



RECRUITMENT AND SELECTION PROCEDURES MANUAL

For Ministries, Departments and Executive Agencies

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FOREWORD

The Office of the Services Commissions (OSC) is on a trajectory of increasing effectiveness and efficiency of the Recruitment and Selection of personnel in Ministries, Departments and Executive Agencies (MDEAs). This document is one of the tools that will be used to contribute to this goal. It is an evolving document which will be adjusted intermittently to reflect the relevant changes in the Public Service as well as emulate current best practices in recruitment and selection.

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List of Acronyms

ACRONYM	MEANING
AM	Administrative Management
CEO	Chief Executive Officer
CPO	Chief Personnel Officer
CTD	Chief Technical Director
EA	Executive Agency
GMG	General Management Group
HOD	Head of Department
HREC	Human Resource Executive Committee
JCF	Jamaica Constabulary Force
MDEAs	Ministries/Departments/Executive Agencies
MIND	Management Institute for National Development
OSC	Office of the Services Commissions
POC	Post Operations Committee
PS	Permanent Secretary
PSC	Public Service Commission
R&S	Recruitment and Selection
SEG	Senior Executive Management

1 Introduction

The Public Service has evolved significantly since Independence in 1962. This has resulted in a Public Service that is larger and more complex. The current Public Service performs a greater multiplicity of tasks in a very challenging environment. Stakeholders' expectations are much greater than they were before and there is now an increasing demand for more transparency and accountability in service delivery.

This and other factors have brought about the Transformation and Modernisation of the Public Service. Among the critical success of the Transformation and Modernisation process are the selection, development and retention of the ideal human resources. Challenges and inconsistencies in recruitment and selection across MDEAs have been identified as potential hindrances to the success of the Transformation and Modernisation efforts. Some of the challenges are:

- a) Lack of meritocracy in the selection process;
- b) Lack of transparency;
- c) Bureaucracy;
- d) Unethical behaviour of managers;
- e) Insufficient planning time for recruitment and selection;
- f) Nepotism and patronage;
- g) Political interference;
- h) Lack of Succession Planning;
- i) Failure to use multiple selection tools;
- j) No single coherent document which informs the recruitment and selection process; and
- k) Lack of training of managers in interviewing techniques and etiquette.

The negative effects of these challenges are evidenced by the poor performance and organisational fit that can be seen across the Public Service. This is observed in many occupational categories and levels. Removal/separation on the basis of poor performance is extremely difficult.

It was decided that a single document that augments the statutory and regulatory framework for the recruitment and selection process will alleviate some of challenges and inconsistencies identified. Consequently, this Recruitment and Selection Procedures Manual was developed.

2. General Overview

This Manual outlines the approach that MDEAs should adopt to manage their recruitment and selection process. It sets out guiding principles for staff recruitment and selection strategies. The aim of the Manual is to ensure that the process followed by MDEAs is transparent, fair and equitable. The OSC's Delegation of Functions Values Framework with underpinning values of ***FAIRNESS, RESPECT, ACCOUNTABILITY, MERIT, EQUITY, INTEGRITY and TRANSPARENCY*** should be used to guide this process.

2.1 Purpose of Manual

The purpose of this Manual is to provide MDEAs with strategic guidance to recruit and select competent human capital to achieve the Government's objectives and to ensure that recruitment and selection activities comply with applicable laws and regulations.

2.2 Procedures Statement

Recruitment and Selection are based on merit and are transparent. No applicant should receive favourable or unfavorable consideration due to race, national origin, religious or political affiliation, sex, HIV status, marital status, age, social class or disability.

Objective

To ensure that recruitment and selection practices are fair, credible, equitable and transparent.

Requirements

In addition to being accountable for respecting the procedure statement, MDEAs must ensure that:

1. Persons being recruited and selected for initial positions or promotions meet:
 - a) The recruitment and selection criteria laid out by the Job Description and Job Specification;
 - b) All the qualifications requirements;
 - c) Any operational requirements and organisational needs that were used to inform the recruitment and selection decision;
2. The reasons for the recruitment and selection decisions have been documented;
3. The offer of selection is extended by someone delegated to do so on behalf of the organization;

4. Offers of selection are in writing and clearly set out all the conditions of the employment; and
5. Selections take effect only after all necessary conditions of the selection process are satisfied.

2.3 Exclusions

This document does not apply in the following instances:

- a) Short term appointments;
- b) Internal Acting Appointments;
- c) Appointments of individuals with highly specialised skills and experience;
- d) Exchange of talent;
- e) Loan of expertise;
- f) Deployment; and
- g) Temporary employment of Casual Workers.

3. Recruitment and Selection

Recruitment is one of the most important functions of the Human Resource Department. MDEAs must be committed to ensuring that each candidate receives an equal opportunity in the recruitment process in keeping with **Procedures Statement 2.2**. Applicants with a disability must be given an equal opportunity to apply unless the disability prevents performance of the essential functions of the position. During the recruitment process, MDEAs must familiarize themselves with their agency's training and operations manual, particularly if individuals with disabilities are qualified for the position advertised.

The goals of the recruitment process are to attract highly qualified individuals and provide an equal opportunity for them to apply for vacancies. On the other hand, the goals of the process are to systematically collect information about each candidate's ability to meet the requirements and to select a candidate that will be successful in performing the duties and responsibilities of the position.

Selecting the right employees from a pool of qualified applicants should not begin with the interview and end with the job offer. Finding the right person requires careful planning, organizing, directing and controlling prior to the interview process. Selecting the right person may strengthen the entity and increase productivity as well as job satisfaction. Poor recruitment and selection practices or decisions may tarnish the image of the organization, lower productivity, waste management time, increase staff turnover and adversely affect staff morale. It is imperative that Human Resource Officers in MDEAs be equipped with the requisite knowledge and skills to plan and execute the process effectively.

