This revised version of the Recruitment and Selection Manual champions a Meritocracy System and aims to provide a clearer direction in the recruitment, selection and appointment of general employees in the Samoa Public Service.

Recruitment can be one complex task if not managed properly, and should be an important process that the Human Resource arm of any organisation must take due care in undertaking. Significant investments such as time and money spent in the Recruitment and Selection process ensures that an organisation selects the most meritorious person, with the competent and ability to carry out the roles of the relevant position.

Decisions on Recruitment and Selection directly impact on Ministries’ ability to achieve its objectives in an effective and efficient way and have a lasting impact on Public Services capability and performance. Those involved in the recruitment, selection and appointment of general employees will leave a lasting impression on a candidate’s view of the Public Service whether they are successful or not. The fundamental principles of selection must be based on merit and procedural fairness must be adhered to at all times.

Decisions on appointment of officers and term employees are authorized by heads of government agencies as legislated under the Public Service Act 2004. The guidelines are generally developed on core principles and values of employment and should not restrict government agencies from looking at other innovative ways to ensure the smooth operation of its Recruitment & Selection Process. Government agencies are encouraged to look at other appropriate and acceptable methods through the development of templates, tools to effectively control and efficiently administer its Recruitment & Selection Processes.

The Recruitment & Selection Process for general employees has already been devolved by the Public Service Commission to heads of Government agencies to undertake since the reforms in early 2000. The Office of the Public Service Commission performs a Monitoring & Evaluation role in the Recruitment & Selection of general employees and provides advice, assistance where necessary to ensure that the process is well implemented by Government agencies. Assistant CEOs Corporate Services or Human Resource Coordinators of government agencies is the first point of contact for further information and assistance in relation to the Recruitment and Selection of its general employees.

Tuu’u Dr Ietitaia Taulealo
Chairman
Public Service Commission
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<td><strong>The “Act”</strong></td>
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<td><strong>Regulations</strong></td>
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<td><strong>Appeals</strong></td>
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<tr>
<td><strong>Chief Executive Officer</strong></td>
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<td><strong>Code of Conduct</strong></td>
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<td><strong>Commission</strong></td>
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<td><strong>Conflict of Interest</strong></td>
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<td><strong>Contract Employee</strong></td>
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<td><strong>Comparative Assessment</strong></td>
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<td><strong>Crime</strong></td>
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<td><strong>Discrimination</strong></td>
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<td><strong>Employee</strong></td>
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<tr>
<td><strong>Human Resource Coordinator (HRC)</strong></td>
</tr>
<tr>
<td><strong>Human resource management (HRM)</strong></td>
</tr>
<tr>
<td><strong>Individual Assessment</strong></td>
</tr>
<tr>
<td><strong>Job Analysis</strong></td>
</tr>
<tr>
<td><strong>Job description</strong></td>
</tr>
</tbody>
</table>
| **Job Competencies** | A component of the JD and the basis for shortlisting, interview questioning, assessment, selection report and feedback. Also termed as job specifications, they must reflect the skills and abilities, educational qualifications, experience and knowledge,
and personal attributes required to undertake the duties and responsibilities of a position as stipulated under s36 of the PS Act 2004.

<table>
<thead>
<tr>
<th><strong>Job Descriptors</strong></th>
<th>Describes and explains the relevant competencies required to facilitate the key roles and responsibilities of a position.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Line manager</strong></td>
<td>The person who the position reports to and whom is responsible for managing the recruitment, selection and appointment process. This is generally the ‘reporting person’ identified in the job description.</td>
</tr>
<tr>
<td><strong>Merit</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Offence</strong></td>
<td>Any act of omission for which anyone can be punished under the Crimes Act 2013 or any other enactment if proven.</td>
</tr>
<tr>
<td><strong>Officer</strong></td>
<td>An employee who is not a) Contract Employee b) Temporary Employee.</td>
</tr>
<tr>
<td><strong>Principles of Employment</strong></td>
<td>Section 18 of the Act, establishes a philosophical framework for human resource management in the public sector. While the principles in this section are expressed in general terms, they do provide employees with an outline of their obligations and rights. They also constitute a set of standards against which we can measure new policies and procedures, and other initiatives at the Ministry level or on a sector-wide basis.</td>
</tr>
<tr>
<td><strong>Probation</strong></td>
<td>The first six months of an officer’s appointment during which time their appointment can be confirmed or terminated at any stage in writing by the CEO.</td>
</tr>
<tr>
<td><strong>Procedural Fairness</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Qualifications</strong></td>
<td>The required level of formal education that has been recognised or registered with a professional organisation, that a person should have to enable them to be employed at a particular job.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>ACEO</td>
<td>Assistant Chief Executive Officer</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>GoS</td>
<td>Government of Samoa</td>
</tr>
<tr>
<td>HRC</td>
<td>Human Resources Coordinator</td>
</tr>
<tr>
<td>PSC</td>
<td>Public Service Commission</td>
</tr>
<tr>
<td>PSOC</td>
<td>Public Service Official Circular</td>
</tr>
<tr>
<td>R&amp;S</td>
<td>Recruitment and Selection</td>
</tr>
<tr>
<td>SPS</td>
<td>Samoa Public Service</td>
</tr>
</tbody>
</table>
INTRODUCTION

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

The key phases of the R&S process are:

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

MANDATE

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

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

POLICY OUTLINE

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

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

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

(a) skills and abilities;
(b) educational qualifications;
(c) experience and past work performance; and
(d) personal attributes
of that person that are relevant to the for any position in the Service”.

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

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

**OBJECTIVES**

The key objectives of the R&S are:

1. To have in place a well managed process that employs the right people to the right jobs,
2. Ensure the R&S process is conducted in a fair, transparent, consistent and professional manner.
3. To provide a merit based process that comply with Samoa Public Service policies and legislations,
4. Encourage a seamless process of leading, managing and developing of employees.
The R&S is a process that reinforces the SPS Values set out in the Public Service Act 2004.

<table>
<thead>
<tr>
<th>Values</th>
<th>Definition</th>
<th>Application in the R&amp;S</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Honesty</strong> s.17(a)</td>
<td>▪ Acting honestly, being truthful and abiding by the laws of Samoa.</td>
<td>▪ panel members assess applications with the utmost integrity</td>
</tr>
<tr>
<td></td>
<td>▪ truthful information is documented in job application Form, JD, etc</td>
<td>▪ truthful information is documented in job application Form, JD, etc</td>
</tr>
<tr>
<td><strong>Impartiality</strong> s.17(b)</td>
<td>▪ Providing impartial advise, acting without fear or favour, and making decisions on their merits.</td>
<td>▪ employment decisions are based on merit</td>
</tr>
<tr>
<td></td>
<td>▪ assessment of applicants must be consistent and objective</td>
<td>▪ employment decisions are based on merit</td>
</tr>
<tr>
<td></td>
<td>▪ advertising, selection and appointing decisions are made fairly, and not on unlawful discriminatory grounds</td>
<td>▪ advertising, selection and appointing decisions are made fairly, and not on unlawful discriminatory grounds</td>
</tr>
<tr>
<td><strong>Service</strong> s.17(c)</td>
<td>▪ Serving the people well, through faithful service to the Government.</td>
<td>▪ serving the Government of the day and dedicated to serving the people of Samoa</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ ensuring applicants are provided with the correct and complete application pack</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ respond to applicants on status of their applications accordingly</td>
</tr>
<tr>
<td><strong>Respect</strong> s.17(d)</td>
<td>▪ Treating the people, the Government and colleagues with courtesy and respect.</td>
<td>▪ Applicants are treated with courtesy and respect</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ does not mean giving any person special treatment or favours because of their social status</td>
</tr>
<tr>
<td><strong>Transparency</strong> s.17(e)</td>
<td>▪ Taking actions and making decisions in an open way.</td>
<td>▪ decisions that have an impact on society as a whole are openly made and employees are accountable for their actions</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ consistent use of interview and assessment methods etc</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ disclosure of conflict of interest etc</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ panel must come to a consensus when agreeing on the successful applicant</td>
</tr>
<tr>
<td><strong>Accountability</strong> s.17(f)</td>
<td>▪ Being able to explain the reason for actions taken, and taking responsibility for those actions.</td>
<td>▪ Panel members can explain the reasons for their actions and decisions</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ Applicants understand the duties and responsibilities for the position they are applying to</td>
</tr>
<tr>
<td><strong>Efficiency and Effectiveness</strong> s.17(g)</td>
<td>▪ Achieving good results for Samoa in an economical.</td>
<td>▪ getting good selection decisions to achieve Ministry’s objectives as set out in Corporate and Management Plans</td>
</tr>
<tr>
<td></td>
<td>▪ employment decisions are based on merit</td>
<td>▪ the process is cost and time sufficient whilst maintaining procedural fairness</td>
</tr>
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</table>


