



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 Manual 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. This Manual supersedes Version 1, which was published in April 2019.

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List of Acronyms

ACRONYM	MEANING
CEO	Chief Executive Officer
CPO	Chief Personnel Officer
EA	Executive Agency
FAA	Financial Administration and Audit
FMG	Financial Management Group
HOD	Head of Department
HR	Human Resource(s)
HREC	Human Resource Executive Committee
MDEAs	Ministries/Departments/Executive Agencies
OSC	Office of the Services Commissions
POC	Post Operations Committee
PSC	Public Service Commission
R&S	Recruitment and Selection

Definition 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	An 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 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.
Headhunting	Also known as an 'executive search', headhunting is a specialised recruitment activity where individuals are identified and approached to fill mission-critical positions.
Interview	A professional conversation that occurs between members of an organisation 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 to 3-day 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

TERM	MEANING
	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.
Promotion	The upward movement of an employee in an organisation; Appointment to a higher post.
Recourse	Assistance, usually in the form of an official system or process, during a difficult situation or conflict.
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 requires 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 are necessary for a position. These are usually drawn from the posts' Job Descriptions.
Talent Pool	A list or database of candidates who possess demonstrated or potential ability to perform a particular set of duties and are interested in working in an organisation.

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 need for 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 Ministries, Departments and Executive Agencies 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) Unethical behaviour of managers;
- d) Insufficient planning time for Recruitment and Selection;
- e) Lack of Succession Planning;
- f) Failure to use multiple selection tools;
- g) Nepotism;
- h) Bureaucracy;
- i) Political Interference;
- j) Minimal use of Technology and Automation.

It is therefore inferred that the negative effects of these challenges result in 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 the challenges and inconsistencies identified above. 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 Office of the Services Commissions' Values Framework with underpinning values of **FAIRNESS, RESPECT, ACCOUNTABILITY, MERIT, EQUITY, INTEGRITY and TRANSPARENCY (FRAME-IT)** should be used to guide this process.

2.1. Purpose of Manual

The purpose of this Manual is to provide MDEAs with strategic guidance and best practices 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, such as the Public Service Regulations, 1961 and the Staff Orders for the Public Service, 2004.

2.2. Procedures Statement

Recruitment and Selection are based on the OSC's Values Framework (FRAME-IT). No applicant should receive favourable or unfavourable consideration due to race, nationality, religious or political affiliation, sex, HIV status, marital status, age, social class or disability.

Requirements

In addition to being accountable for respecting the Procedures Statement above, MDEAs must ensure that:

- 1) Persons being recruited/selected for posts/positions meet:
 - a) The Recruitment and Selection criteria laid out by the Job Description;
 - b) All the qualification and experience requirements; and
 - 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) Offers of employment are extended by the authorised personnel on behalf of the organisation;

- 4) Offers 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 process are satisfied (See Section 9).

2.3. Objectives

The objectives of this manual are to:

- 1) Provide guidance to Human Resource (HR) Managers as well as Recruitment and Selection Practitioners on the Recruitment and Selection procedures for Ministries, Departments and Executive Agencies.
- 2) Detail Recruitment and Selection practices which are fair, credible, equitable and transparent.
- 3) Highlight regulatory frameworks which govern and complement Recruitment and Selection for Ministries, Departments and Executive Agencies.
- 4) Provide a comprehensive toolkit which will facilitate smooth pre-, during and post-Recruitment and Selection activities.
- 5) Promote best practices for Recruitment and Selection for Ministries, Departments and Executive Agencies.

2.4. Exclusions

This Manual is **not applicable** in the following instances:

- 1) Short Term Appointments;
- 2) Short Term Internal Acting Appointments/Assignments;
- 3) Appointments of individuals with highly specialised skills and experience;
- 4) Exchange of talent;
- 5) Loan of expertise;
- 6) Deployment; and
- 7) Temporary employment of Casual Workers.

2.5. Legislative Framework/Policy Documents

The following legislative documents support the contents of this Manual with respect to the management of Recruitment and Selection in Ministries, Departments and Executive Agencies:

- a) Public Service Regulations, 1961
- b) Jamaica (Constitution) Order in Council, 1962
- c) Executive Agencies Act, 2002
- d) Staff Orders for the Public Service, 2004
- e) Executive Agencies Regulations, 2010
- f) Delegation of Functions Accountability Agreement, Guidelines and Values Framework

3. Governing Principles, Roles and Responsibilities

The Office of the Services Commissions' 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

PRINCIPLE/VALUE	APPLICATION
Fairness	Ensure that there is no bias in the Recruitment and Selection process and that it is objective and applied consistently. Ensure that no discrimination occurs in the 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.
Accountability	Be prepared to accept responsibility for decisions and actions.
Merit	Ensure that in the conduct of selection processes for employment, appointment and promotion, the best candidate suited for the position is selected, using selection criteria that are truly relevant to the position.
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 beyond reproach and properly documented.

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

3.1. Equal Opportunity

Recruitment and Selection are two of the most important functions of a Human Resource Department. MDEAs must be committed to ensuring that each candidate receives an equal opportunity in the process, in keeping with **Procedures Statement – Section 2.2**. Therefore, MDEAs are encouraged to be proactive in ensuring that all Recruitment and Selection activities are non-discriminatory.

Careful planning must be undertaken to ensure that all aspects of the Recruitment and Selection process are accessible to and attainable for all applicants and/or invited panellists.

3.2. Confidentiality

All information provided by applicants/panellists at respective points 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. Confidentiality must be exercised in the development, administration and marking or grading of Selection Tools. Additionally, the composition of the Interview Panel should not be divulged to the candidates prior to the interview. Finally, any appeals made and their outcomes should also be kept confidential.

3.3. Key Stakeholders' Roles and Responsibilities

The Public Service Commission, Office of the Services Commissions, Head of Entity and HR Managers are key stakeholders in the administration of Recruitment and Selection across MDEAs. The following sections detail their respective roles and responsibilities.

3.3.1. The Public Service Commission (PSC)

The Public Service Commission 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, appoint persons 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 of weekly paid, temporary, daily-paid or casual employees which are managed by the respective Permanent Secretaries and Heads of Department.
- b) The Chief Personnel Officer (CPO) having the authority to appoint officers in posts below the level of GMG/SEG 1 and its equivalent.

However, since 1999, delegation of authority has occurred on a larger scale. The Governor-General acting on the recommendation of the Public Service Commission has, on a phased basis, granted MDEAs this responsibility with respect to appointments below the level of Permanent Secretary, Head of Department and Chief Executive Officer. This has shifted the role of the Public Service Commission mainly to one of regulatory oversight and monitoring of the delegated functions managed by these entities. The Public Service Commission, however, still has the authority to recommend the appointment of Permanent Secretaries, Heads of Department, Chief Executive Officers and members of staff equivalent to the GMG/SEG 1 level and above in Departments that have not been granted delegation of functions to the Governor-General for approval.

3.3.2. Office of the Services Commissions (OSC)

With regards to Recruitment and Selection in MDEAs, the OSC is responsible for:

- a) Policy development and review;
- b) Providing strategic direction in relation to functions delegated;
- c) The conduct of periodic audits, monitoring visits and surveys to assess the management of the Recruitment and Selection functions;
- d) The provision of recourse and redress mechanisms for employees/candidates who have undertaken Recruitment and Selection processes and have reasons to believe that they were unfairly treated;

- e) Ensuring that adequate training is provided to designated MDEA personnel (See Section 14 for how to access training from the OSC); and
- f) Being a source of consultation and advice.

3.3.3. Permanent Secretary, Chief Executive Officer or Head of Department

With regards to Recruitment and Selection in MDEAs, the Permanent Secretary, Chief Executive Officer or Head of Department is responsible for:

- a) Exercising the Recruitment and Selection functions in accordance with the guidelines established by the Public Service Commission;
- 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 Permanent Secretary, Chief Executive Officer and Head of Department 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 Public Service Commission at the specified times;
- d) Ensuring that all candidates are aware of and have access to appropriate recourse and redress mechanisms with regards to Recruitment and Selection; and
- e) Participating in the Recruitment and Selection process where the post to be filled is a direct reporting relationship or a mission critical position.

3.3.4. Human Resource Managers

With regards to Recruitment and Selection in MDEAs, Human Resource Managers are responsible for:

- a) Managing and giving oversight of all Recruitment and Selection activities within the entity;
- b) Maintaining awareness of best practices for public service Recruitment and Selection;
- c) Ensuring accurate and effective communication throughout the Recruitment and Selection process;
- d) Managing Recruitment and Selection records; and
- e) Ensuring confidentiality across all Recruitment and Selection activities.

4. Pre-Recruitment Activities

Prior to the beginning of the recruitment process, two (2) activities should be conducted:

- a) Identifying the vacancy; and
- b) Obtaining Post Operations Committee (POC) and/or Public Service Commission approval, where applicable.

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 new positions, the reassignment of the substantive holder, the promotion of an officer resulting in a clear vacancy being created, or some other type of separation. The recruitment process will vary according to the level of position to be filled and whether the position is permanent or temporary.

4.2. Obtain Post Operations Committee's (POC) Approval

Once a vacancy has been identified, it needs to be determined if the entity has the authority to fill that vacancy. Approval for the operation of vacant posts should be sought from Post Operations Committee (POC) of the Ministry of Finance and the Public Service. A newly established post which has been vacant for one (1) consecutive calendar year requires POC approval prior to commencement of the recruitment process.

4.3. Obtain Public Service Commission's Approval

The Public Service Commission's approval should be sought once a retiree is to be employed in an established post, whether vacant or non-vacant.

Table 2 below summarises the appropriate approval route to be taken, based on the recruitment/post operation category:

Table 2

Recruitment/Post Operation Category	POC Approval Needed*	PSC Approval Needed◇
a) A newly established post which has not been filled for one (1) consecutive calendar year	Yes	No
b) An established post (vacant due to separation)	Yes	No
c) Non-Vacant Post	No	No
d) Upgraded Post	No	No
e) Acting Assignment in a Non-Vacant Post	No	No
f) Recruitment of an individual at/over the mandatory age of retirement in an established post	No	Yes

**Refer to Ministry of Finance & the Public Service Circular No. 15 dated July 1, 2016 (See Appendix 1).*

◇Refer to OSC Letters, Reference No. 900/25TJ dated February 9, 2017 (See Appendix 2).

Normal and Early Retirement Age

Please note the new retirement age of sixty-five (65) years in accordance with the Pensions (Public Service) Act, 2017. Regulations 14 (1) and (2), 15 and The First Schedule of the Act are relevant.

5. Steps for Effective Recruitment and Selection

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 ten (10) steps that MDEAs may use to guide the Recruitment and Selection process (See Table 3).

Table 3

Recruitment	Step 1: Develop or revise Job Description <i>(if applicable)</i>
	Step 2: Design the Selection Criteria
	Step 3: Advertise the vacancy <i>(pending approvals as needed)</i>
	Step 4: Shortlist the candidates
	Step 5: Identify and select the interview panel
Selection	Step 6: Administer the assessment <i>(if applicable)</i>
	Step 7: Conduct the interview
	Step 8: Select the most suitable candidate
	Step 9: Finalise the Recruitment and Selection process
	Step 10: Conduct Reference Checks and Vetting <i>(for all new recruits)</i>

6. Recruitment Steps

The goal of any recruitment exercise is to identify a group of qualified persons from which the most qualified and suitable candidate(s) 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.

6.1. Develop/Revise the Job Description

The Job Description is one of the key tools used in the Recruitment and Selection process. In order for a vacant established post to attract the best candidate, the following procedure should be followed prior to proceeding with the next steps in the recruitment process:

- 1) The Human Resource Manager, as well the immediate supervisor of the post, should review or develop the Job Description to ensure its currency and relevancy.
- 2) Development of new or amended Job Descriptions for vacant established posts should be sent to the Corporate Management and Establishment Branch at the Ministry of Finance and the Public Service to be evaluated and approved prior to the post being filled.
- 3) Based on the exigencies of the duties outlined in the Job Description submitted, the Ministry of Finance and the Public Service will determine whether the post should remain at its current classification or be reclassified, retitled or abolished.

6.2. Design the Selection Criteria

Selection Criteria refer to the knowledge, skills, and abilities (KSAs) that are critical to achieve success in performing the functions of the job. These are used to assess the relative merit of the candidates. The following outlines the procedures and best practices in designing selection criteria for Recruitment and Selection:

- 1) Develop the selection criteria for the post from the newly developed/reviewed and approved Job Description.

- 2) Ensure that the selection criteria reflect a balanced combination of the required qualifications, both formal and informal; relevant experience gained through a variety of involvement; and personal suitability.
- 3) Select the number and choice of competencies against which assessments will be conducted based on the MDEA's business priorities and policy requirements; as well as occupational group standards. A maximum of eight (8) competencies is practicably assessable in a standard forty-five (45) minute interview.
- 4) Do not include requirements that are not needed to perform the job functions or the minor aspects of the job.
- 5) Clearly express the selection criteria in a concise and easily understood language.
- 6) Include the following line items in the selection criteria: education, training, certification, experience and aspects of core functional competencies. For example: *Bachelor of Science Degree in Economics, with a minimum of three (3) years' related work experience.*

6.2.1. Competitive vs. Non-Competitive Selection

Once it has been established that the post is a clear vacancy and the appropriate approval is 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. These instances are:

- 1) An acting appointment/assignment in an established post for a period equal to or in excess of six (6) months;
- 2) Succession Planning;
- 3) Headhunting; or
- 4) Post holder proceeding on pre-retirement leave.

However, Permanent Secretaries, Heads of Departments or Chief Executive Officers may, in exceptional circumstances, make a case to select someone for a post 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 via an internal memorandum to all

employees/the Intranet, so that anyone who may have had an interest may appeal the decision.

6.3. Advertise the Vacancy

Once the need to fill a vacancy has been identified, the following steps should be taken:

- 1) Determine whether it is necessary to advertise internally, throughout the wider Public Service or external to the Public Service.
- 2) Use internal competitive selection if a sufficient pool (two or more persons) of qualified and experienced candidates are available within the organisation.
- 3) Expand the pool for competitive selection (to include candidates from the wider Public Service and those external to the Public Service) 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 to do so (Part III, Regulation 16 of the Public Service Regulations, 1961, is relevant).
- 4) Disseminate all advertisements in ways that provide all interested persons with a reasonable opportunity to apply.
- 5) Ensure that Job Descriptions listed on advertisements are consistent with the principles of transparency and fairness. There should be 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.
- 6) Ensure that no additional selection criterion is included after the advertisement has been publicised.

6.3.1. Use of OSC's Circulars and Alternative Channels

- 1) Use the OSC's Circulars to advertise vacancies that are open to all Public Servants.
- 2) HR Managers should submit requests for advertisement to the Chief Personnel Officer at the OSC at least **fifteen (15) working days** prior to proposed recruitment deadlines.
- 3) 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.
- 4) Strategically place the OSC's Circulars within the entity (e.g. on notice boards and website) so that all members of staff may have access to them.
- 5) Make every effort to have the OSC's Circulars available to offsite employees within reasonable time before the deadline.
- 6) Alternative advertisement channels, such as print and electronic media, may be used when inviting applications external to the wider Public Service.
- 7) Use Job Banks for job categories that are specialised and have some degree of difficulty to fill.

6.4. Shortlist the Candidates

- 1) Compile the shortlist of candidates using a uniformed methodology, for example, a shortlisting matrix of the requirements advertised (See Appendix 3).
- 2) Conduct the shortlisting process with a minimum of two (2) persons in the interest of objectivity and fairness. One (1) of the persons participating in the shortlisting process may be the immediate supervisor of the post.
- 3) Place strong emphasis on the information supplied in each candidate's Curriculum Vitae/Résumé and relevant application forms, as measured against the advertised requirements.

- 4) Maintain equity at all times throughout the shortlisting process.
- 5) Do not consider applicants who do not meet the academic and other requirements advertised.
- 6) Further shortlisting can be done by means of an assessment (See Sections 7 and 7.1).

6.5. Identify and Select the Interview Panel

In the conduct of the recruitment activities for initial entry and promotion, it is advisable that selection panels be used. The following guidelines will ensure that balance and objectivity are maintained in the composition of the interview panel:

- 1) Ensure that collectively, panel members possess the knowledge and competence to assess candidates against the selection criteria for the position.
- 2) Ensure that individuals to be involved in the selection process are properly trained/briefed on interviewing steps, selection criteria, reviewing résumés, developing interview questions, and weighting the candidates.
- 3) Identify and select panel members who are at a grade equivalent to or above that of the post to be filled.
- 4) Ensure that the interview panel is comprised of at least three (3) and no more than five (5) members, depending on the type of recruitment exercise being undertaken.
- 5) The HR Manager or a representative experienced in human resource matters should be a fixed member of any interview panel.
- 6) Outside of an HR representative, an ideal interview composition panel should include a subject matter expert and an individual from outside the immediate organisational environment. However, for entry level and administrative positions, the composition may vary.

- 7) Inform all invited panellists from outside the Public Service beforehand that they will not be paid for their participation.
- 8) Keep the composition of the interview panel confidential from all candidates and personnel external to the Recruitment and Selection process.
- 9) Issue Interview Packages to the selected panellists at least five (5) working days before the first scheduled interview. Interview Packages should contain:
 - a) Job Description;
 - b) Application letters and résumés;
 - c) Salary scale;
 - d) Interview schedule; and
 - e) Interview and assessment scoresheets.

6.5.1. Selection Process for the Financial Management Group

The Financial Administration and Audit (FAA) Board functions as the assessment panel for the Initial Entry, Promotion and Acting Appointment (in a vacant post) of individuals for select grades within the Financial Management Group (FMG). The grades are as follows:

- a) Professional Accounting Series: FMG/PA 2 and above
- b) Audit Series: FMG/AS 4 and above

MDEAs should conduct the shortlisting exercise in-house. No more than four (4) candidates should be shortlisted to be assessed by the FAA Board. Once the FAA Board completes its assessment and submits its recommendation, the MDEA is responsible for the final hiring decision, and the completion of the selection process.

7. Pre-Selection Activities

Prior to executing the Selection process outlined in Section 8 of this Manual, HR Managers should ensure that the following activities are undertaken:

- 1) Carefully plan the assessment and interview schedules then confirm the availability of Panel Members selected in Section 6.5.
- 2) Select the type and number of Job Selection Tools to administer in practical proportion to the competencies to be assessed. Entities which require the OSC to develop a job selection tool on their behalf should make a formal request to the Chief Personnel Officer, at least **fifteen (15) working days** before the tool will be administered.
- 3) Develop the content for selection tool(s) to be used (See Section 7.1) along with the immediate supervisor of the post or the subject matter expert. Written assessments should be accompanied by an answer sheet and/or marking scheme (See Appendices 4 and 5).
- 4) Screen candidates by phone call to ascertain their continued interest in the selection process, highlighting the position for which they have been shortlisted.
- 5) Inform interested candidates by telephone call or email of their success in being shortlisted, with an invitation to participate in the selection exercise(s). The invitation should also ask for confirmation of attendance by a set deadline. This should be done at least **five (5) working days** prior to the scheduled date for the selection exercise.
- 6) Ensure that the invitation to participate in the selection exercise details:
 - a) The Post and Job Description;
 - b) The Venue, Date and Time; and
 - c) Protocols and Parking Information.
- 7) It is recommended that candidates be informed of the format of the selection exercise; for example, to be done in two parts: individual exercise and panel interview.
- 8) Determine whether a job selection tool will be used to further shortlist a large number of eligible candidates. Where this is done, the HR Manager must receive the candidates' assessment scripts and scores prior to the Panel Interview. Ensure that scripts to be graded do not display the name of the candidate. It is

recommended to assign codes to candidates prior to the administering of the assessment.

- 9) Prepare interview questions to be used (See Appendix 8 for sample interview questions).
- 10) Procure all the necessary assessment resources (See Appendix 9 for a comprehensive Assessment Checklist).

7.1. Job Selection Tools

Job selection tools are used to evaluate the suitability of candidates for employment and appointment. In assessing candidates, depending on the nature and level of the position, use a mix of selection tools. 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. Job selection tools include, but are not limited to:

- a) Customised Case Studies
- b) In-basket exercises
- c) Individual presentations
- d) Group exercises
- e) English, Mathematics and Spelling tests
- f) General knowledge and aptitude tests (e.g., Psychometric Tests)
- g) Typing tests [accuracy/speed]
- h) Interviews

8. Selection Steps

Once the Pre-Selection Activities outlined in Section 7 have been undertaken, the final five (5) steps in the Recruitment and Selection process may then proceed. The selection process as well as the associated guidelines and best practices are outlined in the following sections.

8.1. Administer the Job Selection Tool(s)

The interview is the most common and expected job selection tool used in the selection process. However, other job selection tools, also referred to as assessments, may be used to complement an interview. Where more than one (1) job selection tool is to be administered in support of the selection process, HR Managers may consider any of the following methods:

- a) Schedule all job selection tools to be administered within the same working day;
- b) Administer job selection tools on separate working days, for e.g., Customised Case Study conducted on a separate day to the Panel Interview;
- c) Provide one 'take-home' tool for pre-submission by candidates, with an Interview scheduled for a later date. The turnaround time for submission may vary from 24 hours to five (5) days, based on the complexity of the competencies to be assessed.

8.2. Conduct the Interview

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.

No more than five (5) candidates should be scheduled per day for an interview, whether virtually or in-person. Ideally, interviews should be conducted between the working hours of 8:30 AM and 4:00 PM. A standard interview session should last a minimum of thirty (30) minutes for junior levels; and as much as sixty (60) minutes for executive/high-level posts. Interviewers should resourcefully use that time to gather evidence required to decide if the candidate has the ability and/or potential to be successful in the post being filled.

8.2.1. Stages of an Interview

A standard interview should transition through three (3) stages. Details of each stage is as follows:

- a) Stage One - Establish Rapport: The aim of this stage is to get acquainted with the candidate and establish a comfortable environment within which the interview may progress.
- b) Stage Two - Information Gathering and Exchange: This stage involves a two-way exchange of the posing and answering of questions. The information solicited in this stage is critical, as it should enable the interviewers to determine the best candidate.
- c) Stage Three – Closing: This stage should be brief and signal the end of the interview process. The interview chairperson should use this stage to solicit any final questions or comments from the candidate and panel. Additionally, the candidate should be informed of post-interview protocol, such as the timeline for communication of the decision.

8.2.2. Documents needed to conduct an Interview

The following documents are necessary to conduct an interview:

- a) Résumé and Application Letter
- b) Interview and/or Assessment Scoresheet(s)
- c) Assessment Instrument
- d) Job Description
- e) Interview Schedule
- f) Salary Scale
- g) Benefits and Allowances attached to the Post
- h) Appeal Form

8.2.3. Role of the Interview Chairperson

While it is not mandatory, the Human Resource Manager may assume the duty of the interview chairperson. The responsibilities are as follows:

- a) Conduct a debriefing session with the panellists before the first interview to ensure a consensus on the proceedings;
- b) Maintain the integrity of the process;
- c) Welcome the candidate and verify his/her identity;
- d) Introduce the panel members or allow the panel members to introduce themselves;
- e) Explain the interview proceedings to each candidate;
- f) Ensure that the same amount of time is allotted to each candidate, as best as is possible;
- g) Maintain the prescribed time for interview and assessment;
- h) Present two (2) copies of the appeal form to both candidates and panellists for their signature and explain the appeal process. Return one (1) of the signed copies to the candidate.

8.2.4. Role of the Interview Panel Members

- a) Consistently probe each candidate's experiences and perspectives proportionally to the job requirements, to determine his/her suitability for the post;
- b) Treat all candidates in a demonstrably equal manner;
- c) Give all candidates an opportunity to express their views and present their evidence;
- d) Assess only what is gathered from the content of the application and assessments and presented at the interview as outlined in the selection criteria;

- e) Keep to the time allocation agreed, as best as possible;
- f) Maintain strict confidentiality before, during and after the selection process;
- g) Avoid being inappropriately influenced by or influencing the opinions of the other panel members;
- h) Voluntarily recuse oneself where there is a possible conflict of interest;
- i) Recommend which candidate(s) should be offered the position and rank candidates based on scores achieved;
- j) Provide information and guidance where necessary.

8.3. Select the Most Suitable Candidate

Selecting the best candidate is also one of the most important functions of the Human Resource Department. Selection must be based on merit and the successful candidate must be informed in writing using the letterhead of the MDEA (See Appendix 10 for a Sample Offer Letter). Heads of Entities will be held accountable for the selection decisions made.

8.3.1. Determining the Most Suitable Candidate

The following lists the best practices to be followed in determining the most suitable candidate(s):

- a) As a panel, make an effort to come to a consensus on the selected candidate(s) and runner(s)-up before closing the interview; once the interview is the final method of assessment. It is recommended that a candidate receive a cumulative score of seventy-five (75) and above to be considered for the post.
- b) Consider a candidate for selection if he/she possesses the competencies, qualifications and experience necessary to meet the inherent requirements of the post.

- c) Consider the candidate with the highest amalgamated score from the various selection instruments used for the position pending the completion of the vetting process.
- d) Make justification on the interview scoresheet where the candidate with the highest score is not selected for the job.
- e) Justify decision taken on the interview scoresheet where two or more candidates have obtained identical total scores. Depending on the strength of the competencies displayed by the candidates, another assessment may have to be conducted.

8.3.2. Post-Interview Administration

At the end of an interview, the HR Manager should ensure that:

- a) All relevant scoresheets (including the Master Scoresheet where used; see Appendix 11) are completed in full and signed by each panel member on the day of the interview.
- b) Any and all changes made to scores/comments and/or any strikethroughs are initialled by the respective panel member.
- c) Submitted scoresheets are completed in ink (blue/black). All pencil marks should be erased.
- d) All comments written are legible and relate only to the interview;
- e) All Recruitment and Selection material on all candidates are retained and secured in an established general file, in keeping with Human Resource Audit expectations (See Section 12 for more details).

8.3.3. Outcome Report

At the end of the selection process the HR Manager or delegate from the Human Resource Department should:

- a) Arrange, compile and score all the selection records, where a Master Scoresheet was not used.
- b) Prepare an Outcome Report. This report should clearly outline the selection methods used, 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.
- c) Send the Outcome Report along with the relevant documentation and a recommendation for the selection of the most suitable candidate for approval as follows:
 - Departments **without** Delegation of Functions: To the OSC.
 - MDEA **with** Delegation of Functions: To the HREC.

9. Post-Recruitment Activities

In order to conclude the ten (10) step process outlined in Section 5, four (4) activities should occur:

- a) Finalising the Recruitment and Selection Process;
- b) Conducting Reference Checks and Vetting;
- c) Liaising with the OSC regarding persons who were previously employed in the Service;

9.1. Finalise the Recruitment and Selection Process

Once a decision had been made and approved, the following protocol for presenting an offer of employment should be observed:

1. Notify successful candidate within **five (5) working days** of the decision being approved. Notify candidate via phone call then follow up by email with signed offer letter. Offers made to selected candidates should clearly set out all the terms and conditions of the offer (e.g., Subject to favourable Reference Check and Vetting; Appeal Process) and provide persons with the necessary information to make an informed decision to accept or reject the offer.
2. Advise successful candidate that he/she has **five (5) working days** within which to accept the offer. Make an effort to contact the candidate once the deadline passes with no response. Where efforts to make contact are exhausted/unsuccessful, formally advise the candidate in writing that the offer has been withdrawn.
3. However, once the successful candidate accepts the offer, send response letter(s) via email to the unsuccessful candidate(s); with the clause that *“if for any reason a candidate feels that he/she was unfairly treated, he/she may appeal in writing to the Public Service Commission through the Office of the Services Commissions within **ten (10) working days** (Ministries/Departments) [**five (5) working days** for Executive Agencies] of receiving the response letter.”* However, the grounds on which the appeal is made should be clearly stated.
4. If no acceptance of the offer of employment is received (Step 2), you may present an offer to the next eligible runner-up candidate (where one exists), observing the protocol in Step 3.

5. If applicable, refer to the OSC for a solution (if possible) 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.

9.2. Conduct Reference Checks and Vetting

Selection should be final only **after** the relevant checks have been made. Therefore, before the close of the selection process, the HR Manager should verify:

- a) That the required background and security checks are done for the successful candidate(s).
- b) The identity of all successful candidates, using a certified photograph. For internal candidates, evidence should already exist on a personal file.
- c) All qualifications and programmes/courses of study presented by candidates. All undergraduate, graduate and/or post-graduate courses of study (local or international) must be from an accredited tertiary institution and recognised by the University Council of Jamaica.
- d) The references and experience listed by the candidate, where applicable. References should include at least one previous employer. Personal referees should only be contacted as provided by the candidate.
- e) Performance Management information for internal candidates prior to making a selection; particularly if that candidate has been acting in a post or was shortlisted as a part of a Succession Plan Programme.

10. Recruitment of a Permanent Secretary, Chief Executive Officer or Head of Department

The Recruitment and Selection of a Permanent Secretary, Chief Executive Officer or Head of Department falls under the purview of the Public Service Commission.

11. Succession Planning Programme

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 single employee an inherent right to a post. An internal competitive selection process may 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.

Ministries, Departments and Executive Agencies (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 an MDEA from advertising outside the organisation.

12. Appeals

1. Any candidate who has reason to believe that he/she were unfairly assessed in the selection process may appeal the decisions of the Head of Entity, in writing, to the Chairman of the Public Service Commission within **ten (10) working days** (Ministries/Departments) [**five (5) working days** for Executive Agencies] of written notification of the decision.
2. Appeals made to the Public Service Commission will be dealt with within thirty (30) working days after acknowledgement of receipt by the Office of the Services Commissions and receipt of all the relevant documentation from the Head of Entity.
3. The appeal process will reassess the appellant's performance as well as panellists' behaviour in the selection process.
4. If there is an appeal, no appointment should 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.

13. Recruitment and Selection Records Management

Documentation of the recruitment process should be done by HR Managers, in order to facilitate an audit of the entire process. The more detailed the information available (such as candidate responses, work samples, written tests results, assessment answer sheets, responses to questionnaires, supplemental applications and reference checks, and summary of outcomes), the better the entity will be able to defend the hiring decision, should it be challenged. All documentation must be maintained in accordance with the Staff Orders for the Public Service, 2004, the Public Service Regulations, 1961, GoJ Records and Information Management Policy, 2018 or the entity's internal Records Management policy. After the Recruitment and Selection process, the following documents should be kept:

1. Job Description
2. Advertisement
3. Shortlisting Matrix
4. Letter of invitation to interview
5. List of shortlisted candidates
6. Interview Schedule
7. Selection tools used
8. Assessment Script(s)
9. Assessment Answer Sheet/Sample Answers
10. Assessment Scoring Rubric
11. Interview/Assessment Scoresheet (See Appendix 6)
12. Outcome Report/Master Scoresheet
13. Signed Appeal Forms (See Appendix 7)
14. Letters to both successful and unsuccessful candidate(s)

14. Virtual Interviews

As an alternative means to in-person interviews, virtual interviews may be employed. The general principles regarding conducting an interview (Section 8.2) are applicable when the mode of execution is virtual. However, Human Resource Managers should consider these additional, non-exhaustive list of guidelines, where virtual interviews are to be conducted:

- a) Consider using an initial phone screening, then move to virtual means if necessary, and inform candidates in a timely manner that the interview will be conducted virtually.
- b) Use software that are easily accessible and easy to use. The software will be dependent on its flexibility and user-friendliness, text and chat features, mobile app, video chat, video quality, screen sharing and audio quality, among other factors.
- c) Send a formal invitation to candidates with the following details clearly stating:
 - i. Date, time, platform to be used;
 - ii. How to access the technology (access code where applicable);
 - iii. Duration of interview;
 - iv. Interview protocols (See Appendix 12); and
 - v. Any additional documentation or information that the candidate should be aware of or expected to have on hand during the interview.
- d) If candidates are overseas, consideration should be given to their time zones.
- e) Give candidates sufficient time to prepare for the interview and have access to the platform that will be used.
- f) Advise each candidate of a contingency plan, in the event of technological failure or disruption during the process. In such circumstances, the interview may be continued in-person or by phone. Official documentation should be made of what transpired.
- g) Test the technology that will be used for stability and security on the day of the interview and ask candidates to do the same. Provide specifics as to what they should test (webcam, voice quality, room acoustics etc.), and be mindful and accommodating of potential audio and/or video delays. An alternative interview date should be decided on in the event of a technological failure.

- h) Ensure that the setting in which the interview will be conducted is appropriate and comfortable for all panellists to see and hear clearly. Backdrops should be neutral and lacking in physical or other distractions such as background noises, distracting sounds, and movements.
- i) Inform candidates of virtual interview protocols such as muting microphone when not speaking, using earphones to eliminate the possibility of other persons hearing and prompting the candidate with responses, keeping webcam focused while speaking, and maintaining eye contact.
- j) Inform candidate and panellists where there is a need to record the interview, and seek his/her permission before proceeding. If they disagree, then the interview should not be recorded.
- k) Conduct virtual interviews with the same professionalism as in-person interviews. Interview score sheets should remain confidential and be signed, dated then returned to the HR Manager within an agreed timeframe after the interview.
- l) Designate a moderator and a timekeeper for the duration of each interview, and as best as possible, ensure that the process and conditions are the same for all candidates.
- m) Email Interview Appeal Forms to be signed. The HR Manager should submit an appeal form to each panellist and candidate to be signed, dated then returned electronically immediately before or after the interview.
- n) Case studies or other written assessments may be conducted virtually once the entity is satisfied that the integrity of the process will not be compromised.

15. Accessing OSC's Recruitment and Selection Services

The Office of the Services Commissions offers a range of services in support of the Recruitment and Selection Process. In order to access any of the services listed below, a formal, written request should be sent to the Chief Personnel Officer.

Services offered include:

- a) Human Resource Development Training
- b) Job Advertisement
- c) Job Selection Tool Development
- d) Provision of an Interview Panellist

16. Monitoring and Review

Monitoring and review of this Manual will be done periodically by this Office to ensure the currency and validity of promoted best practices; as well as to reflect any amendments to the legislative framework which govern Recruitment and Selection in the Public Service.

Appendices

Appendix 1 – Ministry of Finance & the Public Service Circular



ANY REPLY OR SUBSEQUENT REFERENCE SHOULD BE
ADDRESSED TO THE FINANCIAL SECRETARY AND THE
FOLLOWING REFERENCE NUMBER QUOTED:-
Telephone No. 92-28600-16
Website: <http://www.mof.gov.jm>
Email: info@mof.gov.jm

MINISTRY OF FINANCE & THE PUBLIC SERVICE

30 NATIONAL HEROES CIRCLE
P.O. BOX 512
KINGSTON
JAMAICA

July 1, 2016

Circular No: 15

Ref. No. SB 50/43

Permanent Secretaries
Heads of Departments/Agencies/Public Bodies

Revised Guidelines for the Operation of Posts in the Public Sector

In continuance of the Government of Jamaica's commitment to achieve public sector efficiencies while maintaining fiscal discipline, a review of the guidelines for the operation of posts was conducted. Consequently, the following revised guidelines will become effective on July 1, 2016; and are applicable to all Ministries, Departments, Agencies (MDAs) and Public Bodies, including government companies and statutory bodies:

1. As a general principle, MDAs and Public Bodies should contain employment within their approved establishment and approved budget.
2. The Post Operations Committee (POC) will adjudicate ONLY on matters relating to the operation of posts. MDAs and Public Bodies are therefore required to submit requests to the POC for consideration/approval in the following circumstances:
 - a) Where it is deemed absolutely necessary to operate posts that become vacant as a result of resignations, retirements, deaths, and any other form of separation;
 - b) Where new posts have been established by approval of the Ministry of Finance & the Public Service, and the entity intends to operate the posts.
3. Approvals granted for the operation of posts shall expire one (1) year after the effective approval date. Where the post remains vacant for the duration of that one-year period and the need to operate the post still exists, a request for approval to continue operating the post must be re-submitted to the POC with appropriate justification.

.../2

4. All submissions to the POC should be appropriately justified, and should indicate whether funding is available in the entity's approved budget. **The attached Form POC-1/2016 should be completed and attached to all POC Submissions.**
5. Submissions should be made at least two (2) months prior to the intended effective date of operation of the posts, and should be addressed to:

***The Chairman
Post Operations Committee
Strategic Human Resource Management Division
Ministry of Finance & the Public Service***

6. Requests for retroactive approval to operate posts **will not normally be facilitated** by the POC. MDAs and Public Bodies are therefore encouraged to adopt an effective human resource planning strategy to alleviate the need for such requests.
7. POC approval is NOT required:
 - a) to operate posts where incumbents proceed on periods of leave (e.g., vacation, maternity, etc.). However, MDAs and Public Bodies are encouraged to make internal work assignments which might not necessitate the continued operation of such posts for the duration of the leave;
 - b) to operate posts of Heads of Entities (e.g., Permanent Secretaries, Chief Executive Officers, Managing Directors).
8. Requests for re-classification/upgrading and creation of new posts should be addressed to:

***The Principal Director
Public Service Management, Analysis & Establishment
Strategic Human Resource Management Division
Ministry of Finance & the Public Service***

9. This Circular supersedes Office of the Cabinet Circular no. CO-1 dated 27th July, 2011.
10. Please ensure that this Circular is brought to the attention of the entities and relevant personnel under your purview.


.....
for: Devon Rowe, CD
Financial Secretary

POST OPERATIONS COMMITTEE SUBMISSION FORM

ORGANIZATION:

NO.	POST TITLE & CLASSIFICATION	POST NUMBER	SALARY (per annum)	REASON FOR VACANCY (e.g. Retirement/Resignation/ New Post, etc.)	EFFECTIVE DATE OF VACANCY	PROPOSED DATE FOR OPERATION OF POST	JUSTIFICATION FOR OPERATION OF POST (Summary)
1.							
2.							
3.							
4.							
5.							

DATE RECEIVED: _____ (MoFPS)

Appendix 2 – OSC Letters

OSC. Ref. No. 900/25 T.J.

February 9, 2017

Mr Everton McFarlane
Financial Secretary (assigned)
Ministry of Finance and the Public Service

Dear Mr McFarlane:

I am to inform that the Public Service Commission has advised that Permanent Secretaries and Heads of Department must prepare officers for retirement in keeping with the mandatory age of 60 years which would allow for upward mobility in the organization. The filling of these vacant posts should be done on a competitive basis.

Whilst the Delegation of Functions gives authority for temporary employment, this should be done in conformity with the rules governing the mandatory age of retirement.

Officers who have retired and are over 60 years old should not be re-employed in established positions without prior approval from the Public Service Commission. This also applies to the contractual engagement in an established post.

Officers who have requested early retirement should not normally be considered for re-employment unless there is strong justification for doing so which should be brought to the attention of the Public Service Commission. Consideration would need to be given by the Ministry of Finance and the Public Service as to whether they would be allowed to receive their pension unabated whilst re-employed as **stipulated in the Pensions Act, Section 11.....**

“Where an officer to whom a pension or other allowance has been granted under this Act is appointed to another office in the public service, the payment of his pension or other allowance, or any part thereof, may with his consent, if the Governor General thinks fit, be suspended during the period of his re-employment.”

.../2

-2-

OSC. Ref. No. 900/25 T.J.

February 9, 2017

Mr Everton McFarlane
Financial Secretary (assigned)
Ministry of Finance and the Public Service

Persons who are/were temporarily employed in the service in an established post which would **not** allow them sufficient time to be vested should be made aware in writing at the time of employment and that they will be required to retire at the normal retiring age of 60.

Please be guided accordingly.

Sincerely,



Mrs Jacqueline Mendez, JP
Acting Chief Personnel Officer

Appendix 3 – Sample Shortlisting Tool

Position Title:		Date:	
------------------------	--	--------------	--

Applicant Name	Education	Experience	Skills	Comment	Total Score	Interview Y/N

Scale	Rating	Description
5	Excellent, well above criteria	Application demonstrates exceptionally well-developed relevant skills and abilities, appropriate personal qualities, and evidence past performance was of an excellent standard.
4	Good, strongly meets requirements	Application demonstrates highly developed and applicable skills and abilities, appropriate personal qualities, and relevant experience.
3	Meets minimum requirements	Application demonstrates some relevant skills, experience, and abilities.
2	Meets some parts only	Application demonstrates limited skills, experience, and abilities.
1	Does not meet criteria	Application does not demonstrate adequate skills, experience, or abilities.

Appendix 4 – Sample Selection Tool

STRICTLY CONFIDENTIAL
ASSESSMENT FOR THE POST OF
SECRETARY 2 (OPS/SS 2)
IN-BASKET EXERCISE

Candidates' Instructions

There are three (3) sections in this exercise. You are allowed seventy (70) minutes to complete all three (3) sections. Use the appropriate software as indicated to complete the exercises and save the documents in a folder with your name on the desktop.

The assessors will be looking for evidence that you demonstrate:

- Knowledge of modern office practices, systems and procedures;
- Sound use of grammar;
- Ability to utilize word processing software
- Ability to complete tasks in the time specified.

Section A

The Local Government Services Commission has scheduled its monthly meeting for Thursday, October 29, 2020. The meeting will commence at 9:30 a.m. in the main conference room at the Office of the Services Commissions; twelve (12) persons will be in attendance.

Required:

Using the appropriate computer software, prepare a memorandum to the Office Manager, Mr. Tom Brown, advising him of the meeting and requesting refreshments accordingly. The memorandum should be prepared for the signature of the Director.

Appendix 5 – Sample Selection Tool Answer Sheet

EXERCISE	IN-BASKET EXERCISE SAMPLE ANSWERS	SCORE
SECTION A		
Retype Memorandum	<p>MEMORANDUM</p> <p>TO: Mr. Tom Brown</p> <p>FROM: Director, HR Audit and Appointments</p> <p>DATE: October 22, 2020</p> <p>SUBJECT: Request for Meeting Refreshments</p> <p>Please be advised that The Local Government Services Commissions will be hosting a meeting on Thursday, October 29, 2020. The meeting will commence at 9:30 a.m. in the Main Conference Room and twelve (12) persons will be in attendance. As such, the following refreshments are being requested for the meeting: fruits, tea/coffee, water and juice.</p> <p>Looking forward to your usual cooperation.</p>	<p><u>MAXIMUM POINTS:</u></p> <p><u>12</u></p> <p>Points will be awarded for</p> <ul style="list-style-type: none"> • Heading: 4 points • Body: 10 points • Format: 2 points

Appendix 6 – Sample Interview Scoresheet

Post Title: Human Resource Manager (GMG/SEG 2)		
Name of Applicant:		
Selection Criteria	Maximum Score	Score Allotted
Qualifications/Training: BSc. Degree in Human Resource Management or equivalent	5	
Experience: <ul style="list-style-type: none"> <input type="checkbox"/> At least three (3) years' related work experience, two (2) years of which should be at the management level; <input type="checkbox"/> Experience in Performance Management 	8	
Related Knowledge: <ul style="list-style-type: none"> <input type="checkbox"/> Sound knowledge of Public Service Regulations (1961); the Staff Orders for the Public Service (2004) and other Human Resources policies and regulations; <input type="checkbox"/> Knowledge of the Government of Jamaica Performance Management and Appraisal System (PMAS) <input type="checkbox"/> Proficiency in Microsoft Office Suite 	18	
Skills: <ul style="list-style-type: none"> <input type="checkbox"/> Analytical and critical thinking <input type="checkbox"/> Conflict Resolution <input type="checkbox"/> Planning and organising <input type="checkbox"/> Time management 	20	
Communication: (oral & written communication skills)	15	
Sociability/Emotional Intelligence: (Dealing with difficult situations/people, conflicts)	15	
Initiative/Flexibility: Ability to prioritise among conflicting demands; ability to manage limited resources in order to achieve challenging output targets. Work effectively with a broad range of groups, people and situations.	9	
Problem Solving: Ability to analyse and solve problems; and to take effective decisions and/or make sound recommendations.	10	
Total	100	
Comments:		
Recommendation: <div style="display: flex; justify-content: space-between;"> <div> Strongly Recommended <input type="checkbox"/> Possible <input type="checkbox"/> </div> <div> Recommended <input type="checkbox"/> Not Recommended <input type="checkbox"/> </div> </div>		
Name of Panellist: _____ Signature: _____ Date: _____		

Appendix 7 – Sample Interview Appeal Form



IMPORTANT NOTE TO CANDIDATES

POST TITLE AND GRADE: _____

DATE OF INTERVIEW: _____

Selection Appeals for Executive Agencies

1. Candidates in a selection exercise who have reason to believe that they were assessed unfairly may appeal the decision of the Selection Panel, in writing, to the Public Service Commission, through the Chief Personnel Officer, Office of the Services Commissions, 30 National Heroes Circle, Kingston 4, within five (5) working days¹ of notification of the decision.
2. Appeals made to the Public Service Commission will be dealt with within thirty (30) working days of filing.
3. An appellant has the right of representation in writing by person/persons of his/her choice.
4. The appeal process will reassess the appellant's performance in the selection process.
5. If there is an appeal, no appointment will be made until the appeal has been heard and a decision rendered.
6. An upheld appeal does not result in the automatic appointment of the appellant.
7. If the appeal is upheld, a completely new selection process may be necessary.
8. Candidates are also subject to reference checks and verification of employment.

Signatures

Candidate: _____ **Panellists:**

[Name]

[Name]

[Name]

[Name]

¹ Within ten (10) working days for Ministries/Departments

Appendix 8 – Sample Interview Questions

1. Tell me about yourself.
2. Why do you think you are qualified for this job?
3. Why should we hire you?
4. How does your work experience and your qualification prepare you for this position?
5. What are your major strengths/accomplishments?
6. What are you passionate about?
7. What are your major weaknesses?
8. What are your major responsibilities in your current job?
9. Tell us about your career in [insert field here] to date...
10. What are your aspirations and how do they align to this job?
11. Share with us your understanding of the key roles and functions of this position.
12. Why do you want to leave your current job?
13. Where do you see yourself in the next 3-5 years?
14. What attracted you to this job or organisation?
15. What do you think are the qualities of a good supervisor?
16. What can you contribute to this organisation?
17. How would you describe the ideal job for you?
18. What two or three accomplishments have given you the most satisfaction?
19. Tell us what you know about the organisation.
20. In what kind of work environment are you most comfortable?
21. Give me an example of a problem you faced at work and how you solved it.
22. How do you organise and plan for major projects?
23. Describe how you work with others.
24. If given this position, what would you change or implement in the first 6-8 months?
25. What is your salary expectation?
26. What do you think are three (3) of the major skills/competencies that the person in this position should possess and why are these necessary?
27. Tell us about a specific time when you had to handle a tough problem/situation which challenged fairness or ethical issues.
28. Tell us about a time when you disagreed with the actions or decisions of your Manager or Supervisor. How did you approach the situation? How was the situation resolved?
29. In this position you will be required to manage a number of tasks concurrently. What strategies would you put in place to ensure that they all get done efficiently?
30. How do you keep current?

Appendix 9 – Assessment Checklist**ASSESSMENT CENTRE PREPARATION CHECKLIST**

Post name: _____ MDEA: _____ Interview Date: _____

No	Item	Status	Remarks
A	INTERVIEW PANEL		
1.	Identification & selection of panel members	<input type="checkbox"/>	
2.	Issue invitation to panel members	<input type="checkbox"/>	
3.	Confirmation of panel members	<input type="checkbox"/>	
4.	Distribute and confirm interview package	<input type="checkbox"/>	
B	CONVENE INTERVIEW		
1.	Set interview date	<input type="checkbox"/>	
2.	Book venue	<input type="checkbox"/>	
3.	Order refreshment and lunch	<input type="checkbox"/>	
4.	Make parking arrangements	<input type="checkbox"/>	
C	INTERVIEW PACKAGE		
1.	Copy Resumes & Application letters	<input type="checkbox"/>	
2.	Copy JDs	<input type="checkbox"/>	
3.	Prepare interview schedule	<input type="checkbox"/>	
4.	Prepare folder cover	<input type="checkbox"/>	
5.	Prepare assessment	<input type="checkbox"/>	
6.	Prepare assessment scoresheet	<input type="checkbox"/>	
7.	Prepare interview scoresheet	<input type="checkbox"/>	
8.	Prepare master scoresheet	<input type="checkbox"/>	
D	CANDIDATES		
1.	Notify shortlisted candidates of the assessment process via telephone	<input type="checkbox"/>	
2.	Send official invitations via email	<input type="checkbox"/>	
3.	Confirm attendance	<input type="checkbox"/>	
4.	Prepare assessment folder (assessment, ruled-paper, pen, pencil, envelope and instruction sheet)	<input type="checkbox"/>	
E	SUPPORT		
1.	Request stationery items	<input type="checkbox"/>	
2.	Request laptops(s)	<input type="checkbox"/>	
3.	Request projector & extension cords	<input type="checkbox"/>	
F	ADMINISTRATION		
1.	Review room(s) set-up	<input type="checkbox"/>	
2.	Dispatch interview schedule to security guards & receptionists	<input type="checkbox"/>	
3.	Mount signage (if necessary)	<input type="checkbox"/>	

Appendix 10 – Sample Offer Letter

Dear Miss

I am pleased to officially inform you that you were selected for the position of Secretary 2 (OPS/SS 2), **with effect from the 1st April, 2021** in the Office of the Services Commissions (Central Government).

Your salary package and leave entitlement and other conditions of service will be as follows:

- (i) Basic salary at the rate of \$751,183.00 per annum;
- (ii) Leave as follows on a prorated basis in the first year of employment:

Vacation	-	fourteen (14) working days
Departmental	-	ten (10) working days
Sick	-	ten (10) working days
- (iii) You will be required to pay the relevant Statutory Deductions and contribute to the National Insurance Scheme and the National Housing Trust at the rates in force from time to time;
- (iv) Compliance with the Public Service Regulations, 1961, the Financial Regulations, the Staff Orders for the Public Service, 2004 in force from time to time and in particular, Staff Order No. 4.2.9 (Conflict of Interest);
- (v) Participation in the contributory Health Plan applicable to public officers;
- (vi) The Government will own the copyright of all works/documents (including digital work), inventions and properties (including intellectual property) relative to your duties and assignments.

Your service is terminable by one (1) months' notice² on either side or one (1) month's salary in lieu of notice.

Yours sincerely,

Chief Personnel Officer

I, accept/do not accept the offer above.

..... (Signature)

.....(Date)

² The notice period may be two (2) weeks for specific posts.

Appendix 11 – Sample Master Scoresheet

Interview and Assessment – Director, ICT and Records Management (MIST 6)
February 26, 2018

MASTER SCORE SHEET

CANDIDATES	PRESENTATION SCORE				AVERAGE SCORE	INTERVIEW SCORE				AVERAGE SCORE	AGGREGATE SCORE	OVERALL COMMENTS
	MJ	SM	SB	CR		MJ	SM	SB	CR			
	MJ	SM	SB	CR	80	MJ	SM	SB	CR	100	180	
[CANDIDATE'S NAME]												
[CANDIDATE'S NAME]												
[CANDIDATE'S NAME]												

Key

MJ	Mrs. May June
SM	Mrs. Sunday Monday
SB	Mrs. Saturday Blue
CR	Mr. Coconut Ridge

Signatures

Mrs. May June _____

Mrs. Sunday Monday: _____

Mrs. Saturday Blue: _____

Mr. Coconut Ridge: _____

Appendix 12 – Virtual Interview Protocols

To ensure a successful virtual assessment and/or interview session, Candidates/Panellists should adhere to the following protocols:

1. Dress modestly and professionally.
2. Get familiar with all the features of the virtual platform prior to the assessment and/or interview.
3. Ensure that you have strong WIFI connection and sufficient electrical power.
4. Ensure that your device is fully charged or plugged in before the commencement of the assessment and/or interview.
5. Join the virtual session at least fifteen (15) minutes in advance.
6. Register on the virtual platform using your **FULL NAME**.
7. Test all the commands/features (video, microphone, raise hand and screen sharing) to ensure that they are fully operational before the commencement of the virtual assessment and/or interview.
8. Ensure that you are situated in an area that is free from noise and distraction and conducive to participating in the virtual assessment and/or interview.
9. Ensure that your background is simple and clean.
10. Ensure that the room/area has adequate lighting.
11. Ensure that your cellphone is on silent or vibration during the virtual assessment and/or interview.
12. Keep a healthy distance from the camera.
13. Look directly into the camera and not the screen or monitor to make eye contact during the virtual assessment and/or interview.
14. Unmute the microphone before you speak.
15. Speak slowly and clearly at all times.
16. Avoid making hand gestures while you speak.
17. **DO NOT** allow any guests in the room during the virtual assessment and/or interview.
18. **DO NOT** seek assistance from anyone during the virtual assessment and/or interview.
19. **DO NOT** take any screenshots or record the virtual assessment and/or interview.
20. **DO NOT** use the Internet or any printed materials to assist you during the virtual assessment and/or interview.
21. **DO NOT** leave the room for the duration of the virtual assessment and/or interview.
22. **DO NOT** communicate with anyone via telephone or in-person, during the virtual assessment and/or interview.
23. If you encounter any technical or other difficulties, inform the host immediately via telephone.
24. If you get disconnected, please return to the link and **re-join**. If this fails, then the host will contact you immediately to discuss the contingency plan.

25. If you did a virtual assessment, you should submit your assessment response as per the instructions outlined on the assessment sheet; and if you did a virtual interview, you should sign and return the Appeal Form immediately, but where not possible, no **more than two (2) days** following the interview.
26. Select the option to leave the meeting at the end of the virtual assessment and/or interview.

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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