3.1 Principles and Values guiding Recruitment and Selection

The OSC Values Framework (**FRAME-IT**), as set out in Table 1, on which Delegation of Authority is hinged must be adhered to during the recruitment and selection of employees.

Table 1

PRINCIPLES AND VALUES	APPLICATION
Fairness	Ensure that there is no bias in the Recruitment and Selection process and that it is objective, impartial and applied consistently. Ensure that no discrimination occurs in the Recruitment and Selection process and that decisions are made on merit.
Respect	Ensure that the candidates' rights are observed at all times and that all candidates are treated with dignity and respect.

PRINCIPLES AND VALUES	APPLICATION
Accountability	Be prepared to accept responsibility for decisions and actions and to be held accountable.
Merit	Ensure that in the conduct of selection processes for appointment and promotions, the best candidate suited for the position is selected, using selection criteria that are truly relevant to the position. Ensure that recruitment and selection decisions are made on merit, that is, the most suitable person is appointed.
Equity	Ensure that all persons are treated equitably, consistent with prevailing human rights and gender considerations. Use a mix of selection tools for balance and equitable consideration.
Integrity	Behave in a manner such that decisions and actions can withstand the highest level of scrutiny.
Transparency	All aspects of the Recruitment and Selection process are transparent and properly documented.

Source: *Delegation of Functions – Public Service Regulations 1961. Accountability Agreement Values Framework*

3.2 Role of the PSC in the Recruitment and Selection process

The PSC is an independent and impartial body charged with the responsibility of dealing with matters relating to recruitment and selection leading to appointment, inter alia. The power of the Commission is to make appointments as enshrined in the Constitution and is essentially recommendatory in nature, as such recommendations are made to the Governor-General. The Governor-General has the ultimate authority to recruit, appoint and/or promote candidates within the Civil Service.

Section 127 of the Constitution authorises the Governor-General to delegate this authority to designated officers. This power has been delegated in various ways since the 1960s. Examples of this delegation include:

- a) Recruitment and selection for appointments to non-pensionable offices, weekly paid, temporary, daily-paid or casual employees which are managed by the respective Permanent Secretaries and Heads of Departments.
- b) The CPO having the authority to appoint officers in positions below the level of GMG/SEG 1 and its equivalent.

However, since 1999, delegation of authority has occurred on a larger scale as the Governor-General has, on a phased basis, granted MDEAs this responsibility with respect to appointments below the level of PS, HOD and CEO. This has shifted the role

of the PSC mainly to one of regulatory oversight and monitoring of the delegated functions managed by these entities.

There are some recruitment and selection functions that have not been delegated by the PSC. These are the appointment of PSs, HODs and CEOs.

3.3 Key Stakeholders in the Recruitment and Selection Process

3.3.1 The OSC is responsible for:

- a) Policy development and review;
- b) Providing strategic direction in relation to functions delegated;
- c) General oversight and monitoring of the performance of the Public Service in respect of the recruitment and selection functions;
- d) The conduct of periodic audits, monitoring visits and surveys to assess the management of the recruitment and selection functions;
- e) The provision of recourse and redress mechanisms for employees/candidates who have undertaken recruitment and selection processes;
- f) Ensuring that adequate training is provided to designated MDEA personnel; and
- g) Being a source of consultation and advice.

3.3.2 The PS, CEO or HOD is responsible for:

- a) Exercising the recruitment and selection functions in accordance with the guidelines established by the PSC;
- b) Establishing appropriate accountability mechanisms for the proper management of the recruitment and selection functions including a Human Resource Executive Committee and a Management Employee Consultative Committee. These committees advise the PS, CEO and HOD regarding the overall management of the recruitment and selection procedures, within the MDEAs;
- c) Reporting on his/her performance in relation to the management of the delegation of these functions, to the PSC at the specified times; and
- d) Ensuring that all candidates are aware of and have access to appropriate recourse and redress mechanisms with regards to recruitment and selection.

3.4 Pre-recruitment Activities

The goal of any recruitment exercise is to identify a group of qualified persons from which the most qualified and suitable candidate can be selected. The recruitment process comprises of the first five (5) steps in the recruitment and selection process and must precede the selection process. While there is no perfect recruitment model for MDEAs to adopt, recruitment using the Delegation of Functions Values Framework, (FRAME-IT) increases the likelihood of selecting the best person for the job. This Manual provides a set of steps that MDEAs may use to guide their recruitment process.

3.4.1 Identify Vacancy

The recruitment and selection process begins when an entity identifies a need for someone to perform a specific set of tasks. The need may arise as a result of the creation of a new position, the reassignment of the substantive holder, or the promotion of an officer resulting in a clear vacancy being created. The recruitment process will vary according to the level of position to be filled and whether the position is permanent or temporary.

3.4.2 Obtain POC and PSC Approvals

Approval for the operation of vacant positions should be sought from the POC of the Ministry of Finance and the Public Service, before the commencement of the recruitment process. Once a potential vacancy has been identified, it needs to be determined if the entity has the authority to fill that vacancy. The answer will be determined on:

- a) Whether it is a clear vacancy;
- b) Whether it is a new or existing position or upgraded post;
- c) The circumstances under which it became vacant;
- d) Whether the post can be filled in its current state;
- e) Whether the filling of that vacancy falls under your purview;
- f) If the person who is being recruited is or over the mandatory age of retirement;
- g) If permission is needed from a regulatory body.