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

<table>
<thead>
<tr>
<th>Principles</th>
<th>Definition</th>
<th>Application in the R&amp;S</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Merit</strong> s.36 and s.18(a)</td>
<td>▪ Appointments and promotions must be made on merit.</td>
<td>▪ Merit is defined in Part V of the Act as “the merit of a person in relation to a position must be assessed on the basis of: (a) skills and abilities; (b) educational qualifications; (c) experience and past work performance; and (d) personal attributes of that person that are relevant to the selection criteria for any position in the Service”.</td>
</tr>
</tbody>
</table>
| **Fairness** s.18(b)              | ▪ Decisions on employment matters must be made fairly and properly.                                                                                                                                         | ▪ the interview panel should comprise of an independent member, Line Manager and the Ministry’s HRC/HR personnel  
▪ the panel should consist of representation of both genders  
▪ compliance with the principle of natural justice or procedural fairness  
▪ employment decisions are based on merit and on the outcome of a comparative assessment |
| **Grievance System** s.18(c)      | ▪ Employees must have access to a simple and fair grievance system.                                                                                                                                           | ▪ accessible grievance system  
▪ accessible appeal process (s. 49 of the Public Service Act 2004)                                                                                                                                                    |
| **Employment Terms and Conditions** s.18(e) & (i) | ▪ Employees must receive reasonable remuneration and reasonable terms and conditions of employment.  
▪ There must be only as many employees working in the public service as necessary for the public service to function efficiently and effectively. | ▪ the salary grade is determined based on the JCS process and approved by the Commission  
▪ Ensure there is approval for the position                                                                                                                        |
| **Equal Employment** s.18(f) & (g) | ▪ There must be equal employment opportunity in the public service.  
▪ Eligible persons must have a reasonable opportunity to apply for                                                                                                                                         | ▪ vacant positions are to be advertised allowing qualified and potential applicants to compete for the position                                                                                                      |
<table>
<thead>
<tr>
<th>Confidentiality</th>
<th>Security and privacy of information from applicants must be maintained</th>
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<tbody>
<tr>
<td></td>
<td>Ensure to protect the security and privacy of applicants and the information contained in their application.</td>
</tr>
<tr>
<td></td>
<td>Ensure the integrity consent form is signed to allow the panel to undertake an integrity check</td>
</tr>
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</table>
### Responsibilities

<table>
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<tr>
<th>Who?</th>
<th>Responsibilities</th>
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</table>
| **CEO** | • Has the authority for approving vacancy advertising and recommendation to appoint or not appoint.  
• Ensure recruitment process undertaken meets legislative, policy direction and guidance as evidence by the report that recommends to appoint or not to appoint.  
• Appointed authority to sign ‘Offer of Employment’. |
| **Line Manager/Chairperson (to which position reports to)** | • Review the Job Description  
• Establish agreed job competencies and descriptors  
• Chair selection panel for interviews  
• Conduct integrity checks  
• Write recommendation report to CEO  
• Ensure interview methods and process is fair and consistent |
| **Human Resource Coordinator (HRC)/HR personnel** | • Manage and administer vacancy advertising  
• Provide support and guidance to Line Manager on all aspects of the R&S process when required  
• Collate applications received before forwarding to Line Manager  
• Assist the Line Manager with convening of panel for short-listing and interview  
• Administer correspondence where appropriate for relevant steps of the R&S process  
• Provide necessary letters for position to successful applicant  
• Notify unsuccessful applicants  
• Advise PSC on provisional appointment for notification on PSOC – Form 5 |
| **Panel Members** | • Participate in the short-listing of applicants and sign the Form 3  
• Participate in the interviewing of applicants and sign the Form 4  
• Sign the selection outcome report Form 5  
• Assist with undertaking the Integrity Check |
| **Office of the Public Service Commission** | • In receipt of Form 1 - Advertise the vacant position on the Public Service Official Circular (PSOC)  
• Check the job competencies/descriptors if they accurately reflect the four merit factors and advise Ministries accordingly  
• In receipt of Form 5 - Advertise provisional appointment on the PSOC  
• In the absent of notice of appeals confirm appointment on the PSOC  
• Undertake preliminary assessment and mediation for appeals and grievance received relating to the R&S process (if required) |

**Note:**

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

**PHASE 1**
- **PRE-ASSESSMENT**

**PHASE 2**
- **ASSESSMENT**

**PHASE 3**
- **POST-ASSESSMENT**

**KEY**: Option to take

**STEPS**

1. **STEP 1** VACANCY REVIEW
2. **STEP 2** JOB REVIEW
3. **STEP 3** ADVERTISE POSITION
4. **STEP 4** RECEIVE APPLICATIONS
5. **STEP 5** SELECTION PANEL
6. **STEP 6** SHORTLISTING
7. **STEP 7** NOTIFICATION & INTEGRITY CHECK
8. **STEP 8** INTERVIEW
9. **STEP 9** PANEL EVALUATION & RECOMMENDATION
10. **STEP 9A** RECOMMENDATION APPROVED
    - **STEP 10A** EMPLOYMENT OFFER ACCEPTED
    - **STEP 10B** EMPLOYMENT OFFER DECLINED
11. **STEP 10** OFFER OF EMPLOYMENT
12. **STEP 11** CONFIRMATION OF APPOINTMENT
13. **STEP 12** CONFIRMATION OF APPOINTMENT

**COMMENTS**
- **STEP 9B** RECOMMENDATION DECLINED
- **STEP 13** COMMENCEMENT & INDUCTION

**CONFIRMATION OF APPOINTMENT**
The merit of a person in relation to a position must be assessed on the four merit factors.

**Skills & Abilities**
- Leadership skills
- Strategic Thinking
- Building Relationships
- Communication & Presentation Skills
- Achieves & Delivers Results
- Analytical & Problem Solving etc...

**Educational Qualifications**
- Formal tertiary qualification(s)
- Specialised training
- Professional affiliations etc...

**Experience & Work Performance**
- As per job requirement; Examples: Demonstrate or evidence of initiating, developing and implementing policies/projects, knowledge of legislation etc
- Public Service Values
- Intellectual & Judgement
- Integrity
- Commitment/Personal drive

**Personal Attributes**
- Leadership skills
- Strategic Thinking
- Building Relationships
- Communication & Presentation Skills
- Achieves & Delivers Results
- Analytical & Problem Solving etc...

