



Government of Samoa

Samoa Public Service Recruitment and Selection Manual

A Guide for Managers and Employees

Produced by the
Public Service Commission
2012

FOREWORD

The purpose of this manual is to provide a clear guide for the recruitment, selection and appointment of officers in the Samoa Public Service.

Recruiting is one of the most important activities a hiring manager and HR personnel have to undertake due to the significant investment in the recruitment and selection process. Hiring decisions directly impact on Ministries' ability to achieve its outputs and outcomes in an effective and efficient way and have a lasting impact on Public Services capability and performance. Those involved in the recruitment, selection and appointment of new employees will leave a lasting impression on a candidate's view of the Public Service whether they are successful or unsuccessful. The fundamental principles of selection based on merit and ensuring procedural fairness must be adhered to at all times.

For further information regarding recruitment and selection of permanent officers in the Samoa Public Service, the first point of contact should be the Ministry's Human Resource Coordinator.

Chairman
Public Service Commission

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GLOSSARY

Definition	
<i>The “Act”</i>	Samoa Public Service Act 2004
<i>Appeals</i>	Refers to appeals lodged against provisional appointments to permanent positions.
<i>Chief Executive Officer</i>	The Chief Executive Officer of a Ministry; that is the ‘Head of a Ministry’ or ‘Head of a Constitutional Authority’
<i>Code of Conduct</i>	The Code of Conduct in Section 19 of the Public Service Act 2004
<i>Commission</i>	Public Service Commission constituted under Article 84 of the Constitution.
<i>Conflict of Interest</i>	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.
<i>Contract Employee</i>	An employee appointed by the Commission in accordance with section 30 and 31 of the Public Service Act 2004.
<i>Comparative Assessment</i>	A collective assessment by the three panelists. To find out how similar or different the assessment of each applicant by each Panel.
<i>Crime</i>	Means an offence for which anyone can be punished under the Crimes Ordinance 1961.
<i>Discrimination</i>	Any action which specifically excludes reduces opportunity or gives preference to a person or persons on the basis of personal characteristics irrelevant to the situation e.g. marital status, ethnic origin, social affiliations, sexual orientation, religious denomination, physical impairment. It can be direct (overt) for example when an actual policy or practice is discriminatory or indirect (covert) for example when a policy or practice appears to be non discriminatory but may actually be so when in operation.
<i>Employee</i>	Means a person employed in a Ministry but does not include a Chief Executive Officer.
<i>Human Resource Coordinator (HRC)</i>	An officer who coordinates the process of acquiring and managing the employees of an organisation.
<i>Human resource management (HRM)</i>	The process of acquiring and managing the employees of an organisation.
<i>Individual Assessment</i>	The Assessment of applicants against selection criteria by the individual panelist.
<i>Job Analysis</i>	It is the process of collecting facts about a job and analysing them to decide the purpose, nature and functions of a job and what duties and responsibilities are involved.
<i>Job description</i>	A written document detailing the key responsibilities, duties, reporting relationship, competencies, and accountability of a position.
<i>Line manager</i>	The person who the position reports to and whom is responsible for managing the recruitment, selection and appointment process. This is

	generally the ‘reporting person’ identified in the job description.
<i>Merit</i>	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; (c) experience and past work performance; and (d) personal attributes; of the person that are relevant to the selection criteria for the position.
<i>Offence</i>	Means any act of omission for which anyone can be punished under the Crimes Ordinance 1961 or any other enactment.
<i>Officer</i>	Means an employee who is not a) Contract Employee b) Temporary Employee.
<i>Principles of Employment</i>	Section 18 of the Act, establishes a philosophical framework for human resource management in the public sector. While the principles in this section are expressed in general terms, they do provide employees with an outline of their obligations and rights. They also constitute a set of standards against which we can measure new policies and procedures, and other initiatives at the Ministry level or on a sector-wide basis.
<i>Probation</i>	The first six of an officer’s appointment during which time their appointment can be confirmed or terminated at any stage in writing by the CEO.
<i>Procedural Fairness</i>	The concept of procedural fairness has two fundamental principles: <ul style="list-style-type: none"> • 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.
<i>Qualifications</i>	The required level of formal education or experience, including recognition by or registration with a professional organisation, that a person must possess to enable them to be employed at a particular classification or designation level.
<i>Regulations</i>	Public Service Regulations 2008
<i>Selection Criteria</i>	A crucial component of the JD and the basis for shortlisting, interview questioning, assessment, selection report and feedback. The selection criteria must reflect the skills and abilities, educational qualifications, experience and knowledge, and personal attributes required to undertake the duties and responsibilities of a position.

Acronyms	
ACEO	Assistant Chief Executive Officer
CEO	Chief Executive Officer
GoS	Government of Samoa
HRC	Human Resources Coordinator
PSC	Public Service Commission
PSOC	Public Service Official Circular
R&S	Recruitment and Selection
SPS	Samoa Public Service

INTRODUCTION

The aim of this manual is to outline the policy, process and procedural guidelines for line managers and Human Resource (HR) personnel to recruit, select and appoint the best, most competent person based on merit and that the recruitment, selection and appointment (R&S) processes are carried out in a fair, transparent, consistent and professional manner. However, management discretion and judgment will need to be exercised at certain times during the R&S process.

The key phases of the R&S process are:

- 1. Pre-Assessment:** reviewing and advertising of the vacant position
- 2. Assessment:** receiving, short-listing and interviewing of potential applicants
- 3. Post-Assessment:** appointing the best person based on the outcome of the assessment

MANDATE

The legislative mandate for the recruitment, selection and appointment of employees within the SPS are governed by the:

- Constitution of Samoa,
- Public Service Act 2004,
- Public Service Regulations 2008,
- Applicable common law principles where they are not contrary to legislation.

POLICY OUTLINE

The Samoa Public Service (SPS) has a commitment to deliver effective and efficient services to the Public. The aim of the policy is to ensure that the best, most competent person is selected in the position where they can make a positive contribution to the values and goals of the Ministry. Secondly, to ensure that recruitment, selection and appointment processes are fair, transparent and consistent.

The R&S process is to generate eligible applicants with the necessary skills, expertise and qualifications to apply for employment, perform at a high level and demonstrate commitment to deliver organisational objectives. In return employers are responsible for the wellbeing, development and retention of its employees.

Sections 18(a), (f), (g), (i) and 36 of the Public Service Act stipulates the importance of instigating a system that appoints and promote person(s) based on merit. Merit is defined in Part V of the Act as ‘the merit of a person in relation to a position must be assessed on the basis of:

- (a) skills and abilities;*
- (b) educational qualifications;*
- (c) experience and past work performance; and*
- (d) personal attributes*

of that person that are relevant to the selection criteria for any position in the Service”.

If the recruitment, selection and appointment process is not done effectively then there will be extensive implications for the Ministry in the long term.

Proper implementation of the process will avoid unnecessary costs such as time, staff turnover, poor performance, low productivity and dissatisfied customers.

OBJECTIVES

The key objectives of the R&S are:

1. To have in place a well managed process that employs the right people to the right jobs,
2. Ensure the R&S process is conducted in a fair, transparent, consistent and professional manner.
3. To provide a merit based process that comply with Samoa Public Service policies and legislations,
4. Encourage a seamless process of leading, managing and developing of employees.

GUIDING VALUES

The R&S is a process that reinforces the SPS Values set out in the Public Service Act 2004.