Answers to these questions will determine if approval is needed from the:

- a) POC located at the Ministry of Finance and the Public Service for the operations of the post. (Refer to Ministry of Finance and Planning Circular No. 15 dated July 1, 2016); and
- b) The PSC to recruit persons over the mandatory age of retirement to fill established posts. (OSC Letters, Reference No. 900/25^{TJ} dated February 9, 2017).

3.5 Steps for Effective Recruitment and Selection

The following steps must be adopted for an effective recruitment and selection process:

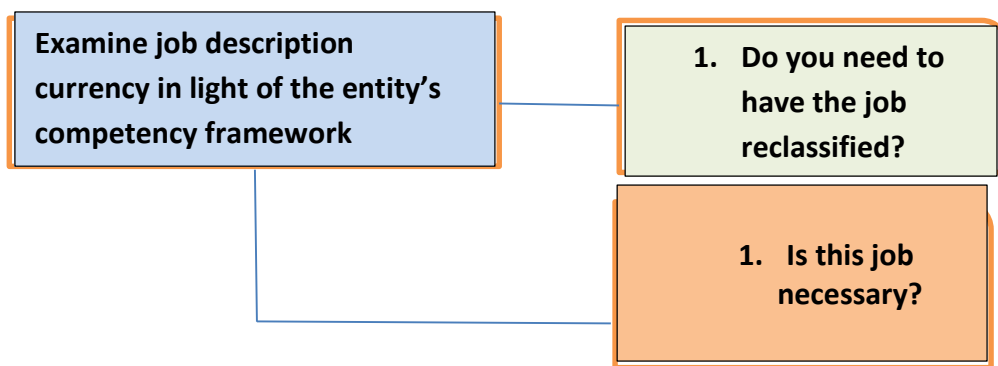
1. Develop or revise Job Description;
2. Design the Selection Criteria;
3. Advertise the vacancy;
4. Shortlist the candidates;
5. Identify and select the interview panel;
6. Administer the assessment (if applicable);
7. Conduct the interview (may have one or two);
8. Conduct Reference Checks and Vetting (if applicable);
9. Select the most suitable candidate; and
10. Finalize the recruitment and selection process (make offer, prepare notice to unsuccessful candidates).

3.6 Recruitment Steps

3.6.1 Develop or revise Job Description

The job description for the specific post to be filled should be reviewed to ensure it is current and relevant for the position being filled, see Figure 1.

Figure 1



3.6.2 Design the Selection Criteria

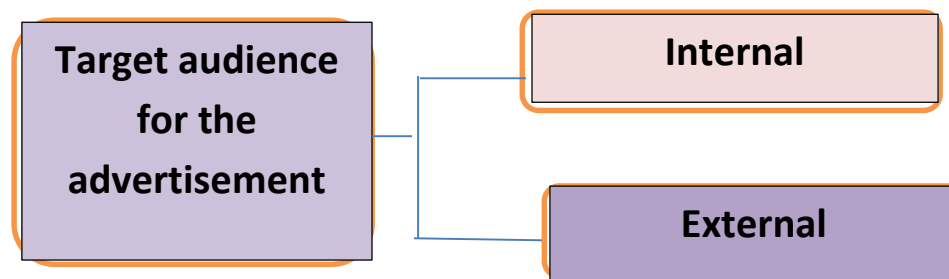
If the answer to Question 1 is **no** and the answer to Question 2 is **yes**, proceed with the recruitment process. The Selection Criteria for the post should be developed from the Job Description and Specifications and be used to form the basis for establishing the Selection Criteria, that is, the knowledge, skills, and abilities (KSAs) that are critical to achieve success in performing the functions of the job. The Selection Criteria should bear correlation to the position description and should reflect a

balanced combination of the required qualification, both formal and informal; relevant experience gained through a variety of involvement; and personal suitability.

The selection criteria describe the knowledge, skills and abilities needed to perform the job. These are used to assess the relative merit of the candidates. The number and choice of competencies against which assessments will be conducted should be based on the MDEA's business priorities and policy requirements. The competencies must be chosen based on occupational group standards. A maximum of eight (8) competencies is practicably assessable in a standard 45-minute interview and the focus should be on the essential job requirements. **Do not include requirements that are not needed to perform the job functions or the minor aspects of the job.** The selection criteria should be expressed clearly in a concise and easily understood language. Education, training, certification, experience and aspects of core functional competencies should be included in the selection criteria.

3.6.3 Advertise the Vacancy

Figure 2



Once the need to fill a vacancy has been identified, MDEAs should determine whether it is necessary to advertise within the organisation, throughout the Public Service or externally (see Figure 2). If a sufficient pool (two or more persons) of qualified, experienced and merited candidates are available within the organisation then the competitive process must take place using only internal candidates.

Where it is believed that the supply of internal candidates is insufficient or it would be more advantageous and in the best interest of the MDEA, then the competitive process may include candidates from the wider Public Service as well as those external to the Public Service. (Part 3, Regulation 16 of the Public Service Regulations, 1961, is relevant).

Advertising for the appointment process must provide persons with a reasonable opportunity to apply. There should be open and fair advertising of the post, in the right places and enough information on terms, selection criteria and process to attract a strong field of diverse candidates.

Advertisement, advertising strategy, job and person specifications should be consistent with the principles of transparency and fairness. MDEAs should ensure that there is clarity with regard to:

- a) The qualifications, skills and experience required;
- b) The remuneration;
- c) The terms of appointment (whether temporary, permanent or fixed term and the respective conditions that apply);
- d) Core functions of the job.

OSC Circulars should be used to advertise vacancies that are open to the wider Public Service. Requests to advertise positions should be received by the OSC at least fifteen (15) working days prior to proposed deadlines. Vacancy Notices should last a minimum of ten (10) working days from the issue date to ensure that the best possible pool of applicants is attracted. These circulars should be strategically placed so that all members of staff may have access to them. Every effort should be made to have these circulars available to offsite employees and within reasonable time before the deadline.

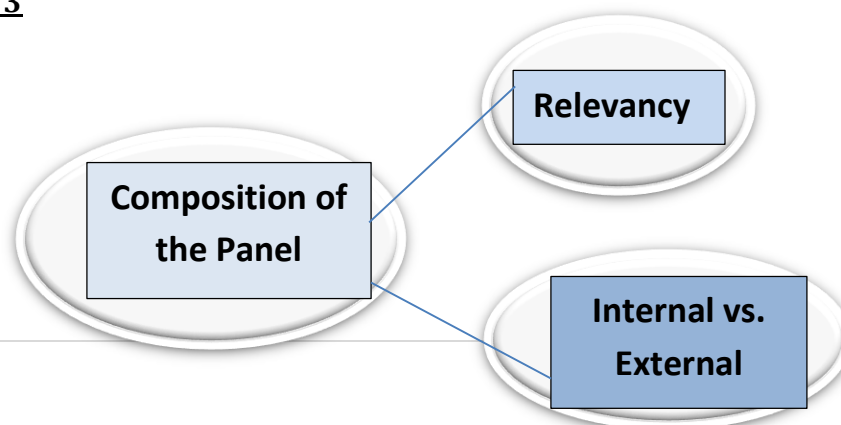
When inviting applications external to the wider Public Service other means may be used such as print and electronic media. Job Banks may be used for job categories that are specialised and have some degree of difficulty to fill.

3.6.4 Shortlist the Candidates

Shortlisting should be done by a minimum of two (2) persons in the interest of objectivity and fairness. One (1) of the persons participating in the shortlisting process should be from the Human Resource Department. A short list of candidates is to be compiled using a uniformed methodology consisting of shortlisting matrix of the requirements advertised. Strong emphasis is to be placed on the information supplied in each candidate's Curriculum Vitae/Resume' and relevant application forms, as measured against the advertised requirements. Equity is to be maintained at all times throughout the shortlisting activity. Applicants who do not meet the requirements should not be considered.

3.6.5 Identify and Select the Interview Panel

Figure 3



In the conduct of the recruitment activities for initial entry and promotion, it is advisable that selection panels be used. Such selection panels should be structured to ensure balance and objectivity in the selection process (see Figure 3). The members of the panel, collectively, should possess the knowledge and competence to assess candidates against the selection criteria for the position. For objectivity, at least one member should be invited from outside the immediate organizational environment. Every effort should be made to ensure that the most suitable selection panel members are identified to facilitate the recruitment and selection process. Ideally the panel members should be at least at an equivalent grade or above the one being recruited.

Also, ideally, a selection panel should comprise of at least three (3) and no more than five (5) members, depending on the type of recruitment exercise being undertaken. The panel must include one (1) member experienced in HR issues and a subject matter expert. There must be at least one independent panel member. This person may be from any of the following:

1. Another Public Sector organisation; or
2. Outside the Public Sector in a specialised position. These prospective members from outside the Public Sector should be informed beforehand that they will not be paid for their participation.

Where prospective panel members are likely to have personal or professional knowledge of applicants, care should be taken to ensure that his/her knowledge is not shared and does not influence the selection panel/process in anyway. When in doubt, panel members should voluntarily recuse themselves or be asked to do so.

3.7 Competitive Selection

Once it has been established that the post is a clear vacancy and does not fall under Section 7 (Non-competitive Selection) of this Manual and the appropriate approval received, it should be filled competitively. There are also instances where the competitive process may apply in a situation where the post is not a clear vacancy.

3.7.1 Pre-selection Activities

Human Resource Managers should ensure that the following activities are undertaken:

1. Plan the interview process and develop criteria. Individuals involved in the hiring process should be properly trained/briefed on interviewing steps, developing criteria, reviewing resumes, developing interview questions, and weighting the candidates;
2. Review applications and resumes once criteria have been developed;
3. Interview short-listed candidates;

4. Administer tests if necessary. Only applicants who have satisfied the shortlisting criteria should be invited to attend selection exercise for assessment. A detailed timetable should be drafted and invitations issued at least five (5) working days prior to the assessment. The invitation should advise applicants of the position, type and format of assessment, relevant documents to take, venue and date and time; and
5. Make an offer; the last step in the selection process.

See additional steps under Section 3.4 (Pre-recruitment Activities).

3.7.2 Selection Tools

In assessing candidates, depending on the nature and level of the position, a mix of selection tools should be used. This will contribute to fairness and equity, in that the mix of tools will allow for a better balance of the strengths and weaknesses of candidates. Assessment tools may include, but not limited to: written tests, personality tests, cognitive tests, in-basket exercises, simulation, role-play, psychometric exercises or interviews.

In situations where there are large numbers of candidates any of the tools mentioned, or a combination, may be used as screening devices to bring the number of candidates down to more manageable levels. **Candidates should not be assessed using the interview method only as not all abilities can be reliably assessed by an interview.**

3.7.3 Assessment Tools

Assessment tools are used to evaluate the suitability of candidates for employment and promotion. There are different types of assessments tools developed, administered and conducted by the OSC. These include:

- a) Customised Case Studies
- b) In-basket exercises
- c) Individual exercises
- d) Group exercises
- e) English and Spelling tests
- f) General knowledge and aptitude
- g) Typing test [accuracy/speed]
- h) Mathematics test
- i) Interview

Please note that entities which require the OSC to develop assessment instruments for them should give the Office at least ten (10) working days' notice.

It is not mandatory to utilise the services of the OSC in this regard, however, every effort should be made to source additional assessment tools to be used in conjunction with the interview. There are other tools that are not offered by the OSC, such as the psychometric tests but may be accessed at a cost from the relevant sources. It is recommended that more than one assessment tool be utilised for levels above the clerical group and its equivalent. Extreme confidentiality and transparency must be exercised in the development, administration and marking or grading of selection tools.

A minimum of two (2) persons is required in the marking of scripts, one of which may be a reviewer. In instances where the assessment is not a standard test with a score sheet, subject matter experts should be used to mark candidates' scripts.

Scripts being graded should not display the name of the candidate. Candidates should be assigned codes prior to the administering of the assessment.

3.7.4 Interviews

The interview is utilised to arrive at a qualitative assessment of the candidates. The objective of the exercise is to evaluate the expertise and competencies of the candidates by inter alia, a selection criteria instrument. It is imperative that the process be beyond reproach and can withstand the highest level of scrutiny.

Typically, forty-five (45) minutes should be enough time to gather evidence required to decide if the candidate has the ability and/or potential to be successful in the post being filled. Higher level positions may take up to an hour.

3.7.5 The Interview Panel should:

- a) Test the candidate's suitability for the requirements of the post;
- b) Guarantee fair treatment for all candidates by treating them in a demonstrably equal manner;
- c) Give all candidates an opportunity to express their views and present their evidence;
- d) Show evidence that candidates are scored based on the requirements of the job; and
- e) Recommend which candidate should be offered the position and produce an order of merit based on scores achieved.

The interview should be based on the competencies that were defined for the job role. These are the competencies that would have been used as the basis for the selection criteria, in the job description and the advertisement.

Interview questions should be based on the required competencies. Each candidate is to be asked the same or equivalent questions for consistency, validity and reliability.

3.7.6 The Role of the Interview Chairperson

- a) Assess each candidate against the criteria in a fair and equitable manner;
- b) Maintain the integrity of process;
- c) Welcome the candidate, verifies that the candidate is the correct person and explains the interview process;
- d) Ensure that the same amount of time is allotted to each candidate; and
- e) Maintain the prescribed time for interview and assessment.

3.7.7 The Role of Panel Members:

- a) Treat each candidate equally and fairly without discrimination;
- b) Are not inappropriately influenced by the opinions of other panel members;
- c) Maintain the highest level of confidentiality;
- d) Assess only what is presented at the interview as outlined in the selection criteria;
- e) Ensure that all comments written are legible and relate only to the interview;
- f) Keep to the time allocation agreed;
- g) Maintain strict confidentiality during and after the selection process;
- h) Avoid being inappropriately influenced by the opinions of the other panel members;
- i) Base their views exclusively on the information gathered from the application and assessments;
- j) Use the selection criteria to assess each candidate and decide how well each meets the job requirements;
- k) Sign each candidate's score sheet;
- l) Initial all changes made to scores and comments; and
- m) Complete score sheets in ink (blue/black).

4. Making a Selection

Selecting the best candidate is also one of the most important functions of the Human Resource Department. This process must ensure that candidates are only assessed according to their capability to carry out a given job, based on justifiable, objective criteria that are clearly related to the duties of the Job Description. The Human Resource Manager is responsible for ensuring that the assessments and interviews are chaired and conducted effectively, and that all candidates must be subjected to the same selection process. Selection must be on merit and the successful candidate must be informed in writing using the standard letter template of the MDEA.

Checks to be carried out during the selection process must include:

- a. Identity check of all candidates – evidence is already on file for internal candidates;
- b. Qualifications and professional accreditations;
- c. Conflict of Interest – candidates must be asked if they have any other outside business interests that may conflict with those of the MDEAs. This should be signed and documented.

Photocopies of all documents presented as evidence of the above must be signed and dated, and securely stored until a decision to appoint is made.

4.1 Panel Members Determining the Most Suitable Candidate

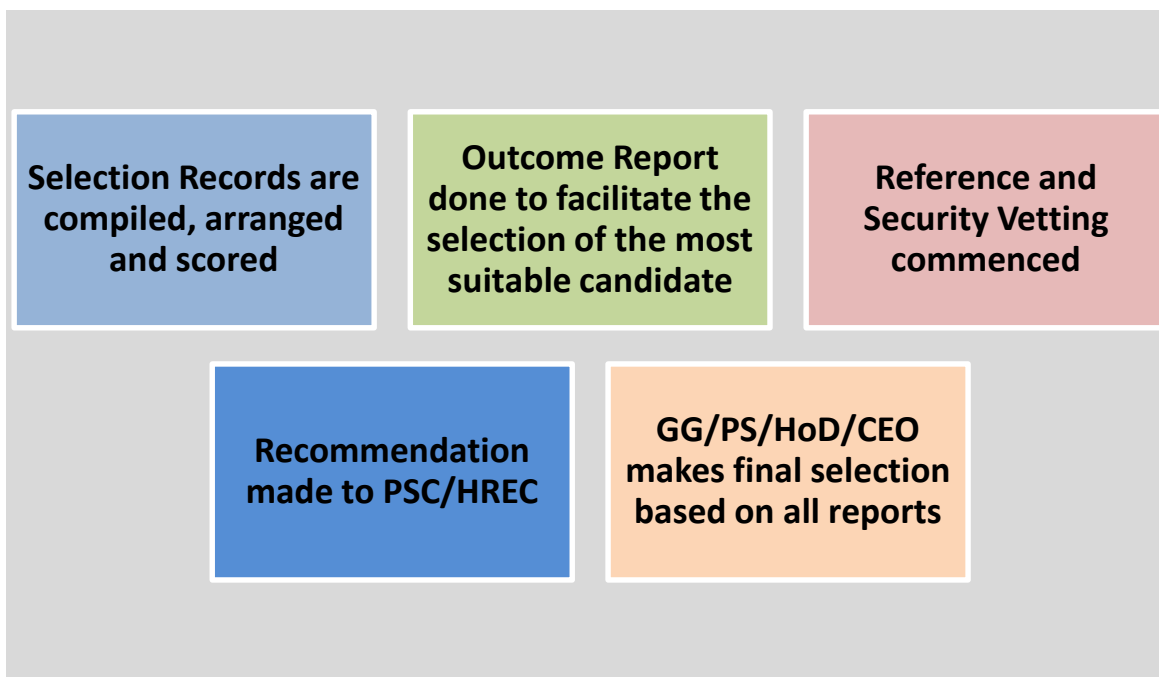
- a) Each member of the interview panel is required to complete the relevant score sheets before the closure of the interview.
- b) In instances where the interview is the final method of assessment, the panel should come to a consensus on the selected candidate before closing the interview.
- c) A candidate should be considered for selection if he/she possesses the competencies necessary to meet the inherent requirements of the post.
- d) Where the candidate with the highest score is not selected justification should be clearly made on the score sheet.
- e) The candidate with the highest amalgamated score from the various selection instruments used should be considered for the position pending the completion of the vetting process.
- f) Performance Management information may be utilised for internal candidates when making a selection particularly if that candidate has been acting in a post or was shortlisted as a part of a Succession Plan Programme.
- g) Selection should be final only after the relevant checks have been made (security, qualification, reference, experience etc.).
- h) Where two or more candidates have obtained identical total scores, a differentiation has to be made between those candidates with

reasons justifying the decision clearly stated on the score sheet/outcome report. Depending on the strength of the competencies displayed by the candidates another assessment may have to be conducted.

- i) Where the candidate with the highest score is not available, the second best candidate may be selected if he/she is suitable.
- j) Where a Ministry/Department refuses to release a selected candidate to assume duties in another Ministry/Department in which he/she is being offered placement, the OSC has the authority to intervene in the matter.

4.2 Steps in the Final Selection Process

Figure 4



4.3 Outcome Report

At the end of the selection process the relevant member of staff in the Human Resource Department should arrange, compile and score the selection records as indicated in Figure 4. An Outcome Report should be prepared. This report should also clearly outline the selection methods used and their respective selection criteria/competencies and corresponding scores for each candidate. This report should provide an overview of the selection process and make it easy to identify the top candidate.

The outcome report along with the relevant documentations and a recommendation for the selection of the most suitable candidate should be sent to the Office of the

Services Commissions for entities without Delegation of Functions and for MDEAs with Delegation of Function to the PS/HOD/CEO for approval.

Shortlisted candidates in the selection process should be informed of their outcome after a decision has been made by the relevant authority. Kindly note that both the successful and unsuccessful candidates should be advised of the selection decision at the same time.

4.4 Reference and Vetting

The applicants should be informed of the requirement to produce the original copy of degrees, diplomas, licences or certification. They should also be informed that the offer is contingent upon receipt of the necessary documentation. All courses of study – local or international - must be recognised by the University Council of Jamaica.

References should include at least one previous employer. Personal referees should only be contacted if nominated by the candidate.

The requisite security checks should be made for the relevant posts. The selection decision for candidates who are not currently but were previously employed to the Government should be sent to the OSC for vetting purposes.

4.5 Treatment of Unsuccessful Candidates

Standardised letters must be sent to unsuccessful candidates immediately after a decision is made to make an offer to the successful candidate. Unsuccessful candidates should also be notified that they have a period of ten (10) days to appeal the decision. The successful candidate will also be asked to wait for a period of at least ten (10) days before accepting the offer, thus allowing sufficient time for an appeal to be heard in the event of one.

Assessment material on unsuccessful candidates should be retained in a secure place by the Human Resource Manager until the entity has been audited by the OSC.

Internal candidates should be given an adequate debriefing and signposting of future development areas.

5. Appointment of PS, CEO and HOD

A pool of successors will be identified for development through advertising and/or recommendation of Permanent Secretaries/Heads of Departments/Chief Executive Officers. The selection will be conducted by a committee appointed by the Chairman of the Public Service Commission, and will include the Chief Personnel Officer, Chief Executive Officer of MIND, two (2) members of the Public Service Commission and two (2) senior members of the Permanent Secretaries Board, using predetermined selection criteria. Selected candidates will be developed through participation in the Public Sector Senior Leadership Development Programme and other defined on-going learning activities. Pre and post assessment will be conducted by MIND using (but not limited to) 360-degree assessment tools. Thereafter, candidates will be further assessed by the Public Service Commission.

The preceding does not preclude (a) the consideration of candidates who have independently pursued equally robust and relevant leadership development programmes; (b) consideration of candidates outside of the Public Sector, and (c) the role of the Governor-General in consulting with the Prime Minister in appointing Permanent Secretaries based on the recommendation of the PSC.

6. Modification to the Processes

6.1 Succession Planning

A vacancy or job opening may be advertised internally where there is an adequate and competent pool of candidates within the organisation. This is also possible when a cadre of employees are being groomed as part of a Succession Planning Programme. In such cases where there are job openings, the opportunities to act or perform such duties should not be afforded to only one (1) individual.

Being a part of a Succession Planning Programme does not give any particular employee an inherent right to a post. A competitive selection process must always be employed to fill the vacancy. When the competitive process is for a pool of internal candidates, there may not be the need to advertise to the wider service and externally.

MDEAs are encouraged to establish a Succession Planning Programme for mission-critical positions within their organisations. An effective programme will enable the entity to constantly have employees as suitable candidates to contribute to selection activities within the organisation.

A Succession Planning Programme does not preclude a MDEA from advertising outside the organisation.

6.2 General Skills

Where specific skills are not required there may be no need to use more than one (1) method of assessment.

7. Non-competitive Selection

In the case of selection resulting from a promotion, PSs, HODs or CEOs may in exceptional circumstances, make a case for a promotion without competition. This should only take place, for example, where the talent pool is limited and known, or where the decision relates to the training and development strategy in the Human Resource Management Plan. In such cases, the selection decision should be posted, so that anyone who may have had an interest may exercise the Right of Appeal.

8. Considerations

In making a decision on selection and appointment, MDEAs may want to consider that:

- 1) Additional criteria should not be included after the advertisement has been made if this would increase the number of potentially qualified persons.
- 2) Heads of Entities will be held accountable for the selection decisions made.
- 3) Offers made to selected candidates should clearly set out all the terms and conditions of the offer and provide persons with the necessary information to make an informed decision to accept or reject the offer.
- 4) All information provided by applicants at any point in the Recruitment and Selection Process should be treated as strictly confidential. Access to this information should be restricted to individuals directly involved in the appointment process.

9. Right of Appeal

- 1) All candidates who have reason to believe that they were assessed unfairly in the selection process may appeal the decisions of Heads of Entities, in writing, to the Chairman of the PSC within ten (10) working days of written notification of the decision.
- 2) Appeals made to the PSC will be dealt with within thirty (30) working days of filing.
- 3) The appeal process will reassess only the appellant's performance in the selection process.
- 4) If there is an appeal, no appointment will be made until the appeal has been heard and a decision rendered.
- 5) An upheld appeal does not result in the automatic appointment of the appellant.
- 6) If an appeal is upheld, a completely new selection process may be necessary.

10. Documentation

Documentation of the recruitment process is a good management practice to facilitate an audit of the entire process. PSs, CEOs and HODs must document each stage of the selection process because a candidate may appeal a hiring decision. The more detailed the information available - candidate responses, work samples, written tests results, grading sheets, responses to questionnaires, supplemental applications and reference checks, summary of outcomes - the better the agency will be able to defend the hiring decision should it be challenged. All documentation must be maintained in accordance with the Staff Orders, 2004, the Public Sector Regulations, 1961, or departmental records management policy.

After the Recruitment and Selection process, the following documents should be kept:

- a) Job Description
- b) Advertisement
- c) Short Listing Instrument
- d) Letter of invitation to interview
- e) List of short listed candidates
- f) Interview Schedule
- g) Types of selection tools used
- h) Interview Assessment sheets
- i) Outcome report
- j) Right of Appeal declaration
- k) Response letters to both successful and unsuccessful candidates

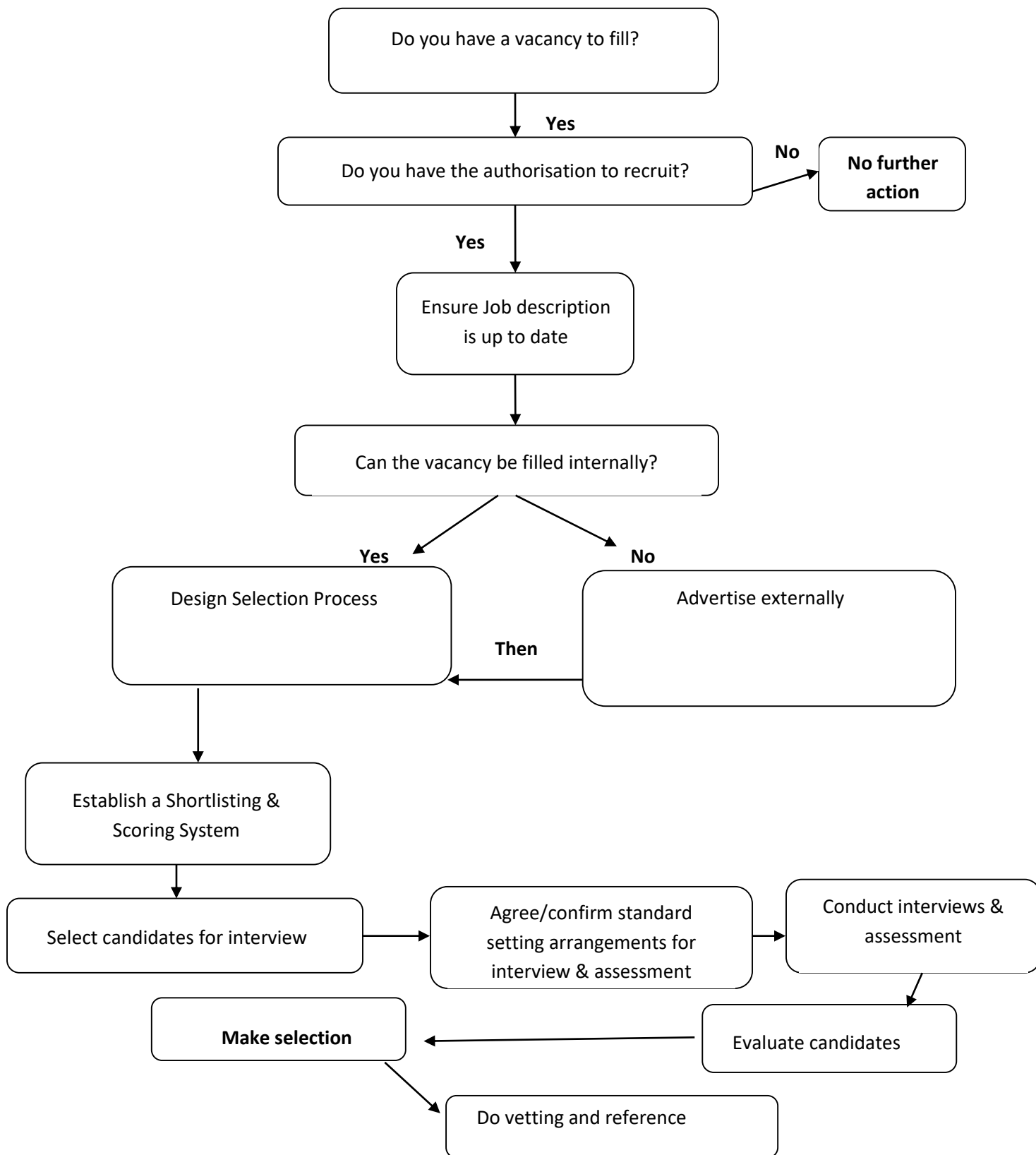
The assessment sheets must be signed by each panel member and dated. These sheets should be completed on the day of the selection exercise and recommendation for selection made by the panel. There should be no pencil markings on the completed assessment sheets. All scores and comments should be made in ink. The panel members' names must be placed on each candidate's score sheet.

Any element of assessment tests which is recorded as well as signatures should be retained. These documents will be used to justify objective decision-making if a claim of discrimination is made. At the end of the retention period the documents must be disposed of securely.

Glossary of Terms

TERM	MEANING
Appointment	The act of assigning someone to a position on a temporary or permanent basis.
Assessment	An activity or process designed to test a range of knowledge, skills and personal attributes required for a particular position.
Delegation	The act of giving duties, responsibilities and power to someone who can act on another person's behalf.
Delegation of Functions	The process whereby, Section 127 of the Constitution of Jamaica gives the Governor-General the authority to delegate certain Human Resource functions to Permanent Secretaries, Chief Executive Officers and Heads of Departments. These functions include appointment, training, discipline and separation.
Deployment	A temporary assignment from one position to another that is equivalent in level, emoluments and benefit.
Human Resource Audit	A comprehensive method of reviewing current Human Resources policies, procedures, documentation and systems to identify needs for improvement and enhancement of the HR function as well as to assess compliance with ever-changing rules and regulations.
Job Description	A broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports.
Interview	A professional conversation that occurs between members of an organization and an applicant or candidate, in which information is exchanged, with the intention of assessing the applicant's suitability for a position
Monitoring Visit	A short 2-3 days visit conducted by Human Resource Auditors from the Office of the Services Commissions to ensure compliance with the Accountability Agreement and to check whether the recommendations from the previous Audit Report were implemented as recommended by the Human Resource Auditors.
Meritocracy	The selection of successful candidates based on the personal qualities, skills, abilities, knowledge and qualifications or education outlined in the Selection Criteria.
Nepotism	Favouring of relatives and friends over others in the recruitment and selection process.
Patronage	The control of or power to make appointments to government jobs.

TERM	MEANING
Promotion	The upward movement of an employee in an organization.
Recourse	The legal right of an employee to appeal a decision that was made if he/she has reason to believe that he/she was treated unfairly in a particular process.
Redress	A mechanism to remedy the wrong or set the situation right after a breach has been detected in the process.
Recruitment	The process of identifying a pool of qualified candidates from which a selection can be made.
Selection	The process of identifying the most suitable candidate for a job.
Selection Criteria	This is the set of personal qualities, skills, abilities, knowledge and qualifications or education that an organisation decides is necessary for a position.
Selection Tools	Tools used in the process of identifying the most suitable candidate for a job. These include assessment scripts, interviews, reference letters, recommendations and security vetting reports.
Succession Planning	The systematic process of identifying and developing potential future leaders or senior managers to fill business-critical positions, either in the short or long-term.
Shortlisting Criteria	The set of skills, knowledge and qualifications or education that an organisation decides are necessary for a position. These are usually drawn from the posts' Job Descriptions and Specifications.
Talent Pool	A list or database of candidates' profiles who possess demonstrated or potential ability to perform a particular set of duties and are interested in working in an organization.

Appendix 1 - Recruitment and Selection Process

Appendix 2 - Sample Shortlisting Tool

Candidate	Academic Qualification and Training	Work Related Experience	Related Job Knowledge /Skills	IT Skills	Presenting and Communicating Information	Ability to plan and organize work	Total
	20	20	20	10	20	10	100
Candidate 1							
Candidate 2							
Candidate 3							
Candidate 4							

References

1. Staff Orders for the Public Service, 2004
2. Public Service Regulations, 1961
3. Delegation of Functions Accountability Agreement, Guidelines and Values Framework
4. State of Florida, Supervisor's Recruitment and Selection Program Manual; Division of Human Resource Management, Revised November 30, 2017; Department of Management Services, HRM #2017-009
5. Lincolnshire County Council, Employment Manual: Recruitment and Selection Policy Guidance (Incorporating Safer Recruitment)
6. <https://student.unsw.edu.au/what-are-selection-criteria>
7. <http://www.strath.ac.uk/careers/studgrad/apply/assessmentcentres/whatisanassessmentcentre>

Notes

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