**Job Competencies**
- Must reflect the relevant skills and abilities qualifications, experience and personal attributes required to undertake the duties and responsibilities of a position.

**Interview Questions**
- Are structured questions aimed at establishing the applicants claims against the selection criteria.
- Set questions for each job competency
- Additional questions if required.
- Follow up any information claimed by the applicant.
- Give applicant the opportunity to respond to follow up questions.
- Allow applicant the opportunity to ask questions.

**Job Description**
Duties and Responsibilities of a position derive from the main objective of a position. Primary objective of a position derives from strategic direction of the division. The objectives of the division are to reflect the strategic goals of the Ministry identified in their Corporate Plan.
STEP 1: VACANCY REVIEW

i. The Line Manager with the assistance of the Human Resource Coordinator (HRC) should assess and conduct a job analysis to determine there is a need for an existing or a new position to reflect any changes that may have occurred and future needs of the Ministry.(appendix 1 – Job Analysis Template and further information on the importance of conducting a Job Analysis)

ii. Confirm there is funding for the position and check whether the position exists under the Ministry’s approved organisational structure before the recruitment and selection process can commence.

iii. As a result of the vacancy review, the Line Manager with the endorsement of the CEO determines whether there needs to be a change in classification, salary or structure in which the approval of the Commission must be sought.

STEP 2: JOB REVIEW

i. A job description (JD) should be developed (if not available), updated and documented in an appropriate format. (appendix 2 – Job Description)

ii. The responsibility for reviewing and finalising of the JD and relevant job competencies and descriptors lies with the Line Manager with the assistance of the HRC.

iii. The formulation of job competencies and descriptors for each position level must be linked to the four (4) merit factors. They include:
   (1) skills and abilities,
   (2) educational qualifications,
   (3) experience and past work performance, and
   (4) personal attributes required to perform duties of the position. (appendix 3 – Developing Job Competencies and Descriptors)

iv. The Job competencies and descriptors are to be clustered under one of the relevant merit factors. They must be equally the same in value when considering the most meritorious person for the position and should be drawn from the job requirement and relevant merit factor. (refer Merit Framework)

v. An applicant to a position is required to demonstrate that he/she satisfies all job requirements, competencies and descriptors to successfully carry out the duties of that particular position.

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

Note:
The job competencies should reflect the 4 merit factors and should be sourced from the job requirements(duties and responsibilities) identified in the approved JD.
STEP 3: ADVERTISE POSITION

i. Advertising must be approved by the CEO. The request to advertise form 1 must be accurately completed and signed by authorised delegation before submitting to the Office of the Public Service Commission (PSC). (Form 1 – Request to Advertise Form)

ii. The coordination of positions to be advertised is usually the responsibility of the Corporate Services Division.

iii. Advertisement for permanent positions lasts for two weeks, this should give applicants sufficient time to obtain information, prepare and submit their applications.

iv. The HRC should ensure application packs are made available for applicants to uplift. (Appendix 4 – Application Pack)

v. The Line Manager with the endorsement of the CEO may use other media to ensure maximum opportunity to recruit potential applicants. This is at the expense of the Ministry.

Note:

Pursuant to Section 34 of the Public Service Act 2004, all vacant positions are to be advertised on the Public Service Official Circular (PSOC) for a maximum of two (2) weeks. As part of PSC’s M&E function, there will be times suggestions will be made for Ministries to change job competencies and descriptors to a position if and when appropriate.

STEP 4: RECEIVE APPLICATIONS

i. All applications for the advertised position must be addressed and submitted to the relevant CEO of the respective Ministry by close of business on the date stated in the advertisement.

ii. Upon receipt of applications, the Corporate Service Division is responsible for the following:
   - Receiving and acknowledging receipt of applications (refer to Applicant Statistics Form 2)
   - Compile all applications

iii. Applications received after closing date will not be considered unless approved by the CEO.

iv. Applicants are required to do the following:
   - Complete the application form in a true and accurate way (failure to do so will disqualify the applicant)
   - Attach all supporting documents such as certified copies of qualification(s), reference(s) etc. Refer to appendix on more information on how to complete an application.

v. All applications received should be acknowledged by letter as soon as it is practicable. If this is not practical advise receipt of application by telephone, or email.

vi. In the event that no application or there are insufficient applications received at the close of advertisement, the Ministry may re-advertise the position and/or review the job competencies descriptors to attract more applicants. If the position is re-advertised, go back to Step 2.

Task 1:

Process control and documentation control is vital to ensure quality of process. Should a decision be considered outside this Manual it is recommended reason(s) for decision(s) made are to be documented.
PHASE 2: ASSESSMENT

STEP 5: SELECTION PANEL

i. It is the responsibility of the Line Manager with the assistance of the HRC to convene the selection panel.

ii. All applications should be forwarded to the Line Manager, once the Line Manager is satisfied with the pool of applicants the panel members are to be notified on the following:
   - Availability to attend the short-listing and interview process and;
   - Applicants for the vacant position
   - Identify any conflict of interest by the panel with any of the applicants

iii. The Corporate Service Division is to prepare three (3) vacancy files for the three panel members for short-listing.

iv. The following persons are not to be included on the panel:
   - Anyone who will report to the position and;
   - Anyone with actual or perceived conflict of interest with an applicant, for example where the panel member is a ‘near relative’ of an applicant.

v. The selection panel must consist of three (3) members, the Line Manager, the HRC or HR personnel and an independent member from another Ministry or private sector. The Line Manager and Independent member particularly should have technical understanding of the role of the position. All Ministries are encouraged to develop, retain and update a list of independent members that can be rotated to partake in interviews based on their technical expertise and knowledge of relevant position vacancies that occur within Ministries.

vi. A panel member who is a near relative to an applicant must declare his/her relationship to the Chairperson of the selection panel. The Chairperson must assess the situation and arrange for another panel member should this occur.

vii. If the Chairperson has a near relative in the list of applicants he/she must advise the CEO and remove himself/herself from the selection panel and arrange for another Manager to sit in.

viii. The Chairperson of the selection panel with the assistance of the HRC is to set a suitable date, time and venue to carry out the short-listing.

ix. Upon finalising the selection panel, the HRC is responsible for ensuring that all documents are made available for each panel member. Each panel member should have a Vacancy Folder which should include:
   - Copies of applicants’ Application - Form 2
   - Short-listing Form for Applicants - Form 3
   - Individual applicant Assessment -Form 4
   - Job Description with Job competencies and descriptors
   - Flowchart of the R&S process

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

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

STEP 6: SHORTLISTING APPLICANTS

Note: A short-list is the process of assessing applicant’s claims of eligibility to the agreed job competencies and descriptors reflecting the four merit factors. It is to identify applicants who satisfy all merit factors and warrant further consideration.
i. As soon as practical, the selection panel is to meet and discuss the applications and to shortlist the applicants using the short-listing form 3. (*form 3 - Short-listing Form 3*)

ii. In the event the Panel cannot find a mutual time of availability, the HRC may circulate the short-listing forms for the Panel’s individual assessments.

iii. Applicants who demonstrate eligibility to the job competencies in accordance with the merit factors are to be shortlisted for an interview.