Values	Definition	Application in the R&S
Honesty s.17(a)	<ul style="list-style-type: none"> ▪ Acting honestly, being truthful and abiding by the laws of Samoa. 	<ul style="list-style-type: none"> ▪ panel members assess applications with the utmost integrity ▪ truthful information is documented in job application Form, JD etc
Impartiality s.17(b)	<ul style="list-style-type: none"> ▪ Providing impartial advise, acting without fear or favour, and making decisions on their merits. 	<ul style="list-style-type: none"> ▪ employment decisions are based on merit ▪ assessment of applicants must be consistent and objective ▪ advertising, selection and appointing decisions are made fairly, and not on unlawful discriminatory grounds
Service s.17(c)	<ul style="list-style-type: none"> ▪ Serving the people well, through faithful service to the Government. 	<ul style="list-style-type: none"> ▪ serving the Government of the day and dedicated to serving the people of Samoa ▪ ensure applicants are provided with the correct and complete application pack ▪ respond to applicants on status of their applications accordingly
Respect s.17(d)	<ul style="list-style-type: none"> ▪ Treating the people, the Government and colleagues with courtesy and respect. 	<ul style="list-style-type: none"> ▪ Applicants are treated with courtesy and respect ▪ does not mean giving any person special treatment or favours because of their social status
Transparency s.17(e)	<ul style="list-style-type: none"> ▪ Taking actions and making decisions in an open way. 	<ul style="list-style-type: none"> ▪ decisions that have an impact on society as a whole are openly made and employees are accountable for their actions ▪ consistent use of interview and assessment methods etc ▪ disclosure of conflict of interest etc ▪ panel must come to a consensus when agreeing on the successful applicant
Accountability s.17(f)	<ul style="list-style-type: none"> ▪ Being able to explain the reason for actions taken, and taking responsibility for those actions. 	<ul style="list-style-type: none"> ▪ Panel members can explain the reasons for their actions and decisions ▪ Applicants understand the duties and responsibilities for the position they are applying to.
Efficiency and Effectiveness s.17(g)	<ul style="list-style-type: none"> ▪ Achieving good results for Samoa in an economical. 	<ul style="list-style-type: none"> ▪ getting good selection decisions to achieve Ministry's objectives as set out in Corporate and Management Plans ▪ the process is cost and time sufficient whilst maintaining procedural fairness

GUIDING PRINCIPLES

The recruiting Ministry is required to act as a good employer in carrying out people management functions. To fulfill this obligation the following principles under section 18 of the Public Service Act 2004 should be followed.

Principles	Definition	Application in the R&S
Merit s.36 and s.18(a)	<ul style="list-style-type: none"> ▪ Appointments and promotions must be made on merit. 	<ul style="list-style-type: none"> ▪ Merit is defined in Part V of the Act as “the merit of a person in relation to a position must be assessed on the basis of: <ul style="list-style-type: none"> (a) <i>skills and abilities;</i> (b) <i>educational qualifications;</i> (c) <i>experience and past work performance; and</i> (d) <i>personal attributes of that person that are relevant to the selection criteria for any position in the Service”.</i>
Fairness s.18(b)	<ul style="list-style-type: none"> ▪ Decisions on employment matters must be made fairly and properly. 	<ul style="list-style-type: none"> ▪ the interview panel should comprise of an independent member, Line Manager and the Ministry’s HRC/HR personnel ▪ the panel should consist of representation of both genders ▪ compliance with the principle of natural justice or procedural fairness ▪ employment decisions are based on merit and on the outcome of a comparative assessment
Grievance System s.18(c)	<ul style="list-style-type: none"> ▪ Employees must have access to a simple and fair grievance system. 	<ul style="list-style-type: none"> ▪ accessible grievance system ▪ accessible appeal process (s. 49 of the Public Service Act 2004)
Employment Terms and Conditions s.18(e)& (i)	<ul style="list-style-type: none"> ▪ Employees must receive reasonable remuneration and reasonable terms and conditions of employment. ▪ There must be only as many employees working in the public service as necessary for the public service to function efficiently and effectively. 	<ul style="list-style-type: none"> ▪ the salary grade is determined based on the JCS process and approved by the Commission ▪ Ensure there is approval for the position
Equal Employment s.18(f) & (g)	<ul style="list-style-type: none"> ▪ There must be equal employment opportunity in the public service. ▪ Eligible persons must 	<ul style="list-style-type: none"> ▪ vacant positions are to advertised allowing qualified and potential applicants to compete for the position

	have a reasonable opportunity to apply for employment in the public service.	
Confidentiality	<ul style="list-style-type: none"> ▪ Security and privacy of information from applicants must be maintained 	<ul style="list-style-type: none"> ▪ Ensure to protect the security and privacy of applicants and the information contained in their application. ▪ Ensure the integrity consent form is signed to allow the panel to undertake an integrity check

RESPONSIBILITIES

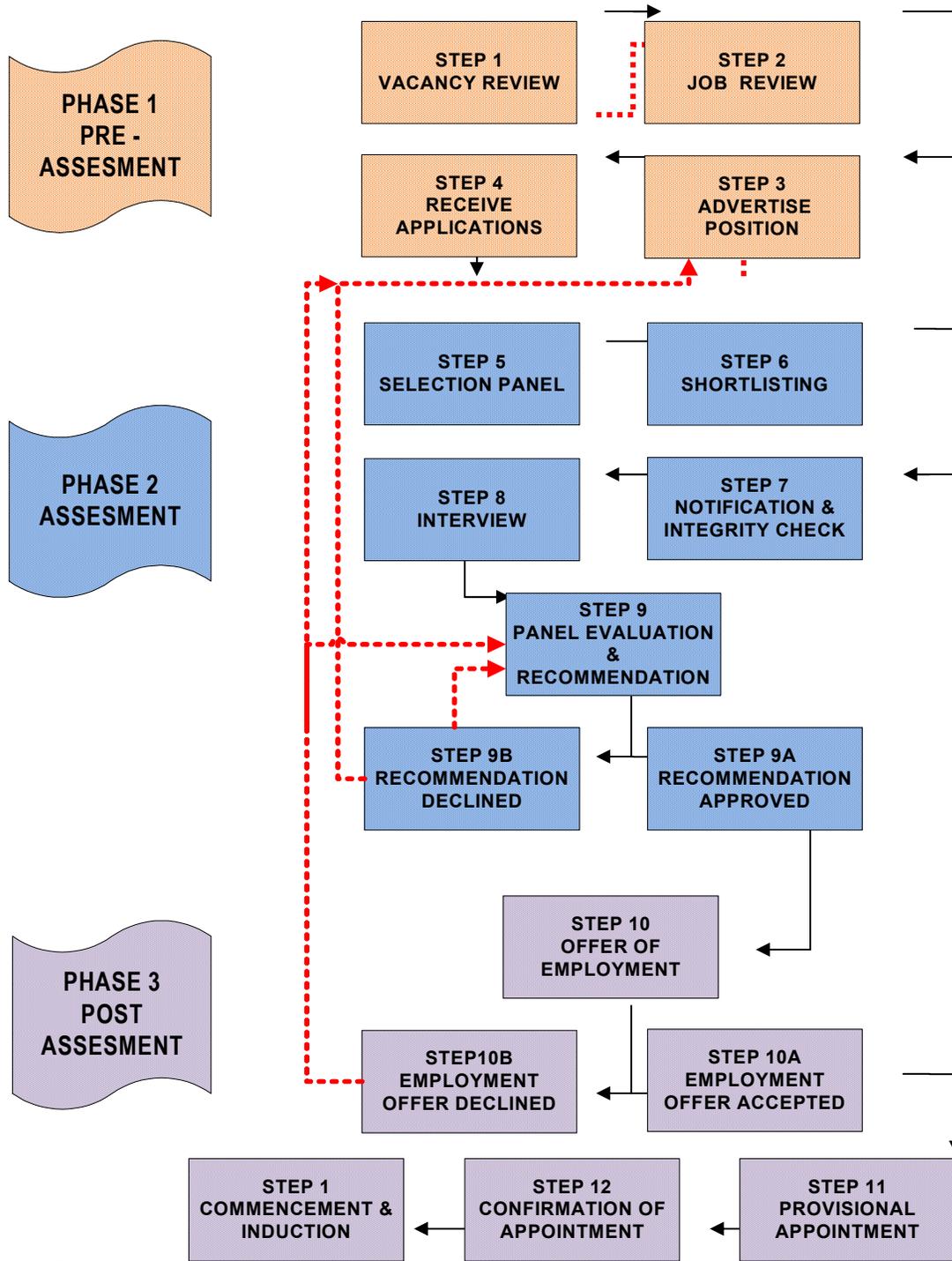
Who?	Responsibilities
CEO	<ul style="list-style-type: none"> • Has the authority for approving vacancy advertising and recommendation to appoint or not appoint. • Ensure recruitment process undertaken meets legislative, policy direction and guidance as evidence by the report that recommends to appoint or not to appoint. • Appointed authority to sign 'Offer of Employment'.
Line Manager/Chairperson (to which position reports to)	<ul style="list-style-type: none"> • Review the Job Description • Establish agreed selection criteria • Chair selection panel for interviews • Conduct integrity checks • Write recommendation report to CEO • Ensure interview methods and process is fair and consistent
Human Resource Coordinator (HRC)/HR personnel	<ul style="list-style-type: none"> • Manage and administer vacancy advertising • Provide support and guidance to Line Manager on all aspects of the R&S process when required • Collate applications received before forwarding to Line Manager • Assist the Line Manager with convening of panel for short-listing and interview • Administer correspondence where appropriate for relevant steps of the R&S process • Provide necessary letters for position to successful applicant • Notify unsuccessful applicants • Advise PSC on provisional appointment for notification on PSOC – Form 5
Panel Members	<ul style="list-style-type: none"> • Participate in the short-listing of applicants and sign the Form 3 • Participate in the interviewing of applicants and sign the Form 4 • Sign the selection outcome report Form 5 • Assist with undertaking the Integrity Check
Office of the Public Service Commission	<ul style="list-style-type: none"> • In receipt of Form 1 - Advertise the vacant position on the Public Service Official Circular (PSOC) • Check the Selection Criteria and advise Ministries accordingly • In receipt of Form 5 - Advertise provisional appointment on the PSOC • In the absent of notice of appeals confirm appointment on the PSOC • Undertake preliminary assessment and mediation for appeals and grievance received relating to the R&S process

