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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
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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.

Competency Framework
A model that broadly defines competencies in alignment with merit components such as:
1. Skills and Abilities
2. Personal Attributes
3. Experience
4. Qualification
The competency framework enables the right recruitment and monitor effective performance

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;
- (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.

**Selection Panel**  
Individuals selected to assess and determine the applicant who best meets the merit factors of the contract position. Their recommendation is submitted to the Commission to assist with a decision on appointment. A selection panel may consist of:

- a member from the Public Service Commission (Secretary/CEO or Delegate);
- a member from the Ministry; and
- an independent panel member (external).
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.

<table>
<thead>
<tr>
<th>Principles and Values</th>
<th>How these are incorporated into the process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merit s.36 and s.18(a)</td>
<td>▪ 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.</td>
</tr>
<tr>
<td>Fairness s.18(b)</td>
<td>▪ Decisions on employment matters must be made fairly and properly.                                                                                                           ▪ The use of an independent member on the Selection Panel in addition to the relevant CEO or delegate and the PSC Secretary or delegate.</td>
</tr>
<tr>
<td>Impartiality s.17(b)</td>
<td>▪ Acting without fear or favor when making recruitment decisions.                                                                                                          ▪ Making decisions based on merit.</td>
</tr>
<tr>
<td>Respect s.17(d)</td>
<td>▪ Treating members of the public with respect.                                                                                                                              ▪ Not giving a person special treatment of favors because of their social status.</td>
</tr>
<tr>
<td>Transparency s.17(e)</td>
<td>▪ Being clear and open in decision making and reasons on which those decisions were based.                                                                                       ▪ Being able to share organizational information without disclosing confidential information.</td>
</tr>
<tr>
<td>Accountability s.17(f)</td>
<td>▪ Knowing what you are responsible for delivering.                                                                                                                          ▪ Being prepared and able to explain the reason for actions taken and responsibility for those actions.</td>
</tr>
<tr>
<td>Efficiency and Effectiveness s.17(g)</td>
<td>▪ Making good recruitment selection decisions to achieve the Ministry’s objectives as set out in Corporate and Management Plans.                                                                                                          ▪ 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.</td>
</tr>
</tbody>
</table>
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R&S FLOWCHART

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- Step 1: VACANCY REVIEW
- Step 2: REVIEW OF POSITION
- Step 3: ADVERTISE THE POSITION
- Step 4: RECEIVE APPLICATIONS
- Step 5: SELECTION PANEL
- Step 6: SHORTLIST APPLICANTS

**PART 2: ASSESSMENT**

- Step 7: INTERVIEW, SELECTION EVALUATION & RECOMMENDATION
- Step 8: SELECTION DECISION

**PART 3: POST ASSESSMENT**

- Step 9: OFFER OF EMPLOYMENT
- Step 9A: OFFER OF EMPLOYMENT ACCEPTED
- Step 9B: OFFER OF EMPLOYMENT DECLINED
- Step 10: SIGNING OF CONTRACT OF EMPLOYMENT
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<table>
<thead>
<tr>
<th>Who</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cabinet</strong></td>
<td>i. Appoints the Selection Panel.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>iii. <strong>Determine</strong> a CEO appointment.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Office of the Public Service Commission/ Senior Executive Services Section</strong></td>
<td>i. Liaise with the Prime Minister, Responsible Minister and Minister of PSC for comments/amendments to the CEO JD prior to advertisement.</td>
</tr>
<tr>
<td></td>
<td>ii. Informs the incumbent of plans to proceed with advertisement of the CEO position and remind of his/her end of contract date.</td>
</tr>
<tr>
<td></td>
<td>iii. Advice Cabinet upon request on changes proposed against the Job Description, terms and conditions and other related details relating to the CEO position.</td>
</tr>
<tr>
<td></td>
<td>iv. Prepares the advertisement of CEO positions and bears all costs incurred.</td>
</tr>
<tr>
<td></td>
<td>v. Lead and manage the recruitment process from pre-assessment to post-assessment phase.</td>
</tr>
<tr>
<td><strong>Prime Minister/Responsible Minister/PSC Minister</strong></td>
<td>i. Peruse JD or related details of CEO position and advise PSC accordingly if there are no changes required.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>iii. Endorse the advertisement of the CEO position.</td>
</tr>
<tr>
<td><strong>Remuneration Tribunal</strong></td>
<td>i. Advises Cabinet (if required) on any changes proposed against the CEO position which affects the remuneration.</td>
</tr>
<tr>
<td><strong>Selection Panel</strong></td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>ii. Decides on a re-advertisement of the position if the caliber of applicants received is assessed to be inadequate to satisfy the position.</td>
</tr>
<tr>
<td></td>
<td>iii. Conduct shortlisting of applicants.</td>
</tr>
<tr>
<td></td>
<td>iv. Conduct Referee checks of applicants when required.</td>
</tr>
<tr>
<td></td>
<td>v. Conduct the interviews.</td>
</tr>
<tr>
<td></td>
<td>vi. Prepare and present an Interview Report to Cabinet with <strong>recommendation</strong> of top three ranked nominees for an appointment.</td>
</tr>
</tbody>
</table>
PART A: CHIEF EXECUTIVE OFFICERS
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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 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”).

1 JD review would mean a major change of duties and tasks resulting from an extensive organizational restructuring.
PART A: CHIEF EXECUTIVE OFFICERS

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.

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

i. 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.

ii. CEO applications submitted electronically must still submit a hard copy of the application.

iii. 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”).

iv. All applications received will be compiled in four (4) sets of vacancy files by the Records Section and SES.

v. The SES Section will then:

   1) Acknowledge the receipt of individual applications (refer to Letter 3 “CEO application acknowledgement”).
   2) Refer the Vacancy Files to the Chairman of PSC and seek advice on notification of the Panel Members.

vi. 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

i. Upon receipt of vacancy files, the Chairman directs to notify Selection Members of the following: (refer to Letter 4 “Notify Panel Members”).
   1. Availability to attend the R&S process;
   2. Applicants for the position.

   ii. 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 Selection Panel Member to attend the R&S process; for this go back to Step 5(i) (refer to Guideline 2 “Conflict of Interest”).

   iii. If no COI is identified, the Chairman to set a date, time and venue to conduct shortlisting.

   iv. SES to contact all Selection Panel Members for their availability for shortlisting based on the above.

   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).

   v. 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 required.
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 short listing 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.

---

**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.**
PART A: CHIEF EXECUTIVE OFFICERS

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, suitable 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.

STEP 8: SELECTION DECISION

i. Cabinet deliberates on the Interview Report and makes a decision on the appointment with all 
   information available to them and conveys this accordingly in a Cabinet Directive (F.K)².

ii. The appointment of a CEO is approved by the Head of State upon receiving advice from Cabinet.

² F.K. means Fa’aiuga a le Kapeneta
PART A: CHIEF EXECUTIVE OFFICERS

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. 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 – PSC to follow up.
PART A: CHIEF EXECUTIVE OFFICERS

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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 other 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. SES to organize the contract signing between the Public Service Commission, on behalf of the Government of Samoa, and the Appointee to:
   - Bind Parties
   - Legalize appointment
   - Set out terms and conditions of employment
   - Govern employment

ii. Contract to be signed prior to or on commencement date of appointment.