### Applicant(s) who do not satisfy all Job Competencies and Merit Factors

i. In the event an applicant does not display how they meet the merit factors their application becomes disqualified and should not progress. In this case, go to **Step 7 (a)**.

ii. If the panel collectively agrees that there are reasons for not proceeding with interviews, the Line Manager may seek the CEO’s approval to re-advertise. If there are changes to the JD and selection criteria, go back to **Step 3**. OR

iii. The Line Manager with the approval of the CEO to re-advertise the position, the selection criteria may be revised to attract a wider pool of applicants. In the event of changes to job competencies, go back to **Step 2**. Generally when changes to the job competencies or JD are made previous applicants need to re-apply.

iv. The HRC in writing should inform and provide feedback to internal applicants who are not shortlisted preferably prior to interviews.

### Applicant(s) who satisfy all job competencies in accordance with Merit Factors

i. Applicants who in the opinion of the selection panel satisfy all merit factors are shortlisted for an interview. They must be advised verbally or in writing at least three (3) days in advance on the scheduled date for interviews. (*letter 2 – Shortlisted Applicants*)

ii. In the event where there is only one applicant, the panel must satisfy itself that the potential applicant meets all merit factors for the position to enable them to conduct the interview and make a recommendation to the CEO.

iii. Each panel member should complete and sign the Short-listing Form 3. The Chairperson must document the process used for short-listing, the results and the agreed decisions made.

iv. Upon completion of the short-listing, the Chairperson is to arrange a suitable time and date of interviews according to the availability of panel members and number of applicants.

**Note:**

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

### STEP 7a: NOTIFY UNSUCCESSFUL AND SHORTLISTED APPLICANTS

i. Upon completion of the short-listing process, all applicants whether they are shortlisted or not must be informed within an acceptable time on the status of their applications.

ii. All shortlisted applicants are subject to an **integrity check** prior to the interview.

iii. Applicants who are not shortlisted must be notified through a letter advising on the outcome of the short-listing assessment. (*letter 3 – Not shortlisted Applicants*)
iv. If feedback is appropriate or requested by the unsuccessful applicant(s) the Chairperson is to provide reasons. The Chairperson is responsible for providing feedback to internal applicants upon request.

STEP 7b: INTEGRITY CHECK

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

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

ii. Applicants are required as part of their applications to include three (3) referees who can be contacted to verify information provided.

iii. The Chairperson with the assistance of the HRC should contact the referees, it is preferred that all panel members participate in undertaking referee reports to avoid misinterpretation.

iv. However, provided that the applicant has signed the ‘Declaration’ Section of his/her application form, the Panel may contact any other person(s) apart from those who have been nominated as referees who would have relevant information about the applicant for the purpose of confirming information provided in the applicant’s application and determining his/her merit for appointment as a Public Servant.

v. Claims of achievements made in application or during the interview must be checked with previous and current employers. A character reference is also required to confirm and verify information contained in the applicants application form.

vi. The applicant must be advised of any conflicting or adverse information obtained and given the opportunity to respond to the comments provided by a referee or any other person as per directive in the Interview Phase.
STEP 8a: INTERVIEW

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

i. The interview is the last assessment phase and should be conducted by the same panel members that undertook the short-listing of applicants. This will ensure consistency and fairness in the assessment of applicants.

ii. The HRC is required to confirm the availability of Panel Members prior to the interview date to avoid any last minute changes to the Selection Panel.

iii. The Corporate Service Division is to ensure each of the Selection Panel must have the following documents included in the Vacancy File:
   1. Interview Schedule
   2. Copies of applicants’ applications - Form 2
   3. Short-listing Form for Applicants - Form 3
   4. Individual Applicant Assessment - Form 4
   5. Job Description
   6. List of set interview questions
   7. Flowchart of R&S process
   8. Organisational Chart of where the position sits in the organisation

iv. Interview questions must be structured and based on duties/responsibilities, job competencies and descriptors of the position to ensure Panel members are able to assess applicants against each of the four merit factors.

v. The Individual Applicant Assessment Form 4 is used during the interview to document and independently score each applicant. The evaluation at the end of the interview process will enable each panel to discuss their ratings/scoring and try to reach a consensus of a final score and ranking of the interviewee.

vi. The final scoring and ranking is documented in the Combined Selection Outcome Report - Form 5 to provide an overview of all the applicants on the outcome of the interview.

vii. The scoring and ranking is further explained in Step 8b for clarity.

viii. The applicant should be given the opportunity during the interview to respond to any concerning information obtained from the Integrity Check to ensure procedural fairness or natural justice is afforded to an applicant.

Note:

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

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

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

• Using the same core set of questions,
• Delivering questions in the same way, and
• Maintaining the same ordering of questions for each candidate.
STEP 9a: SCORING & RANKING OF APPLICANTS

The scoring assigned for each applicant is important as it reflects the Panel’s assessment in accordance with the Merit factors.

The scoring and ranking of each applicant is based on the four merit factors of; 1) Skills & Abilities, 2) Personal Attributes, 3) Qualification and 4) Experience and Past Work Performance.

Reference to specific selection criterions are now replaced by the four merit factors which are considered equally the same in value. Form 4 is now a single template that includes all shortlisted applicants for the Panel to individually carry out his/her assessment. Panel members are to complete the Individual Assessment Form 4, score and/or rate each applicant from 1, 2 onwards based on the highest to lowest total ranking, and make comments on each applicant’s merits as assessed from the written application, references and interview. Individual Assessment Form 4, generally requires Panel members to rank applicants in accordance to each set of Merit factor and it will be helpful to have on record an evaluation of how each applicant had been assessed in view of specified job competencies. Ministries are encouraged to develop sub assessment templates to articulate the individual analysis of applicants performance in relation to specified job competencies and descriptors.

At the end of the interview each Panel member will add their ranking of each applicant.

STEP 9b: PANEL SELECTION ASSESSMENT

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

i. Once the Selection Panel completes the interview process, the Chairperson must ensure the following were carried out during the entire R&S process:
   • The assessment of applicants was carried out in a fair, objective and consistent manner.
   • All panel members’ rating/scoring and ranking were objective and based on a comprehensive assessment of information collated from the beginning of the R&S process.
   • If there are extensive differences in opinions between panel members, it is preferable that the issues are worked through thoroughly to determine whether or not a consensus can be reached before recommendation is forwarded to the CEO. In the event that no consensus was reached, the relevant panel member(s) are to prepare a minority report explaining the difference in assessment from that of the majority for the CEO’s information and final decision.
   • The preferred applicant is based on the person with the most merit and was able to demonstrate his/her ability to satisfy the relevant competencies and merit factors for the vacant position.

STEP 9c: PANEL SELECTION RECOMMENDATION

i. At the conclusion of the interviews and the Panel have evaluated the R&S process and reached a consensus on the suitability and ranking of applicants, the Chairperson must write
up a selection report on the outcome of the interview and is to be forwarded to the CEO for endorsement.(appendix 8 – Compiling Selection Outcome Report)

ii. The CEO should thoroughly review the R&S process and documentation to determine the accuracy of the information contained in the Selection Outcome Report Form 5.

iii. Once the CEO accepts the Panel’s recommendation, he/she should proceed to approve the appointment of the successful applicant. In this case go to **Step 10**. The HRC is to ensure that the Form 5 Selection Outcome Report is submitted to PSC for publication on the PSOC.

iv. If the CEO declines the Panel’s recommendation and asks the Panel to provide justification for their decision, go back to **Step 9a**.

v. The CEO on justifiable cause can advise to appoint the second (2nd) ranked applicant if he/she believes there is substantive proof that the process was unfairly carried out and/or the decision for the recommended applicant was not based on merit, go to **Step 10** or advise the Line Manager/HRC to re-advertise the position, then go back to **Step 3**.