Note:

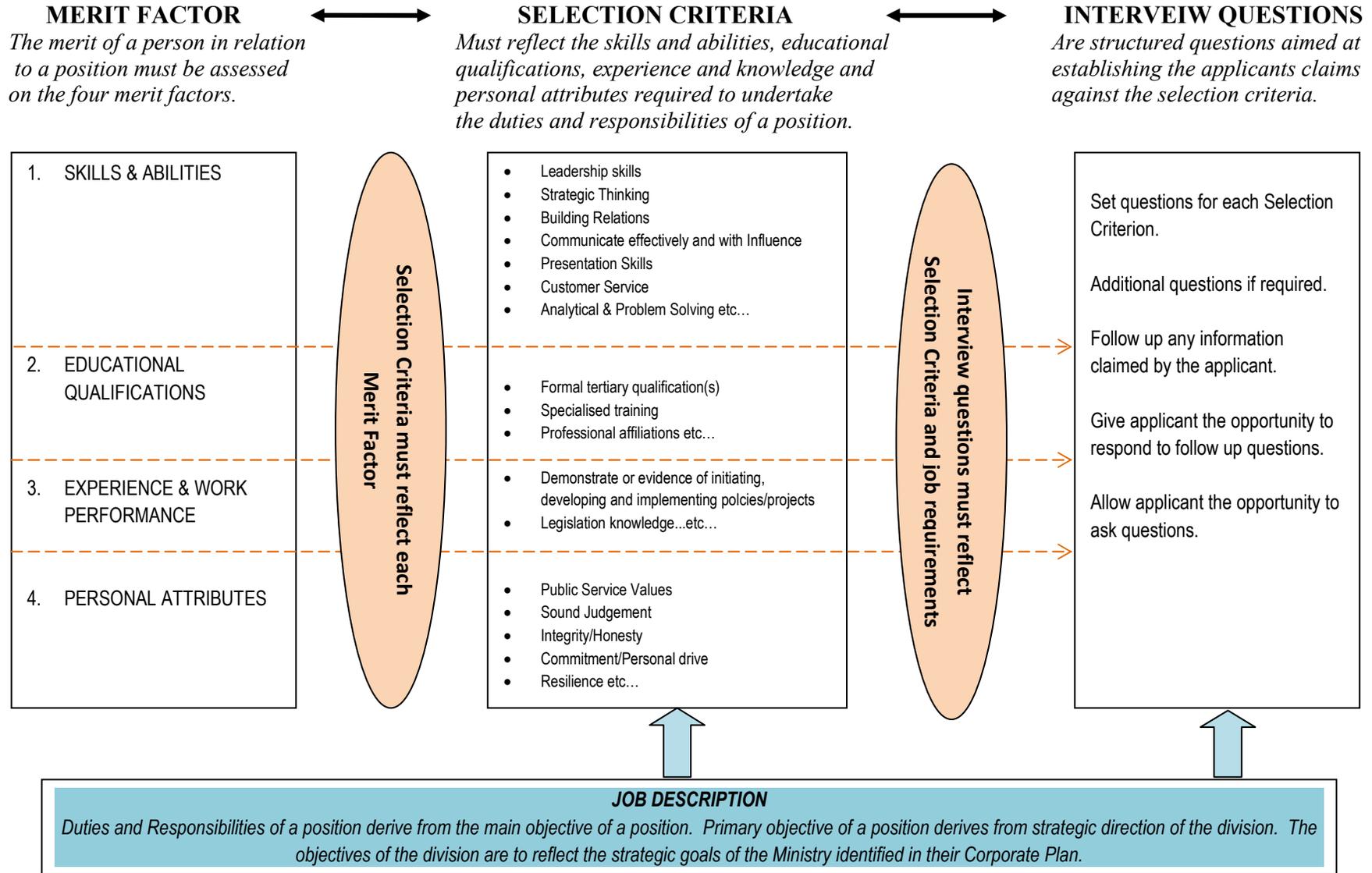
There will be variations around the responsibilities of people involved in the recruitment, selection and appointment depending on delegations, resources and organisation structure. Discretion and common sense should be applied.

PROCESS

**RECRUITMENT AND SELECTION PROCESS
FLOWCHART**



MERIT FACTOR FRAMEWORK



PROCEDURAL GUIDELINE PHASE 1: PRE-ASSESSMENT

STEP 1: VACANCY REVIEW

- i. The Line Manager with the assistance of the Human Resource Coordinator (HRC) should assess and conduct a job analysis to determine there is a need for an existing or a new position to reflect any changes that may have occurred and future needs of the Ministry. *(appendix 1 –Job Analysis)*
- ii. Confirm there is funding for the position and check whether the position exists under the Ministry’s approved organisational structure before the recruitment and selection process can commence.
- iii. As a result of the vacancy review, the Line Manager with the endorsement of the CEO determines whether there needs to be a change in classification, salary or structure in which the approval of the Commission must be sought.

STEP 2: JOB REVIEW

- i. A job description (JD) should be developed (if not available), updated and documented in an appropriate format. *(appendix 2 –Job Description)*
- ii. The responsibility for reviewing and finalising of the JD and selection criteria lies with the Line Manager with the assistance of the HRC.
- iii. The formulation of selection criteria must be linked to the four (4) merit factors. They include:
 - (1) skills and abilities,
 - (2) educational qualifications,
 - (3) experience and past work performance, and
 - (4) personal attributes required to perform duties of the position.*(appendix 3 – Developing Selection Criteria)*
- iv. The selection criteria are allocated a mark adding all up to 100 marks. Selection criteria should be linked to the relevant merit factor and reflect the job requirements. Questions asked during interview should cover each selection criterion. *(refer Merit Framework)*
- v. Identify what criterion is essential and desirable. A person is required to demonstrate that he/she satisfies all essential criteria to perform the duties of that particular position.

Note:

The job description reflects the key responsibilities of a job. Jobs usually evolve in response to changes in the work environment. A vacancy is an opportunity to reassess the required skills, knowledge and criteria needed for the position to meet current and future work objectives of the Ministry.

Note:

The selection criteria are sourced from the competencies identified in the approved JD and adequately reflect the job requirements (skills, abilities, knowledge, experience and personal attributes).

STEP 3: ADVERTISE POSITION

- i. Advertising must be approved by the CEO. The request to advertise form 1 must be accurately completed and signed by authorised delegation before submitting to the Office of the Public Service Commission (PSC). (*form 1 – Request to Advertise Form*)
- ii. The coordination of positions to be advertised is usually the responsibility of the Corporate Services Division.
- iii. Advertisement for permanent positions lasts for two weeks, this should give applicants sufficient time to obtain information, prepare and submit their applications.
- iv. The HRC should ensure application packs are made available for applicants to uplift. (*appendix 4 –Application Pack*)
- v. The Line Manager with the endorsement of the CEO may use other media to ensure maximum opportunity to recruit potential applicants. This is at the expense of the Ministry.

Note:

Pursuant to Section 34 of the Public Service Act 2004, all vacant positions are to be advertised on the Public Service Official Circular (PSOC) for a maximum of two (2) weeks. There will be times when the HRM Division will make suggestions to change Selection Criteria to a position if and when appropriate.