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**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 Forms**

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PART B: CONTRACT EMPLOYEES

R&S FLOWCHART

PART 1: PRE-ASSESSMENT

PART 2: ASSESSMENT

PART 3: POST ASSESSMENT

Step 1: VACANCY REVIEW

Step 2: REVIEW/FORMULATE JOB DESCRIPTION

Step 3: ADVERTISE THE POSITION

Step 4: RECEIVE APPLICATIONS

Step 6: SHORTLIST APPLICANTS

Step 7: INTERVIEW

Step 8: SELECTION EVALUATION & RECOMMENDATION

Step 9A: SELECTION DECISION

Step 9B: PERFORMANCE REVIEW

Step 10: OFFER OF EMPLOYMENT

Step 11 A: OFFER OF EMPLOYMENT

Step 11 B: OFFER OF EMPLOYMENT DECLINED

Step 12: SIGNING OF CONTRACT OF EMPLOYMENT
## TABLE OF RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Who</th>
<th>Responsibilities</th>
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</table>
| Chief Executive Officer/Head of Ministry | i. When required, advertise vacant / or occupied contract position (that is due in 3 months or so) in alternative media (from PSOC and media selected by PSC) once JD is endorsed by PSC.  
ii. Reviews the job description (JD) if any changes are required, prior to advertisement of the position. In the event there are changes, submit request to PSC to consider changes.  
iii. Comment on adequacy of pool of applicants.  
iv. Confirms the commencement date for the appointee.  
v. Attend the contract signing for the appointee.                                                                                                                                                                                                                       |
| Commission                               | i. Secretary on behalf of the Commission oversees the administration of the recruitment and selection process for contract employees.  
ii. Directs the CEO of the relevant Ministry to commence the recruitment and selection process of a vacant/newly established contract position or of an occupied contract position that is due in 3 months time.  
iii. Where a contract position salary is revised, deliberate on recommendation on Job Classification System and make a decision accordingly.  
v. Direct the next course of action if there is substantive proof that the R&S process was unfairly carried out or the Selection Panel’s recommendation was not based on merit.  
vii. Conduct the performance review consultation, deliberate on assessment and make a decision on performance.  
vii. Endorse any proposed changes submitted by the appointee to the draft contract of employment.  
viii. Direct next course of action if approved appointee declines offer of employment.  
ix. Chairman of the Commission to sign contract of employment for the appointee.                                                                                                                                                                                        |
| Human Resource Management Division        | i. Review under the Job Classification System (JCS) changes to the JD proposed by a CEO and submit a recommendation for a Commission decision.                                                                                                                                                                                                 |
| Selection Panel                          | i. In a situation where a panel member declares a conflict of interest, the Chairperson is responsible for arranging a replacement panel member.  
ii. Decides on the inclusion of late applications.  
iii. Conduct shortlisting and interviews for shortlisted candidates.  
iv. Decides on a re-advertisement of the position if the caliber of applicants received is assessed to be inadequate to satisfy the position.  
v. Conducts Referee checks of applicants when required.  
vi. Chairperson of the Panel to prepare the Interview Report to Commission.                                                                                                                                                                                                 |
| Senior Executive Services Division (SES) | Ensuring it’s duly signed by all panel members.  
|                                          | vii. Submit Selection Panel’s **recommendation** to the Commission for a decision on appointment.  
|                                          | viii. In a situation where there is no unanimous decision on a **recommended candidate**, panelists to submit a Majority/Minority Report to the Commission for a decision on appointment.  
|                                          | **i.** Write JD for vacant / or occupied contract position (that is due in 3 months or so) and seek CEO comments/amendments to the JD prior to advertisement.  
|                                          | **ii.** Inform the incumbent (if any) of plans to advertise the contract position and remind of his/her end of contract date.  
|                                          | **iii.** Prepare the advertisement of the position and advertise in the PSOC and respective media. PSC to bear all costs incurred for advertisement.  
|                                          | **iv.** Lead and manage the recruitment and selection process from pre-assessment to post-assessment phase. |
PART B: CONTRACT EMPLOYEES

PRE-ASSESSMENT

STEP 1: VACANCY REVIEW

i. When a contract position is vacant or newly established, the Commission with consensus of the Chief Executive Officer (CEO) advertises (provided no other matters remain to be addressed) the position.

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.

iii. The R&S process commences in situation of (i) or (ii) above. The Senior Executive Services (SES) Division of PSC to proceed with the following steps:

   a) Amend (if necessary) 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) The SES Division is to draft a Job Description for the position and send to the relevant CEO for consideration and comment.

   c) CEO’s are given up to three (3) weeks (15 working days) to review and propose changes (if any) to Job Descriptions for Contract positions and submit to our Office. If the relevant CEO does not respond within the given timeframe PSC will finalize the job description.

   d) 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”).

   e) If the CEO determines the need for a change in classification, salary, structure or the job description or job title, a request is submitted to PSC for consideration and approval prior to advertising. The assessment of this type of request may be considered under the ‘Job Classification System’ (JCS); in this case, go to Step 2.

   f) If no changes are required and the relevant CEO supports the JD and advertisement of the position, go to Step 3.

   g) Where initial advertisement of position attracts only one (1) or no applications, PSC will automatically re-advertise the position without reverting back to the relevant Ministry.

   h) In cases when this happens, the relevant CEO and those who have applied must be informed.

   i) Where re-advertisements attract only one (1) applicant, the single applicant will be interviewed as per the process. PSC will no longer appoint without the benefit of this important part of the recruitment process.

Note: Contract positions without a Selection Criteria

The Competency Framework for Senior Executives is used as selection criteria for contract positions. This reflects merit factors specified in Section 36 of Public Service Act 2004.

Note: Changes to Selection Criteria:
- The ‘Qualification’ selection criteria and the ‘Years of Experience’ for all contract positions would mean a major change of duties and tasks resulting from an extensive organizational restructuring.

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3 JD review would mean a major change of duties and tasks resulting from an extensive organizational restructuring.
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) Division 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.

iii. A reminder to all Ministries that where any changes (if any) are made to the Job Title of all Contract Employees, a formal request must come to the Commission for its approval to ensure that the position title reflects the functions of the position and/or Division.

iv. 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 – as outlined in the Competency Framework.
PART B: CONTRACT EMPLOYEES

STEP 3: ADVERTISE THE POSITION
i. The finalized JD is prepared for advertisement in the Public Service Official Circular (PSOC) for a period of 2 weeks.
ii. 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.
iii. PSC will advertise the same position in other media 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 ‘POSITION Application Pack’ for interested candidates to uplift and templates for the media advertisement.

STEP 4: RECEIVE APPLICATIONS
i. 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.
ii. Any applications received after that time and date must provide a valid explanation for lateness and are subject to the Selection Panel’s discretion for inclusion in the process (refer to Guideline 1 “Late applications”).
iii. All applications received will be compiled in a vacancy file by the Records Section of PSC and referred to the SES Section for processing.
iv. In addition the Records section of the Corporate Services Division, are to thoroughly check vacancy files in ensuring that applications are filed correctly in the correct vacancy files to avoid negative repercussions.
v. The SES Section will then:

1) Assess the Applications are complete and ensure all requirements indicated in the “Guide for Applicants” are submitted.
2) Acknowledge the receipt of individual applications (refer to Letter14 “Contract Employees application acknowledgement”); and
3) 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”).
vi. 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.
vii. 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.

vi. 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.)

vii. An exception to the general policy on gender composition of the selection panel may be made in special cases where there is a limited pool of suitable Independent Panel Members.

viii. The Selection panel is responsible for shortlist and interview of shortlisted candidates and submit an interview report with recommendation to the Commission to assist in a decision on appointment.

**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.
PART B: CONTRACT EMPLOYEES

STEP 6: SHORTLIST APPLICANTS

i. On the set date of shortlisting, the Selection Panel meet (either face-to-face or communicate via email / telephone) to carry out the shortlisting process.

1) Applicants who in the opinion of the Selection Panel satisfy the merit factors as highlighted in 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. Alternatively, the Selection Panel has the discretion to shortlist applicants who do not meet ‘merit factors’ if they foresee a limited pool of interested applicants after numerous re-advertisements.

iii. All Selection Panels for contract positions are reminded that reference checks must be done for all shortlisted applicants if it is to be used and are required for recommended applicants.

iv. 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”).

v. Upon the completion of the shortlisting, the Panel is to set an interview date, time and venue based on their availability.

vi. 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.

vii. Send successful shortlisting letters to applicants (refer to Letter 18 “Contract Employees successful shortlisting”).

viii. Send unsuccessful shortlisting letters to applicants who were not shortlisted and indicate the merit factor they did not meet or alternative reasons stated by the panel (refer to Letter 19 “Contract Employees unsuccessful shortlisting”).

ix. An appropriate period (3 working days minimum) of notice should be given to all shortlisted applicants prior to the interview.
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.