**Note:**

In this instance, a new Selection Panel must be arranged and previous applicants are advised to re-apply on the basis that they meet all job competencies for the position.
STEP 10: OFFER OF EMPLOYMENT

i. Once the CEO approves the Selection Outcome Report, the Line Manager/HRC must advise the successful applicant before submitting the Selection Outcome Report to the Office of the Commission.

ii. The HRC is to prepare the Provisional Appointment Letter (letter 5 – Provisional Appointment) and the Offer of Employment (letter 6 – Offer of Employment) and ensure the successful applicant receives it.

iii. The Offer of Employment should clearly outline the job requirements and the terms and working conditions of employment.

iv. The successful applicant should be given five (5) working days to accept the offer by signing and returning the copy of the Offer of Employment.

v. If the successful appointee does not respond to the Offer of Employment, the HRC is to follow up with the appointee reasons for delay in response.

vi. If the appointee accepts the offer within five (5) working days, go to Step 10a.

vii. If the appointee declines the offer, go to Step 10b.

**Note:**

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

**STEP10a: OFFER OF EMPLOYMENT ACCEPTED**

i. Once the successful applicant has accepted and returned the Offer of Employment, the Ministry should forward the Form 5 to PSC for notification of the Provisional Appointment on the PSOC.

ii. It is advisable that the HRC advise the unsuccessful interviewees on the status of their application before the provisional appointment is advertised in the PSOC.

iii. A thank you letter to the Independent Panel Member for their participation should be sent out.

**STEP10b: OFFER OF EMPLOYMENT DECLINED**

i. If the Offer of Employment is declined by the successful applicant, a letter acknowledging his/her decision is submitted to CEO within five (5) working days from the date the offer was issued and the HRC is to acknowledge receipt of declined letter.

ii. In the event the recommended applicant declines the Offer of Employment the Line Manager can go back to Step 9b.

**OR**

iii. Depending on the CEO’s decision the Corporate Service Division is to advise the unsuccessful interviewees, go to Step 7a and proceed with re-advertising of the vacant position, go to Step 3.

**OR**

iv. The CEO may decide to appoint the second ranked applicant, in this case go to Step 10.
STEP 11: PROVISIONAL APPOINTMENT

i. Upon receipt of form 5 Selection Outcome Report, the Human Resource Management Division, PSC will check all details before forwarding to the HRMIS Division to advertise the provisional appointment on the PSOC for a total of 14 days.

ii. Should one of the applicants lodge an appeal against the Recruitment and Selection process, it must be done within the 14 days of the provisional appointment.

iii. If no appeal has been lodged within the 14 days, the provisional appointment will be confirmed and notified in the PSOC accordingly.

iv. If the appeal lodged is valid, the Ministry is to be advised and the provisional appointment remains provisional for the period, until the outcome of the appeal is confirmed.

STEP 12: CONFIRMATION OF APPOINTMENT

i. The appointment will be confirmed in the PSOC if no appeals have been lodged.

ii. Confirmation letter of appointment is to be sent to the successful applicant.

iii. Early/Late commencement date can be negotiated between the CEO/ACEO and applicant as suitable.

iv. The HRC is to ensure all resources are prepared before the employee commences work and undertake an induction program for the new employee.

STEP 13: COMMENCEMENT AND INDUCTION

i. The HRC and Line Manager should have completed the appropriate documentation and provided it to the Commission and Ministry of Finance for appropriate action.

ii. The HRC should ensure the following documentation are submitted to the Commission to create an employee personal file:
   - A copy of birth certificate
   - A copy of qualification certificates
   - TY15 and;
   - Any other information the Commission requires

iii. Induction programs should be provided to all new employees whether they are graduates or an existing employee who has been promoted or transferred.

iv. The role of the HRC is to ensure new employees receives adequate information and induction so they are able to perform in their new job efficiently and productively and feel welcomed.
# RECRUITMENT AND SELECTION CHECKLIST

## PHASE 1: PRE-ASSESSMENT

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibility</th>
<th>Completed</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacancy/Job Review (Job Analysis form) - PSC approval for established positions - MoF funding</td>
<td>Line Manager/HRC/CEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and update JD</td>
<td>Line Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formulate/Review relevant Job Competencies for the vacancy</td>
<td>Line Manager/HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Form 1</td>
<td>Line Manager/HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit Form 1 to PSC to advertise on PSOC</td>
<td>HRC/PSC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare Application Pack</td>
<td>HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipt of acknowledge applications sent out</td>
<td>HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collate all applications for the Manager and Panel</td>
<td>HRC</td>
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</table>

## PHASE 2: ASSESSMENT

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<thead>
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<th>Task</th>
<th>Responsibility</th>
<th>Completed</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene Selection Panel</td>
<td>HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shortlisting of applicants</td>
<td>Selection Panel/HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inform Applicants of short listing outcome (unsuccessful and successful applicants)</td>
<td>HRC</td>
<td></td>
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</tr>
<tr>
<td>Conduct Integrity Check</td>
<td>Selection Panel</td>
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<td></td>
</tr>
<tr>
<td>Prepare interview questions</td>
<td>Selection Panel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct Interviews</td>
<td>Selection Panel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation of applicants and making a Recommendation</td>
<td>Selection Panel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compile Selection Outcome Report (Form 5) and signed by all Panel members</td>
<td>Chairperson/Panel Members</td>
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<td></td>
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</tbody>
</table>

## PHASE 3: POST ASSESSMENT

<table>
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<tr>
<th>Task</th>
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<th>Completed</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection decision approved by CEO</td>
<td>CEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer of Employment sent out to preferred applicant</td>
<td>Line Manager and HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notify unsuccessful applicants</td>
<td>HRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisional Letter and Offer of employment sent and accepted by the appointee</td>
<td>HRC to note</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisional Appointment (Form 5) and recommendation report sent to PSC to advertise in PSOC</td>
<td>HRC/PSC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirmation of appointment advertise in PSOC</td>
<td>PSC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirmation letter to be sent to appointee</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Offer of employment declined by preferred applicant and refer to CEO for decision

LETTERS/ APPENDICES / FORMS

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

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

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

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

Dear [INSERT NAME OF APPLICANT]

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

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

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

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

Thank you,

Chief Executive Officer

[INSERT NAME OF MINISTRY]
[DATE]

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

Dear [INSERT NAME OF APPLICANT]

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

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

Please note that your interview will take place at:

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

Thank you for expressing your interest in the above position.

Chief Executive Officer
[INSERT NAME OF MINISTRY]
[DATE]

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

Dear [INSERT NAME OF APPLICANT]

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

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

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

I wish to inform you that you have not been shortlisted for an interview as you did not meet the relevant job competencies required for the role. In particular you did not meet [Insert relevant criteria the applicant did not meet].

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

Fa’aafetai,

Chief Executive Officer  
[INSERT NAME OF MINISTRY]
[DATE]

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

Dear [INSERT NAME OF APPLICANT]

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

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

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

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

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

Fa’afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]
[DATE]

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

Dear [INSERT NAME OF APPLICANT]

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

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

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

By signing and returning the Officer of Employment you are indicating your acceptance of the position.

Please also attach copies of the following documentation:
• Certified copy of your qualifications (If not attached in application)
• Certified copy of your birth certificate

Fa’afetai,

Chief Executive Officer  
[INSERT NAME OF MINISTRY]
Letter 6 – Offer of Employment

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

Full Name of Appointee

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

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

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

• ..............
• ..............
• ..............