STEP 4: RECEIVE APPLICATIONS

- i. All applications for the advertised position must be addressed and submitted to the relevant CEO of the respective Ministry by close of business on the date stated in the advertisement.
- ii. Upon receipt of applications, the Corporate Service Division is responsible for the following:
 - Receiving and acknowledging receipt of applications (refer to Applicant Statistics Form 2)
 - Compile all applications
- iii. Applications received after closing date will not be considered unless approved by the CEO.
- iv. Applicants are required to do the following:
 - Complete the application form in a true and accurate way (***failure to do so will disqualify the applicant***)
 - Attach all supporting documents such as certified copies of qualification(s), reference(s)etc. Refer to appendix on more information on how to complete an application.
- v. All applications received should be acknowledged as soon as it is practicable. Application Form 2 has a cut out application slip that is to be handed back or sent to applicant when the Ministry is in receipt of the complete application pack. If this is not practical advise receipt of application by letter, telephone or email.
- vi. In the event that no application or there are insufficient applications received at the close of advertisement, the Ministry may re-advertise the position and/or review the selection criteria to attract more applicants. If the position is re-advertised, go back to **Step 2.**

Task 1:

Process control and documentation control is vital to ensure quality of process. Should a decision be considered outside this Manual it is recommended reason(s) for decision(s) made are to be documented for the purpose of M&E.

PHASE 2: ASSESSMENT

STEP 5: SELECTION PANEL

- i. It is the responsibility of the Line Manager with the assistance of the HRC to convene the selection panel.
- ii. All applications should be forwarded to the Line Manager, once the Line Manger is satisfied with the pool of applicants the panel members are to be notified on the following:
 - Availability to attend the short-listing and interview process and;
 - Applicants for the vacant position
 - Identify any conflict of interest by the panel with any of the applicants
- iii. The Corporate Service Division is to prepare three (3) vacancy files for the three panel members for short-listing.
- iv. The following persons are not to be included on the panel:
 - Anyone who will report to the position and;
 - Anyone with actual or perceived conflict of interest with an applicant, for example where the panel member is a 'near relative' of an applicant.
- v. The selection panel must consist of three (3) members, the Line Manager, the HRC or HR personnel and an independent member from another Ministry or private sector. The panel should include persons who have an understanding of the position being filled.
- vi. A panel member who is a near relative to an applicant must declare his/her relationship to the Chairperson of the selection panel. The Chairperson must assess the situation and arrange for another panel member should this occur.
- vii. If the Chairperson has a near relative in the list of applicants he/she must advise the CEO and remove himself/herself from the selection panel and arrange for another Manager to sit in.
- viii. The Chairperson of the selection panel with the assistance of the HRC is to set a suitable date, time and venue to carry out the short-listing.
- ix. Upon finalising the selection panel, the HRC is responsible for ensuring that all documents are made available for each panel member. Each panel member should have a Vacancy Folder which should include:
 - Copies of applicants' Application - Form 2
 - Short-listing Form for Applicants - Form 3
 - Individual applicant Assessment -Form 4
 - Job Description and Selection Criteria
 - Flowchart of R&S process

Note:

Near relative is defined in the Public Service Regulations 2009, section 39

Task:

*Reconfirm members of the panel for short-listing 3 days prior to the scheduled date and time.
Prepare vacancy folders for Panel members*

STEP 6: SHORTLISTING APPLICANTS

Note:

A short-list is the process of assessing applicant's claims of eligibility to the agreed selection criteria. It is to identify applicants who satisfy all criteria and warrant further consideration.

- i. As soon as practical, no later than 5 days after the closing date, the selection panel is to meet and discuss the applications and to shortlist the applicants using the short-listing form 3. (*form 3 - Short-listing Form 3*)
- ii. In the event the Panel cannot find a mutual time of availability, the HRC may circulate the short-listing forms for the Panel's individual assessments.
- iii. Only applicants who meet all essential selection criteria are to be shortlisted for an interview.

Applicant(s) who do not satisfy all essential Selection Criteria

- i. If an applicant fails to display how they satisfy the essential criteria their application automatically becomes disqualified and should not progress. In this case, go to **Step 7 (a)**.
 - ii. If the panel collectively agrees that there are reasons for not proceeding with interviews, the Line Manager may seek the CEO's approval to re-advertise. If there are changes to the JD and selection criteria, go back to **Step 3**.
- OR**
- iii. The Line Manager with the approval of the CEO to re-advertise the position, the selection criteria may be revised to attract a wider pool of applicants. In the event of changes to selection criteria, go back to **Step 2**. Generally when changes to the selection criteria or JD are made previous applicants need to re-apply.
 - iv. The HRC in writing should inform and provide feedback to internal applicants who are not shortlisted preferably prior to interviews.

Applicant(s) who satisfy all the essential Selection Criteria

- i. Applicants who in the opinion of the selection panel satisfy all the essential criteria are shortlisted for an interview. They must be advised verbally or in writing at least three (3) days in advance on the scheduled date for interviews. (*letter 2 – Shortlisted Applicants*)
- ii. In the event where there is only one applicant, the panel must satisfy itself that the potential applicant meets all the essential criteria for the position to enable them to conduct the interview and make a recommendation to the CEO.
- iii. Each panel member should complete and sign the Short-listing Form 3. The Chairperson must document the process used for short-listing, the results and the agreed decisions made.
- iv. Upon completion of the short-listing, the Chairperson is to arrange a suitable time and date of interviews according to the availability of panel members and number of applicants.

Note:

The panel members are encouraged where decisions outside policy need to document for records and why the decision has been made. Consistent decision making should be applied to all applicants.

STEP 7a: NOTIFY UNSUCCESSFUL AND SHORTLISTED APPLICANTS

- i. Upon completion of the short-listing process, all applicants whether they are shortlisted or not must be informed within an acceptable time on the status of their applications.
- ii. All shortlisted applicants are subject to an **integrity check** prior to the interview.
- iii. Applicants who are not shortlisted must be notified through a letter advising on the outcome of the short-listing assessment. (*letter 3 – Not shortlisted Applicants*)
- iv. If feedback is appropriate or requested by the unsuccessful applicant(s) the Chairperson is to provide reasons. The Chairperson is responsible for providing feedback to internal applicants upon request.
- v. The advantages of providing early advice and reason(s) for decision is to:
 - Minimise the likelihood of an appeal or grievance and,
 - Applicants can learn what to do better next time, and develop themselves.

Note:

Notification of unsuccessful applicants must be managed professionally and in consideration of the applicant's investment in the application process.

STEP 7b: INTEGRITY CHECK

- i. To confirm information on the current work performance of the shortlisted applicants, an Integrity Check (character and criminal check) is advisable. The interview Panel is to obtain as much information to assist them in selecting the best person for the position it is useful to obtain referee reports prior to the interview. This approach requires care and discretion.

Note:

The purpose of an Integrity Check is to verify or clarify information provided by the applicants about his/her qualifications and past work history, confirm the validity of information provided in the application to help clarify an applicant's ability to meet the selection criteria and follow up any relevant areas of concern that the panel has.

- ii. Applicants are required as part of their applications to include three (3) referees who can be contacted to verify information provided.
- iii. The Chairperson with the assistance of the HRC should contact the referees, it is preferred that all panel members participate in undertaking referee reports to avoid misinterpretation.
- iv. However, provided that the applicant has signed the 'Declaration' Section of his/her application form, the Panel may contact any other person(s) apart from those who have been nominated as referees who would have relevant information about the applicant for the purpose of confirming information provided in the applicant's application and determining his/her merit for appointment as a Public Servant.
- v. Claims of achievements made in application or during the interview must be checked with previous and current employers. A character reference is also required to confirm and verify information contained in the applicants application form.
- vi. The applicant must be advised of any conflicting or adverse information obtained and given the opportunity to respond to the comments provided by a referee or any other person as per directive in the Interview Phase.

STEP 8: INTERVIEW

“The main purpose of an interview is for the employer to gather more information about a applicant’s suitability to the job being recruited to”.