Note: Organizing interview

- 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 ‘merit factors’ if they foresee a limited pool of interested applicants after numerous re-advertisements.

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.

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.
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.

**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’ 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.

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4 A question or series of follow-up questions which aim to elicit further response. Can be most valuable where applicant does not answer fully.
iv. During the interview, all panel members will complete the *Individual Applicant Assessment Form* (Form 4) to record their ranking per applicant depending on the applicant’s performance during the interview and in accordance with the 4 Merit Factors.

v. At the end of all interviews, each panel member will total their rankings 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 total ranking.
   - 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 rankings of merit factors and total ranking of each interviewee.
     - Recommended applicant for the position.

ii. The Interview Report is signed by all panel members and submitted to the Commission no later than five (5) days of completion of the interview.

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”).
PART B: CONTRACT EMPLOYEES

v. Upon receipt, the SES Division analyses the process and submit for the Commission’s consideration.

Notes:
- The Selection Panel’s Interview Report recommends an appointment to the Commission and is one of the references the Commission draws upon in making its decision.
- This information including other relevant material such as referee reports should be considered.
- All panel members and decision makers must ensure they are objective in their analysis of applicants and the decisions made for an appointment.

STEP 9A: SELECTION DECISION

i. Once the Interview Report is received from the Selection Panel with their recommendation, the SES Division is responsible for preparing an Information and Decision Report to the Commission for its decision (refer to Template 9 “Information and Decision (ID) Report”).

ii. The Information and Decision Report independently analyses the recruitment process against prevailing policies but not necessarily the substance of the selection panel’s recommendation. This is for the Commission to peruse and assess.

iii. Where the Commission approves the Selection Panel’s recommendation and (a) the recommended applicant is a new appointment to the position, go to Step 10; or (b) 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.

iv. The Commission makes a decision on appointment based on all available recruitment and selection information including the Selection Panel’s recommendation as per Section 31 of the PS Act 2004.

v. If the Commission does not approve the Selection Panel’s recommendation but appoints an alternative applicant that was interviewed, the CEO of the receiving Ministry must be consulted prior to finalization of the appointment as per Section 31(1) of the PS Act 2004.

vi. Where the Commission does not approve the Selection Panel’s recommendation and does not make an appointment, the Commission to direct the next course of action in line with current policies.

STEP 9B: PERFORMANCE REVIEW

i. At the submission of the incumbent’s Performance Review documents, SES to submit relevant documents to the Commission for assessment during the face-to-face consultation. Any major issues and/or achievements must be raised or noted during the consultation process.

ii. SES to arrange a mutual time for the Performance Review to take place.

iii. At the completion of the consultation, SES to prepare an Information and Decision (ID) report to the Commission noting the issues discussed and areas that require further attention or emphasis in the remaining contract term. Further highlight (where necessary) any future direction for the position or Ministry arising from these consultations.

iv. The outcome of the performance review will inform and assist the Commission in their decision on an appointment.
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 cannot be contacted, the decision may be referred back to the Commission.
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”).

STEP 11: SIGNING OF CONTRACT OF EMPLOYMENT

i. SES to organize the contract signing between the Public Service Commission, on behalf of the Government of Samoa, and the Appointee to record the:
   - Bind Parties
   - Legalize appointment
   - Set out terms and conditions of employment
   - Govern employment

ii. Contract to be signed prior to or on commencement date of appointment.
PART B: CONTRACT EMPLOYEES

**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’:
       ▪ Form 1 (Performance Agreement template)
       ▪ Form 2 (Performance Review template)

**Notes:**
- Refer to Performance Management Guideline 2013 for detailsPROCESS on Performance Agreement and Review

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

[Asò]

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’aiola 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 límata’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’alua’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].
LETTER 2: NOTIFICATION OF CEO POSITION BEING ADVERTISED (SAMOAN)

[Aso]

Afioga [IGOA O LE PULE SILI O LE MATAGALUEGA]
Ofisa Sili, Matagaluega o [IGOA O LE MATAGALUEGA]

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’a’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]
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.

We will advise you on the progress of your application once the Selection Panel have completed the shortlisting process.

Thank you for your interest in the above position.

[INSERT NAME OF CHAIRMAN]
CHAIRMAN
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.

To ensure a fair and unbiased process, the applicants are listed below for your information and assessment of whether a potential 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
LETTER 5: VACANCY FILE TO PANEL MEMBER

[INSERT DATE]

Afioga [INSERT NAME OF PANEL MEMBER]
[INSERT PANEL MEMBER’S ADRESS]

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 Selection 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 to take place based on the Selection 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 CHAIRMAN]
CHAIRMAN

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

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

We further advise that your interview will take place at the Public Service Commission’s Office, 2nd 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
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]

Thank you for your application to our recently advertised position of [INSERT POSITION TITLE, MINISTRY].

All applications received for the above position have now been reviewed and considered against the selection criteria.

As such, we regret to advise that on this occasion, your application has not been short listed for an interview. However, we encourage you to consider future positions within the Public Service.

[INSERT NAME OF CHAIRMAN]

CHAIRMAN
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 kopii o le Konekarate Faigaluega fa’apea le kopii o galuega ma tiute fa’atino o le avanoa mo lou silasila. E talosagaina lau Susuga ina ia tauaa mai sau tusi aloai’a e fa’aiola mai ai lou talaiaina 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’amaautuina le tulaga ua taua i luga, o le a fa’apea ona tapenaina tulaga masani mo le fa’amamaluina o lou tofiga fou ma tàlia 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’amatatalaga i vaega nei, e mafai ona fa’afoesota’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’apipii: Konekarate Faigaluega, kopii o galuega ma tiute fa’atino o le avanoa
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 aloia 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 galuego 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 galuego fa’atino (Performance agreement and review) i le vaitaimi o le konekalate. E fautauina lau Susuga e tatau ona fa’ao’o mai galuego fa’atino faafuaina (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 Galuego a le Malo
      Loia Sili, Ofisa o le Loia Sili
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
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
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 MINISTRY]

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
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 process for this position is now underway to allow 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]
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.

We will advise you on 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
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
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.

To ensure a fair and unbiased process, the applicants are listed below for your information and assessment of whether a potential conflict of interest exits and needs to 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
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 to take place based on the Selection 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

Attch: Vacancy File, JD, Detail Sheet, Flow chart of R&S process and Organizational Chart.
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, is pleased to advise that your application has been successful for short-listing.

We further advise 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
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]

Thank you for your application to our recently advertised position of [INSERT POSITION TITLE, MINISTRY].

All applications received for the above position have now been reviewed and considered against the selection criteria.

As such, we regret to advise that on this occasion, your application has not been short listed for an interview. However, we encourage you to consider future positions within the Public Service.

Thank you for expressing your interest in the above position.

[INSERT NAME OF SECRETARY]
SECRETARY
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’aafetai,

[INSERT NAME OF SECRETARY]
SECRETARY

[insert Commission Meeting number], [ID number], [Ministry initials], [name of Appointee]
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 letter extends our offer of employment for the above position. Please advise us in writing of your intention to either, accept or decline our offer of employment by [INSERT DUE DATE OF RESPONSE].(5 WORKING DAYS FROM DATE OF LETTER)

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

The Commission would like to congratulate you on your appointment to the above position. We look forward to meeting you once the terms and conditions of your Contract of Employment are acceptable.

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]
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]

We are pleased to receive your formal acceptance of your appointment and our offer of employment to the above-mentioned position by letter dated [INSERT DATE OF APPOINTEE’S LETTER]. As such, 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]. (4TH 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
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 your application to our recently advertised position of [INSERT POSITION TITLE, MINISTRY], particularly for taking the time to attend the interview on [INSERT DATE OF INTERVIEW].