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

Termination
4.2 Your appointment may be terminated:

(a) by you giving two weeks notice to the [INSERT NAME OF MINISTRY] of resignation or retirement;

(b) by [INSERT NAME OF MINISTRY] in the event of -

(i) misconduct;
(ii) poor performance;
(iii) your becoming excess to the [INSERT NAME OF MINISTRY] staffing requirements;
(iv) retirement.

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

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

Obligations to the Samoa Public Service
7. As an officer of the Samoa Public Service your obligations will be-

(a) to adhere to the Code of Conduct as outlined in Section 19 of the Public Service
Act 2004

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

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

SIGNED BY HEAD OF MINISTRY:

Name: ____________________________________________

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

Title:  Chief Executive Officer

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

SIGNED BY SUCCESSFUL APPLICANT:

Name: ____________________________________________

..........................  ../.../...  (date)
The Appointee

Address: ____________________________________________
[DATE]

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

Dear [INSERT NAME OF APPLICANT]

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

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

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

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

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

Fa’afetai,

Chief Executive Officer
[INSERT NAME OF MINISTRY]

It is the responsibility of the Ministry to ensure that the effective date of commencement falls after the Confirmation of Appointment appears in the Public Service Official Circular.
Appendix 1: Job Analysis & Template

Purpose of Job Analysis:

Job Analysis is a critical process in recruitment and selection that must be undertaken prior to the position being advertised. It ensures that the Job Description contains information that would create a right fit between a job and person to be recruited. It helps in determining what kind of person is required to perform a particular job through the identification of relevant duties, responsibilities, educational qualifications, skills and knowledge, experience and personal attributes required to carry out a desired job.

Jobs tend to evolve from time to time and a Job Analysis determines if the monetary value of an existing position has changed in view of duties and responsibilities. It also validates if the position is still relevant, is align to and support key functional responsibilities and objectives of an organisation.

Job Analysis have its disadvantages such as lack of management support. Line Managers (with the assistance of the HRC) must make time and take ownership of analysing jobs to ensure that they recruit the right people to undertake jobs. Job Analysis if done right supports and facilitates all other management activities such as monitoring of performance, identification of training needs and learning of employees in the long term. Job Analysis takes time to do and is not always accurate but the information collected provides the basis of designing a Job that will reflect the relevant elements or ingredients towards a right job-person fit.

A Job Analysis Template is provided below to assist Line Managers and/or HRCs in collecting and recording job-related data.

A Job Analysis involves weighing information and data to be collected from questions as follows:

✓ Has the focus of the Division/Unit changed?
✓ Does the existing Job Description reflect the requirements of a particular job and is it aligned to the divisional responsibilities of that Division?
✓ Are there any changes to the key duties? Are there new roles or roles that are no longer relevant?
✓ What is the level of complexity of work?
✓ Has the level of responsibility changed from operational to strategic, vice versa or a mixture of both?
✓ Have the deliverables changed? To what extent? In scope or volume?
✓ What are relevant competencies to facilitate and drive the roles and responsibilities of the position?
✓ Is the approved salary worth of the position suffice in view of added responsibilities?
## Job Analysis Template

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Reporting to:</th>
<th>Job Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of Job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nature of work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Hours per week</td>
<td>Work Timings</td>
<td></td>
</tr>
<tr>
<td>Roles and Responsibilities</td>
<td>Level of Responsibility</td>
<td>Deliverables</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Etc…</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Merit Components: Skills & Abilities, Personal Attributes, Experience & Past Work Performance, Qualification.

<table>
<thead>
<tr>
<th>Merit Factors</th>
<th>Job Competency</th>
<th>Descriptor</th>
</tr>
</thead>
<tbody>
<tr>
<td>(sample only)</td>
<td>(Explanation on exact competency and at what level of complexity)</td>
<td></td>
</tr>
<tr>
<td>1 Skills &amp; Abilities</td>
<td>1. Problem Solving Skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Communication &amp; Presentation Skills</td>
<td></td>
</tr>
<tr>
<td>2 Personal Attributes</td>
<td>1. Commitment &amp; Drive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Integrity and Honesty</td>
<td></td>
</tr>
<tr>
<td>3 Experience &amp; Past Work Performance</td>
<td>Assess and formulate based on requirements of the job</td>
<td></td>
</tr>
<tr>
<td>4 Qualification(s)</td>
<td>Assess relevant qualification as per requirements of the job</td>
<td></td>
</tr>
</tbody>
</table>
A sound JD should include the following:

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

**Position Title:**
**Division/Section:**
**Salary Grade:**
**Location:**
**Date:** [Enter date current JD approved]

**Overview of Ministry**
[Outline a brief summary about the core purpose of the organisation]
More information can be found on our website at www. [insert company’s website if applicable]
[Add brief summary of role of Division or Section]

**Purpose of Position**
[Brief description of primary purpose of the position]

**Key Relationships**
**Responsible to:**
**Responsible for:**
**Functional relationships:**
Internal:
- [Other Line Ministries etc...]
External:
- [Stakeholders etc...]

**Key Responsibilities**
[Key Responsibility 1]
- ...
- ...

[Key Responsibility 2]
- ...
- ...

[Key Responsibility 3]
<table>
<thead>
<tr>
<th>Job Competencies</th>
<th>Descriptors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MERIT</strong></td>
<td></td>
</tr>
<tr>
<td>1. Problem Solving Skills</td>
<td>1.1 Undertakes impartial research and being able to apply analytical thinking in assessing the pros and cons of a situation based on documented proof and rules</td>
</tr>
<tr>
<td>2. Communication &amp; Presentation Skills</td>
<td>2.1 Communicates in a clear, concise and articulate manner in both written and oral</td>
</tr>
<tr>
<td><strong>PERSONAL ATTRIBUTES</strong></td>
<td></td>
</tr>
<tr>
<td>1. Commitment &amp; Drive</td>
<td>1.1 Willingly assists others in setting out and implementing goals for the organizations success</td>
</tr>
<tr>
<td>2. Integrity and Honesty</td>
<td>2.1 Exudes professionalism and provides impartial advise when needed</td>
</tr>
<tr>
<td><strong>EXPERIENCE &amp; PAST WORK PERFORMANCE</strong></td>
<td>Relevant work experience in HRM policy development</td>
</tr>
<tr>
<td><strong>QUALIFICATIONS</strong></td>
<td></td>
</tr>
<tr>
<td>As per Job requirement</td>
<td>Tertiary Qualification and/or Short Term Trainings</td>
</tr>
</tbody>
</table>
**Guideline for developing a JD**

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

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

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

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

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

**Internal:**
- Commission
- Secretary/Chief Executive Officer
- All PSC staff

**External:**
- Line Ministries
- Stakeholders
- Customers/Clients

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

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

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

**Policy Advise**
- provide accurate and sound HR and policy advise to the Commission for decision making.
- assist the Assistant Chief Executive Officer in the implementation of the Performance Appraisal System.
- identify and report on policy issues to the Commission and take corrective action if necessary.
- comply with Public Service Commission legislation and policies.
Appendix 3: Developing Job Competencies

Introduction
The person specification describes the competencies and qualifications that the job-holder must have in order to perform well in the position. As a general guideline, a maximum of four competencies are to be clustered under the relevant merit factor.