- i. The interview is the last assessment phase and should be conducted by the same panel members that undertook the short-listing of applicants. This will ensure consistency and fairness in the assessment of applicants.
- ii. The HRC is required to confirm the availability of Panel Members prior to the interview date to avoid any last minute changes to the Selection Panel.
- iii. The Corporate Service Division is to ensure each of the Selection Panel must have the following documents included in the Vacancy File:
 1. Interview Schedule
 2. Copies of applicants’ applications - Form 2
 3. Short-listing Form for Applicants - Form 3
 4. Individual Applicant Assessment - Form 4
 5. Job Description
 6. List of set interview questions
 7. Flowchart of R&S process
 8. Organisational Chart of where the position sits in the organisation
- iv. Interview questions must be structured and based on selection criteria and duties of the position to ensure Panel members are able to assess applicants against each Selection Criteria.
- v. The Individual Applicant Assessment Form 4 is used during the interview to document and independently score each applicant. The evaluation at the end of the interview process will enable each panel to discuss their ratings/scoring and try to reach a consensus of a final score and ranking of the interviewee.
- vi. The final scoring and ranking is documented in the Selection Outcome Report - Form 5 to provide an overview of all the applicants on the outcome of the interview.
- vii. The applicant should be given the opportunity during interview to respond to any concerning information obtained from the Integrity Check to ensure procedural fairness or natural justice is afforded to an applicant.

Note:

The selection panel should meet prior to the interview to develop an interview strategy and to decide if other forms of assessment will be used. The interview strategy should cover the following:

- *Each panel members’ role during the interview,*
- *Line of questioning and who will cover what area,*

Interviews are most effective as a means of selecting the best applicant(s) when the environment created by the panel helps put the applicants at ease. Interviews are structured by:

- *Using the same core set of questions,*
- *Delivering questions in the same way, and*
- *Maintaining the same ordering of questions for each candidate.*

STEP 9a: PANEL SELECTION ASSESSMENT

“Compilation of all the facts from the applications, interviews, referee reports and other selection methods are assembled and assessed to determine the placement of applicants”.

- i. Once the Selection Panel completes the interview process, the Chairperson must ensure the following were carried out during the entire R&S process:
 - The assessment of applicants was carried out in a fair, objective and consistent manner.
 - All panel members’ assessment, rating/scoring and ranking were objective and based on information obtained in the R&S process.
 - 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 before recommendation is forwarded to the CEO.
 - The preferred applicant is based on the person with the most merit and was able to demonstrate his/her ability to satisfy the competencies and selection criteria for the vacant position.

STEP 9b: PANEL SELECTION RECOMMENDATION

- i. At the conclusion of the interviews and the Panel have evaluated the R&S process and reached a consensus on the suitability and ranking of applicants, the Chairperson must write up a selection report on the outcome of the interview and is to be forwarded to the CEO for endorsement. (*appendix 8 – Compiling Selection Outcome Report*)
- ii. The CEO should thoroughly review the R&S process and documentation to determine the accuracy of the information contained in the Selection Outcome Report Form 5.
- iii. Once the CEO accepts the Panel’s recommendation, he/she should proceed to approve the appointment of the successful applicant. In this case go to **Step 10.** The HRC is to ensure that the Form 5 Selection Outcome Report is submitted to PSC for publication on the PSOC.
- iv. If the CEO declines the Panel’s recommendation and asks the Panel to provide justification for their decision, go back to **Step 9a.**
- v. The CEO on justifiable cause can advise to appoint the second (2nd) ranked applicant if he/she believes there is substantive proof that the process was unfairly carried out and/or the decision for the recommended applicant was not based on merit, go to **Step 10** or advise the Line Manager/HRC to re-advertise the position, then go back to **Step 3.**

Note:

In this instance, a new Selection Panel must be arranged and previous applicants are advised to re-apply on the basis that they meet all essential Selection Criteria for the position.

PHASE 3: POST - ASSESSMENT

STEP 10: OFFER OF EMPLOYMENT

- i. Once the CEO approves the Selection Outcome Report, the Line Manager/HRC must advise the successful applicant before submitting the Selection Outcome Report to the Office of the Commission.
- ii. The HRC is to prepare the Provisional Appointment Letter (*letter 5 – Provisional Appointment*) and the Offer of Employment (*letter 6 – Offer of Employment*) and ensure the successful applicant receives it.
- iii. The Offer of Employment should clearly outline the job requirements and the terms and working conditions of employment.
- iv. The successful applicant should be given five (5) working days to accept the offer by signing and returning the copy of the Offer of Employment.
- v. If the successful appointee does not respond to the Offer of Employment, the HRC is to follow up with the appointee reasons for delay in response.
- vi. If the appointee accepts the offer within five (5) working days, go to **Step 10a.**
- vii. If the appointee declines the offer, go to **Step 10b.**

Note:

It is important that the Provisional Appointment is received by the successful applicant and that he/she understands the provisional appointment is only conditional pending the possibility of an appeal.

STEP10a: OFFER OF EMPLOYMENT ACCEPTED

- i. Once the successful applicant has accepted and returned the Offer of Employment, the Ministry should forward the Form 5 to PSC for notification of the Provisional Appointment on the PSOC.
- ii. It is advisable that the HRC advise the unsuccessful interviewees on the status of their application before the provisional appointment is advertised in the PSOC.
- iii. A thank you letter to the Independent Panel Member for their participation should be sent out.

STEP10B: OFFER OF EMPLOYMENT DECLINED

- i. If the Offer of Employment is declined by the successful applicant, a letter acknowledging his/her decision is submitted to CEO within five (5) working days from the date the offer was issued and the HRC is to acknowledge receipt of declined letter.
- ii. In the event the recommended applicant declines the Offer of Employment the Line Manager can go back to **Step 9b.**
OR
- iii. Depending on the CEO's decision the Corporate Service Division is to advise the unsuccessful interviewees, go to **Step 7a** and proceed with re-advertising of the vacant position, go to **Step 3.**
OR
- iv. The CEO may decide to appoint the second ranked applicant, in this case go to **Step 10.**

STEP 11: PROVISIONAL APPOINTMENT

- i. Upon receipt of form 5 Selection Outcome Report, the Human Resource Management Division, PSC will check all details before forwarding to the HRMIS Division to advertise the provisional appointment on the PSOC for a total of 14 days.
- ii. Should one of the applicants lodge an appeal against the Recruitment and Selection process, it must be done within the 14 days of the provisional appointment.
- iii. If no appeal has been lodged within the 14 days, the provisional appointment will be confirmed and notified in the PSOC accordingly.
- iv. If the appeal lodged is valid, the Ministry is to be advised and the provisional appointment remains provisional for the period, until the outcome of the appeal is confirmed.

STEP 12: CONFIRMATION OF APPOINTMENT

- i. The appointment will be confirmed in the PSOC if no appeals have been lodged.
- ii. Confirmation letter of appointment is to be sent to the successful applicant
- iii. Early/Late commencement date can be negotiated between the CEO/ACEO and applicant as suitable.
- iv. The HRC is to ensure all resources are prepared before the employee commences work and undertake an induction program for the new employee.

STEP 13: COMMENCEMENT AND INDUCTION

- i. The HRC and Line Manager should have completed the appropriate documentation and provided it to the Commission and Ministry of Finance for appropriate action.
- ii. The HRC should ensure the following documentation are submitted to the Commission to create an employee personal file:
 - A copy of birth certificate
 - A copy of qualification certificates
 - TY15 and;
 - Any other information the Commission requires
- iii. Induction programs should be provided to all new employees whether they are graduates or an existing employee who has been promoted or transferred.
- iv. The role of the HRC is to ensure new employees receives adequate information and induction so they are able to perform in their new job efficiently and productively and feel welcomed.

RECRUITMENT AND SELECTION CHECKLIST

PHASE 1: PRE-ASSESSMENT			
Task	Responsibility	Completed	Timeframe
Vacancy Review - PSC approval for established positions - MoF funding	Line Manager/HRC/CEO		
Review and update JD	Line Manager		
Formulating Selection Criteria	Line Manager/HRC		
Complete Form 1	Line Manager/HRC		
Submit Form 1 to PSC to advertise on PSOC	HRC/PSC		
Prepare Application Pack	HRC		
Receipt of acknowledge applications sent out	HRC		
Collate all applications for the Manager and Panel	HRC		
PHASE 2: ASSESSMENT			
Task	Responsibility	Completed	Timeframe
Convene Selection Panel	HRC		
Shortlisting of applicants	Selection Panel/HRC		
Inform Applicants of short listing outcome (unsuccessful and successful applicants)	HRC		
Conduct Integrity Check	Selection Panel		
Prepare interview questions	Selection Panel		
Conduct Interviews	Selection Panel		
Evaluation of applicants and making a Recommendation	Selection Panel		
Compile Selection Outcome Report (Form 5) and signed by all Panel members	Chairperson/Panel Members		
PHASE 3: POST ASSESSMENT			
Task	Responsibility	Completed	Timeframe
Selection decision approved by CEO	CEO		
Offer of Employment sent out to preferred applicant	Line Manager and HRC		
Notify unsuccessful applicants	HRC		
Provisional Letter and Offer of employment sent and accepted by the appointee	HRC to note		
Provisional Appointment (Form 5) sent to PSC to advertise in PSOC	HRC/PSC		
Confirmation of appointment advertise in PSOC	PSC		
Confirmation letter to be sent to appointee			
Offer of employment declined by preferred applicant and refer to CEO for decision	HRC to note and CEO		

LETTERS

- Letter 1: Receipt of Application
- Letter 2: Shortlisted Applicants/Interview
- Letter 3: Not Shortlisted Applicants
- Letter 4: Unsuccessful Interview
- Letter 5: Provisional Appointment
- Letter 6: Offer of Employment
- Letter 7: Confirmation Letter

APPENDICES

- Appendix 1: Job Analysis Template
- Appendix 2: Job Description
- Appendix 3: Developing Selection Criteria
- Appendix 4: Application Pack
- Appendix 5: How to complete an Application Pack
- Appendix 6: Cover Letter - Application Pack
- Appendix 7: Individual Assessment Form 4
- Appendix 8: Compiling Selection Outcome Report

FORMS

- Form 1: Request to Advertise
- Form 2: Application and Statistics Form
- Form 3: Short-listing Form
- Form 4: Individual Applicant Assessment Form
- Form 5: Selection Outcome Report

INSERT MINISTRY LETTERHEAD

[DATE]

[INSERT NAME OF APPLICANT]
[INSERT ADDRESS OF APPLICANT]

Dear [INSERT NAME OF APPLICANT]

**RE: APPLICATION FOR THE POSITION OF [INSERT NAME OF POSITION
ADVERTISE] WITHIN THE [INSERT NAME OF MINISTRY]**

The *Insert Ministry Name* acknowledges receipt of your application for the position of *ABC*.

You will be advised of the status of your application once all parties to the Selection Process have reached a decision on the following:

- Short-listed and non short-listed applicants
- Interview dates
- Panel members

Thank you,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

INSERT MINISTRY LETTERHEAD

[DATE]

[INSERT NAME OF APPLICANT]
[INSERT ADDRESS OF APPLICANT]

Dear [INSERT NAME OF APPLICANT]

**RE: APPLICATION FOR THE POSITION OF [INSERT NAME OF POSITION
ADVERTISE] WITHIN THE [INSERT NAME OF MINISTRY]**

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

Please note that your interview will take place at:

- [DATE OF INTERVIEW]
- [ALLOCATED TIME OF INTERVIEW]
- [VENUE FOR INTERVIEW]
- [PANEL MEMBERS - OPTIONAL]

Thank you for expressing your interest in the above position.

Chief Executive Officer
[INSERT NAME OF MINISTRY]

INSERT MINISTRY LETTERHEAD

[DATE]

[INSERT NAME OF APPLICANT]
[INSERT ADDRESS OF APPLICANT]

Dear [INSERT NAME OF APPLICANT]

**RE: APPLICATION FOR THE POSITION OF [INSERT NAME OF POSITION
ADVERTISE] WITHIN THE [INSERT NAME OF MINISTRY]**

Thank you for taking the time to apply for the position of *ABC* in our Ministry.

The Selection Panel has considered your application and assessed your claims against each of the selection criteria.

I wish to inform you that you have not been shortlisted for an interview as you did not meet all the essential criteria. In particular you did not meet **[Insert relevant criteria the applicant did not meet]**.

Thank you for your interest in this position and I wish you the best of luck with your future endeavours.

Fa'afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

INSERT MINISTRY LETTERHEAD

[DATE]

[INSERT NAME OF APPLICANT]
[INSERT ADDRESS OF APPLICANT]

Dear [INSERT NAME OF APPLICANT]

**RE: INTERVIEW FOR THE POSITION OF [INSERT NAME OF POSITION
ADVERTISE] WITHIN THE [INSERT NAME OF MINISTRY]**

Thank you for taking the time to attend the interview for the position of **[INSERT NAME OF POSITION]** in our Ministry.

I wish to inform you that at this point in time you have been unsuccessful in obtaining the position.

You have the opportunity to receive feedback from the members of the Selection Panel. If you would like to receive feedback please contact **[INSERT NAME OF CHAIRPERSON]**, by close of business on the **[INSERT DATE]**.

Thank you for your interest in this position and I wish you the best of luck with your future endeavours.

Fa’afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

INSERT MINISTRY LETTERHEAD

[DATE]

[INSERT NAME OF APPLICANT]
[INSERT ADDRESS OF APPLICANT]

Dear [INSERT NAME OF APPLICANT]

RE: PROVISIONAL APPOINTMENT OF POSITION [INSERT NAME OF POSITION ADVERTISE] WITHIN THE [INSERT NAME OF MINISTRY]

I am pleased to inform you that your application for the position of, [INSERT NAME OF POSITION], in the [INSERT NAME OF MINISTRY] has been successful. As with all recruitment and selection processes this appointment remains provisional until such time that it is confirmed in the Public Service Official Circular. You will receive a second letter stating your effective date of commencement.

Your appointment to the [INSERT NAME OF MINISTRY] will be subject to the terms set out in Offer of Employment. There are two copies of the Offer, the original and a duplicate. Once you have read the contents of the Offer of Employment and agree with the terms set out please sign both letters and return the duplicate to [INSERT NAME OF HRC], [INSERT NAME OF MINISTRY] by [INSERT DATE], (allow 2-5 working days) and retain the other copy for your own records.

By signing and returning the Offer of Employment you are indicating your acceptance of the position. Please also attach copies of the following documentation:

- Certified copy of your qualifications (If not attached in application)
- Certified copy of your birth certificate

Fa'afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

Letter 6 – Offer of Employment

I, [INSERT NAME OF CEO], exercising the powers under section 35 of the *Public Service Act* 2004, hereby appoint:

Full Name of Appointee

to be an officer in the Samoa Public Service in the position of [INSERT NAME OF POSITION], in the [INSERT NAME OF MINISTRY] on the terms and conditions set out in this document.

Position Details

1. You are appointed on a **full time or part time** basis. You will be located at [INSERT ADDRESS], but may be required to perform your duties at other locations. Your hours of duty will be X per week worked over X days.

Duties

2. Your duties on commencement are; [EXTRACTED FROM JOB DESCRIPTION]

-
-
-

Remuneration

3. You will be classified at Salary Level XYZ, [which has a range of \$..... to \$..... per annum]. Your salary at the commencement of employment will be at the [pro rata this if part time role] rate of \$XX.XX per annum.

Termination

4.2 Your appointment may be terminated:

- (a) by you giving two weeks notice to the [INSERT NAME OF MINISTRY] of resignation or retirement;
- (b) by [INSERT NAME OF MINISTRY] in the event of -
 - (i) misconduct;
 - (ii) poor performance;
 - (iii) your becoming excess to the [INSERT NAME OF MINISTRY] staffing requirements;
 - (iv) retirement.

Commencement

5. Your appointment will commence on the date stated in the letter you will receive from me confirming your appointment.

Probation

6. You will be on probation for six (6) months from your date of commencement. The CEO may extend the probation period by an additional three months. Your performance will be reviewed regularly during your probationary period. If your performance is unsatisfactory your appointment may be annulled at any time during probation.

Obligations to the Samoa Public Service

- 7. As an officer of the Samoa Public Service your obligations will be-
 - (a) to adhere to the Code of Conduct as outlined in Section 19 of the *Public Service Act 2004*
 - (b) to adhere to the Values as outlined in Section 17 of the *Public Service Act 2004*;
 - (c) to comply with all Ministry governing legislation or internal policies as amended from time to time that may exist;
 - (d) to comply with all laws which apply to citizens of Samoa;
 - (e) to follow and respect reasonable direction of the Chief Executive or of any person to whom administrative responsibility is given by the Chief Executive;
 - (f) to comply with the Manual of Instructions on Working Conditions and Entitlements;
 - (g) to the best of your ability, discharge the duties and responsibilities assigned to you with care, diligence, efficiency and impartiality;
 - (h) to avoid waste or extravagance in the use of Samoa Public Service resources;
 - (i) to adhere to confidentiality requirements of your work and not to use for your personal advantage any information gained in the course of your work;
 - (j) not to disclose or share information external to your Ministry without the authority of the Chief Executive Officer.

Regulating Provisions

- 8. Your appointment will be subject to and regulated by:
 - (a) the terms and conditions contained in this document;
 - (b) the Manual of Instructions on Working Conditions and Entitlements; and
 - (c) Public Service Act 2004 and other relevant present or future legislation and regulations.

SIGNED BY HEAD OF MINISTRY:

Name: _____

...../.../... (date)

Title: Chief Executive Officer

ACCEPTANCE:

I accept the appointment to the position of **[INSERT NAME OF POSITION]**, in the **[INSERT NAME OF MINISTRY]** on the terms and conditions contained in this Details of Appointment document.

SIGNED BY SUCCESSFUL APPLICANT:

Name: _____

..... /.../... (date)

The Appointee

Address: _____



INSERT MINISTRY LETTERHEAD

[DATE]

[INSERT NAME OF APPLICANT]
[INSERT ADDRESS OF APPLICANT]

Dear [INSERT NAME OF APPLICANT]

**RE: CONFIRMATION OF POSITION [INSERT NAME OF POSITION ADVERTISE]
WITHIN THE [INSERT NAME OF MINISTRY]**

I am writing to inform you that your appointment has now been confirmed to the position of, [INSERT NAME OF POSITION] in the [INSERT NAME OF MINISTRY].

You will commence work at the [INSERT NAME OF MINISTRY], [INSERT ADDRESS], on [INSERT DATE]. The standard hours of work at the Ministry is from 9am – 5pm with half an hour lunch break from Monday to Friday. On your commencement please report to [INSERT NAME OF HRC].

As indicated in the Offer of Employment that you signed you will be on probation for the first six (6) months of your appointment from [INSERT DATE] to [INSERT DATE] as per Section 40 of the *Public Service Act 2004*.

Congratulations on your appointment. I look forward to welcoming you as a new employee to the [INSERT NAME OF MINISTRY].

Fa’afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

It is the responsibility of the Ministry to ensure that the effective date of commencement falls after the Confirmation of Appointment appears in the Public Service Official Circular.

Appendix 1: Job Analysis Template

Title of Job:				
Reporting to:				Job Status
Description				
Nature of work				
Work Hours per week			Work Timings	
Roles and Responsibilities		Level of Responsibility	Deliverables	
1				
2				
3				
4	Etc...			
Skills, Competencies and Knowledge Required for the Position				
	Essential	Desirable	Optional	Must Not Have
1				
2				
3				
4	Etc...			
Experience				
Education				
	Degree Required	Subjects	Minimum Marks/Grade	
Basic Education				
College Degree				

Graduate Degree			
PhD			
Occupational Certificates			
Vocational Training			
Physical Requirements			
Special Problems/Hazards			
Other Comments			

Appendix 2: Job Description Template

A sound JD should include the following:

- position title
- division/section
- salary grade
- line of reporting (*who the position reports to and if applicable who reports to the position*)
- purpose of position (*brief description of overall purpose of the position*)
- key relationships (*the key people linkages both internally and externally i.e. stakeholders*)
- overview (*outline a brief summary about the core purpose of the Ministry and Division*)
- accountability - scale of budget or staffing responsibility (*if applicable*)
- key responsibilities/duties (*what the job holder will be expected to do on a day to day basis*)
- selection criteria (*the key skills or personal attributes needed to fill the position*)

[Insert PSC or Organisation's Logo]

Position Title:

Division/Section:

Salary Grade:

Location:

Date: [Enter date current JD approved]

Overview of Ministry

[Outline a brief summary about the core purpose of the organisation]

More information can be found on our website at [www.](#) [insert company's website if applicable]

[Add brief summary of role of Division or Section]

Purpose of Position

[Brief description of primary purpose of the position]

Key Relationships

Responsible to:

Responsible for:

Functional relationships:

Internal:

[Other Line Ministries etc...]

External:

[Stakeholders etc...]

Key Responsibilities

[Key Responsibility 1]

-
-

[Key Responsibility 2]

-
-

[Key Responsibility 3]

.....continue as necessary (most positions will contain between four and eight key responsibilities).

Competencies/Selection Criteria

1. Personal Attributes

-

-

2. Skills

-

-

3. Experience and past work performance (knowledge)

-

-

4. Qualification (Academic/Training)

Guideline for developing a JD

Purpose of Position

Give a clear, simple description of the main functions of the job – i.e. what the job is there to do. The purpose description should answer the question: “Why are we hiring for this position”?

Example: ‘Senior Accounts and Administration Officer’ position, Corporate Service The Senior Accounts and Administration Officer position within the Corporate Service Division is responsible for providing efficient and effective administration and accounts services to all internal and external clients. This position is also responsible for the overall customer service delivery on a daily basis.

Functional Relationships

List the important internal and external functional working relationships that the position involves, as in the example below. Do not include the position this one reports to, as that has already been given above.

Example: ‘Senior Accounts and Administration Officer’ position, Corporate Service Division

<i>Internal:</i>	Commission Secretary/Chief Executive Officer All PSC staff
<i>External:</i>	Line Ministries Stakeholders Customers/Clients

Key Responsibilities

Draw up a list of key responsibilities. There are usually between four and eight of these, depending on the nature of the position. These are the most important results or outputs that the job holder is responsible for.

Key duties are sometimes expressed as in the examples below – i.e. a broad heading describing the key responsibilities, under which are the expected results associated with that key responsibilities.

Customer Service

- *Assist in serving all walk in customers promptly.*
- *Answer the telephone in a professional manner.*
- *Respond to all internal and external mail requests within 3days or receiving the mail.*

Policy Advise

- *provide accurate and sound HR and policy advise to the Commission for decision making.*
- *assist the Assistant Chief Executive Officer in the implementation of the Performance Appraisal System.*
- *identify and report on policy issues to the Commission and take corrective action if necessary.*
- *comply with Public Service Commission legislation and policies.*

Appendix 3: Developing Selection Criteria

Introduction

The person specification describes the competencies and qualifications that the job-holder must have in order to perform well in the position. As a general guideline, six to eight key competencies critical to effective performance be included in the position description, listed in priority order.

A competency is a discrete cluster of related skills, knowledge and attributes that:

- affects a major part of one's job (i.e. one or more key roles or responsibilities)
- correlates with performance on the job
- can be measured against performance standards, and
- can be improved via training and development.

Two examples of competencies are given below:

Communication

- *clearly, confidently and accurately communicate information (written/oral) to other employees, management and customers.*
- *communicates in a style appropriate to the recipient, audience and other employees.*
- *is prepared to take on board others' ideas and suggestions.*
- *listen to staff concerns and identify avenues for addressing issues raised.*

Commitment and Personal Drive

- *acts with integrity at all times*
- *familiar with the Code of Conduct and role models the SPS Values.*
- *work effortlessly in any circumstances i.e. lack of resources etc*
- *committed to the work, team and Ministry by cooperating in team activities and valuing the input of staff at every level.*
- *Work together to achieve a mutual purpose*

Developing the competencies

To develop the competencies, examine each key responsibility and ask the question: What competencies are required for achievement of this key responsibility? A set of competencies will emerge from this process. List these competencies in priority order and then transfer them to the selection criteria. Selection criteria should be formulated in conjunction with the four (4) merits identified in Section 36 of the Public Service Act 2004. A person is required to meet all the selection criteria to enable them to perform the duties of that particular position. There may be some positions where the policy referred to above is found to be limiting. In these cases, more than eight competencies may be listed.

Bear in mind, however, that the idea behind limiting the number of key competencies is to maintain a focus on areas that contribute most to job performance.

Other Requirements

If there are other requirements for the position, such as a certain level of fitness, a driver's licence or technical skills these should be specified under an appropriate heading.

Appendix 4: Application Pack

The following information should be included in the position application information pack:

Application Information Pack

1. Cover letter
2. Job Application Form 2
3. Application Statistics Form
4. Current Job Description
5. The relevant structure to show where the position sits in the organisation structure
6. The recruitment and selection flowchart

Appendix 5: How to complete an Application Pack

Before you apply

Read the Job Description and Selection Criteria carefully. The Job Description describes the tasks and responsibilities of the role. The Selection Criteria lists any qualifications, skills and abilities, experience and past work performance and personal attributes that the Selection Panel will be looking for in the successful applicant.

Preparing your Application

1. Job Application Form – Form 2

For an application to be considered by the selection panel all sections of the Application Form 2 form **must** be completed and signed. If any information provided on this form is found to be incorrect it may jeopardise your chances of being interviewed for the position.

When supplying the names of three referees please ensure that they are able to comment on your past work performance in relation to the job you are applying for, such as past and current supervisors or work colleagues.

It is imperative that all applicants address the selection criteria using examples to demonstrate how they meet the particular criteria. The selection criteria should be addressed using a separate sheet of paper that should be attached to the application form. As a guide the suggested length of response to each criterion should be between one paragraph and one page (in some instances dot points may be appropriate to assist with clarity).

2. Applicants need to submit the following documentation together with the Application Form to be considered:

- **Cover letter:** No more than a page to explain why your application should be considered for the position. (refer appendix 6)
- **Current Curriculum Vitae (CV):** Should include relevant information such as personal details, education history, employment history, trainings and professional affiliations, references etc.
- **3 Referees:** Written references from current employer, previous employer and a character referee not dating back more than a year.
- **Supporting documents such as certified copies of qualification:** Applicants should ensure that they are providing the most relevant and up to date information pertaining to their qualifications. Ensure copies are attached and NOT the original copies.

3. Address your application to:

CEO of the respective Ministry

Address of the where the Ministry is located

Note the position code and name of the vacant position you are applying to

4. Application Statistics Form

All applicants must complete the Application Statistics form and submit together with the Job Application Form 2. Once the Ministry/Office has received your application, the Confirmation of Receipt will be stamped and handed/returned to you.

Appendix 6: Cover Letter - Application Pack

COVER LETTER

Dear Applicant,

Thank you for showing interest in the position.

Please ensure that you accurately and honestly complete the application form and returned by the closing date of advertisement so that your application can be assessed.

The following information is to be submitted:

- Job Application Appointment Form 2 – signed
- Applicant Statistics Form – completed and signed
- 3 written references from a current and previous employer and a character referee
- Certified copies of qualifications - please do not include original versions

If you have any questions regarding completing these forms feel free to contact the **[INSERT NAME OF HRC]**.

Fa'afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

Appendix 7: How to fill an Individual Assessment Form 4

Action1:

Each panel member makes their assessment of each applicant using the Individual Applicant Assessment Form 4 during (refer to template...) and after the applicant's interview.

Action2

At the conclusion of the interviews, each panel member should rank each applicant individually, by circling the appropriate rating on the scale of 0-9 and places this number in the column headed "Score"

Each panel member then provides their ranking for each applicant and then the Panel should have a discussion and determine the final rank for each applicant.

Action3:

The number in the "Score" column is multiplied by the number in the 'weighting' column and this number is placed in the 'Total Score' column.

Action4:

This process is continued for each of the selection criteria and then the 'Total Scores' for all selection criteria are added up to arrive at a Total Final Score for each of the applicants.

Action5:

At the conclusion of the interviews, each panel member should rank each applicant individually. Each panel member then provides their ranking for each applicant and then the Panel should have a discussion and determine the final rank for each applicant for entering in Form 5 – Selection Outcome Report by the Chairperson.

Note: *Applicant Ranking Comparison Sheet is available to assist with this.*

If there are any large differences in opinion as to the individual applicant ranking needs to be thoroughly explored by referring back to all information available. Importantly, the intention of this step is not to try to get all panel members ranking exactly alike. Rather it is intended only to ensure that the assessments of the panel members are well-reasoned and able to be supported. If there are wide differences in the ranking of an applicant by two panel members, then this presents an opportunity for all panel members to explore the basis for these large differences. Sometimes the difference may just be due to one panel member mishearing or misunderstanding an applicant's response to a particular question. So it is important to make sure that the reasons for the particular rankings are discussed openly and honestly.

Action6:

Panel aims to reach a consensus on the suitability and ranking of the applicants.

Action7:

The purpose of the selection report is to provide adequate information to enable the selection decision to be made by the CEO. As the report is also the official record of the process used by the panel to reach its recommendations, it is important that it be professional in presentation and is written in an appropriate style of language. A comprehensive report is to be kept in the Ministry and submitted to the Commission upon request. This report is required when an appeal lodged against the appointee by the other applicants.

To expedite this reporting stage, the final form – Form 5: Selection Outcome Report – has been provided. This form, as with the other forms, assists by standardising the type of information required by providing set fields for the required data to be entered.

Each panel member should consider the report in relation to the types of questions the CEO should be asking before the recommendation is approved. If satisfied that the report is consistent and accurate, each panel member should sign it as a full and proper record of the selection process. Care must be taken when ranking applicants.

FURTHER NOTES ON EVALUATING APPLICANTS:

If all essential selection criteria have been met, the applicant is suitable regardless of whether desirable criteria have or have not been met;

Essential selection criteria are mostly used to decide whether an applicant is suitable or unsuitable while desirable selection criteria helps with the ranking of the applicants.

If the Selection Panel finds that none of the applicants meet all of the essential criteria then none of the applicants can be considered suitable for the vacancy, and no one can be selected. The potential for long-term problems resulting from decisions of convenience outweigh the immediate advantage of having someone in the job;

As the Selection Panel is not the final decision-maker, it is totally inappropriate to discuss the substance or recommended outcomes of the selection process until after the formal decision has been communicated to the applicants in writing. Many appeals have been lodged by applicants who are understandably upset by rumours on the outcome of a selection process. Such gossip does not inspire individual confidence in the professionalism of the panel or its decisions and amounts to a breach of confidentiality. Applicants should never be told of their ranking against other applicants except for the successful applicant who is obviously ranked number 1.

If the panel is unable to reach a consensus decision, a minority report should be submitted, setting out the alternative recommendations and the reasons for the differences in opinion. The minority report is not a dissenting report, but simply provides all sides of the selection story. Minority reports should be seen as a last resort, and in the vast majority of cases careful and systematic discussion of each person's capabilities against the selection criteria will result in a clear assessment and ranking.

Appendix 8: Compiling Selection Outcome Report

The Chairperson of the Selection Panel is to compile the Selection Outcome Report for the CEO describing the following:

- **Background**
 - ✓ Brief description of the reason for requiring the appointment
 - ✓ List of the key criteria taken from the job description
 - ✓ Dates of advertisement and if relevant avenue of advertisement
 - ✓ How many applicants applied

- **Selection Process**
 - ✓ Names and designation of Selection Panel
 - ✓ Identify applicants who were shortlisted and not shortlisted
 - ✓ Short description of each of those who were interviewed
 - ✓ Description which outlines the benchmarks used to assess each shortlisted applicant and list what their interview results were as well as other testing criteria that may have been conducted, such as Integrity Check, Practical Testing.

- **Attachments**
 - ✓ Form 3 Short-listing
 - ✓ Form 4 Applicant Individual Assessment
 - ✓ Form 5 Selection Outcome Report
 - ✓ Any other relevant documentation used in the R&S process

- **Recommendations**
 - ✓ Provide brief recommendation of the successful applicant for the position.



Applicant Statistics Form

This form is specifically for the use of gathering statistics. The Human Resource Coordinators will be responsible for ensuring the information is kept for the sole purpose of monitoring and evaluation and **will not** be used as part of your application.

Position Details – please provide the details of the vacancy you are applying for:

Ministry/Office:

Position Title:

Position Code:

Demographics – please tick the appropriate box:

Gender: Female Male

Nationality: Samoan Other (please specify)

Current Employment Status – please tick the appropriate box that describes your current employment status:

Internal (Same Ministry) Other Public Service/Government Ministries/Office Employed in SOE/Public Bodies Employed in Private Sector

NGO's Not employed Self employed Studying Overseas

Finding out about the vacancy – please tick the appropriate box to show how you found out about this vacancy?

PSC Website
 Ministry Website (please specify)
 Local Paper (please specify)
 PSC/Ministry Noticeboard (please specify)
 Word of Mouth/Friends/Family Member
 Other (please specify)

Please tick this box to allow us to contact you in the future for feedback/suggestions about our Recruitment and Selection process.

Confirmation of Receipt

Please complete the section below. Our Ministry/Office has received your Application Form we will stamped with the date your application is received and sent back to you as confirmation of receipt. Applications sent by email will be acknowledged by email.

Position Title:

Position Code:

Name:

Date Received:

Email Address/Postal Address:



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