The quality of the applicants was of a very high standard and as such, the selection of a suitable candidate for the above position was a very difficult task for the Selection Panel. In that regard, we regret to advise that on this occasion your application was not successful.

We encourage you to consider future applications within the Public Service.

Thank you for expressing your interest in the above position.

Fa’afetai,

[INSERT NAME OF SECRETARY]
SECRETARY
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]
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
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
TEMPLATE 1: CEO POSITION MEDIA ADVERTISEMENT

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

Applicants 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.

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 ses@psc.gov.ws.
# Template 2: Detail Sheet

<table>
<thead>
<tr>
<th><strong>[NAME OF MINISTRY/ORGANISATION]</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>[POSITION TITLE]</strong></td>
<td></td>
</tr>
<tr>
<td><strong>[SALARY]</strong></td>
<td></td>
</tr>
</tbody>
</table>

## Personal Details
1. Name
2. Gender
3. Date of Birth
4. Age
5. Nationality
6. Status
7. Mailing Address
8. Contact Address
9. Contact Phone Number

## Experience and Past Work Performance

### Current Employment

### Previous Employment History

## Qualifications

### Academic Qualifications
<table>
<thead>
<tr>
<th>Personal attributes</th>
<th>Other Training/ Seminars / Conferences attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal History</td>
<td></td>
</tr>
<tr>
<td>Community Involvement</td>
<td></td>
</tr>
<tr>
<td>Other Information</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills and Abilities</th>
<th>Declaration of Close Relatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Referees</td>
</tr>
</tbody>
</table>
### TEMPLATE 3: INTERVIEW SCHEDULE

<table>
<thead>
<tr>
<th>Interview Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date:</strong></td>
</tr>
<tr>
<td><strong>Position:</strong></td>
</tr>
<tr>
<td><strong>Ministry:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interview time</th>
<th>Name of Interviewee</th>
<th>Contact number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 __:__am</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 __:__am</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 __:__am</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 __:__am</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

------ **BREAK**------

| 5 __:__pm |                     |
| 6 __:__pm |                     |
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’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 taualumaga 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’atalatanoaga i le Aso _____.

Ua fa’apipi’i atu fa’aamaumauga (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’aamaonia (References)
- Poto Fa’apitoa ma le Poto Masani (Strategic Thinking)
- Ta’ita’iga (Leadership)
2.3 Aotelega o le Iloiloga o Sui na Fa’atalanoa:

I le aotelega o le iloiloina 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, Matagalua 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, Matagalua o [______________].

Tu’uina atu ma le fa’aloalo,

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)
## TEMPLATE 5: R&S EFFICIENT TIMELINE

<table>
<thead>
<tr>
<th>R&amp;S Activity</th>
<th>Things to complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Recruitment need identified</td>
</tr>
<tr>
<td>Week 2 - 4</td>
<td>Vacancy advertised</td>
</tr>
<tr>
<td>Week 5 - 6</td>
<td>shortlisting</td>
</tr>
<tr>
<td>Week 7 - 8</td>
<td>interviews</td>
</tr>
<tr>
<td>Week 9</td>
<td>ID to Commission</td>
</tr>
<tr>
<td>Week 11</td>
<td>Appointment confirmed</td>
</tr>
<tr>
<td>Week 12</td>
<td>Appointment finalized, contract signed.</td>
</tr>
</tbody>
</table>
TEMPLATE 6: ADVERTISEMENT IN THE MEDIA

MINISTRY OF [INSERT NAME OF MINISTRY]

Advertisement

VACANCY: [INSERT VACANCY CODE AND POSITION TITLE]

Salary: SAT ____________

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 Mulineu 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 ses@psc.gov.ws or telephone (22123).
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:

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Skills and Abilities</th>
<th>Qualification</th>
<th>Experience / Past work performance</th>
<th>Personal Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>P1 P2 P3</td>
<td>P1 P2 P3</td>
<td>P1 P2 P3</td>
<td>P1 P2 P3</td>
</tr>
<tr>
<td>Name of Applicant 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of Applicant 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of Applicant 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key: P1 – Panel 1 Chairperson
P2 – Panel 2 Member
P3 – Panel 3 Independent Panel Member

This table lists the names of interviewed applicants and the rankings awarded to them in the interview by each panel member. The rankings are then placed 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:

- 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]
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:

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>[CHAIRPERSON OF THE SELECTION PANEL]</th>
<th>[MINISTRY CEO or DELEGATE]</th>
<th>[IPM]</th>
</tr>
</thead>
<tbody>
<tr>
<td>[NAME OF APPLICANT]</td>
<td>____ [points awarded]</td>
<td>____ [points awarded]</td>
<td>____ [points awarded]</td>
</tr>
<tr>
<td></td>
<td>____ [ranking]</td>
<td>____ [ranking]</td>
<td>____ [ranking]</td>
</tr>
<tr>
<td>[NAME OF APPLICANT]</td>
<td>____ [points awarded]</td>
<td>____ [points awarded]</td>
<td>____ [points awarded]</td>
</tr>
<tr>
<td></td>
<td>____ [ranking]</td>
<td>____ [ranking]</td>
<td>____ [ranking]</td>
</tr>
<tr>
<td>[NAME OF APPLICANT]</td>
<td>____ [points awarded]</td>
<td>____ [points awarded]</td>
<td>____ [points awarded]</td>
</tr>
<tr>
<td></td>
<td>____ [ranking]</td>
<td>____ [ranking]</td>
<td>____ [ranking]</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>MERIT FACTORS</th>
<th>[NAME OF APPLICANT ] (Majority recommendation)</th>
<th>[NAME OF APPLICANT ] (Minority recommendation)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Skills and abilities</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
</tr>
<tr>
<td>2. Education qualifications</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
</tr>
<tr>
<td>3. Experience and past work performance</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
</tr>
<tr>
<td>4. Personal attributes</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
<td>[Assessment of the applicant against the Selection Criteria]</td>
</tr>
</tbody>
</table>

**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]
1. **PANEL’S PROPOSAL:**
   For the Commission to xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

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

**RULE**

Recruitment and Selection decisions for contract employees are subject to:

*Legal mandate:*
- Section 31 of Public Service Act 2004 provides the legal mandate for the Commission to employ a person in a contract position and offer a contract to the person, in the opinion of the Commission has the most merit of all the applicants for the position.
- Section 31 (1) provide for the Commission to consult the relevant CEO prior to offering a person a contract of employment in a contract post in a Ministry. This consultation in practice is the selection panel’s recommendation, where the relevant CEO forms part of the selection panel.
- Section 36 of Public Service Act 2004 – merit factors.

*Policy:*
- Recruitment and Selection Manual for CEOs and Contract Employees in SPS provide the policies guiding recruitment processes for Senior Executive.

4. **BACKGROUND/HISTORY:**
i. **R & S History**

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>/</strong>/</td>
<td>Advertised in PSOC Issue [<strong>/</strong>/] for 2 weeks</td>
</tr>
<tr>
<td><strong>/</strong>/</td>
<td>Closing date of advertisement</td>
</tr>
</tbody>
</table>
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)

The advertisements of the position attracted a total of xxxxx applicants. xxxx applicants were shortlisted for interview. Details are indicated in the table below.

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Shortlist</th>
<th>Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
</tr>
</tbody>
</table>

5. COMMENTS/ANALYSIS:

5.1 R & S Process:
   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:

Panel Individual assessment

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Skills and Abilities</th>
<th>Qualification</th>
<th>Experience / Past work performance</th>
<th>Personal Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>P1</td>
<td>P2</td>
<td>P3</td>
<td>P1</td>
</tr>
<tr>
<td>xxxxxxxx</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>xxxxxxxx</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Panel Total Scores

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Skills and Abilities</th>
<th>Qualification</th>
<th>Experience / Past work performance</th>
<th>Personal Attributes</th>
<th>Total Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxx</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>xxxxx</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key:  
P1 – Panel 1 CEO, MWCSD/Chairperson  
P2 – Panel 2 Independent Panel Member  
P3 – Panel 3 PSC Delegate

ASSESSMENT OF PANEL’S REPORT:

6. **RECOMMENDATION**

For the Commission to;

1) Recommendation 1  
2) Recommendation 2  
   Or  
3) Recommendation 3

Respectfully submitted.

________________________
Author

________________________
ACEO Endorsement
# Template 11: Performance Agreement

**Annual Performance Contract**  
**Schedule ‘2’**

<table>
<thead>
<tr>
<th>Chief Executive Officer:</th>
<th>Responsible Minister:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ministry:</strong></td>
<td><strong>Term of Agreement:</strong> From: To:</td>
</tr>
</tbody>
</table>

**Strategic Targets** to be achieved for the Ministry during the term of this agreement. Must be consistent with the Government Planning documents.

<table>
<thead>
<tr>
<th>Goals and Objectives</th>
<th>Performance Measure/Indicators</th>
<th>Weight by Priority (%)</th>
</tr>
</thead>
</table>

**1.1 Whole of government / Sector Level objectives**

a.  
b.  

**1.2 Agency / Organization Level objectives (People management, Finance management, & Governance)**

a.  
b.  

**1.3 Executive Performance – Competencies and Individual Development Plan** *(Note: Competencies subject to change depending on active policy from time to time)*

<table>
<thead>
<tr>
<th>a. Skills and Abilities</th>
<th>Traffic Light Self Assessment</th>
<th>Individual Development Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic Thinking</td>
<td>⬤</td>
<td>Focus Area(s):</td>
</tr>
<tr>
<td>2. Building Relations</td>
<td>⬤</td>
<td>Proposed strategies / action(s):</td>
</tr>
<tr>
<td>3. Deliver &amp; Achieve outcomes</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>4. Management</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>5. Leadership</td>
<td>⬤</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b. Personal Attributes</th>
<th>Traffic Light Self Assessment</th>
<th>Individual Development Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integrity/honesty</td>
<td>⬤</td>
<td>Focus Area(s):</td>
</tr>
<tr>
<td>2. Commitment/Personal drive</td>
<td>⬤</td>
<td></td>
</tr>
<tr>
<td>3. Intellect / Judgment</td>
<td>⬤</td>
<td></td>
</tr>
</tbody>
</table>

---

4. Creative / Innovative

<table>
<thead>
<tr>
<th>Proposed strategies / action(s):</th>
</tr>
</thead>
</table>

**SIGNED**

<table>
<thead>
<tr>
<th>Chief Executive Officer:</th>
<th>Responsible Minister:</th>
<th>Chairman, PSC:</th>
</tr>
</thead>
<tbody>
<tr>
<td>……………………………(Printed name)</td>
<td>……………………………(Printed name)</td>
<td>……………………………(Printed name)</td>
</tr>
<tr>
<td>Signature</td>
<td>Signature</td>
<td>Signature</td>
</tr>
<tr>
<td>Date</td>
<td>Date</td>
<td>Date</td>
</tr>
</tbody>
</table>

**APPROVED**

**ENDORSED**

RATING FOR TARGETS:

<table>
<thead>
<tr>
<th>KRAs Work Behaviour</th>
<th>Performance Level &amp; Performance Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Distinguished Performer - Achieved <strong>all</strong> targets producing <strong>excellent</strong> quality and quantity of work before allocated timeframe. Shows <strong>excellent</strong> examples in achieving <strong>all</strong> work behaviours. (100%)</td>
</tr>
<tr>
<td>4</td>
<td>High Performer - Achieved <strong>majority</strong> of targets producing <strong>high</strong> quality and quantity of work meeting the allocated timeframe. Shows <strong>excellent</strong> examples in achieving <strong>majority</strong> of work behaviours. (80% - 99%)</td>
</tr>
<tr>
<td>3</td>
<td>Satisfactory Performer - Achieved <strong>majority</strong> of targets producing <strong>acceptable</strong> quality and quantity of work within allocated timeframe. Shows <strong>acceptable</strong> examples in achieving <strong>majority</strong> of the work behaviours. (60% - 79%)</td>
</tr>
<tr>
<td>2</td>
<td>Improving Performer - Achieved only a <strong>few</strong> targets producing <strong>acceptable</strong> quality and quantity of work outside timeframe. Shows <strong>acceptable</strong> examples in achieving <strong>some</strong> work behaviours. (40% - 59%)</td>
</tr>
<tr>
<td>1</td>
<td>Poor Performer - Not able or willing to perform targets at the expected level. Consistently shows poor work behaviour. (20% - 39%)</td>
</tr>
</tbody>
</table>
### PERFORMANCE REVIEW MADE UNDER CLAUSE 11 OF THE APPOINTEE’S CONTRACT OF EMPLOYMENT

<table>
<thead>
<tr>
<th>Key Performance Targets as per Template 1</th>
<th>Performance Measure/Indicators as per Template 1</th>
<th>Achieved/Not Achieved</th>
<th>Weight by Priority (%)</th>
<th>Traffic Lights Self assessment</th>
</tr>
</thead>
</table>

#### 1.1 Whole of government / Sector Level objectives

- **a.**
  - (Actions completed)

- **b.**

#### 1.2 Agency / Organization Level objectives (People management, Finance management, & Governance)

- **a.**
  - (Actions completed)

- **b.**

#### 1.3 Executive Performance – Competencies and Individual Development Plan *(Note: Competencies subject to change depending on active policy from time to time)*

<table>
<thead>
<tr>
<th>c. Skills and Abilities</th>
<th>Traffic Light Self Assessment</th>
<th>Individual Development Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategic Thinking</td>
<td>☐</td>
<td>Development Plan implemented: Yes ☐ No ☐</td>
</tr>
<tr>
<td>2. Building Relations</td>
<td>☐</td>
<td>Progress &amp; Issues:</td>
</tr>
<tr>
<td>3. Deliver &amp; Achieve outcomes</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>4. Management</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>5. Leadership</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>d. Personal Attributes</th>
<th>Traffic Light Self Assessment</th>
<th>Individual Development Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integrity/honesty</td>
<td>☐</td>
<td>Development Plan implemented: Yes ☐ No ☐</td>
</tr>
<tr>
<td>2. Commitment/Personal drive</td>
<td>☐</td>
<td>Progress &amp; Issues:</td>
</tr>
<tr>
<td>3. Intellect / Judgment</td>
<td>☐</td>
<td></td>
</tr>
<tr>
<td>4. Creative / Innovative</td>
<td>☐</td>
<td></td>
</tr>
</tbody>
</table>

**Comments:**

[SIGNED] [APPROVED] [ENDORSED]

Chief Executive Officer: [Signature]
Responsible Minister: [Signature]
Chairman, PSC: [Signature]
### RATING FOR TARGETS:

<table>
<thead>
<tr>
<th>KRAs Work Behaviour</th>
<th>Performance Level &amp; Performance Rating Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Distinguished Performer - Achieved all targets producing excellent quality and quantity of work before allocated timeframe. Shows excellent examples in achieving all work behaviours. (100%)</td>
</tr>
<tr>
<td>4</td>
<td>High Performer - Achieved majority of targets producing high quality and quantity of work meeting the allocated timeframe. Shows excellent examples in achieving majority of work behaviours. (80% - 99%)</td>
</tr>
<tr>
<td>3</td>
<td>Satisfactory Performer - Achieved majority of targets producing acceptable quality and quantity of work within allocated timeframe. Shows acceptable examples in achieving majority of the work behaviours. (60% - 79%)</td>
</tr>
<tr>
<td>2</td>
<td>Improving Performer - Achieved only a few targets producing acceptable quality and quantity of work outside timeframe. Shows acceptable examples in achieving some work behaviours. (40% - 59%)</td>
</tr>
<tr>
<td>1</td>
<td>Poor Performer - Not able or willing to perform targets at the expected level. Consistently shows poor work behaviour. (20% - 39%)</td>
</tr>
</tbody>
</table>
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:
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
FORMS

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

NAME OF POSITION, MINISTRY

JOB APPLICATION FORM

Form 2

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

SECTION 1: Position Details

<table>
<thead>
<tr>
<th>Ministry:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXXXX</td>
<td>XXXXX</td>
<td>XXXXXXXX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Code:</th>
<th>Position Title</th>
<th>Supervisor Position Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXXXXXXX</td>
<td>XXXXXXXX</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Salary Grade:</th>
<th>Salary Level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXXXXXXX</td>
<td>XXXXX</td>
</tr>
</tbody>
</table>

SECTION 2: Personal Details

<table>
<thead>
<tr>
<th>First Name:</th>
<th>Family Name:</th>
<th>Other Names:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender:</th>
<th>Date of Birth:</th>
<th>NPF No:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Marital Status:</th>
<th>Physical Address (1):</th>
<th>Physical Address (2):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Post Code:</th>
<th>Phone No (1):</th>
<th>Phone No (2):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>e-Mail:</th>
<th>Facsimile:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION 4: Education Details

<table>
<thead>
<tr>
<th>Most Recent Qualification</th>
<th>Major Area of Study</th>
<th>Institution Attended</th>
<th>Issued Date</th>
<th>Year Graduated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## SECTION 4: Training History

<table>
<thead>
<tr>
<th>Courses relevant to Selection Criteria ONLY</th>
<th>Institution/Country</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## SECTION 5: Employment History

### Current / Most Recent Position

<table>
<thead>
<tr>
<th>Employer’s Name:</th>
<th>Date:</th>
<th>Duration:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position Title:</td>
<td></td>
<td>Number of Staff:</td>
</tr>
<tr>
<td>Main Responsibilities:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Next Previous Position

<table>
<thead>
<tr>
<th>Employer’s Name:</th>
<th>Date:</th>
<th>Duration:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position Title:</td>
<td></td>
<td>Number of Staff:</td>
</tr>
<tr>
<td>Main Responsibilities:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Next Previous Position

<table>
<thead>
<tr>
<th>Employer’s Name:</th>
<th>Date:</th>
<th>Duration:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Position Title:</td>
<td></td>
<td>Number of Staff:</td>
</tr>
<tr>
<td>Main Responsibilities:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Next Previous Position

<table>
<thead>
<tr>
<th>Employer’s Name:</th>
<th>Date:</th>
<th>Duration:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Number of Staff:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Main Responsibilities:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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 (Merit Factors) 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 Merit Factor in executing the duties specified in the Job Description
2. complete this information in a true and accurate way (failure to do so will disqualify the Applicant)

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

<table>
<thead>
<tr>
<th>No</th>
<th>MERIT FACTORS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SKILLS AND ABILITIES (ESSENTIAL)</td>
</tr>
<tr>
<td>2.</td>
<td>QUALIFICATIONS (ESSENTIAL)</td>
</tr>
<tr>
<td>3.</td>
<td>EXPERIENCE AND PAST WORK PERFORMANCE (ESSENTIAL)</td>
</tr>
<tr>
<td>4.</td>
<td>PERSONAL ATTRIBUTES (ESSENTIAL)</td>
</tr>
</tbody>
</table>

SECTION 7: Computer Skills & Competency

Indicate competency level for each Application
Competency level code: 1=no knowledge; 2=basic knowledge; 3=good knowledge; 4=strong/advanced capabilities

<table>
<thead>
<tr>
<th>Main Applications:</th>
<th>Competency level:</th>
<th>Other Systems:</th>
<th>Competency level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Word</td>
<td></td>
<td>Ms Access</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>CODE:</th>
<th>Samoan:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Limited conversation, reading of newspapers, routine correspondence</td>
</tr>
<tr>
<td>2.</td>
<td>Engage freely in discussions, read and write more difficult materials</td>
</tr>
<tr>
<td>3.</td>
<td>Speak, read and write (nearly) as well as mother tongue.</td>
</tr>
</tbody>
</table>

SECTION 9: Discipline Records Check

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

<table>
<thead>
<tr>
<th>NO</th>
<th>YES</th>
</tr>
</thead>
</table>

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.

<table>
<thead>
<tr>
<th>Referee Name:</th>
<th>Designation:</th>
<th>Address / Contact Numbers:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION 11: Declaration of Close Relatives

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

<table>
<thead>
<tr>
<th>NO</th>
<th>YES</th>
</tr>
</thead>
</table>
If YES, please provide Name(s) of your relation(s) and state nature of relationship


SECTION 12: Community Status

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


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 Ministry/Office to undertake and necessary checks to confirm the information provided by me.

Signature:  

Date:  

FORM 3: SHORTLISTING FORM

SHORTLISTING FORM FOR APPLICANTS

Form 3

Must be prepared and completed by Selection Panel.

SECTION 1: Position Details

<table>
<thead>
<tr>
<th>Ministry:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXX</td>
<td>XXXX</td>
<td>XXX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Code:</th>
<th>Position Title</th>
<th>Supervisor Position Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXXX</td>
<td>XXXX</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Salary Grade:</th>
<th>Salary Level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXX</td>
<td>XXXX</td>
</tr>
</tbody>
</table>

SECTION 2: Applicant Details

(NOTE: This Section of the Form is to be completed by the Line Manager of the vacancy and the HRC of the Ministry/Office)

<table>
<thead>
<tr>
<th>Name of Applicants:</th>
<th>Extent Applicant has satisfied each Criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Directions:</td>
</tr>
<tr>
<td></td>
<td>1.</td>
</tr>
<tr>
<td></td>
<td>2. For each Applicant, tick appropriate box against each Merit Factor below to indicate if ‘MET’ or cross (X) if ‘NOT MET’</td>
</tr>
<tr>
<td></td>
<td>- Line Manager’s evaluations to be placed in column marked 1</td>
</tr>
<tr>
<td></td>
<td>- HRC evaluations to be placed in column marked 2</td>
</tr>
</tbody>
</table>
Qualifying Comments by Chairperson (if any):

<table>
<thead>
<tr>
<th>Name of Applicants:</th>
<th>SKILLS AND ABILITIES</th>
<th>QUALIFICATIONS</th>
<th>EXPERIENCE AND PAST WORK PERFORMANCE</th>
<th>PERSONAL ATTRIBUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant 1</td>
<td>1 2 3</td>
<td>1 2 3</td>
<td>1 2 3</td>
<td>1 2 3</td>
</tr>
<tr>
<td>Applicant 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Qualifying Comments by CEO Ministry (if any):

Qualifying Comments by Independent Panel Member (if any):

<table>
<thead>
<tr>
<th>SECTION 3: Selection Panel Endorsement of Shortlist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairperson:</td>
</tr>
<tr>
<td>xxxxxxx</td>
</tr>
<tr>
<td>Panel Member 1:</td>
</tr>
<tr>
<td>xxxxxxxxxx</td>
</tr>
<tr>
<td>Independent Panel Member:</td>
</tr>
<tr>
<td>xxxxxxx</td>
</tr>
</tbody>
</table>
**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 Application Form 2)

<table>
<thead>
<tr>
<th>SECTION 1: Position Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ministry:</strong> XXXXX</td>
</tr>
<tr>
<td><strong>Section:</strong> XXXX</td>
</tr>
<tr>
<td><strong>Position Title:</strong> XXXX</td>
</tr>
<tr>
<td><strong>Supervisor Position Code:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION 2: Applicant Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Name:</strong> XXXXX</td>
</tr>
<tr>
<td><strong>Family Name:</strong> XXXX</td>
</tr>
<tr>
<td><strong>Date of Birth:</strong> XXXX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION 3: Assessment of Applicant against MERIT FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name of Applicants:</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>SKILLS AND ABILITIES</strong></td>
</tr>
</tbody>
</table>
### Applicant 1

Comments:

### Applicant 2

Comments:

### Applicant 3

Comments:

### Applicant 4

Comments:

### SECTION 4: Further Comments

**Comments:**

### SECTION 5: Selection Panel Assessor

<table>
<thead>
<tr>
<th>Name:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>
## FORM 5: SELECTION OUTCOME REPORT

**NAME OF POSITION, MINISTRY**

---

### 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

<table>
<thead>
<tr>
<th>Ministry:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td>xxxxxxx</td>
<td>xxxxxxxxx</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Code:</th>
<th>Position Title</th>
<th>Supervisor Position Code:</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
<td>xxxxxxxx</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Salary Grade:</th>
<th>Salary Level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td>xxxxxxx</td>
</tr>
</tbody>
</table>

### SECTION 2: Comparative Ranking of Applicants (Place Best Applicant First)

<table>
<thead>
<tr>
<th>Name of Applicant</th>
<th>Comments</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Applicant 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Recommended Applicant:**

xxxxxxxxxxxx
## SECTION 3: Selection Panel

<table>
<thead>
<tr>
<th>Chairperson:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Panel Member 1:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independent Member:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>xxxxxxxx</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## SECTION 4: Chairperson Selection Panel

**Comments:**

<table>
<thead>
<tr>
<th>Endorsed:</th>
<th>Yes or No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>
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
APPENDIX 1: CEO APPLICATION PACK

FORM A: CEO AUTHOTISATION FORM

CHIEF EXECUTIVE OFFICER
MINISTRY OF [INSERT NAME OF MINISTRY]

________________________________________

AUTHERISATION 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: _________________________________
## APPENDIX 1

**FORM B: CEO GUIDE FOR APPLICANTS**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>[insert position title]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry</td>
<td>[insert relevant Ministry]</td>
</tr>
<tr>
<td>Position Code</td>
<td>[insert position code]</td>
</tr>
<tr>
<td>Contact</td>
<td>Senior Executive Services, Public Service Commission</td>
</tr>
<tr>
<td></td>
<td>Tel: +685 22123</td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:ses@psc.gov.ws">ses@psc.gov.ws</a></td>
</tr>
<tr>
<td></td>
<td>The Application Pack can be downloaded from the website link: <a href="http://www.psc.gov.ws">www.psc.gov.ws</a></td>
</tr>
</tbody>
</table>

### Making an Application

All Applicants are required to submit the following:

1. A Cover Letter:
   (i) Expressing interest in the vacant position; and
   (ii) Availability to start employment, if appointed.
2. Completed Competency Self-Assessment Form;
3. Most recent curriculum vitae that includes:
   (i) Details of all your current and previous work history, including the following information:
       (a) Position title, employer and the dates you held the position; and
       (b) List of Achievements; and
       (c) Brief Summary of Key Accountabilities
   (ii) Certified copies of all certificates of academic achievements, qualifications, trainings, professional affiliation and other documents provided in support of your application. *(Certified copies are those that are seen and verified by a lawyer as true copies of the originals)*; and
   (iii) Your contact details for correspondence purposes in relation to your application for this position.

4. Completed Referee Details with recent written references from three (3) professional referees *(Recent means no later than 12 months)*.

### Completing the Competency Self-Assessment

Applicants are required to complete the Competency Self-Assessment Form clearly and provide examples of the Applicant’s claim to satisfying the Selection Criteria.
| Authorization Form | By signing the Authorization Form you are:  
- Consenting to the Public Service Commission or a designated representative to approach in confidence, not only the named referees but other people who have personal knowledge of you, to gather information on your work performance, skills, knowledge, experience and attitude for assessing your suitability for the position;  
- Consenting to security checks including vetting by the Samoa Police Service and general security clearance with other agencies may also be undertaken. |
| --- | --- |
| Submission of Application | All applications should be addressed to:  
By Post:  
The Chairman  
Public Service Commission  
Level 2, FMFM II Government Building  
Apia, Samoa  
The Chairman  
Public Service Commission  
P.O.Box 73  
Apia, Samoa |
| Closing Date | (insert closing date) |
| Late Applications | Applications submitted after the closing date **must be accompanied by a valid explanation** and will be subject to the Selection Panel’s decision for inclusion in the process. |
APPENDIX 1

FORM C: CEO JOB DESCRIPTION

<table>
<thead>
<tr>
<th>Position</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Primary Objectives: 

Responsible To:
1. ...
2. ...

Accountabilities / Duties:
The successful candidate will perform the following duties:

**Key Accountabilities:**
1. ....
2. ....

**SELECTION CRITERIA AND CORE COMPETENCIES:**

**Strategic Thinking**
- a) ...
- b) ...

**Building relationships**
- a) ...
- b) ...

**Delivers / achieves results/outcomes**
- a) ...
- b) ...

**Leadership**
- a)

**Managerial Expertise**
- a)

**Personal Attributes**

**Integrity and Honesty**
- a)

**Commitment & Personal Drive**
- a)

**Intellect and Judgment**
- a)

**Creativity and Innovation**
- a)

**Qualification**
- a)

**Experience and Past Work Performance**
- a)

Remuneration & Term:
The position is on a Contractual term of three (3) years.

The salary for the position is within the range **CEO GRADE** per annum before tax. This amount is inclusive of 5% employer contribution to National Provident Fund and 1% contribution to Accident Compensation Fund.
APPENDIX 1

FORM D: CEO SELF ASSESSMENT FORM

POSITION ASSESSMENT

A. SKILLS AND ABILITIES

Strategic Thinking

Building Relationships

Delivers and Achieves Results/Outcomes

Managerial Expertise

Leadership
B. Personal Attributes

Integrity and Honesty

Commitment and Personal Drive

Intellect and Judgment

Creativity and Innovation

C. Experience and Past Work Performance

D. Academic Qualification

- A Degree in
APPENDIX 1

CHIEF EXECUTIVE OFFICERS R&S FLOWCHART

PART 1: PRE-ASSESSMENT

1. VACANCY REVIEW
2. REVIEW OF POSITION
3. ADVERTISE THE POSITION
4. RECEIVE APPLICATIONS
5. SELECTION PANEL
6. SHORTLIST APPLICANTS
7. INTERVIEW, SELECTION EVALUATION & RECOMMENDATION
8. SELECTION DECISION

PART 2: ASSESSMENT

9. OFFER OF EMPLOYMENT
A. OFFER OF EMPLOYMENT ACCEPTED
B. OFFER OF EMPLOYMENT DECLINED

PART 3: POST ASSESSMENT

10. SIGNING OF CONTRACT OF EMPLOYMENT
APPENDIX 2: CONTRACT EMPLOYEES APPLICATION PACK

FROM E: CONTRACT EMPLOYEES JOB DESCRIPTION

[INSERT NAME OF MINISTRY]
[INSERT NAME OF POSITION]
(INSERT POSITION CODE)
[INSERT SALARY GRADE]

JOB DESCRIPTION

Responsible to the: ..........................

Primary Objective:

...........

...........

Key Responsibilities:

Technical / operational management and policy advise:

1. ....
2. .....  

Leadership and Management:
1. ......  
2. ......  

Other:

1. ......  
2. ......  

Selection Criteria:

<table>
<thead>
<tr>
<th>MERITS</th>
<th>COMPETENCY</th>
<th>_DESCRIPTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>SKILLS AND ABILITIES</td>
<td>1. Strategic Thinking (Essential)</td>
<td>•</td>
</tr>
<tr>
<td>Skills and Abilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>2. Building and Sustaining Relationships (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Delivers/achieves results (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Integrity (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Commitment/Personal Drive (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Intellect and Judgment (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Creative and Innovation (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Experience and Past Work Performance (Essential)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Educational Qualifications (Essential)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## FORM F: GUIDE FOR APPLICANTS

<table>
<thead>
<tr>
<th>Position Title</th>
<th>(insert position title)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry</td>
<td>(insert relevant Ministry)</td>
</tr>
<tr>
<td>Position Code</td>
<td>(insert position code)</td>
</tr>
</tbody>
</table>
| Contact                         | Senior Executive Services, Public Service Commission  
Tel: +685 22123  
Email: ses@psc.gov.ws  
The Application Pack can be downloaded from the website link:  
www.psc.gov.ws |

### Making an Application

All Applicants are required to submit the following:

1. A completed Application Form (Form 2)
2. Most recent curriculum vitae that includes:
   - Details of all your current and previous work history, including the following information:
     - Position title, employer and the dates you held the position
     - Brief summary of key accountabilities and achievements
     - Certified copies of all certificates of academic achievements, qualifications, trainings, professional affiliation and other documents provided in support of your application. *(Certified copies are those that are seen and verified by a lawyer as true copies of the originals)*; and
     - Your contact details for correspondence purposes in relation to your application for this position.
3. Most recent written references from three (3) professional referees. *(Most recent means no later than 12 months)*;
4. Completed and signed Authorization Form

### Completing the Application Form

All Applicants must complete and sign the Application Form (Form 2).
All Applicants must complete and answer **Section 6: Selection Criteria**
| Authorization Form | By signing the Authorization Form you are:  
|-------------------|---------------------------------------------------------------------------------------|
|                   | - Consenting to the Public Service Commission or a designated representative to approach in confidence, not only the named referees but other people who have personal knowledge of you, to gather information on your work performance, skills, knowledge, experience and attitude for assessing your suitability for the position;  
|                   | - Consenting to security checks including vetting by the Samoa Police Service and general security clearance with other agencies may also be undertaken.  
| Submission of Application | All applications should be addressed to:  
|-------------------|---------------------------------------------------------------------------------------|
|                   | The Secretary by Post: The Secretary  
|                   | Public Service Commission by Post: Public Service Commission  
|                   | Level 2, FMFM II Government Building P.O.Box 73  
|                   | Apia, Samoa Apia, Samoa  
| Closing Date | (insert closing date)  
| Late Applications | Applications submitted after the closing date **must be accompanied by a valid explanation** and will be subject to the Selection Panel’s decision for inclusion in the process. |
APPENDIX 2

FORM G: CONTRACT EMPLOYEES AUTHORIZATIONS FORM

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

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: _______________________________
APPENDIX 2

CONTRACT EMPLOYEES R&S FLOWCHART

**PART 1: PRE-ASSESSMENT**

- Step 1: VACANCY REVIEW
- Step 2: REVIEW/FORMULATE JOB DESCRIPTION
- Step 3: ADVERTISE THE POSITION

**PART 2: ASSESSMENT**

- Step 4: RECEIVE APPLICATIONS
- Step 5: SELECTION PANEL
- Step 6: SHORTLIST APPLICANTS
- Step 7: INTERVIEW
- Step 8: SELECTION EVALUATION & RECOMMENDATION
- Step 9A: SELECTION DECISION
- Step 9B: PERFORMANCE REVIEW

**PART 3: POST ASSESSMENT**

- Step 10: OFFER OF EMPLOYMENT
- Step 11 A: OFFER OF EMPLOYMENT
- Step 11 B: OFFER OF EMPLOYMENT DECLINED
- Step 12: SIGNING OF CONTRACT OF EMPLOYMENT
APPENDIX 2

FORM 2: APPLICATION FORM

JOB APPLICATION FORM

Form 2

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

SECTION 1: Position Details

<table>
<thead>
<tr>
<th>Ministry:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXXXX</td>
<td>XXXXX</td>
<td>XXXX</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Code:</th>
<th>Position Title:</th>
<th>Supervisor Position Code:</th>
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</thead>
<tbody>
<tr>
<td>XXXXXXX</td>
<td>XXXXXXXXX</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Salary Grade:</th>
<th>Salary Level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>XXXXXXX</td>
<td>XXXX</td>
</tr>
</tbody>
</table>

SECTION 2: Personal Details

<table>
<thead>
<tr>
<th>First Name:</th>
<th>Family Name:</th>
<th>Other Names:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Gender:</th>
<th>Date of Birth:</th>
<th>NPF No:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Marital Status:</th>
<th>Physical Address (1):</th>
<th>Physical Address (2):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Post Code:</th>
<th>Phone No (1):</th>
<th>Phone No (2):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>e-Mail:</th>
<th>Facsimile:</th>
</tr>
</thead>
</table>

SECTION 4: Education Details

<table>
<thead>
<tr>
<th>Most Recent Qualification</th>
<th>Major Area of Study</th>
<th>Institution Attended</th>
<th>Issued Date</th>
<th>Year Graduated</th>
</tr>
</thead>
<tbody>
<tr>
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|                           |                     |                      |             |               |

|                           |                     |                      |             |               |
SECTION 4: Training History

<table>
<thead>
<tr>
<th>Courses relevant to Selection Criteria ONLY</th>
<th>Institution/Country</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

SECTION 5: Employment History

Current / Most Recent Position

<table>
<thead>
<tr>
<th>Employer’s Name</th>
<th>Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Main Responsibilities:

Next Previous Position

<table>
<thead>
<tr>
<th>Employer’s Name</th>
<th>Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
</tbody>
</table>

Main Responsibilities:

Next Previous Position

<table>
<thead>
<tr>
<th>Employer’s Name</th>
<th>Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Main Responsibilities:
Next Previous Position

<table>
<thead>
<tr>
<th>Employer's Name:</th>
<th>Date:</th>
<th>Duration:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Number of Staff:</th>
</tr>
</thead>
</table>

Main Responsibilities:

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 (Merit Factors) 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:
3. indicate aspects of their work experience which indicate their ability to satisfy each Merit Factor in executing the duties specified in the Job Description
4. complete this information in a true and accurate way (failure to do so will disqualify the Applicant)

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

<table>
<thead>
<tr>
<th>No</th>
<th>MERIT FACTORS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SKILLS AND ABILITIES (ESSENTIAL)</td>
</tr>
<tr>
<td>2.</td>
<td>QUALIFICATIONS (ESSENTIAL)</td>
</tr>
<tr>
<td>3.</td>
<td>EXPERIENCE AND PAST WORK PERFORMANCE (ESSENTIAL)</td>
</tr>
<tr>
<td>4.</td>
<td>PERSONAL ATTRIBUTES (ESSENTIAL)</td>
</tr>
</tbody>
</table>

SECTION 7: Computer Skills & Competency

Indicate competency level for each Application
Competency level code: 1=no knowledge; 2=basic knowledge; 3=good knowledge; 4=strong/advanced capabilities

<table>
<thead>
<tr>
<th>Main Applications:</th>
<th>Competency level:</th>
<th>Other Systems:</th>
<th>Competency level:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Word</td>
<td>Ms Access</td>
<td>Other (specify)</td>
<td>Other (specify)</td>
</tr>
<tr>
<td>Ms Excel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms PowerPoint</td>
<td></td>
<td>Other (specify)</td>
<td>Other (specify)</td>
</tr>
<tr>
<td>e-mail</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 8: Knowledge of Languages

<table>
<thead>
<tr>
<th>For Languages other than your mother tongue, enter appropriate number from code below to indicate level of your language skills</th>
<th>Indicate your mother tongue by ticking a box below</th>
<th>Speak</th>
<th>Read</th>
<th>Write</th>
</tr>
</thead>
<tbody>
<tr>
<td>CODE:</td>
<td>Samoan:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Limited conversation, reading of newspapers, routine correspondence</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Engage freely in discussions, read and write more difficult materials</td>
<td>English:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Speak, read and write (nearly) as well as mother tongue.</td>
<td>Other (specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION 9: Discipline Records Check

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

<table>
<thead>
<tr>
<th>NO</th>
<th>YES</th>
</tr>
</thead>
</table>

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.

<table>
<thead>
<tr>
<th>Referee Name:</th>
<th>Designation:</th>
<th>Address / Contact Numbers:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

SECTION 11: Declaration of Close Relatives

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

<table>
<thead>
<tr>
<th>NO</th>
<th>YES</th>
</tr>
</thead>
</table>

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
SECTION 12: Community Status

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

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 Ministry/Office to undertake and necessary checks to confirm the information provided by me.

<table>
<thead>
<tr>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>
GUIDELINES

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.
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.