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

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

Some examples of job competencies and descriptors are given below:

Job Competency 1: Communication
Descriptors/Specifications
• clearly, confidently and accurately communicate information (written/oral) to other employees, management and customers.
• communicates in a style appropriate to the recipient, audience and other employees.
• is prepared to take on board others’ ideas and suggestions.
• listen to staff concerns and identify avenues for addressing issues raised.

Job Competency 2: Commitment and Personal Drive
Descriptors/Specifications
• acts with integrity at all times
• familiar with the Code of Conduct and role models the SPS Values.
• committed to the work, team and Ministry by cooperating in team activities and valuing the input of staff at every level.
• Work together to achieve a mutual purpose

Developing the competencies
To develop the competencies, examine each key responsibility and ask the question: What competencies are required for achievement of this key responsibility? A set of competencies will emerge from this process. List these competencies in priority order and then develop relevant descriptors. Job Descriptors should be formulated in conjunction with the four (4) merits identified in Section 36 of the Public Service Act 2004. A person is required to meet all job competencies to enable them to perform the duties of that particular position.

Other Requirements
If there are other requirements for the position, such as a certain level of fitness, a driver’s licence or technical skills these should be specified under an appropriate heading.
Appendix 4: Application Pack

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

**Application Information Pack**
1. Cover letter
2. Job Application Form 2
3. Application Statistics Form
4. Current Job Description
5. The relevant structure to show where the position sits in the organisation structure
6. The recruitment and selection flowchart
Appendix 5: How to complete an Application Pack

Before you apply

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

Preparing your Application

1. **Job Application Form – Form 2**

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

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

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

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

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

3. **Address your application to:**

   CEO of the respective Ministry
   Address of the where the Ministry is located
   Note the position code and name of the vacant position you are applying to

4. **Application Statistics Form**

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

Appendix 6: Cover Letter - Application Pack

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COVER LETTER

Dear Applicant,

Thank you for showing interest in the position.

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

The following information is to be submitted:

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

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

Fa’afetai,

Chief Executive Officer

[INSERT NAME OF MINISTRY]
Appendix 7: How to fill an Individual Assessment Form 4

Action 1:
Each panel member makes their assessment of each applicant using the Individual Applicant Assessment Form 4 during (refer to template…) and after the applicant’s interview.

Action 2
At the conclusion of the interviews, each panel member should rank each applicant individually, from 1, 2 and onwards based on their assessment. 1 represents the highest ranked applicant as per merit factor. In cases where a Panel member assesses equally two or more applicants under a merit factor, then this can be reflected as a tie in ranking. For example, where two applicants possess the same level of qualification, then an equal ranking should be assigned to both applicants.

The applicant with the least total score from adding up individual ranking assigned to each merit factor is considered the number 1 or top ranked applicant.

Action 3:
Each panel member then provides their ranking for each applicant and then the Panel should have a discussion and determine the final rank for each applicant for entering in Form 5 – Selection Outcome Report by the Chairperson.

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

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

Action 4:
Panel aims to reach a consensus on the suitability and ranking of the applicants.

Action 5:
The purpose of the selection report is to provide adequate information to enable the selection decision to be made by the CEO. As the report is also the official record of the process used by the panel to reach its recommendations, it is important that it be professional in presentation and is written in an appropriate style of language. A comprehensive report is to be submitted to the Commission together with the Form 5: Combined Selection Report for M&E purposes. The original of the report is to be kept by the Ministry in the interview file for future reference particularly if an appeal against an appointment is lodged with the Office of the Public Service Commission.

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

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

**FURTHER NOTES ON EVALUATING APPLICANTS:**

If all job competencies have been met, the applicant is suitable to be put forward to the next phase of the R&S Process.

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

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

If the panel is unable to reach a consensus decision, a minority report should be submitted, setting out the alternative recommendations and the reasons for the differences in opinion. The minority report is not a dissenting report, but simply provides all sides of the selection story. Minority reports should be seen as a last resort, and in the vast majority of cases careful and systematic discussion of each person’s capabilities against the selection criteria will result in a clear assessment and ranking.
Appendix 8: Selection Outcome Recommendation Report

The Chairperson of the Selection Panel is to compile the Selection Outcome Recommendation Report (different from Form 5: Combined Selection Template) for the CEO using the provided template. A Selection Outcome Recommendation Report should consist of a description of the process, the applicants and how they were assessed, scoring and ranking of the panel based on each merit factor, etc.

Selection Outcome Recommendation Report Template

[Date of Report]

[Address to CEO]

Report on the Interview & Selection Process for the position of ________________,
___________ Division

The ________________ position was formerly occupied by ___________. It was advertised for two weeks in PSOC issue #___ of _____ (date).

Applicants:

Applications of interest for the position were received from the following candidates at the close of advertisement;

1. Pua Sine: summarise qualifications, previous and current employment, etc...
2. Mike Lematua:
3. ------

Panel Members:

1. Chairperson
2. Panel Member 2
3. Independent Panel Member

Shortlisting:

How many were shortlisted? Explain the basis of shortlisting, etc

Interview:

1. How were questions structured? Were there scenarios given to applicants?
2. Summarise assessment of each applicant and their merits in accordance with the job competencies. Eg: How did Pua Sine perform in interview? Does she meet the merit factors?

Merit Selection:

The assessment, ranking and discussions that eventuated among the Panel is further articulated below as per Merit factor.

<table>
<thead>
<tr>
<th>Skills and Abilities</th>
<th>Qualification</th>
<th>Experience / Past work performance</th>
<th>Personal Attributes</th>
</tr>
</thead>
</table>

45
Summarise how applicants were ranked in accordance with each merit factor. Who was ranked the highest, etc?

1. Applicant Pua Sine is awarded the highest score for **Qualification** as he holds a Masters qualification with Mike Lematua ranked second with his degree qualification, etc....

2. **Skills and Abilities:** Both applicants are equally ranked in this merit factor. Pua Sine demonstrated more strength in research and analysis. Mike Lematua however is equally capable of research and analysis but displayed stronger communication, coaching skills and abilities.

3. **Past Work Performance**....

4. **Personal Attributes**....

**Summary and Recommendation of Appointment**

___________________________________________

(Chairperson)
Applicant Statistics Form

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

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

Ministry/Office: 

Position Title: 

Position Code: 

Demographics – please tick the appropriate box:

Gender: □ Female □ Male

Nationality: □ Samoan □ Other (please specify) 

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

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

□ NGO’s □ Not employed □ Self employed □ Studying □ Overseas

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

□ PSC Website

□ Ministry Website (please specify)

□ Local Paper (please specify)

□ PSC/Ministry Noticeboard (please specify)

□ Word of Mouth/Friends/Family Member

□ Other (please specify)

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

Confirmation of Receipt

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

Position Title: 

Position Code: 

Name: 

Date Received: 

Email Address/Postal Address:
REQUEST TO FILL A VACANCY

Form 1

HRC/Principal Administration Officer must fill out this Form

PART I: VACANT POSITION DETAILS

SECTION 1: Position Details

<table>
<thead>
<tr>
<th>Ministry:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Code:</td>
<td>Position Title</td>
<td>Supervisor Position Code:</td>
</tr>
<tr>
<td>Salary Grade:</td>
<td>Salary Level:</td>
<td></td>
</tr>
</tbody>
</table>

SECTION 2: Additional Information and Documents Required

1. *Has the Job Description been developed for the Position?*

2. *Has an Organisation Chart been developed that clearly shows where the Position fits into the Ministries/Office Structure?*

3. *Position becomes vacant on:*

4. *Output Account No:*

**Reason for Vacancy:**

**Reason for Filling Position:**

**Primary Objective for the Position:**

**Job Competencies**

1. Skills & Abilities
2. Qualifications
3. Experience & Past work Performance
4. Personal Attributes
PART II: Approval to Advertise Position

1. Has the Job Description been developed for the Position? YES or NO  
   Attached

2. Details of Advertisement
   Advertise From: To: Closing Date:
   Method of Advertising:
   Application Forms and Instructions available from: Name: Title:
   Telephone: Fax: e-mail:
   Application Sent to: Name: Title:
   Telephone: Fax: e-mail:
   Prepared by: (HRC/CEO) Signature: Date:

I certify that the Attached Job Description is accurate and up-to-date and that there is sufficient funding available in the Divisions budget for this Position.

