega.

Mo nisi fa'amatalaga i vaega nei, e mafai ona fa'afeso'ota'i mai le matou Ofisa.

Fa'afetai

\_\_\_\_\_  
[IGOA O LE TA'ITA'IFONO]

**TA'ITA'IFONO**

Kopi: Afioga i le Minisita, Matagaluega o \_\_\_\_\_  
Afioga i le Minisita, Komisi o Galuega a le Malo  
Loia Sili, Ofisa o le Loia Sili

Pepa fa'apipi: Konekarate Faigaluega, kopi o galuega ma tiute fa'atino o le avanoa



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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**LETTER 9: CEO COMMENCEMENT DATE (SAMOAN)**

[ASO]

Susuga \_\_\_\_\_

**[TUATUSI]**

**ASO AMATA I LE AVANOA OFISA SILI O PULEGA MO LE MATAGALUEGA O IGOA  
O LE MATAGALUEGA**

Ua ou tusi atu e tusa ai ma lou taliaina o le avanoa o le Ofisa Sili o Pulega mo le Matagaleuga o \_\_\_\_\_, ma e logoina aloaia lau Susuga o le a amata fa'amamaluina lou tofiga i le aso \_\_\_\_\_ mo le tolu (3) tausaga.

Ua fa'apipii atu le *Schedule A*, o lo'o fa'apipii atu ai galuega ma tiute fa'atino o le avanoa lea sa fa'asalalauina ai. O le *Schedule B* o lo'o fa'apipii atu ai taiala ma faiga fa'avae mo le iloiloga o galuega fa'atino (*Performance agreement and review*) i le vaitaimi o le konekalate. E fautuaina lau Susuga e tatau ona fa'ao'o mai galuega fa'atino fuafuaina (*Schedule 1: Performance Agreement*) mo le tausaga muamua o lau Konekalate ae le'i mavae le fa (4) vaiaso talu ona e amata i lou tofiga fou.

Mo nisi fa'amatalaga i vaega nei, e mafai ona fa'afeso'ota'i mai le matou Ofisa.

E toe momoli atu ai le fa'amalo i lou tofiga fou.

Fa'afetai

\_\_\_\_\_  
[IGOA O LE TA'ITA'IFONO]

**TA'ITA'IFONO**

Kopi: Afioga i le Minisita, Matagaluega o \_\_\_\_\_  
Afioga i le Minisita, Komisi o Galuega a le Malo  
Loia Sili, Ofisa o le Loia Sili



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 10: CEO UNSUCCESSFUL**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**INTERVIEW FOR THE POSITION OF CHIEF EXECUTIVE OFFICER, MINISTRY OF [INSERT  
NAME OF MINISTRY]**

On behalf of the Selection Panel to the above position, I wish to convey my sincere appreciation for your expression of interest in the position of Chief Executive Officer, Ministry of [INSERT NAME OF MINISTRY] and for availing your time to be interviewed for this position.

However, Cabinet at its special meeting on [INSERT SPECIAL MEETING NUMBER] has finalized its decision and I regret to advise that your application has not been successful.

I thank you again for your time and expression of interest in the above position and wish you all the best with your future career aspirations.

Fa'afetai.

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]  
**CHAIRMAN**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 11: CEO DECLINE OF OFFER**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**POSITION OF CHIEF EXECUTIVE OFFICER, MINISTRY OF [INSERT NAME OF MINISTRY]**

I acknowledge receipt of your letter of \_\_\_\_\_ and the response therein to decline the offer of employment to the above position and notes your reason stated.

Thank you for your expression of interest in the above position and the Commission wishes you well in your future endeavors.

Fa'afetai.

\_\_\_\_\_  
[INSERT NAME OF CHAIRMAN]  
**CHAIRMAN**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 12: CEO COMMENTS ON JD**

[INSERT DATE]

The Chief Executive Officer  
[INSERT NAME OF MINISTRY]  
**APIA**

**JOB DESCRIPTION FOR THE POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF MNISTRY]**

The Office of the Public Service Commission wishes to advise that the above mentioned position within your Ministry, (currently occupied by \_\_\_\_\_ will officially end on \_\_\_\_\_.) *DELETE ACCORDINGLY*

To assist our Office in progressing with the Recruitment and Selection (R&S) process for this position, we seek your comments and any suggested amendments you may have with regards to the attached Job Description and Selection Criteria for this position. We will finalise the Job Description and proceed with advertisement upon receipt of your comments.

We would appreciate if you could submit your comments and any proposed amendments to our Office no later than [INSERT DUE DATE FOR COMMENTS] or at your earliest convenience.

Also attached is the proposed timeline for this R&S process for your due consideration and assistance in ensuring the process is completed in a timely manner.

The Senior Executive Services of our Office can be contacted should you need further assistance.

Fa’afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**

cc: [INSERT NAME OF INCUMBENT AND ADDRESS – *IF THERE IS AN INCUMBENT*]  
Attach: Job Description and R&S Efficient Timeline



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 13: NOTIFICATION OF POSITION BEING ADVERTISED**

[INSERT DATE]

[INSERT NAME OF INCUMBENT]  
[INSERT INCUMBENT'S ADDRESS]

**POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF  
MINISTRY]**

The Office of the Public Service Commission wishes to advise that your current contract as [INSERT NAME OF POSITION] for the Ministry of [INSERT NAME OF MINISTRY] will officially end on [INSERT COMPLETION DATE OF INCUMBENT'S CONTRACT].

Hence, please be informed that the recruitment and selection for this position is now underway to allow us ample time to progress and finalize the above position prior to the completion of your contractual term. Our Office will advertise the above position upon receipt of the Chief Executive Officer's comments on the Job Description.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**

cc: The Chief Executive Officer, Ministry of [INSERT NAME OF MINISTRY]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 14: CONTRACT EMPLOYEES APPLICATION ACKNOWLEDGEMENT**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**APPLICATION FOR THE POSITION OF [INSERT NAME OF POSITION], MINISTRY OF  
[INSERT NAME OF MINISTRY]**

The Office of the Commission acknowledges receipt of your application for the above position.

You will be advised of the progress of your application once all parties to the Selection Panel has completed the shortlisting process.

Thank you for expressing your interest in the above post.

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 15: VACANCY FILE TO CEO**

[INSERT DATE]

The Chief Executive Officer  
Ministry of [INSERT NAME OF MINISTRY]

**POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF  
MINISTRY]**

The Vacancy File for the above-mentioned position is enclosed for your information.

The position has been advertised in the Public Service Official Circular and widely in the Media and [INSERT NUMBER OF APPLICANTS RECEIVED] applications were received at the closing date of advertisement.

To assist in the Recruitment & Selection process for the position, the Office of the Commission is seeking your comments on whether the pool of applicants is sufficient. Our office will arrange the short listing date upon confirmation of all panel members.

We would appreciate if you could advise our Office by [INSERT DUE DATE FOR RESPONSE] or at your earliest convenience.

The Senior Executive Services of our Office can be contacted should you need further information on the matter.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**

Attch: Vacancy File



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 16: IPM INVITATION**

[INSERT DATE]

Afioga [INSERT NAME OF IPM]  
[INSERT IPM'S ADDRESS]

**POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF  
MINISTRY]**

I kindly seek your availability to be an independent panel member for the position of [INSERT NAME OF POSITION] for the Ministry of [INSERT NAME OF MINISTRY]. Applications to the above position closed on [INSERT CLOSING DATE OF ADVERTISEMENT]. The shortlisting process is anticipated to commence once the selection panel is finalized.

The applicants are listed below for your information and assessment of whether a possible conflict of interest exists and needs to be declared:

- 1.
- 2.
- 3.

Should you be available to proceed as a panel member, our office will provide the vacancy file and arrange your availability for the shortlisting meeting.

Please inform the Senior Executive Services Division of our Office of your availability or otherwise to participate as a selection panel member no later than [INSERT DUE DATE FOR RESPONSE] or at your earliest convenience.

Faafetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 17: VACANCY FILE TO IPM**

[INSERT DATE]

[INSERT NAME OF IPM]

[INSERT IPM'S ADDRESS]

**VACANCY FILE FOR THE POSITION OF [INSERT NAME OF POSITION], MINISTRY  
OF [INSERT NAME OF MINISTRY]**

The Commission wishes to acknowledge with gratitude your acceptance of our request to be an Independent Panel Member for the Recruitment and Selection of the above position.

Enclosed is the Vacancy File for the above position with other relevant documents to assist with your preparations. Our Office will coordinate a date for shortlisting based on the panel's availability.

The Senior Executive Services of our Office can be contacted should you need further information or assistance on the matter.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]

**SECRETARY**

Atch: Vacancy File, JD, Detail Sheet, Flow chart of R&S process and Organizational Chart.



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 18: CONTRACT EMPLOYEES SUCCESSFUL SHORTLISTING**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF POSITION]**

The Selection Panel for the above position has considered your application and after assessing the applicants on the basis of selection criteria, wishes to advise that your application has been successful for short-listing.

Please note that your interview will take place at our Office on [INSERT DATE OF INTERVIEW] at [INSERT TIME].

Thank you for expressing your interest in the above post.

[INSERT NAME OF SECRETARY]  
**SECRETARY**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 19: CONTRACT EMPLOYEES UNSUCCESSFUL SHORTLISTING**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**APPLICATION FOR THE POSITION OF [INSERT NAME OF POSITION], MINISTRY OF  
[INSERT NAME OF POSITION]**

The Selection Panel for the above position has considered your application and after assessing all applicants on the basis of selection criteria, regrets to advise that your application has not been successful as you do not meet the following selection criteria:

Selection Criteria #\_\_:

Thank you for expressing your interest in the above post.

[INSERT NAME OF SECRETARY]  
**SECRETARY**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 20: COMMISSION DECISION**

[INSERT DATE]

The Chief Executive Officer  
Ministry of [INSERT NAME OF MINISTRY]

**INTERVIEW REPORT FOR THE POSITION OF [INSERT NAME OF POSITION],  
MINISTRY OF [INSERT NAME OF MINISTRY]**

The Commission at its meeting [INSERT COMMISSION MEETING NUMBER] on [INSERT DATE OF COMMISSION MEETING] considered the Interview Panel's Report for the above position and decided to approve the recommendation therein to appoint [INSERT NAME OF APPOINTEE] to the position of [INSERT NAME OF POSITION] within your Ministry. The above appointment is for a contractual period of [INSERT NUMBER OF YEARS] years at the salary grade of [INSERT SALARY] per annum.

Our office will inform [INSERT NAME OF APPOINTEE] separately and convey an offer of employment along with [his/her] draft Contract of Employment.

The Senior Executive Services of our Office can be contacted for further information.

Fa'afetai,

**[INSERT NAME OF SECRETARY]  
SECRETARY**

[insert Commission Meeting number], [ID number], [Ministry initials], [name of Appointee]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 21: CONTRACT EMPLOYEES OFFER OF EMPLOYMENT**

[INSERT DATE]

[INSERT NAME OF APPOINTEE]  
[INSERT APPOINTEE'S ADDRESS]

**INTERVIEW REPORT FOR THE POSITION OF [INSERT NAME OF POSITION],  
MINISTRY OF [INSERT NAME OF MINISTRY]**

The Commission at its meeting [INSERT COMMISSION MEETING NUMBER] on [INSERT DATE OF COMMISSION MEETING] considered the Interview Panel's Report for the above position and approved the recommendation therein for your appointment to the position of [INSERT NAME OF POSITION] within the Ministry of [INSERT NAME OF MINISTRY]. The above appointment is for a contractual period of 3 years at the salary grade of SAT\$\_\_\_\_\_ per annum.

This memorandum extends our offer of employment for the above position. Please advise us in writing of your intention to either accept or decline the employment offer by [INSERT DUE DATE OF RESPONSE]. *(5 WORKING DAYS FROM DATE OF LETTER)*

Attached herewith are draft copies of your Employment Contract and Job Description for the position to which you have been appointed.

The Senior Executive Services Section of our Office can be contacted for further information.

Fa'afetai,

[INSERT NAME OF SECRETARY]  
**SECRETARY**

cc: The Chief Executive Officer, Ministry of [INSERT NAME OF MINISTRY]

Attach: Contract of Employment, Job Description

[insert Commission Meeting number], [ID number], [Ministry initials], [name of Appointee]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 22: CONTRACT EMPLOYEES COMMENCEMENT DATE**

[INSERT DATE]

[INSERT NAME OF APPOINTEE]  
[INSERT APPOINTEE’S ADDRESS]

**“CONFIRMATION OF APPOINTMENT” TO THE POSITION OF [INSERT NAME OF  
POSITION], MINISTRY OF [INSERT NAME OF MINISTRY]**

The Office of the Commission acknowledges receipt of your letter of [INSERT DATE OF APPOINTEE’S LETTER] regarding the above subject matter.

In light of your acceptance of your appointment to the above-mentioned position, your appointment is made effective from [INSERT COMMENCEMENT DATE] (**Commencement Date**).

Attached for your information and consideration is the template for the preparation of your Performance Agreement as required under Clause 4 of the Contract of Employment and also the Guideline to assist you in the preparation of your Performance Agreement. As per Clause 4(a) of the Contract of Employment, your Performance Agreement must be submitted within 4 weeks from the commencement date of your appointment. Therefore your Performance Agreement is due no later than [INSERT DUE DATE FOR PERFORMANCE AGREEMENT]. (*4<sup>TH</sup> WEEK FROM COMMENCEMENT DATE*)

The Senior Executive Services Section of our Office will make arrangements for the signing of your Contract of Employment as soon as practical and will advise you accordingly.

The Commission wishes you well with your new appointment.

Fa’afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**

cc: The Chief Executive Officer, Ministry of [INSERT NAME OF MINISTRY]  
The Chief Executive Officer, Ministry of Finance  
The Controller and Chief Auditor, Audit Office

Attach: Performance Agreement Guidelines & Template



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

---

**LETTER 23: CONTRACT EMPLOYEES UNSUCCESSFUL INTERVIEW**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF  
MINISTRY]**

Thank you for taking the time to attend the interview for the above mentioned position.

The Commission has considered the Interview Panel's Report and regrets to advise that your application has not been successful.

Thank you again for your time and expression of interest in the above position.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 24: IPM THANK YOU**

[INSERT DATE]

[INSERT NAME OF INDEPENDENT PANEL MEMBER]

[INSERT IPM'S ADDRESS]

**INDEPENDENT PANEL MEMBER FOR THE POSITION OF [INSERT NAME OF  
POSITION], MINISTRY OF [INSERT NAME OF MINISTRY]**

The Office of the Public Service Commission wishes to acknowledge with gratitude your participation and contribution as an Independent Panel Member for the Recruitment and Selection of the above position within the Ministry of [INSERT NAME OF MINISTRY].

As an Independent Member of the Selection Panel you have played an important role in the process and we are most grateful to you for accepting the invitation and participating in the selection process for this position.

Fa'afetai,

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]

**SECRETARY**

cc: The Chief Executive Officer, Ministry of [INSERT NAME OF MINISTRY]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**LETTER 25: CONTRACT EMPLOYEES DECLINE OF OFFER**

[INSERT DATE]

[INSERT NAME OF APPLICANT]  
[INSERT APPLICANT'S ADDRESS]

**POSITION OF [INSERT NAME OF POSITION], MINISTRY OF [INSERT NAME OF MINISTRY]**

I acknowledge receipt of your letter of \_\_\_\_\_ and the response therein to decline the offer of employment to the above position and notes your reason stated.

Thank you for your expression of interest in the above position and the Commission wishes you well in your future endeavors.

Fa'afetai.

\_\_\_\_\_  
[INSERT NAME OF SECRETARY]  
**SECRETARY**



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### TEMPLATES:

- Template 1: CEO position media advertisement
- Template 2: Detail Sheet
- Template 3: Interview Schedule
- Template 4: CEO Interview Report (Samoan)
- Template 5: R&S Efficient Timeline
- Template 6: Second Level advertisement in the media
- Template 7: Selection Panel's Interview Report
- Template 8: Majority/Minority Report
- Template 9: Information and Decision (ID) Report
- Template 10: Guidelines for Preparation of Performance Contracts
- Template 11: Performance Agreement
- Template 12: Performance Review
- Template 13: Appointment of second ranked applicant ID



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**TEMPLATE 1: CEO POSITION MEDIA ADVERTISEMENT**

**SPECIAL – ADVERTISEMENT  
CHIEF EXECUTIVE OFFICER POSITION FOR THE MINISTRY OF [INSERT NAME OF MINISTRY]**

Applications are invited from interested qualified candidates for the following position:

- ✓ **CHIEF EXECUTIVE OFFICER – MINISTRY OF \_\_\_\_\_  
COMMENCING BASIC SALARY: CEO LEVEL SAT \$ - \$ P.A**

The Chief Executive Officer position is on a Contractual basis for three (3) years and is advertised at the end of each 3 year term.

Application Package can be uplifted from the Office of the Public Service Commission or downloaded from the PSC website [www.psc.gov.ws](http://www.psc.gov.ws).

How to apply:

Applicants need to provide the following:

1. **Curriculum Vitae**
2. **3 References**
3. **Capabilities/Competency Self Evaluation Form**
4. **Authorization Form**
5. **Covering Letter**

Applicants should be labelled:

**APPLICATION FOR THE POST: CHIEF EXECUTIVE OFFICER, MINISTRY OF**

\_\_\_\_\_ and address to:

The Chairman  
Public Service Commission  
East Wing, Level 2  
FMFM 11 Building  
Apia, Samoa

**By Post:** The Chairman  
Public Service Commission  
P.O Box 73  
Apia  
Samoa

**Closing Date & Submission of Applications:**

Completed applications should be received by the Office of the Public Service Commission, Level 2, FMFM 11 (Government Building) by **(time/date)**

For more information, please contact the Senior Executive Services Division of the Office of the Public Service Commission on phone 22123 ext 19, 20 & 27 or email [ifaasisila@psc.gov.ws](mailto:ifaasisila@psc.gov.ws) or [jhisatake@psc.gov.ws](mailto:jhisatake@psc.gov.ws) or [sfilemu@psc.gov.ws](mailto:sfilemu@psc.gov.ws)



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 2: DETAIL SHEET**

<b>MINISTRY OF [ _____ ]</b> <b>CHIEF EXECUTIVE OFFICER</b> <b>SALARY \$ _____</b>	
<b>I. Personal Details</b> 1. Name 2. Gender 3. Date of Birth 4. Age 5. Nationality 6. Status 7. Mailing Address 8. Contact Address 9. Contact Phone Number	
<b>II. Current Employment</b>	
<b>III. Previous Employment History</b>	
<b>IV. Academic Qualifications</b>	
<b>V. Other Training/ Seminars / Conferences attended</b>	
<b>VI. Personal History</b>	
<b>VII. Community Involvement</b>	
<b>VIII. Referees</b>	
<b>IX. Other Information</b>	



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 3: INTERVIEW SCHEDULE**

<b>Interview Schedule</b>			
<b>Date:</b>			
<b>Position:</b>			
<b>Ministry:</b>			
	Interview time	Name of Interviewee	Contact number
1	__:__am		
2	__:__am		
3	__:__am		
4	__:__am		
<b>----- BREAK-----</b>			
5	__:__pm		
6	__:__pm		



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## TEMPLATE 4: CEO INTERVIEW REPORT (SAMOAN)

[Aso]

Afioga \_\_\_\_\_  
Alii Palemia

### TAUALUMAGA O LE FILIFILIGA O LE OFISA SILI O PULEGA O LE MATAGALUEGA O [\_\_\_\_\_]

#### **1. Upu Tomua**

Ua mae'a nei ona fa'atautaia le fa'atalanoaina o le avanoa faigaluega o le Ofisa Sili o Pulega o le Matagaluega o [\_\_\_\_\_] e pei ona atofaina i se Komiti Fa'apitoa e tusa ai ma le FK(07)05 o le aso 07 Fepurai 2007.

O lenei lipoti, e folasia atu ai tualumaga o le galuega ma se fautuaga a le Komiti mo se fa'ai'uga a lau Afioga ma le Kapeneta i le tofiga o le Ofisa Sili o Pulega, Matagaluega o [\_\_\_\_\_].

#### **2. Fa'amatalaga**

##### **2.1. Fa'asalalauga o le Avanoa**

Na fa'asalalauina le avanoa o le Ofisa Sili o Pulega o le Matagaluega o [\_\_\_\_\_] mai le aso [\_\_ - \_\_] mo le tasi (1) le masina. Ina ua mae'a le iloiloga a le Komiti i tusi talosaga na tu'uina mai, na filifilia loa i latou e fa'atalanoa.

Ua fa'apipi'i atu i le "**Pepa Fa'aopoopo A**", i latou na tusi talosaga mai i le avanoa.

##### **2.2. Iloiloina o Tomai ma Agavaa o Sui Talosaga**

Na talia e le Komiti e fa'atalanoa le to'a \_\_\_\_\_ o le to'a \_\_\_\_\_ na talosaga i le mae'a ai o le iloiloga o tomai ma agava'a mo'omia mo le tofiga. Sa fa'atinoina fa'atalatalanoaga i le Aso \_\_\_\_\_.

Ua **fa'apipi'i atu fa'amaumauga (PEPA FA'AOPOOPO E)** o tomai, agava'a, poto fa'apitoa fa'apea galuega sa galulue ai i latou uma na fa'atalanoa mo le silafia.

O vaega masani nei sa fa'avae ai i luga le fa'atinoga e le Komiti o le fa'atalanoaina o i latou sa talosaga mai:

- Talosaga tusitusia sa tu'uina mai (Applications)
- Tomai Fa'apitoa ma Agava'a Mo'omia (Qualifications & Experience)
- Curriculum Vitae (CV)
- Tusi Fa'amaonia (References)
- Poto Fa'apitoa ma le Poto Masani (Strategic Thinking)
- Ta'ita'iga (Leadership)
- Pulega o Tupe, Tagata Faigaluega ma Aseta (Management)



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**2.3 Aotelega o le Iloiloga o Sui na Fa’atalanoa:**

I le aotelega o le iloiloaina o fa’amatalaga tusitusia na tu’uina mai, fa’apea le fa’atalanoaina o sui ta’itasi e to’a \_\_\_\_\_, o sui nei e to’atolu (3) ua talitonu le Komiti ua iai le tomai ma le agava’a mo le tofiga o le Ofisa Sili o Pulega, Matagaluega o [\_\_\_\_\_] ma ua fa’atulaga (rank) atu i lalo:

1<sup>st</sup> \_\_\_\_\_  
2<sup>nd</sup> \_\_\_\_\_  
3<sup>rd</sup> \_\_\_\_\_

**3. Fautuaga**

Ua fautuaina e le Komiti lau Afioga fa’apea le mamalu o le Kapeneta ina ia tofia le  
Susuga \_\_\_\_\_ i le avanoa o le Ofisa Sili o Pulega, Matagaluega o [\_\_\_\_\_].

Tu’uina atu ma le fa’aaloalo,

**TA’ITA’IFONO KOMISI O GALUEGA A LE MALO**  
**(TA’ITA’IFONO O LE KOMITI)**

**TA’ITA’IFONO KOMITI FAUFAUTUA O TOTOGI**

**(SUI O LE KOMITI)**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**TEMPLATE 5: R&S EFFICIENT TIMELINE**

	<b>R&amp;S Activity</b>	<b>Things to complete</b>
<b>Week 1</b>	<i>Recruitment need identified</i>	
<b>Week 2 - 4</b>	<i>Vacancy advertised</i>	
<b>Week 5 - 6</b>	<i>shortlisting</i>	
<b>Week 7 - 8</b>	<i>interviews</i>	
<b>Week 9</b>	<i>ID to Commission</i>	
<b>Week 11</b>	<i>Appointment confirmed</i>	
<b>Week 12</b>	<i>Appointment finalized, contract signed.</i>	



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**TEMPLATE 6: ADVERTISEMENT IN THE MEDIA**

**MINISTRY OF [INSERT NAME OF MINISTRY]**

**Advertisement**

**VACANCY:** [INSERT VACANCY CODE AND POSITION TITLE]

**Salary: SAT \$81,600 per annum**

The Public Service Commission on behalf of the Government of Samoa invites applications from qualified applicants for the position of [INSERT NAME OF POSITION] in the Ministry of [INSERT NAME OF POSITION]. This position is on contract for \_\_\_ years.

The Application Form and Job Description can be uplifted from the Public Service Commission, Level 2, Fiame Mataafa Faumuina Mulino II (FMFM II) Building, Apia or can be downloaded from website: <http://www.psc.gov.ws>. Applications are addressed to the Secretary and must be submitted to PSC by **[INSERT CLOSING DATE AND TIME]**.

For more information, please contact the Senior Executive Services Division of our Office or by email ([ifaasisila@psc.gov.ws](mailto:ifaasisila@psc.gov.ws)) or ([sfilemu@psc.gov.ws](mailto:sfilemu@psc.gov.ws)) or ([jhisatake@psc.gov.ws](mailto:jhisatake@psc.gov.ws)) or telephone (22123).



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 7: SELECTION PANEL’S INTERVIEW REPORT**

[INSERT DATE]

[ADDRESS TO:]  
The Chairman  
Office of the Public Service Commission  
APIA

**RE: INTERVIEW REPORT FOR THE POSITION OF [INSERT NAME OF POSITION],  
[INSERT NAME OF MINISTRY]**

**Preamble**

*This section gives a brief introduction of the R&S process, stating the advertisement dates of the position and indicate the total number of applications received at the close of advertisement.*

**Attachments**

*The following forms should all be submitted together with the Interview Report and ensuring that all are signed and dated by each panel member:*

- Form 5 Selection Outcome Report
- Form 4 Individual Assessment Forms
- Form 3 Short listing Form
- And any additional documents relevant/used in the process e.g referee reports

**Selection Panel**

*This section should mention the names and designations of the Selection Panel.*

**Shortlisting**

*Brief summary of the applicants shortlisted and applicants not shortlisted and must indicate the selection criteria they did not meet or alternative reason.*

**Interview/Recommendation**

The Selection Panel’s overall assessments:

<b><u>APPLICANTS</u></b>	<b><u>[CHAIRPERSON OF THE SELECTION PANEL]</u></b>	<b><u>[MINISTRY CEO or REPRESENTATIVE]</u></b>	<b><u>[IPM]</u></b>
[NAME OF APPLICANT]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]
[NAME OF APPLICANT]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]
[NAME OF APPLICANT]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]

*This table lists the names of interviewed applicants and the points awarded to them in the interview by each panel member. The points are then ranked vertically under each panelist.*

*This section is a critical part of the report as it should give comments on the Selection Panel’s assessments of the interviewed applicants against the merit factors of:*



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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- *Skills and abilities;*
- *Education qualifications;*
- *Experience and past work performance; and*
- *Personal attributes.*

*The report should conclude with the Selection Panel's recommendation of an appointee and duly signed by all panel members.*

\_\_\_\_\_  
[INSERT NAME OF CHAIRPERSON OF THE SELECTION PANEL]  
[INSERT DESIGNATION]

\_\_\_\_\_  
[INSERT NAME OF CHIEF EXECUTIVE OFFICER OF MINISTRY / DELEGATE]  
[INSERT DESIGNATION]

\_\_\_\_\_  
[INSERT NAME OF IPM]  
[INSERT DESIGNATION]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 8: MAJORITY/MINORITY REPORT**

[INSERT DATE]

[ADDRESS TO:]

The Chairman  
Office of the Public Service Commission  
APIA

**RE: MAJORITY (or MINORITY) REPORT FOR THE POSITION OF [INSERT NAME OF POSITION], [INSERT NAME OF MINISTRY]**

**Preamble**

*This section gives a brief introduction of the R&S process, stating the advertisement dates of the position and indicate the total number of applications received at the close of advertisement.*

**Attachments**

*The Chairperson of the Selection Panel should ensure that the following forms are submitted accordingly and ensuring that all are signed and dated by each panel member:*

- Form 5 Selection Outcome Report
- Form 4 Individual Applicant Assessment Forms
- Form 3 Shortlisting Form
- And any additional documents relevant/used in the process e.g referee reports

**Selection Panel**

*Briefly mention the names and designations of the Selection Panel members.*

**Shortlisting**

*Brief summary of the applicants shortlisted and applicants not shortlisted and must indicate the selection criteria they did not meet or alternative reason.*

**Interview/Recommendation**

Selection Panel’s overall assessment:

<b><u>APPLICANTS</u></b>	<b><u>[CHAIRPERSON OF THE SELECTION PANEL]</u></b>	<b><u>[MINISTRY CEO or DELEGATE]</u></b>	<b><u>[IPM]</u></b>
[NAME OF APPLICANT]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]
[NAME OF APPLICANT]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]
[NAME OF APPLICANT]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]	____ [points awarded] ____ [ranking]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

*The following table should provide the names of the Selection Panel’s majority and minority recommendations and provide the Panel’s assessments of the applicants against the Selection Criteria of the position as divided under the four merit factors.*

MERIT FACTORS	[NAME OF APPLICANT ] (Majority recommendation)	[NAME OF APPLICANT ] (Minority recommendation)
<b>1. Skills and abilities</b> <i>Selection Criteria #__</i> <i>Selection Criteria #__</i> <i>Selection Criteria #</i>	[Assessment of the applicant against the Selection Criteria]	[Assessment of the applicant against the Selection Criteria]
<b>2. Education qualifications</b> <i>Selection Criteria #__</i> <i>Selection Criteria #</i>	[Assessment of the applicant against the Selection Criteria]	[Assessment of the applicant against the Selection Criteria]
<b>3. Experience and past work performance</b> <i>Selection Criteria #__</i> <i>Selection Criteria #</i>	[Assessment of the applicant against the Selection Criteria]	[Assessment of the applicant against the Selection Criteria]
<b>4. Personal attributes</b> <i>Selection Criteria #__</i> <i>Selection Criteria #</i>	[Assessment of the applicant against the Selection Criteria]	[Assessment of the applicant against the Selection Criteria]

**Majority Recommendation**

*Brief summary of recommendation of appointment and signed by the majority panelists.*

\_\_\_\_\_  
 [INSERT NAME OF PANEL MEMBER]  
 [INSERT DESIGNATION]

\_\_\_\_\_  
 [INSERT NAME OF PANEL MEMBER]  
 [INSERT DESIGNATION]

Or

**Minority Recommendation**

*Brief summary of recommendation of appointment and signed by the minority panelist.*

\_\_\_\_\_  
 [INSERT NAME OF PANEL MEMBER]  
 [INSERT DESIGNATION]



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 9: INFORMATION & DECISION (ID) REPORT**

<b>CONFIDENTIAL</b>			
<b>Information and Decision Report</b>			
<b>Author:</b> [INSERT NAME OF AUTHOR]	<b>Id No.</b>	<b>File No.:</b>	<b>Date:</b> [INSERT DATE]
<b>SUBJECT:</b>	<b>INTERVIEW REPORT FOR THE POSITION OF [INSERT NAME OF POSITION], [INSERT NAME OF MINISTRY]</b>		

**1. PANEL'S PROPOSAL:**

For the Commission to support and approve the appointment of Ms/Mr. \_\_\_\_\_, to the position of \_\_\_\_\_ at the salary grade \$\_\_\_\_\_ per annum.

**2. SELECTION PANEL'S RECOMMENDATION:**

The Selection Panel is unanimous in recommending Ms/Mr. \_\_\_\_\_ to the position of \_\_\_\_\_ for the Ministry of \_\_\_\_\_.

**3. ATTACHMENTS:**

- i. Selection Panel's Interview Report
- ii. Selection Outcome Report (Form 5)
- iii. Individual Assessment Forms (Form 4)
- iv. Shortlisting Form (Form 3)
- v. Job Description and Selection Criteria
- vi. Detail Sheet

**4. BACKGROUND/HISTORY:**

**i. R & S History**

<u>DATE</u>	<u>EVENT</u>
	Advertised in PSOC Issue [ _ / _ ] for 2 weeks
	Closing date of advertisement
	Shortlisting of applicants
	Interview of shortlisted applicants
	Received Interview Report from Chairperson of the Panel

**Selection Panel and Applicants**

The Selection Panel comprised of -:

- (1) [name of Chairperson] - [position title/Ministry] (Chairperson)
- (2) [name of member from PSC] - [position title/Ministry] (Member)
- (3) [name of IPM] - [position title/Ministry/Org] (Independent Panel Member)

[brief summary of total applicants received for the position, total shortlisted and interviewed applicants.]

**5. COMMENTS/ANALYSIS:**

**5.1 R & S Process:**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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- i. The process for the above position (from date of advertisement to date of the interviews) was carried out in \_\_\_ weeks/months.
- ii. The R&S documentations and process complied with existing procedures.

**5.2 Selection Panel’s assessments of interviewed candidates:**

- i. The details relating to the work experience, qualifications and years of service of the interviewed candidates are summarized in the ‘Detail Sheet’ attached.
- ii. The Selection Panel’s overall assessments are as follows:

<u>Applicants</u>	<u>[INSERT NAME OF CHAIRPERSON]</u>	<u>[INSERT NAME OF PSC PANELIST]</u>	<u>[INSERT NAME OF IPM]</u>

[brief comments on selection panel’s interview report and recommendation]

**6. RECOMMENDATION**

For the Commission to approve the Selection Panel’s recommendation to approve the appointment of Ms/Mr. \_\_\_\_\_ to the position of \_\_\_\_\_ within the Ministry of \_\_\_\_\_ on a 3 year contractual basis at the salary grade \$\_\_\_ per annum.

Respectfully submitted.

\_\_\_\_\_  
**ACEO ENDORSEMENT**



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

TEMPLATE 10: GUIDELINES FOR PREPARATION OF PERFORMANCE CONTRACT

Schedule '2'

Annual Performance Contract

GUIDELINES AND REQUIREMENTS FOR THE PREPARATION AND NEGOTIATION OF PERFORMANCE CONTRACT

FOR

CONTRACT EMPLOYEES (DEPUTY CHIEF EXECUTIVE OFFICERS ASSISTANT CHIEF EXECUTIVE OFFICERS CONSULTANT SPECIALISTS)

Table of Contents

Table of Contents listing sections like Preamble, Guidelines for Performance Contracts, Introduction, Negotiating Initial Performance Contract, Annual Assessment of Performance Contract, Mid-Year Review of Performance Contract, Unsatisfactory Performance, Confidentiality, Form 1, and Form 2 with their respective page numbers.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### (TEMPLATE 10 CON'T)

#### *1. Preamble*

One of the strategic outcomes of the Strategy for the Development of Samoa is to improve public sector efficiency and effective service delivery. The achievement of this strategic outcome lies in improving the accountability of senior managers in the Samoa Public Service, particularly in the performance of their Ministries' corporate objectives, budget outputs, functions and services.

To respond to this need to improve the accountability and performance of senior managers in the Public Service, the Government has introduced a system of Performance Contracts as part of the current contractual terms and conditions for Chief Executive Officers and Second Level Executive Officers (Deputy and Assistant Chief Executive Officers).

The purpose of these Performance Contracts is to motivate senior managers to ensure that their Ministries deliver peak performance that continues to contribute to the ongoing development of Samoa and improved public service delivery.

This Guide aims to assist Chief Executive Officers and Senior Level Executive Officers in completing their annual Performance Contracts.

I urge each Assistant Chief Executive Officer to take this opportunity to work in collaboration with their Chief Executive Officer in developing their Performance Contract as part of their Employment Contract in ensuring that their performance and accountabilities are directed toward achieving their Ministry business within an environment of good governance.

I also urge each Chief Executive Officer to ensure that the performance of every Assistant Chief Executive Officer is regularly assessed in ensuring that their Ministries have capable managers who can deliver their corporate objectives.

It is only through this commitment to strengthening our Public Service that we will be able to benefit fully from the reforms implemented by the Government of Samoa.

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**Chairman**  
**Public Service Commission**



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### (TEMPLATE 10 CON'T)

#### *2. Guidelines for Performance Contract*

##### *2.1. Introduction*

The objective of the Performance Contract is to ensure that the Outputs and Outcomes which the Government, through the Minister, has established with the Chief Executive Officer, are delivered in the year ahead. As part of this agreement, each Chief Executive Officer will, in turn, establish Corporate Objectives and Outputs that reflect this agreement with their second-level Assistant Chief Executive Officers.

Every Chief Executive Officer shall establish a Performance Contract with each of their Assistant Chief Executive Officers, agreeing on the Corporate and Divisional performance targets that will link down and across each Ministry.

Each Assistant Chief Executive Officer shall, within four (4) weeks from the commencement date of initial appointment, and thereafter annually in conjunction with the Budget processes, prepare, negotiate and sign a Performance Contract with their Chief Executive Officer.

The initial Contract is negotiated, with targets for the following year, to be aligned with budget outputs and measures. At the same time of the following year, the previous contract targets are reviewed, and new Contract targets set for the next year. There is also provision for a six-monthly mid-year review that will be a less formal process.

The process of establishing every Annual Performance Agreement is designed to be carried out in the spirit of a mutual commitment to excellence, and the desire to strengthen any perceived gaps in capable performance.

It is intended that the discussions leading to the signing of the Performance Contract and Contract of Employment will be the most critical and useful aspect of the process. These are designed to provide each Assistant Chief Executive Officer with the forum, for clarifying the key priorities and targets for the coming year, as well as discussing any potential challenges that may emerge, with their Chief Executive Officer. This includes the discussion and agreement of a Personal Development Plan for the Assistant Chief Executive Officer, which outlines the development areas that needs to be considered in order for the Assistant CEO to fully achieve his or her performance targets.

##### *2.2. Negotiating the Annual Performance Contract*

The annual performance cycle begins with the signing of the Contract of Employment and the appointment to the new contract position of Assistant Chief Executive Officer.

1. At the time of the ACEO's appointment, the Assistant Chief Executive Officer shall be advised by the CEO of the Corporate Objectives and Outputs for the financial year.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### (TEMPLATE 10 CON'T)

2. Based on this advice, the Assistant Chief Executive Officer shall provide a draft Performance Agreement using attached Form 1 for the first year of his or her contract to the CEO for consideration.
3. **Form 1** (attached) is to be submitted in draft form to the CEO for discussion, review and agreement between the CEO and the ACEO. **Form 1** should reflect the Ministry's Performance Management System – the Corporate Plan, Budget Outputs, the Capability Plan, Service Charter and previous Annual Report.
4. At that meeting there shall be a clear agreement on the;
  - a) annual key performance targets (**Part 1 of Form 1**) to be met by the Ministry and the Division for which the performance of the Assistant Chief Executive Officer will be assessed; and
  - b) Assistant Chief Executive Officer's professional development plan (**Part 2 of Form 1**) for the first year and a description of how those needs will be met.
5. The agreement shall be formalised by the signing of **Form 1** by both parties - the Chief Executive Officer and the Assistant Chief Executive Officer (the Appointee).
6. An original copy of the **Form 1** shall be submitted to the Public Service Commission as part of the Contract of Employment for the Appointee within four (4) weeks from the Commencement Date of Appointment and of every anniversary of Appointment.
7. Steps # 1 – 6 shall be repeated in the preparation of the ACEO's Performance Agreement for second and third years of his of her Contract.
8. The Performance Contract may be revised at any time during the year, with agreement from all parties.
9. Acting Assistant Chief Executive Officers are not required to enter into Performance Contracts for that post, unless the length of their appointment exceeds one year.

### 2.3. Annual Assessment of Performance Contract

- Purpose of the annual review

The intention of the annual review of Assistant Chief Executive Officer's performance is to provide each executive with positive and developmental feedback on their performance over the previous year as well as encouragement for continued superior performance over the next year. It is also a forum for executives to discuss strategic issues with their CEO.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### (TEMPLATE 10 CON'T)

Performance Contracts are intended to be motivational, constructive and developmental. It is only under exceptional circumstances that it may be necessary for remedial strategies to be included in the new Contract.

- Annual Performance Review Process
- 1. At the end of the first year and second year of the ACEO's contract, the ACEO's performance shall be assessed in accordance with the Key Performance Target identified in **Form 1**.
- 2. Each Assistant Chief Executive Officer shall provide to the CEO a draft self-assessment of **Form 2**, detailing their own performance assessment against the criteria for the previous financial year (**Part 1 of Form 2**), and a draft description of their identified Professional Development needs (**Part 2 of Form 2**), with strategies for how these might be met.
- 3. The performance assessment contained in **Form 2** should address the specific outcomes of actions taken in pursuit of the performance targets contained in the ACEO's previous Performance Agreement (**Form 1**).
- 4. The Chief Executive Officer shall review and discuss the draft performance assessment and identified Professional Development needs with the Assistant Chief Executive Officer before finalising **Form 2**.
- 4. An agreement of **both Parts of Form 2** shall be endorsed by the signing of **Form 2** by both the CEO and the ACEO.
- 5. The original copy of **Form 2** shall be submitted to the Commission as part of the ACEO's negotiation and signing of his or her contract of employment with the Commission.
- 6. Performance Assessment of the previous year of the ACEO's contract as contained in **Form 2** shall be used in the preparation and negotiation of the following year's Performance Agreement and Development needs.

#### 2.4. Mid-Year Review of Performance Contract.

There is provision for a six-monthly review, mid-way through the Contract period. It is intended that this process would be less formal than the annual assessment and renewal of the Performance Contract.

The purpose of the mid-cycle review is to provide an informal opportunity for each Assistant Chief Executive Officer to get feedback from his/her CEO on progress to date, and to amend any aspects of the Contract to reflect changes in circumstances or government priorities.

It could be a particularly useful discussion of improvements as a result of developmental strategies to strengthen any gaps or deficiencies previously identified.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### (TEMPLATE 10 CON'T)

There is no specific form or procedure to guide this discussion, but it is expected that the previous Performance Contract and Corporate or Management Plans plus Budget documents would form the basis of these discussions.

Any modifications or amendments to the Performance Contract arrived at during this discussion would need to be recorded in the Contract and signed by both parties.

The timing and arrangements of this Mid-Year review are the responsibility of the Assistant Chief Executive Officer and the Chief Executive Officers. If there has been no mid-year discussions, at the time of the Annual Review of Performance sound justification for this omission will need to be agreed between the two parties.

### 2.5. Unsatisfactory Performance Assessments

Should an Assistant Chief Executive Officer receive a 'poor' or 'unsatisfactory' performance assessment at either the Mid-Year or Annual Review, written and signed agreement using **Form 2** with the CEO should be reached on;

- ◆ what remedial action is required,
- ◆ who is responsible for this,
- ◆ what will indicate that there is improved or satisfactory performance, and
- ◆ by when.

The Assistant Chief Executive Officer will be given a period **of one month, and no longer than three months**, to develop the capabilities required to achieve an assessment of 'satisfactory' performance.

If, at the end of that agreed period, the assessment is still 'unsatisfactory' performance, the Chief Executive Officer shall invoke procedures set out in Clause 20 of the Contract of Appointment relating to consistent poor performance.

### 2.6. Confidentiality

For the full benefits of a performance agreement process to be achieved it is essential that **strict confidentiality be observed by all parties**.

- ◆ **All relevant files and documents shall be retained by the Chief Executive Officer and the Commission under strict security.**

### ***Documentation***

While the two proformas, **Form 1 and Form 2** included in this Booklet are the essential documents to support the Performance Contract, this does not preclude the use of other documents and data to support the discussions, as necessary in particular circumstances.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### **(TEMPLATE 10 CON'T)**

These annual discussions between Chief Executive Officer and Assistant Chief Executive Officer are an occasion to set new strategic directions aimed at improving the performance of each Division within the Ministry, and particularly the level of service delivery. Therefore, it is likely that other documents such as Corporate Plans, Budget papers and Service Charters could form a key aspect of the review process.

A new Contract Booklet shall be used for each annual review as the basis of the new Performance Contract.

- ◆ **The office of the PSC will distribute copies of these guidelines and requirements to Assistant Chief Executive Officers during the offer of appointment at the commencement of appointment and within four (4) weeks before the completion of each year of the Appointee's Contract.**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 11: PERFORMANCE AGREEMENT**

**Annual Performance Contract**

**Schedule '2'**

**FORM 1 - PERFORMANCE AGREEMENT**

**PERFORMANCE AGREEMENT MADE UNDER CLAUSE 4 OF THE APPOINTEE'S  
CONTRACT OF EMPLOYMENT**

**Part 1. Key Performance Targets**

Name of Appointee:	Name of Chief Executive Officer:
Position of Appointee:	Ministry/Office:
Division/Unit:	Term of Agreement (period):
<p><b><u>Key Performance Targets</u></b> for the term of this Agreement, consistent with the Ministry/Office's Corporate Plan and Divisional Annual Management Plan and Budget Outputs and Measures.</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>	
<p><b>SIGNED:</b> ..... (Appointee)</p> <p><b>Date:</b> .....</p>	<p><b>SIGNED:</b> ..... (Chief Executive Officer)</p> <p><b>Date:</b> .....</p>



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**PERFORMANCE AGREEMENT MADE UNDER CLAUSE 3(B) OF THE APPOINTEE’S  
CONTRACT OF EMPLOYMENT**

**Part 2. Personal Professional Development Plan**

As part of this Performance Agreement, the following is the Appointee’s Personal Professional Development Plan, which identifies the areas or issues requiring attention for development over this term in order to assist the Appointee in achieving the Key Performance Targets:

<b>Areas or Issues Requiring Attention for Development</b>	<b>The following action will be taken in respect of each issue/area:</b>
(examples only)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>
<b>SIGNED:</b> ..... (Appointee)  <b>Date:</b> .....	<b>SIGNED:</b> ..... (Chief Executive Officer)  Date: .....



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 12: PERFORMANCE REVIEW**

*Annual Performance Contract*

**FORM 1 - PERFORMANCE AGREEMENT**

**PERFORMANCE REVIEW MADE UNDER CLAUSE 5 OF THE APPOINTEE'S  
CONTRACT OF EMPLOYMENT**

**Part 1: Assessment of the Achievement of Performance Targets as specifies in Performance Agreement (Form 1)**

Name of Appointee:	Name of Chief Executive Officer:	
Position of Appointee:	Ministry/Office:	
Division/Unit:	Term of Agreement (period):	
<b>Key Performance Targets as per Form 1</b>	<b>Achieved / Not Achieved</b>	<b>Areas for Improvement</b>
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

***PERFORMANCE REVIEW MADE UNDER CLAUSE 11 OF THE APPOINTEE'S CONTRACT OF EMPLOYMENT***

**Part 2. Areas for Improvements ( if any) required by 200.....** *(To be considered in the following year's Performance Agreement)*

<b>During the Performance assessment, the following areas or Issues were identified as requiring attention for development</b>	<b>The following action will be taken in respect of each issue/area:</b>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<b>SIGNED:</b> ..... (Appointee)  <b>Date:</b> .....	<b>SIGNED:</b> ..... (Chief Executive Officer)  <b>Date:</b> .....



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**TEMPLATE 13: APPOINTMENT OF 2<sup>ND</sup> RANKED APPLICANT ID**

<b>CONFIDENTIAL</b>			
<b>Information and Decision Report</b>			
<b>Author: [INSERT NAME OF AUTHOR]</b>	<b>Id No.</b>	<b>File No.:</b>	<b>Date: [INSERT DATE]</b>
<b>SUBJECT:</b>	<b>APPOINTMENT OF THE SECOND RANKED APPLICANT TO THE POSITION OF [INSERT NAME OF POSITION], [INSERT NAME OF MINISTRY]</b>		

**1. PANEL’S PROPOSAL:**

For the Commission to support and approve the appointment of the second ranked applicant, Ms/Mr. \_\_\_\_\_ to the position of \_\_\_\_\_ at the salary grade \$\_\_\_\_\_ per annum.

**2. INTERVIEWING PANEL’S RECOMMENDATION:**

In light of the first ranked candidate, Ms/Mr. \_\_\_\_\_, declining the offer of employment, the Selection Panel unanimously recommends the second ranked candidate, Ms/Mr. \_\_\_\_\_, to the position of \_\_\_\_\_ for the Ministry of \_\_\_\_\_.

**3. ATTACHMENTS:**

Example:

- i. Letter from initial appointee declining offer of employment.
- ii. Letter from Selection Panel Chairperson noting their recommendation for the appointment of the second ranked applicant.

**4. BACKGROUND:**

**i. Interviewing Panel**

- 1.
- 2.
- 3.

**ii. Interview Panel’s overall assessment and aggregate scores are as follows:**



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

<b>APPLICANTS</b>	<b><u>[INSERT NAME OF CHAIRPERSON]</u></b>	<b><u>[INSERT NAME OF MINISTRY CEO]</u></b>	<b><u>[INSERT NAME OF IPM]</u></b>
[INSERT NAME OF APPLICANT]	<p align="center">_____</p> <p align="center">[INSERT SCORE]</p> <p align="center">( )</p> <p align="center">[INSERT (horizontal) RANKING]</p>	<p align="center">_____</p> <p align="center">[INSERT SCORE]</p> <p align="center">( )</p> <p align="center">[INSERT (horizontal) RANKING]</p>	<p align="center">_____</p> <p align="center">[INSERT SCORE]</p> <p align="center">( )</p> <p align="center">[INSERT (horizontal) RANKING]</p>
[INSERT NAME OF APPLICANT]	<p align="center">_____</p> <p align="center">[INSERT SCORE]</p> <p align="center">( )</p> <p align="center">[INSERT (horizontal) RANKING]</p>	<p align="center">_____</p> <p align="center">[INSERT SCORE]</p> <p align="center">( )</p> <p align="center">[INSERT (horizontal) RANKING]</p>	<p align="center">_____</p> <p align="center">[INSERT SCORE]</p> <p align="center">( )</p> <p align="center">[INSERT (horizontal) RANKING]</p>

**5. COMMENTS/ANALYSIS:**

In light of the comments above, the Selection Panel’s recommendation is supported for the Commission’s approval.

**6. RECOMMENDATION:**

The Commission is respectfully recommended to approve the appointment of Ms/Mr. \_\_\_\_\_ to the position of \_\_\_\_\_ within the Ministry of [\_\_\_\_\_] on a 3 year contractual basis at the salary grade \$\_\_\_\_\_ per annum.

Respectfully submitted.

\_\_\_\_\_  
**ACEO ENDORSEMENT**



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### FORMS

- Form 2: Application Form
- Form 3: Shortlisting Form
- Form 4: Individual Applicant Assessment Form
- Form 5: Selection Outcome Report



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**FORM 2: APPLICATION FORM**

**Form 2**  
*[insert position title]*



# Job Application Form

## Form 2

Form must be completed by Applicant whether Public Servant or Non Public Servant

**Section 1: Position Details**

Ministry [INITIALS]	Section MANAGEMENT	Location APIA	
Position Code insert code	Title [insert position title]	Salary Grade [insert salarygrade]	Salary Rate \$ _____

**Section 2: Personal Details**

Full Name	Gender
Mailing Address	Contact Phone No.
Contact Address	Date of Birth (Day / Month / Year)

**Section 3: Education Details**

Most recent qualification	Major Area of Study	Institution Attended	Date Started	Date Finished
Any previous qualification(s)				

**Section 4: Training History**

Courses Relevant to Selection Criteria ONLY	Date	Duration (In days)

**Section 5: Employment History**

**Current / Most recent Position**

Employer's Name	Date	Duration (in days)
Position Title	Number of Staff reporting to you	
Main Responsibilities		



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

**Form 2**  
*[insert position title]*

**Next previous position**

<i>Employer's Name</i>	<i>Date</i>	<i>Duration (in days)</i>
<i>Position Title</i>	<i>Number of Staff reporting to you</i>	
<i>Main Responsibilities</i>		

**Next previous position**

<i>Employer's Name</i>	<i>Date</i>	<i>Duration (in days)</i>
<i>Position Title</i>	<i>Number of Staff reporting to you</i>	
<i>Main Responsibilities</i>		

**Next previous position**

<i>Employer's Name</i>	<i>Date</i>	<i>Duration (in days)</i>
<i>Position Title</i>	<i>Number of Staff reporting to you</i>	
<i>Main Responsibilities</i>		

**Section 6: Selection Criteria**

Based on an analysis of the duties of this position as determined by the Manager responsible, set out below are the criteria that will be used in assessing the suitability of each Applicant for the position. Please address each selection criteria on a separate sheet and attach to this form.

It is the Applicant's responsibility to:

1. indicate aspects of their work experience which indicate their ability to satisfy each criterion;
2. complete this information in a true and accurate way (failure to do so will disqualify the Applicant); and
3. supply supporting documentation should they be called for short-listed interviews.

Note: If you feel the need to supply additional arguments to support your fulfilment of the selection criteria listed below then please attach that information to this application form.

Selection Criteria
1. .
2.
3.
4.
5.



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**Form 2**

*[insert position title]*

6.
7.
8.
9.
10.

**Section 7: Computer Literacy**

Indicate competency level for each system

Competency Level code: 1= no knowledge; 2= basic knowledge; 3= good working knowledge; 4= strong/advanced capabilities

<i>Main Systems</i>		<i>Other Systems</i>	
<i>Word processing (Word)</i>		<i>Other Systems</i>	
<i>Spreadsheets (Excel)</i>		<i>Database Management (Access)</i>	
<i>Presentation PowerPoint</i>		<i>Other (specify)</i>	
<i>E-mail</i>		<i>Other (specify)</i>	

**Section 8: Knowledge of Languages**

<i>For languages other than your mother tongue, enter appropriate number from code below to indicate level of your language skills</i>	<b>Indicate your mother tongue by ticking a box below</b>	<b>Speak</b>	<b>Read</b>	<b>Write</b>
<b>CODE</b> 1. <i>Limited conversation, reading of newspapers, routine correspondence</i> 2. <i>Engage freely in discussions, read write more difficult material</i> 3. <i>Speak, read and write (nearly) as well as mother tongue.</i>	<i>Samoan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>English</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<i>Other (specify)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

Form 2
[insert position title]

Section 9: Discipline Records Check

Do you have a discipline record; any criminal convictions; or any current legal proceedings against you? (Please TICK the appropriate box) No Yes

IF Yes, Please provide details on a separate piece of paper in a sealed envelope and attach it to this form. This information will be kept confidential and only be seen by the Assessment Committee.

Section 10: Declaration of Referees

Please note that you need to declare addresses and contact numbers of three referees.

1.
2.
3.

Section 11: Declaration of Close Relations

Do you have a close relation (family ties) to an individual(s) currently employed anywhere in the Department to which you are applying? (Please TICK the appropriate box) No Yes

If YES, please provide name(s) of your relation(s) and state nature of relationship

[Empty box for providing relation details]

Section 12: Community Status

Outside the work environment, do you hold any positions (including matai titles) associated with community services, and if so, please list:

[Empty box for listing community positions]

Section 13: Certification And Authorisation

I hereby certify that the information given in my application is true and correct. I also acknowledge that if I am appointed on the basis of any false information that I provide my appointment will be revoked. I also authorise the Department to undertake any necessary checks to confirm the information provided by me.

Signature Date



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**FORM 3: SHORTLISTING FORM**

Form 3  
*[insert position title]*



# Shortlisting Form for Applicants

## Form 3

Must be prepared and completed by Selection Panel

**Section 1: Position Details**

<i>Ministry</i> [INITIALS]	<i>Section</i> MANAGEMENT	<i>Location</i> APIA	
<i>Position Code</i> insert code	<i>Title</i> [insert position title]	<i>Salary Grade</i> [insert salarygrade]	<i>Salary Rate</i> \$ _____

**Section 2: Summary Assessment of Applicants against Selection Criteria**

(NOTE: This section of the form is to be completed by the Line Manager of the vacancy, and the Human Resource Division of the Department)

Names of Applicants	Extent Applicant has satisfied each Criterion																																
	Directions:																																
	1. Assess only against essential selection criteria as per column below																																
	2. For each Applicant, tick appropriate box against each criterion below to indicate if 'met' or a cross (x) if not 'met'.																																
- Line Manager's evaluations to be placed in column marked 1																																	
- HR Specialist's evaluations to be placed in column marked 2																																	
- Independent panel members evaluations in column marked 3.																																	
	SC #1			SC #2			SC #3			SC #4			SC #5			SC #6			SC #7			SC #8			SC #9			SC #10					
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
[name of applicant]																																	
[name of applicant]																																	



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**Form 3**  
*[insert position title]*

Qualifying comments by Line Manager (if any):
Qualifying comments by HR Specialist (if any):
Qualifying comments by Independent Panel Member (if any):

**Section 3: Selection Panel Endorsement of Shortlist**

<i>Chairperson:</i> [insert name of Head of Ministry]	<i>Signature</i>	<i>Date</i>
<i>Member</i> [insert name of PSC representative]	<i>Signature</i>	<i>Date</i>
<i>Independent Member</i> [insert name of IPM]	<i>Signature</i>	<i>Date</i>



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**FORM 4: INDIVIDUAL APPLICANT ASSESSMENT FORM**

Form 4  
*[insert position title]*



# Individual Applicant Assessment Form

## Form 4

Must be filled out by the Selection Panel for the purpose of evaluation and assessment during the interview process

(NOTE: A completed form is to be attached to each separate Job Application Form 1-2)

**Section 1: Position Details**

Ministry [INITIALS]	Section MANAGEMENT	Location APIA	
Position Code insert code	Title [insert position title]	Salary Grade [insert salarygrade]	Salary Rate \$ _____

**Section 2: Applicant Details**

Name [name of applicant]	Date of Birth 01-Jan-11	Gender F
-----------------------------	----------------------------	-------------

**Section 3: Assessment of Applicant against Selection Criteria**

(In each row, write down one of the selection criteria. Generally there should be no more than six)

Primary Objective:

1. .												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
2.												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
3.												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
4.												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
5.												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**Form 4**

*[insert position title]*

<b>6.</b>												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
<b>7.</b>												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
<b>8.</b>												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
<b>9.</b>												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
<b>10.</b>												
Poor		Fair		Good		Very Good		Outstanding		Score	Weight	Total
0	1	2	3	4	5	6	7	8	9			
<b>Total Score</b>											100 points	

**Section 4: Further Comments**

<i>Comment</i>
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**Section 5: Selection Panel Assessor**

<i>Name</i>	<i>Signature</i>	<i>Date</i>
-------------	------------------	-------------



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

FORM 5: SELECTION OUTCOME REPORT

Form 5  
(insert position title)



Selection Outcome Report

Form 5

Form must be filled out and signed by Selection Panel members

(NOTE: Before being completed, this form MUST have attached to it Forms 1-4)

Section 1: Position Details

Ministry [INITIALS]	Section MANAGEMENT	Location APIA	
Position Code insert code	Title [insert position title]	Salary Grade [insert salarygrade]	Salary Rate \$ _____

Section 2: Comparative Ranking Of Applicants (Place Best Applicant First)

Name of Applicant	Comments	Rank
[name of applicant]		2
[name of applicant]		1



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

**Form 5**

*[insert position title]*

**Recommended Applicant:**

**Section 3: Selection Panel:**

Chairperson: [insert name of Head of Ministry]	Signature	Date
Panel Member 1 [insert name of PSC representative]	Signature	Date
Independent Member [insert name of IPM]	Signature	Date

**Section 4: Chairman Selection Panel**

COMMENTS:

Endorsed? Yes or No

Signature
Date

**Section 5: Head of Ministry**

COMMENTS:

Endorsed? Yes or No

Signature
Date



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### APPENDICES

#### Appendix 1: CEO Application Pack

- Form A: CEO Authorization Form
- Form B: CEO How to apply
- Form C: CEO Job Description
- Form D: CEO Self Assessment Form
- CEO R&S Flowchart

#### Appendix 2: Contract Employees Application Pack

- Form E: Contract Officers - Job Description
- Form F: Contract Officers - How to apply
- Form G: Contract Officers - Authorization Form
- Contract Officers R&S Flowchart
- Form 2: Application Form



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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**APPENDIX 1**  
**FORM A: CEO AUTHOTISATION FORM**

**CHIEF EXECUTIVE OFFICER**  
**MINISTRY OF [INSERT NAME OF MINISTRY]**

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**AUTHORISATION FORM**

I, \_\_\_\_\_ (Applicant's name), authorize the Public Service Commission or its delegated representative to undertake all necessary background and verifications checks in relation to my application for the Position of **Chief Executive Officer,** **Ministry of** \_\_\_\_\_ within the Government of Samoa.

Signature of Applicant: \_\_\_\_\_

Date: \_\_\_\_\_



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**APPENDIX 1**  
**FORM B: CEO HOW TO APPLY**

**CHIEF EXECUTIVE OFFICER**  
**MINISTRY OF [INSERT NAME OF MINISTRY]**

---

**1. How to Apply**

To apply for this position, applicants need to provide the following:

- (i) **Curriculum Vitae** - CV should include:
  - o details of all previous employment
    - Name of employer, designation, period of employment
    - Key accountabilities and achievements
  - o details of all academic achievements, qualifications, trainings professional affiliations etc
  - o a single set of certified copies of qualifications and other documents to support the application
  
- (ii) **References** - three (3) recent written references from three (3) professional referees dated no later than 12 months (1 year) from closing date of advertisement and must all be submitted together with your application.
  
- (iii) **Capabilities/Competency Self Evaluation Form** – a completed copy of the Capabilities/Competency Self Evaluation Form clearly providing examples of the basis for applicant’s claim to satisfying the Selection Criteria ; and
  
- (iv) **Authorization Form** - A signed Authorization Form. This allows the Public Service Commission or a designated representative to undertake the following checks ;
  - o We approach in confidence, not only the referees who have provided your references, but other people who have personal knowledge of you, to gather information related to your suitability for this appointment.
  - o Security checks including vetting by the Samoa Police Service and other agencies will also be undertaken.
  
- (v) **A covering letter** - explaining, with specific examples, why you think you are well suited to this role.

Note : Applications should be labeled: **APPLICATION FOR THE POST: CHIEF EXECUTIVE OFFICER, MINISTRY OF [ ]** and addressed to :

The Chairman  
Public Service Commission  
East Wing, Level 2  
FMFM II Building  
Apia, SAMOA

**By Post :**

The Chairman  
Public Service Commission  
P.O.Box 73  
Apia  
SAMOA





**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**APPENDIX 1**  
**FORM C: CEO JOB DESCRIPTION**



**GOVERNMENT OF SAMOA**

**CHIEF EXECUTIVE OFFICER**  
**MINISTRY OF [ \_\_\_\_\_ ]**

---

**POSITION DESCRIPTION**



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

APPENDIX 1
FORM D: CEO SELF ASSESSMENT FORM

CHIEF EXECUTIVE OFFICER
MINISTRY OF [ ]

Candidate's Name: \_\_\_\_\_

SELF ASSESSMENT AGAINST SELECTION CRITERIA

Under each of the bolded heading, please provide 3 examples of projects undertaken, responsibilities fulfilled etc through which you demonstrated the competencies listed.

STANDARD CHIEF EXECUTIVE OFFICER CAPABILITIES

I Strategic Leadership

- (i) Thinks strategically within a broad conceptual framework;
(ii) Recognizes opportunities and limits, articulates a clear vision and direction and can inspire people to 'buy in' to the vision and motivate achievement;
(iii) Has perseverance and possesses the energy and drive to achieve goals and is resilient in the face of setbacks or resistance;
(iv) Steers and implements change and deals with uncertainty;
(v) Builds organizational capability and responsiveness;
(vi) Confidence and willingness to make decisions and take responsibility for strategic issues;
(vi) Ensures closure and delivery on intended results

Blank lines for providing examples of projects and responsibilities.

II. Intellectual capability

- (i) Shows levels of high analytical, conceptual and innovative thinking,
(ii) Makes sound decisions based on a mixture of analysis, wisdom, experience and judgment
(iii) Deals with concepts and complexity comfortably,









**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**VI. Educational Qualifications and Work Experience Specifications**

- (i) At least eight (8) years relevant experience at the Management level;
- (ii) A Degree (preferably at a postgraduate level) in Management, Commerce or other relevant field. Other academic qualifications and achievements will also be considered in lieu of degree specified.

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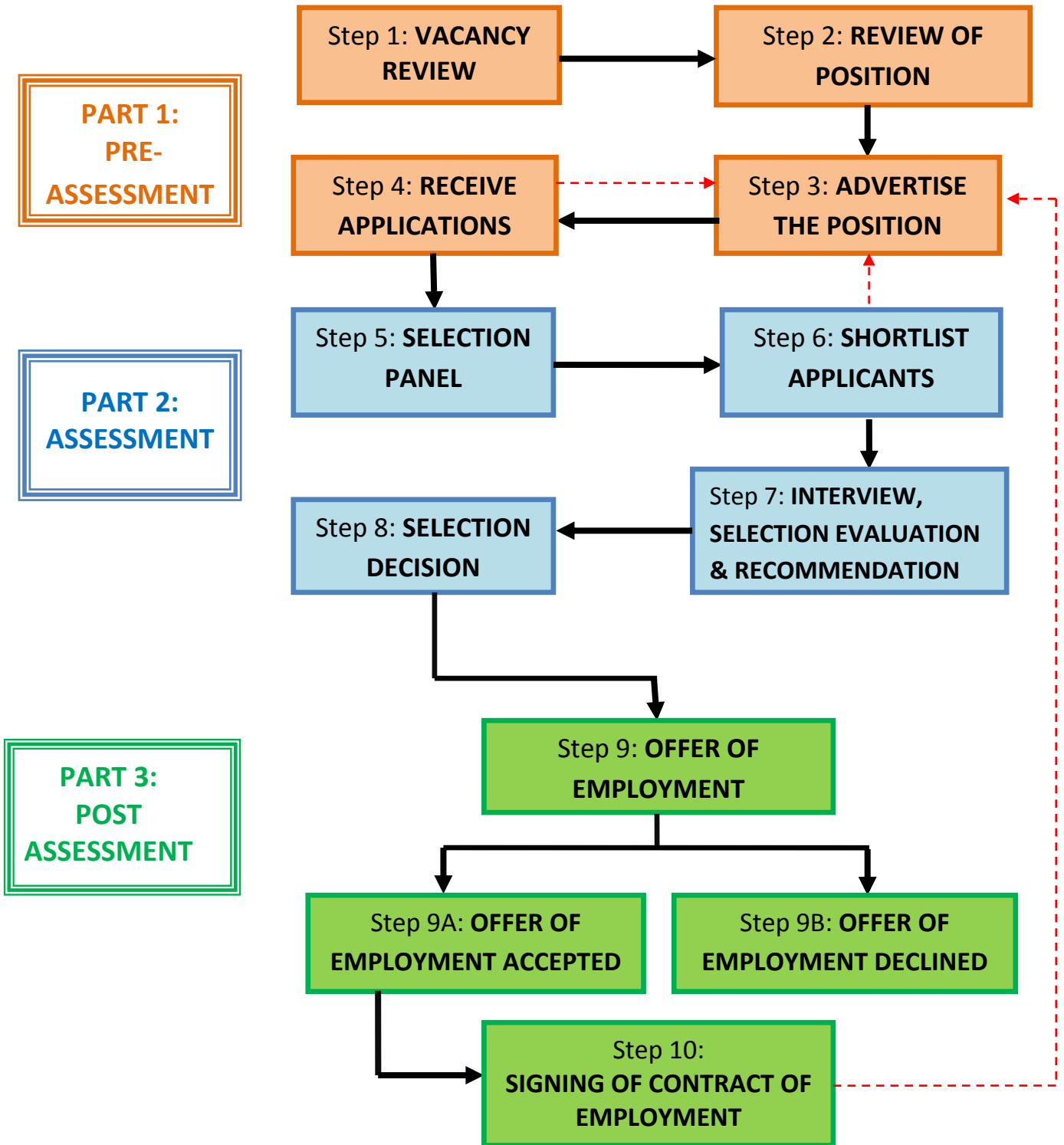
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RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

**APPENDIX 1**  
**CHIEF EXECUTIVE OFFICERS R&S FLOWCHART**





**RECRUITMENT AND SELECTION MANUAL FOR CEOs AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**APPENDIX 2**  
**FROM E: CONTRACT EMPLOYEES JOB DESCRIPTION**

[INSERT NAME OF MINISTRY]  
[INSERT NAME OF POSITION]  
[INSERT SALARY GRADE]

**Responsible to:** [INSERT WHO THE POSITION IS RESPONSIBLE TO]

**Primary Objective:** [INSERT THE PRIMARY OBJECTIVE OF THE POSITION]

**Duties and responsibilities:** [LIST THE DUTIES OF THE POSITION]

1. ....
- 2.....
- 3.....
- 4.....

**Selection Criteria:**

[LIST THE SELECTION CRITERIA AND INDICATE WHETHER IT'S 'ESSENTIAL' OR  
'DESIRABLE']

1. .... (Essential)
2. .... (Desirable)



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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## APPENDIX 2 FORM F: HOW TO APPLY.

[INSERT NAME OF POSITION]  
[INSERT NAME OF MINISTRY]

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### 1. How to Apply

To apply for this position, applicants need to fill out the Application Form (Form 2) and provide the following:

- (i) **Curriculum Vitae** - CV should include:
  - details of all previous employment
    - Name of employer, designation, period of employment
    - Key accountabilities and achievements
  - details of all academic achievements, qualifications, trainings professional affiliations etc
  - a single set of certified copies of qualifications and other documents to support the application
- (ii) **References** – nominate three (3) professional referees that the Selection Panel can contact for reference check and must all be submitted together with your application.
- (iii) **Capabilities/Competency** – Applicants must ensure to fill out ‘Section 6: Selection Criteria’ of the Application Form (Form 2) on a separate sheet and clearly provide examples of the applicant’s claim to satisfying the Selection Criteria and attach with the Application Form.
- (iv) **Authorization Form** – the applicant must sign the Authorization Form attached to allow the Selection Panel to undertake the following checks:
  - Contact referees you have listed in your application and request written or oral reference to indicate your work performance, skills, knowledge, experience and attitude. The referees will also be asked to verify information provided in your application
  - Approach in confidence, not only the referees who have provided your references, but other people who have personal knowledge of you, to gather information related to your suitability for this appointment.
  - Security checks including vetting by the Samoa Police Service and other agencies will also be undertaken.

Note : Applications should be addressed to:

The Secretary  
Public Service Commission  
East Wing, Level 2  
FMFM II Building  
Apia, SAMOA

**By Post :** The Secretary  
Public Service Commission  
P.O.Box 73  
Apia  
SAMOA



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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Application Package can be uplifted from the PSC Office or downloaded from the PSC website: [www.psc.gov.ws](http://www.psc.gov.ws)

### 2. Closing Date & Submission of Applications

Completed applications should be received by the Office of the Public Service Commission, Level 2, FMFM II (Government Building) by **[INSERT DUE DATE AND TIME]**.

Any late applications submitted after the closing date and time must be accompanied by a valid explanation and are subject to the Selection Panel's discretion for inclusion in the process.

### 3. Management and Timing of Recruitment Process

We will send an acknowledgement of your application to the contact details you provide in your application thus it is crucial that you indicate your preferred mode for receiving communication /correspondence in relation to this application.

You will also be informed as to whether you have been shortlisted for an interview or otherwise.

The R&S Flowchart is attached for your information and provides an illustration of the R&S process for this position.

We endeavor to complete the process within three months from the date of advertising the vacancy.

### 4. More Information

For more information, please contact the Senior Executive Services Division of the Office of the Public Service Commission on phone 22123 ext. 19, 27 & 20 or email [ifaasisila@psc.gov.ws](mailto:ifaasisila@psc.gov.ws) or [jhisatake@psc.gov.ws](mailto:jhisatake@psc.gov.ws) or [sfilemu@psc.gov.ws](mailto:sfilemu@psc.gov.ws)



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT  
EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

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**APPENDIX 2**

**FORM G: CONTRACT EMPLOYEES AUTHORISATION FORM**

[INSERT NAME OF POSITION]  
[INSERT NAME OF MINISTRY]

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**AUTHORISATION FORM**

I, \_\_\_\_\_ (Applicant's name), authorize the Selection Panel for the above position to undertake all necessary background and verifications checks in relation to my application for the position of [INSERT NAME OF POSITION,] within the [INSERT NAME OF MINISTRY].

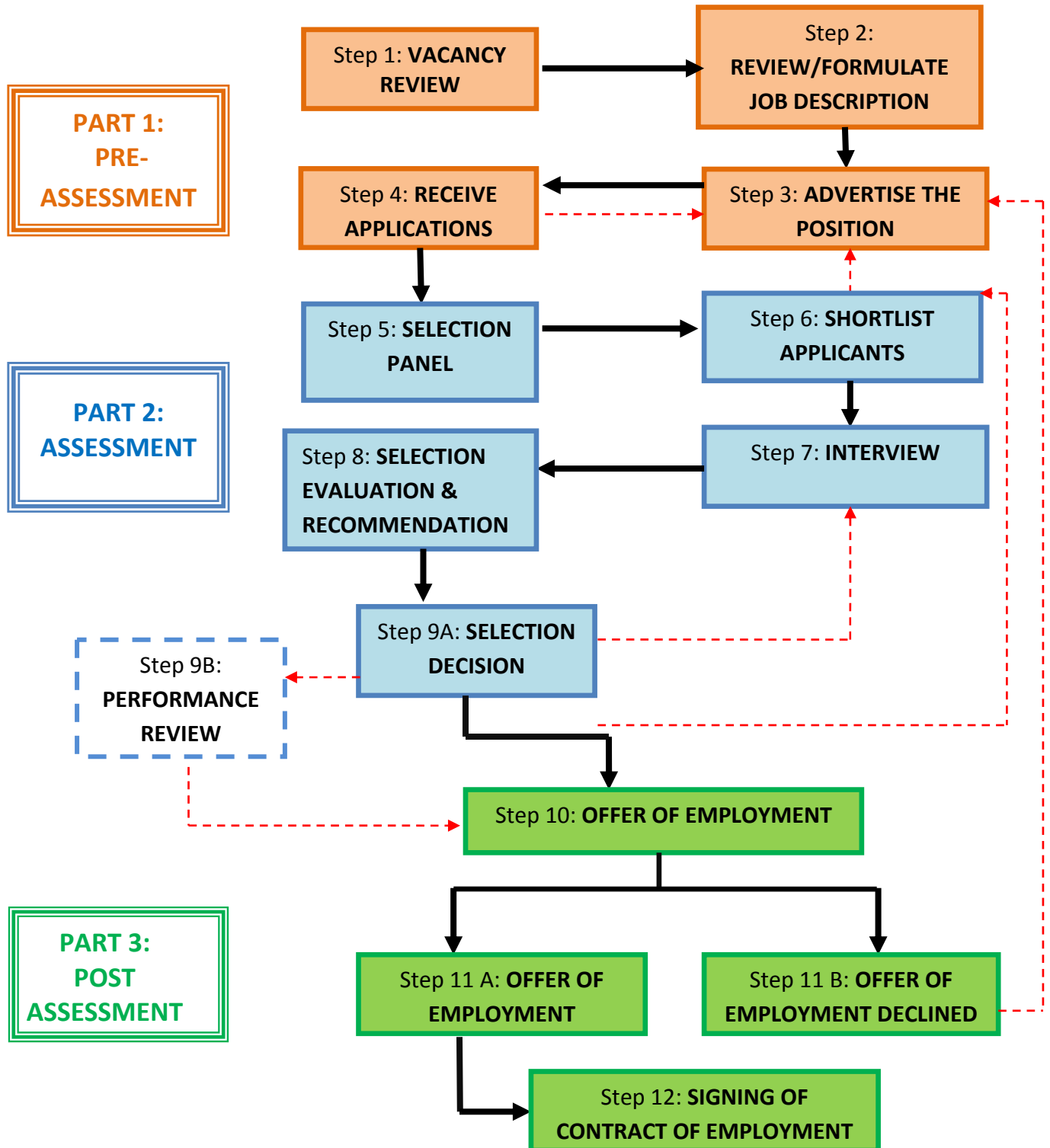
Signature of Applicant: \_\_\_\_\_

Date: \_\_\_\_\_



# RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

## APPENDIX 2 CONTRACT EMPLOYEES R&S FLOWCHART





**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**APPENDIX 2**  
**FORM 2: APPLICATION FORM**

Form 2

*[insert position title]*



# Job Application Form

## Form 2

Form must be completed by Applicant whether Public Servant or Non Public Servant

**Section 1: Position Details**

Ministry [INITIALS]	Section MANAGEMENT	Location APIA	
Position Code insert code	Title [insert position title]	Salary Grade [insert salarygrade]	Salary Rate \$ _____

**Section 2: Personal Details**

Full Name	Gender
Mailing Address	Contact Phone No.
Contact Address	Date of Birth (Day / Month / Year)

**Section 3: Education Details**

Most recent qualification	Major Area of Study	Institution Attended	Date Started	Date Finished
Any previous qualification(s)				

**Section 4: Training History**

Courses Relevant to Selection Criteria ONLY	Date	Duration (In days)

**Section 5: Employment History**

**Current / Most recent Position**

Employer's Name	Date	Duration (in days)
Position Title	Number of Staff reporting to you	
Main Responsibilities		



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**Form 2**

*[insert position title]*

**Next previous position**

<i>Employer's Name</i>	<i>Date</i>	<i>Duration (in days)</i>
<i>Position Title</i>	<i>Number of Staff reporting to you</i>	
<i>Main Responsibilities</i>		

**Next previous position**

<i>Employer's Name</i>	<i>Date</i>	<i>Duration (in days)</i>
<i>Position Title</i>	<i>Number of Staff reporting to you</i>	
<i>Main Responsibilities</i>		

**Next previous position**

<i>Employer's Name</i>	<i>Date</i>	<i>Duration (in days)</i>
<i>Position Title</i>	<i>Number of Staff reporting to you</i>	
<i>Main Responsibilities</i>		

**Section 6: Selection Criteria**

Based on an analysis of the duties of this position as determined by the Manger responsible, set out below are the criteria that will be used in assessing the suitability of each Applicant for the position. Please address each selection criteria on a separate sheet and attach to this form.

It is the Applicant's responsibility to:

1. indicate aspects of their work experience which indicate their ability to satisfy each criterion;
2. complete this information in a true and accurate way (failure to do so will disqualify the Applicant); and
3. supply supporting documentation should they be called for short-listed interviews.

Note: If you feel the need to supply additional arguments to support your fulfilment of the selection criteria listed below then please attach that information to this application form.

<b>Selection Criteria</b>
1.
2.
3.
4.
5.



**RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE**

**Form 2**  
*[insert position title]*

6.
7.
8.
9.
10.

**Section 7: Computer Literacy**

Indicate competency level for each system

Competency Level code: 1= no knowledge; 2= basic knowledge; 3= good working knowledge; 4= strong/advanced capabilities

Main Systems	Other Systems
Word processing (Word)	Other Systems
Spreadsheets (Excel)	Database Management (Access)
Presentation PowerPoint	Other (specify)
E-mail	Other (specify)

**Section 8: Knowledge of Languages**

For languages other than your mother tongue, enter appropriate number from code below to indicate level of your language skills	Indicate your mother tongue by ticking a box below	Speak	Read	Write
<b>CODE</b> 1. Limited conversation, reading of newspapers, routine correspondence 2. Engage freely in discussions, read write more difficult material 3. Speak, read and write (nearly) as well as mother tongue.	Samoan			
	English			
	Other (specify)			



RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

Form 2

[insert position title]

Section 9: Discipline Records Check

Do you have a discipline record; any criminal convictions; or any current legal proceedings against you? (Please TICK the appropriate box)

Table with columns No and Yes

IF Yes, Please provide details on a separate piece of paper in a sealed envelope and attach it to this form. This information will be kept confidential and only be seen by the Assessment Committee.

Section 10: Declaration of Referees

Please note that you need to declare addresses and contact numbers of three referees.

Three numbered rows for referee details

Section 11: Declaration of Close Relations

Do you have a close relation (family ties) to an individual(s) currently employed anywhere in the Department to which you are applying? (Please TICK the appropriate box)

Table with columns No and Yes

If YES, please provide name(s) of your relation(s) and state nature of relationship

Text box for relationship details

Section 12: Community Status

Outside the work environment, do you hold any positions (including matai titles) associated with community services, and if so, please list:

Text box for community status

Section 13: Certification And Authorisation

I hereby certify that the information given in my application is true and correct. I also acknowledge that if I am appointed on the basis of any false information that I provide my appointment will be revoked. I also authorise the Department to undertake any necessary checks to confirm the information provided by me.

Signature and Date fields



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### **Guideline 1: Late Applications**

Vacancies specify a closing date and time by which applications must be received. It is the responsibility of the applicant to ensure sufficient time is allowed for the submission of their applications to be submitted prior to the closing date and time.

Late applications must be accompanied by a written explanation of a relevant reason for the delay and will only be accepted under exceptional circumstances.

### **Facsimile and Internet Applications**

- ✓ Where an application is submitted via facsimile or internet (email) on the closing date/time with the last pages coming through some minutes later after the closing time, the application *may* be accepted.
- ✓ Late facsimile applications on the grounds that the fax line is busy will not be accepted.

### **Exceptional Circumstances:**

- ✓ The Selection Panel may decide to include a late application if they determine that the reason stated for the late submission was out of the applicant's control. These reasons include but are not limited to the following:
  - Wrong closing date specified in newspaper advertisements or PSOC.
  - If an incumbent was on duty travel while the position was advertised.
- ✓ The Selection Panel may decide to include late applications for positions that have been re-advertised numerous but received very few or no applications.
- ✓ Incomplete applications will be subject to the Selection Panel's discretion for inclusion.



## RECRUITMENT AND SELECTION MANUAL FOR CEOS AND CONTRACT EMPLOYEES IN THE SAMOA PUBLIC SERVICE

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### Guideline 2: Conflict of Interest

- **What is conflict of interest?**

A conflict of interest exists where an employee's private interests, both financial and personal, could conflict with their official duties such that an independent observer might reasonably question whether the professional actions or decisions of that person are influenced by their own interests.

- **What is a private interest?**

An 'interest' in this context means anything that can have an impact on an individual or group. The term 'private interests' includes not only an employee's own personal, professional or business interests, but also the personal, professional and business interests of individuals or groups with whom they are closely associated. This can include relatives, friends or even rivals and enemies (Australian Public Service Commission, 2009).

- **Why does conflict of interest matter in the Recruitment and Selection process?**

The Public Service Act 2004 states Values, Principles and Code of Conduct that public servants in the Samoa Public Service are subject to. In the context of the recruitment and selection process, public servants that are involved with the process are expected to uphold the following:

- ✓ **Values of the Public Service:**

- (b) *Impartiality*: providing impartial advice, acting without fear or favour, and making decisions on their merits;
- (e) *Transparency*: taking actions and making decisions in an open way;
- (f) *Accountability*: being able to explain the reason for actions taken, and taking responsibility for those actions.

- ✓ **Principles of employment:**

- (a) Appointments and promotions must be made on the basis of merit;
- (b) Decisions on employment matters must be made fairly and properly;
- (f) Eligible persons must have a reasonable opportunity to apply for employment in the public service;

- ✓ **Code of Conduct:**

- (a) Be honest and impartial;
- (f) Disclose, and take all reasonable steps to avoid, any real or apparent conflicts of interest in relation to their employment.



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