PART III: Approvals

Checked by: (HRC) Signature: Date:

Checked by Chairperson, Selection Panel: Signature: Date:

Panel Member 1: Signature: Date:

Independent Panel Member: Signature: Date:

Approved by: (CEO) Signature: Date:
# 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/Office:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Code:</td>
<td>Position Title</td>
<td>Supervisor Position Code:</td>
</tr>
<tr>
<td>Salary Grade:</td>
<td>Salary Level:</td>
<td></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>Gender:</td>
<td>Date of Birth:</td>
<td>NPF No:</td>
</tr>
<tr>
<td>Marital Status:</td>
<td>Physical Address (1):</td>
<td>Physical Address (2):</td>
</tr>
<tr>
<td>Post Code:</td>
<td>Phone No (1):</td>
<td>Phone No (2):</td>
</tr>
<tr>
<td>e-Mail:</td>
<td>Facsimile:</td>
<td></td>
</tr>
</tbody>
</table>

## SECTION 3: 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>
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</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>
</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>
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<td></td>
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</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>
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</table>

<table>
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</table>

**Main Responsibilities:**

### Next Previous Position

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

**Main Responsibilities:**

### Next Previous Position

<table>
<thead>
<tr>
<th>Employer’s Name:</th>
<th>Date:</th>
<th>Duration:</th>
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<tr>
<th>Position Title:</th>
<th>Number of Staff:</th>
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</tbody>
</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:
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); and
3. supply supporting documentation should they be called for short-listed interviews.

Note: If you feel the need to supply additional arguments to support your 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>PERSONAL ATTRIBUTES (ESSENTIAL)</td>
</tr>
<tr>
<td>3</td>
<td>EXPERIENCE AND PAST WORK PERFORMANCE (ESSENTIAL) – refer to JD for further clarification</td>
</tr>
<tr>
<td>4</td>
<td>QUALIFICATIONS (ESSENTIAL) – refer to JD for further clarification</td>
</tr>
</tbody>
</table>

### SECTION 7: Computer Skills & Competency

Indicate competency level for each Application

<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>
<tr>
<td>Ms Excel</td>
<td></td>
<td>Other (specify)</td>
<td></td>
</tr>
<tr>
<td>Ms PowerPoint</td>
<td></td>
<td>Other (specify)</td>
<td></td>
</tr>
<tr>
<td>e-mail</td>
<td></td>
<td>Other (specify)</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>Indicate your mother tongue by ticking a box below</th>
<th>Speak</th>
<th>Read</th>
<th>Write</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Limited conversation, reading of newspapers, routine correspondence</td>
<td>Samoan:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Engage freely in discussions, read and write more difficult materials</td>
<td>English:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Speak, read and write (nearly) as well as mother tongue.</td>
<td>Other (specify)</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>
</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 Authorization**

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 any necessary checks to confirm the information provided by me.

<table>
<thead>
<tr>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>
## SECTION 1: Position Details

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

<table>
<thead>
<tr>
<th>Salary Grade:</th>
<th>Salary Level:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></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>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>
<tr>
<td></td>
<td>- Independent Panel Member evaluations in column marked 3</td>
</tr>
</tbody>
</table>

<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></td>
<td>P1</td>
<td>P2</td>
<td>P3</td>
<td>P1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Qualifying Comments by Line Manager (if any):

---

Page | 1

Government of Samoa Public Service
**Qualifying Comments by PSC Representative (if any):**

<table>
<thead>
<tr>
<th>Qualifying Comments by Independent Panel Member (if any):</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Chairperson:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panel Member 1:</td>
<td>Signature:</td>
<td>Date:</td>
</tr>
<tr>
<td>Independent Panel Member:</td>
<td>Signature:</td>
<td>Date:</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)

SECTION 1: Position Details

<table>
<thead>
<tr>
<th>Ministry:</th>
<th>Section:</th>
<th>Location:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Code:</td>
<td>Position Title</td>
<td>Supervisor Position Code:</td>
</tr>
<tr>
<td>Salary Grade:</td>
<td>Salary Level:</td>
<td></td>
</tr>
</tbody>
</table>

SECTION 2: Applicant Details

<table>
<thead>
<tr>
<th>First Name:</th>
<th>Family Name:</th>
<th>Other Names:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender:</td>
<td>Date of Birth:</td>
<td>e-mail:</td>
</tr>
<tr>
<td>First Name:</td>
<td>Family Name:</td>
<td>Other Names</td>
</tr>
<tr>
<td>Gender:</td>
<td>Date of Birth:</td>
<td>e-mail:</td>
</tr>
<tr>
<td>First Name:</td>
<td>Family Name:</td>
<td>Other Names:</td>
</tr>
<tr>
<td>Gender:</td>
<td>Date Birth:</td>
<td>e-mail:</td>
</tr>
</tbody>
</table>
**SECTION 3**

<table>
<thead>
<tr>
<th>Name of Applicants:</th>
<th>Directions:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. All merit factors are accorded equal weighting.</td>
</tr>
<tr>
<td></td>
<td>2. Place rank to reflect the applicant’s suitability for the position and ability in satisfying competency factors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SKILLS AND ABILITIES</th>
<th>QUALIFICATIONS</th>
<th>EXPERIENCE AND PAST WORK PERFORMANCE</th>
<th>PERSONAL ATTRIBUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Comments:

|                      |                |                                      |                     |
|                      |                |                                      |                     |
|                      |                |                                      |                     |

Comments:

|                      |                |                                      |                     |
|                      |                |                                      |                     |
|                      |                |                                      |                     |

Comments:

|                      |                |                                      |                     |
|                      |                |                                      |                     |
|                      |                |                                      |                     |

Comments:
### SECTION 4: Further Comments

**Comments:**

### SECTION 5: Individual Overall Ranking

<table>
<thead>
<tr>
<th>Name of Applicant</th>
<th>Overall Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SECTION 6: Selection Panel Assessor

<table>
<thead>
<tr>
<th>Name:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# 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>Position Code:</td>
<td>Position Title</td>
<td>Supervisor Position Code:</td>
</tr>
<tr>
<td>Salary Grade:</td>
<td>Salary Level:</td>
<td></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></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recommended Applicant: 

## SECTION 3: Selection Panel

<table>
<thead>
<tr>
<th>Chairperson:</th>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panel Member 1:</td>
<td>Signature:</td>
<td>Date:</td>
</tr>
<tr>
<td>Independent Member:</td>
<td>Signature:</td>
<td>Date:</td>
</tr>
</tbody>
</table>
SECTION 4: Chairperson Selection Panel

Comments:

Endorsed: Yes or No

Signature: 

Date:

SECTION 5: Head of Ministry

Comments

Endorsed? Yes or No

Signature 

Date: