



**POLICY ON  
OPEN MERIT RECRUITMENT AND  
SELECTION**



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## 1.0 POLICY OBJECTIVE

The Open Merit Recruitment and Selection Policy specifies mandatory requirements and provides direction for the Ministry of Education, Heritage and the Arts (the Ministry) in the recruitment and selection of its workforce in adherence to the 2013 Constitution of the Republic of Fiji and the Public Service Commission Open Merit Based Recruitment and Selection Guideline.

## 2.0 POLICY

- 2.1 The Ministry shall be committed to filling vacancies through competitive processes based on the principles of open merit, transparency, equity and efficiency.
- 2.2 Staff recruitment, selection processes and consequent employment decisions shall be conducted in compliance with the Public Service Commission Open Merit Based Recruitment and Selection Guideline
- 2.3 Selection processes shall be based only on the applicant's ability to satisfy the Knowledge, Experience, Skills and Abilities identified in the Job Description.
- 2.4 The Permanent Secretary, in agreement with the Minister of Education, Heritage and the Arts, shall determine whether the recommendations of the selection panel are supported or disallowed.
- 2.5 The successful applicant may enter the Ministry at any level provided he/she meets the eligibility criteria and are deemed the most meritorious applicant for the position.
- 2.6 Strict confidentiality shall be maintained by all officers involved, throughout the recruitment and selection processes.
- 2.7 Recruitment and Selection processes are transparent and all decisions taken in the appointment of the successful applicant may be reviewed.

## 3.0 BACKGROUND

In accordance with the values and principles embodied by the *Constitution of the Republic of Fiji (S123 and S127)*, all positions in the Fijian Civil Service are available for open competition. The Public Service commission's 2016 Open Merit Based Recruitment Selection Guideline further informs government agencies in decision making and policy formation. Training in Open Merit Recruitment and Selection has been made widely available to Civil Servants throughout Fiji to support the Fijian Government's requirement that all government employees are recruited and selected in an open, transparent and

competitive processes based on impartiality, fair competition and ability, experience and other characteristics of merit.

## **4.0 DEFINITIONS**

### **4.1 Open Merit Based Recruitment and Selection**

The system of appointing employees based on their ability to do the job, assessed against objective selection criteria which do not discriminate against, or give preference to, any group or individual. Employment decisions are free from bias, nepotism and patronage or any irrelevant factors.

The recruitment and selection process extends to seeking and considering eligible applicants from beyond the organization. Applicants must be given a 'reasonable opportunity' to claim and demonstrate competencies relevant to the criteria gained external to the organisation.

### **4.2 Recruitment**

The process of attracting applicants for positions approved within the Ministry structure. It includes the registration and processing of applications received for positions.

### **4.3 Selection**

The process of assessing applicants, to be able to determine the most meritorious candidate for appointment to a vacancy, based on the job requirements.

### **4.4 Transparency**

The basis for decision making is as per the job advertisement. Decisions are capable of review. That means that there exists the right and the means of examining decision making. The documentation pertaining to the selection process provides clear evidence in support of the decision making.

### **4.5 Equity**

Fairness and impartiality in the way people are treated.

### **4.6 Vacancy**

A vacant position or office within the approved Ministry's structure.

### **4.7 Compliance**

Acting in good faith to adhere to specifications and rules of legislations, regulations, policies and procedures.



#### 4.8 **Equivalence**

A level of achievement equal to, as good as, comparable to, the completion of an educational program.

### **5.0 RELEVANT LEGISLATIONS AND AUTHORITIES**

- 5.1 2013 Constitution of the Republic of Fiji (S123 and S127)
- 5.2 Public Service Commission Open Merit Based Recruitment and Selection Guideline. Available at: [www.fiji.gov.fj](http://www.fiji.gov.fj).
- 5.3 OMRS Procedural Review Process. Refer to: <http://www.psc.gov.fj/..OMRS-PROCEDURE-REVIEW-PROCESS>

### **6.0 PROCEDURES**

#### **6.1 Scope**

*This policy applies to:*

- 6.1.1 All employees of the Ministry of Education contracted for a period exceeding one month.
- 6.1.2 Appointment to a temporary post which is, or is perceived to be a developmental opportunity.
- 6.1.3 Appointment for secondment.

*This policy does not apply to:*

- 6.1.4 Transfers at level.
- 6.1.5 An appointment to a vacancy of less than one month's duration.

#### **6.2 Recruitment Process**

##### **6.2.1 Identifying and Registering a Vacancy**

- 6.2.1.1 The Line Manager shall identify a vacancy occurring through transfer, promotion, resignation, retirement, non-renewal or termination of contract, death or the creation of an approved newly established position.
- 6.2.1.2 The approval to fill vacant positions shall be given by the Permanent Secretary for Education, before proceeding.

- 6.2.1.3 Transfer at a level may be considered before the instigation of recruitment and selection processes which shall require the approval of the Permanent Secretary with the agreement of the Minister.

## **6.2.2 Preparing to Advertise**

- 6.2.2.1 Each position shall have a current job description in the approved format. *(Please refer to Annex 1).* Annexure 1
- 6.2.2.2 The relevant Director or a higher level Line Manager shall be responsible for ensuring the job descriptions of the post only include criteria's that are truly reflective of the job requirements and are free from unlawful discrimination.
- 6.2.2.3 When qualifications are specified, the Line Manager shall determine the relevancy of the qualification to the job and whether equivalence is applicable.
- 6.2.2.4 The advertisement shall clearly state the duration of the job contract.
- 6.2.2.5 The advertisement shall mention the following:
- 6.2.2.5.1 Position title and vacancy number.
  - 6.2.2.5.2 The purpose of the position.
  - 6.2.2.5.3 The level and salary of the position.
  - 6.2.2.5.4 A summary of the position's key responsibilities.
  - 6.2.2.5.5 Advice of essential qualifications and registrations, and the evidence required, where relevant.
  - 6.2.2.5.6 The selection criteria (key requirements) expressed as Knowledge, Experience, Skills and Abilities.
  - 6.2.2.5.7 The procedures to be followed when applying for positions, including the various modes of submission.
  - 6.2.2.5.8 Clear statement advising applicants that incomplete application shall not be considered.
  - 6.2.2.5.9 The closing date for applications and advice that late applications will not be accepted.
- 6.2.2.6 The Permanent Secretary shall, with the agreement of the Minister, approve all advertisements before publication.

## **6.2.3 Advertising**

- 6.2.3.1 All vacant positions shall be advertised to attract the widest field of applicants possible.
- 6.2.3.2 Vacant positions shall be advertised in the press (*Fiji Sun*) and on government websites, except in cases where the local advertisement is more appropriate.

- 6.2.3.3 All the Ministry's advertisements to be published each Saturday in the Fiji Sun Newspaper shall be forwarded to the Ministry of Communications by 4.30pm on Wednesday of the same week.
- 6.2.3.4 Soft copies of the advertisement, application forms and support materials shall be forwarded to ICT by 10.00am on Friday of the same week.
- 6.2.3.5 All vacant positions shall be advertised for a minimum period of one week. All applications received after the closing date will not be considered unless the applicant has justified in writing and approved by the Permanent Secretary.
- 6.2.3.6 Positions of less than one month's duration or those filled through transfer at level, redeployment or by access to an existing pool of meritorious applicants, are exempted from the requirement to advertise.

#### 6.2.4 **Receiving Applications**

- 6.2.4.1 All applications must be received by the date and time stipulated in the advertisement unless extenuating circumstances as claimed by the applicant are considered by the Permanent Secretary in agreement with the Minister.
- 6.2.4.2 Late applicants shall be advised in writing or otherwise that their applications will not be considered.
- 6.2.4.3 All applications shall be registered in a format approved by the Permanent Secretary. (*Refer to Annex 1*) Annexure 2
- 6.2.4.4 All applicants shall receive an acknowledgement of receipt of their application.
- 6.2.4.5 Applicants shall only be required to submit certified copies of their qualifications together with their applications if stipulated in the advertisement.
- 6.2.4.6 When receiving applications the following shall be taken into consideration:
  - 6.2.4.6.1 An up to date resume (curriculum vitae);
  - 6.2.4.6.2 At least two referees. At least one of the referee must be a current or recent supervisor and
  - 6.2.4.6.3 A covering letter of no more than three pages that explains how the applicant meets all the criteria of the post being advertised.
- 6.2.4.7 Applicants who do not address the selection criteria as specified in the job advertisement shall not be considered. Applications lacking any of the requested criteria, will not progress to the long listing.



- 6.2.4.8 Applicants who satisfy the selection criteria, qualifications, knowledge, experience, skills and abilities are long listed.

### **6.2.5 Separate applications for multiple posts**

- 6.2.5.1 It is mandatory that all applicants shall submit a separate application for each position they are applying for. Where one application is received for multiple positions, the applicant will be considered only for the first position in the preference list highlighted in the application.

### **6.2.6 Long Listing**

- 6.2.6.1 The Human Resource Management (HRM) shall long list applicants for consideration by the Selection Panel if they meet the essential requirements which shall include the following:

- 6.2.6.1.1 Fijian Citizenship;
- 6.2.6.1.2 Less than 55 years of age;
- 6.2.6.1.3 Completion of all the application requirements, including the Declaration and Authorization.
- 6.2.6.1.4 The HRM team shall compile a file for the long listed applications and forward it to the panel.

## **6.3 Selection Process**

### **6.3.1 Role of the selection Panel**

- 6.3.1.1 To undertake a competitive merit based process to assess the applicants' knowledge, experience, skills and abilities, potential and qualifications relevant to the requirements of the vacant position.
- 6.3.1.2 Make recommendations regarding the most meritorious applicant(s) relating to the job criteria for the consideration of the Permanent Secretary and the Minister.

### **6.3.2 Forming the selection panel**

- 6.3.2.1 All selection panelists shall have completed the selection panel training.
- 6.3.2.2 Panelists may be selected from outside the Ministry, provided they are suitably qualified and trained in OMRS. Independent panel members are encouraged, particularly for senior positions.
- 6.3.2.3 The selection panel comprises at least three panelists from one level above or at the level of the advertised position; at least one of whom has technical knowledge of the advertised position.

- 6.3.2.4 The selection panel shall be gender balance.
- 6.3.2.5 The Permanent Secretary shall select the panel chair who must be from the Ministry of Education, Heritage and Arts.
- 6.3.2.6 The Permanent Secretary may delegate a Senior Officer to appoint members of the Selection Panel.
- 6.3.2.7 The composition of the proposed Selection Panel shall be submitted to the Permanent Secretary for approval.
- 6.3.2.8 Once the selection panel is advised of the list of applicants, panel members shall disclose any knowledge of any applicant. This is for the panel chair's determination as to whether this knowledge or relationship constitutes a real, perceived or potential conflict of interest.
- 6.3.2.9 Panel members shall excuse themselves from the panel if an applicant is a close relative.

### **6.3.3 Planning and monitoring the process**

- 6.3.3.1 HRM shall record and acknowledge receipt of all applications.
- 6.3.3.2 HRM shall prepare a Planning and Monitoring timeline with target dates specified.
- 6.3.3.3 The Selection Panel shall be provided with a copy of the timeline.
- 6.3.3.4 HRM shall monitor and record achievements throughout the process.

### **6.3.4 Assessment of Applicants**

- 6.3.4.1 The selection panel shall determine the most appropriate, fair, legal and nondiscriminatory selection tools, based solely on the criteria outlined in the Job Description and advertisement.
- 6.3.4.2 The merit of the applicants shall be assessed against the pre-determined assessment standards, at each stage of the selection process.
- 6.3.4.3 It shall be the panel chair's responsibility to ensure that the selection tools, including interview questions and job tests, are appropriate, nondiscriminatory, cost effective, valid and reliable.
- 6.3.4.4 The method of rating and weighting of activities used for selection are standardized prior to the commencement of the selection process.



### **6.3.5 Selection Tools**

- 6.3.5.1 The selection panel shall be responsible for choosing the selection tools which are appropriate and cost-effective for testing the applicant's claims of knowledge, experience, skills and abilities relevant to the job requirements.
- 6.3.5.2 The selection tools may include, but are not limited to the following:
  - 6.3.5.2.1 Submission of a resume and covering letter;
  - 6.3.5.2.2 Job-based test representative of the tasks typically undertaken in the specified position;
  - 6.3.5.2.3 Presentations;
  - 6.3.5.2.4 Technical tests;
  - 6.3.5.2.5 Cognitive ability tests and
  - 6.3.5.2.6 Structured interviews.
- 6.3.5.3 Applicants shall be advised beforehand that they are required to undertake a job-based task.
- 6.3.5.4 In large scale recruitment and selection processes, the job based tasks may be undertaken prior to interviews. When there is a limited number of short listed applicants', tasks may take place on the day of the interview.

### **6.3.6 Shortlisting**

- 6.3.6.1 Short listing is an initial assessment of the applicants, usually based upon their written submissions including resumes (curricula vitae), letters addressing the criteria and other requirements specified in the job advertisement.
- 6.3.6.2 Short listing is to identify a group of applicants for further assessment that satisfy the criteria at a competitive level as mentioned in 6.3.5.
- 6.3.6.3 Where there is a large field of applicants, job-based tests may be used as a 'hurdle' to assist in further shortlisting applicants for interview. Those applicants who do not pass meet the set percentage of the work test at a pre-determined competitive level do not progress further in the selection process.
- 6.3.6.4 If a competitive applicant has unresolved complaints against him or her; in accordance with the principle of natural justice, he or she may be included in an appointment pool. However, he or she cannot be appointed to a position until the matter has been satisfactorily resolved.
- 6.3.6.5 The reasons for not shortlisting eligible applicants shall be documented.

### **6.3.7 Interviews**

- 6.3.8.1 An applicant shall receive sufficient notice of an interview. A two days' notice is the minimum period required.
- 6.3.8.2 Where an applicant's location prohibits a face to face interview, Skype or a telephone interview shall be used.
- 6.3.8.3 Interviews shall comprise behavioural questions based solely on the selection criteria for the approved job description. Questions will be cross referenced to the criteria.
- 6.3.8.4 The same questions shall be asked of every applicant. If further clarification of the applicant's response is required, the panel may ask probing questions which should not 'lead' or coach the applicant.
- 6.3.8.5 Responses shall be scored individually by each panel member who independently writes his or her own comments.
- 6.3.8.6 At the conclusion of the interview process, an agreed score for each response shall be derived through consensus or by averaging the individual panel members' scores.
- 6.3.8.7 All Individual scoring sheets and the final agreed score sheet shall be kept in a file and to be made available for quality assurance and for reference in the case of an appeal against the selection decision.

#### **6.3.9. Ranking**

- 6.3.9.1 Applicants shall have a satisfactory score on all the criteria of the selection process in order to be included in the pre-reference ranking.
- 6.3.9.2 Scores for each applicant, on the selected tools shall be combined in accordance with the agreed weighting to form one summative score.
- 6.3.9.3 Applicants shall be provisionally ranked in descending order in accordance with their numerical scores on the selection activities.
- 6.3.9.4 If the referee has confirmed the first ranked applicant's claims, that applicant becomes the recommended applicant.

#### **6.3.10 Referee Checks**

- 6.3.10.1 Referee checks may be carried out by the panel chair or panelists, or to be delegated to the HRM team.
- 6.3.10.2 Referee checks are oral but the officer carrying out the referee check shall be required to take contemporaneous written notes. Telephone referee checks are generally used as they are the most efficient and speedy method of ensuring a high return rate. A format is included as Annexure 3

- 6.3.10.3 Referee reports shall be standardised whereby the same questions are asked of all referees within any particular process.
- 6.3.10.4 Where a panelist is a referee, he/she shall declare knowledge of the applicant, must not advocate for the applicant during the process and must maintain objectivity.
- 6.3.10.5 Referee checks shall be undertaken for top ranked applicants.
- 6.3.10.6 In bulk recruitment and selection exercises where an appointment pool is formed, referee checks shall be carried out for pool members before a recommendation for appointment to a position can be made.
- 6.3.10.7 The purpose of the referee check is to confirm or refute an applicant's claims against the selection criteria. Referee checks shall not be awarded scores and cannot be used as a basis for altering a score.
- 6.3.10.8 The referee(s) shall be able to comment on the applicant's work performance. The Ministry requires at least one of the referees to be the current, or the most recent work supervisor.
- 6.3.10.9 In instances where the first referee check is unfavourable, at least one further check shall be required. The panel shall have the freedom to allow the applicant to nominate a referee in addition to those originally cited, or consult another work related referee of the panel's choice.
- 6.3.10.10 The panel may withdraw its provisional recommendation on the basis of unsatisfactory referee report(s). Such decisions shall be fully documented for inclusion in the selection report.
- 6.3.10.11 Referee reports shall be included in the selection report.

### **6.3.11 Recruitment for Acting/Short Term Appointments**

- 6.3.11.1 For the first three months of a temporary or substantive vacancy that qualifies for acting appointment the following minimum procedures are to be followed before an appointment is made;
- 6.3.11.2 The position is internally advertised via an email inviting expression of interest.
- 6.3.11.3 A selection panel is formed to consider expressions of interest and to determine whether further selection activities are required.
- 6.3.11.4 HRM may prepare a desktop submission and recommendation for consideration by the selection panel.



6.3.11.5 At least one referee check shall be required.

6.3.11.6 The recommendation shall be forwarded to the Permanent Secretary for approval.

### **6.3.12 Large Scale (Bulk) Recruitment and Selection**

6.3.12.1 Where there are many vacancies such as school leadership and graduate teacher positions, with standard selection criteria to be filled, recruitment and selection shall be done through the formation of appointment pools.

An **appointment pool** refers to the number of suitable candidates selected for appointment through merit by the panel to fill future permanent or temporary vacancies with the same, or very similar, selection criteria to those advertised. The following processes are followed:

6.3.12.2 The intention in the formation of an appointment pool shall be stated in the job advertisement.

6.3.12.3 Where appropriate, applicants may be requested to list, in order of preference, the education districts for which they wish to be considered for vacancies not yet identified.

6.3.12.4 Assessment of applications for pools shall observe the same level of compliance as all other recruitment and selection processes.

6.3.12.5 Successful applicants shall be listed in order of merit.

6.3.10.6 Selection for positions shall be made on the basis of the order of merit established for the pool.

6.3.12.7 The order of merit applies as vacancies arise. Once appointed from the pool, an applicant shall not be considered for further vacancies at the same level within the life of that appointment pool.

6.3.12.8 Appointment Pools typically have a life of 3 – 6 months. The Permanent Secretary has the discretion to extend the life of the pool for up to 12 months.

6.3.12.9 When an appointment pool is exhausted or expires, a new pool shall be formed through a compliant recruitment and selection process.

### **6.3.13 Selection Report**

6.3.13.1 The selection panel shall be responsible for the completion of the selection report and supported by HRM as the need arises before submission to the Permanent Secretary for approval with the agreement of the Minister.

6.3.13.2 The Selection report format shall follow the template attached as Annexure 4.

6.3.13.3 All documentations used or produced as part of the recruitment and selection process shall be part of the selection report.

6.3.13.4 All panel members shall sign and include the date in the selection report.

6.3.13.5 The selection report shall be forwarded to HRM, where it will be subjected to an internal quality assurance process to ensure all criteria are included before submission to the Permanent Secretary for consideration.

6.3.13.6 If the recommendations are not supported by the Permanent Secretary in agreement with the Minister, the Director HRM will be advise accordingly.

#### **6.3.14 Pre-appointment Requirements**

6.3.14.1 Before an offer of employment is made, the HRM is required to verify that the applicant has provided originals or certified copies of requested documentation. This may comprise:

6.3.14.1.1 A birth certificate;

6.3.14.1.2 Evidence of Fijian citizenship or work permit for non-Fijian born applicants;

6.3.14.1.3 A medical certificate attesting to sound health;

6.3.14.1.4 A current police clearance;

6.3.14.1.5 Originals or certified copies of awards such as degrees, diplomas and certificates where appropriate;

6.3.14.1.6 Evidence of registration with the Fijian Teachers Authority, where appropriate;

6.3.14.1.7 A current driver's license where appropriate and

6.3.14.1.8 Other documentation as specified in the job advertisement.

#### **6.3.15 Notification to Unsuccessful Applicants**

6.3.15.1 All unsuccessful applicants shall be notified of their application status in writing and the notification will also include the advice on the appeal processes.

#### **6.3.16 Offers and Acceptance of Appointments**

6.3.16.1 Successful applicants shall be sent an offer of employment, for which they must accept or decline within a three day period of receipt.

6.3.16.2 Where an applicant has failed to respond to an offer within the stipulated time, the HRM will attempt to make contact by telephone, email or letter.

6.3.16.3 If contacting the applicant shall be proved unsuccessful, the offer will lapse and the next most meritorious applicant remaining in the pool will be offered the position.

6.3.16.4 In large scale recruitment, the successful applicants are offered the 'best available' job after considering their place in the order of merit for which they are matched closely to their preferences.

### **6.3.17 Records**

- 6.3.17.1 All hard copy records pertaining to the recruitment and selection process shall be retained by HRM for a period of one year while the soft copies are retained for the length of the contract.

## **7.0 GUIDELINES**

### **7.1 Appeals – The OMRS Procedural Review Process**

- 7.1.1 All appointment decisions for positions exceeding one month shall be open for appeal.
- 7.1.2 Unsuccessful applicants other than those previously notified will receive a written notification of the outcome of the selection process within three days of the successful applicant(s) accepting the position(s). The notification shall include the advice on the appeal procedures.
- 7.1.3 Appeals can only be accepted on the basis of a claim of breach of the Recruitment and Selection process.
- 7.1.4 Appeals must be lodged within five days of the applicant receiving notification of the outcome of his/her application.
- 7.1.5 Admission to an appointment pool can be appealed once on the basis of process. Offers of appointment from the pool must be made in order of merit and can only be challenged on the grounds that the merit order was not followed. Full details of this process can be accessed from the Government website (<http://www.psc.gov.fj/index.php/appeals-2>).

### **7.2 Assumption of Duty**

- 7.1.1 When a selection outcome is approved by the Permanent Secretary Education in agreement with the Minister, the successful applicant(s) will be notified of the start date of the appointment.
- 7.2.2 The appointment will not be effective until the appointee commences duty.
- 7.2.3 Commencement of duty will be no more than 30 days from the time of the notification of the appointment unless agreed by the Permanent Secretary Education or a specified date, as for school-based appointments.
- 7.2.4 Where there is a change in salary, the appointee will not be paid his/her new salary scale until such time he/she takes up duty.



7.2.5 Unless agreed otherwise by the Permanent Secretary for Education, failure to assume duty on the specified date, will result in the cancellation of the appointment and the position will be offered to the next applicant in the order of merit.

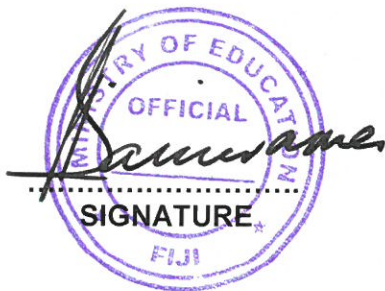
9.0 EFFECTIVE DATE.....4/9/17

10.0 REVIEW DATE.....4/9/20

11.0 KEY SEARCH WORDS

Open Merit, Recruitment, Selection, Selection Panel, Eligibility, Selection Tools, Long Listing, Short Listing, Referees, Appointment Pools

12.0 APPROVED BY THE PRIME MINISTER AND MINISTER FOR EDUCATION, HERITAGE & ARTS, HONOURABLE JOSIA VOREQE BAINIMARAMA.

The image shows a circular official stamp from the Ministry of Education, Fiji. The text 'MINISTRY OF EDUCATION' is at the top, 'OFFICIAL' is in the center, and 'FIJI' is at the bottom. A signature is written across the stamp, and the word 'SIGNATURE' is printed below the signature line.

4/9/17  
DATE

## APPENDIX 1

### JOB DESCRIPTION FORMAT

#### MINISTRY OF EDUCATION, HERITAGE AND THE ARTS

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DESCRIPTION FOR: >>>

#### CORPORATE INFORMATION

1. Position Level:
2. Salary Range:
3. Duty Station:
4. Reporting Responsibilities:

- a) Reports to:
- b) Liaises with:
- c) Subordinates:

#### POSITION PURPOSE

The position >>>>>>

#### KEY RESPONSIBILITIES

The position will achieve its purpose through the following key responsibility areas, working with relevant staff in accordance within legislative requirements to meet the needs of the organisation.

1. >>>>>

#### KEY PERFORMANCE INDICATORS

Performance will be measured through the following indicators:

1. >>>>>

#### PERSON SPECIFICATION

State essential, job related requirements or qualifications without which the person would not be able to carry out the role, e.g. registration with the Fijian Teachers Authority for a school principal.

The Knowledge, Experience, Skills and Abilities required to successfully undertake this role are:

- Knowledge and Experience
- Skills and Abilities
- Personal Character

All applicants for employment with the Ministry of Education, Heritage and the Arts (MoE) must be in sound health and in possession of a current, clear police record. Applicants must be committed to upholding the words and spirit of the 2013 Constitution of Fiji, the Civil Service Code of Conduct and Ministry of Education, Heritage and Arts values.



## **APPENDIX 2**

### **RANDOMIZING LIKE SCORES**

In large selection processes, such as those for school leaders, it is common to have a number of applicants with the same scores. This may happen multiple times throughout the ranking and In selection processes of this magnitude it is not feasible to reconvene the panel to reconsider the applicant responses or re-interview the applicants.

In these cases a computer generated randomizer is used to order the applicants within the ranking. As an example, six applicants score a total of 123 from a possible 150 points. Each, in alphabetical order, is accorded a number from one to six:

1. Apisai Domolailai
2. Roy Krishna
3. Shaneel Naidu
4. Sonali Rao
5. Viniana Rawai
6. Avinesh Suwami

*Research Randomizer* has generated the following set:

5,6,4,2,3,1 The results can be printed out for inclusion in the documentation included in the selection report.

Hence the applicant order in the ranking sheet will be:

SCORE	NAME
123	Viniana Rawai
123	Avinesh Suwami
123	Sonali Rao
123	Roy Krishna
123	Shaneel Naidu
123	Apisai Domolailai

## APPENDIX 3

### PANEL SELECTION REPORT

*This report may be augmented or adapted in minor ways to suit particular processes but all elements of the report must be present.*

**POSITION TITLE:** >>>>>>>>

**Advertising:** The position was advertised on >>>>>> and receipt of applications closed on >>>>>>.

**Applications received; long listed and short listed:** A total of >>> applications were received, >>> from males and >>> from females. Applications are filed in the HRM/PPU Applicant Register for this position.

All assessment of applications was conducted on the criteria specified in the Job Description. Copies of the Job Description, Long List and Short List are included as **Annex A**.

The long listing process considered eligibility specifications and disallowed incomplete applications. >>> applicants (>> male and >> female) were long listed. Role-related knowledge, experience, skills and abilities were considered from the information provided in the Curricula Vitae (CVs) and covering letters to identify applicants for the short list. >>> applicants were shortlisted (>> males and >> females).

**Selection tools used:** Taking into account the number of applications received the panel administered skills based test on >>>>>> and conducted interviews on >>>>>>>. The test was prepared by >>>>>> and the test was conducted on >>>>>>>. >>> applicants sat the test (>>> male and >>> female). A copy of the skills based test is included as **Annex B**.

Applicants were contacted on >>>>, and interviews were conducted on >>>>. The interviews were structured, using behavior-based questions and standardised scoring. A copy of the interview questions is included as **Annex C**. All interview notes are included as **Annex D**.

An explanation of the ratings is included as Annex E.

The overall panel recommendations/test results and short report from the Chair are included as **Annex F**.

**Referee Checks:** Based on the process described above, referee checks were undertaken by >>>. Referee reports are included as **Annex G**. >>> applicants received satisfactory referee reports and >>> referee reports were deemed to be unsatisfactory. Additional referee reports were carried out for >>> applicants. >>>second referee were deemed satisfactory and >>> were deemed unsatisfactory. In the event of >>> conflicting referee assessments further referees were sought. Referee checking resulted in the confirmation of >>> applicants ranking and the withdrawal of >>> applicants from the provisional ranking. *Where applicants are withdrawn due to unfavourable referee checks full details should be included in Annex F.*

**Recommendation:** It is therefore recommended that the following order of merit forms the basis of an appointment pool for use for a period of up to 12 months, or until such time as the pool is exhausted. The known and advertised vacancies are to be filled forthwith, taking into account the applicants place in merit order and stated location preferences. Appointments are for a period of three years, after which incumbents with satisfactory performance assessments may be extended for a further three years or the positions may be re-advertised.

NB All offers are subject to receipt of a police clearance and satisfactory medical report within one month of advice of appointment.

**Order of Merit:**

Applicant	Duty Station	Merit Score

*To be extended as necessary*

**APPROVED/NOT APPROVED**

**Date:** \_\_\_\_\_

\_\_\_\_\_

Permanent Secretary of Education, Heritage and Arts

**AGREED**

**Date:** \_\_\_\_\_

\_\_\_\_\_

Minister for Education, Heritage and Arts



## **APPENDIX 4**

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### **SELECTION PANEL TEAM REPORT**

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**Vacancy #: 24/2017:**

## **1.0Introduction**

## **2.0Advertising**

### **KEY DUTIES**

- Essential Qualification

### **Person Specification**

- Knowledge and Experience
- Skills and Abilities

## **3.0Selection Process**

- Applications Received

*Appendix 1: Registration of applicants*

- Registrations of Application and Shortlisting

- Short list for Interview and Final Assessment Scores:

*Appendix 2: Long list and reason for not being short listed.*

*Appendix 3: Short list Criteria for Interview and total Scores.*

*Appendix 4: Includes the names of individuals invited for the interview, and their Scores.*

*Appendix 5: Includes all the Panels comments and scores during the interview.*

*Appendix 6: Includes Job Test result and the scores.*

*Appendix 7: Includes Job Test result and the scores.*

### **3.3.1 Final Assessment Score Sheet for the post**

## **4.0 Recommendation**

.....  
**Chairperson**

.....  
**Panel Member**

.....  
**Panel Member**

Approval Section for Ministry of Education, Heritage & Arts

I. Permanent Secretary's Approval Section

Recommendation approved:

Recommendation not approved:

Alternative recommendation:

Permanent	Secretary's	Comments
.....		
.....		
.....		

Permanent Secretary's Signature:  Date:

II. Hon. Minister's Approval Section

Recommendation approved:

Recommendation not approved:

Alternative recommendation:

Hon.	Minister's	Comments
.....		
.....		
.....		
.....		

Hon. Minister's Signature:  Date:



**APPENDIX 5**

**COPY OF REGISTER**

#	Applicant Last Name	Applicant First Names	EDP	Gender	Applicant Title	Applicant Address Line 1	Applicant Address Line 2	Applicant Address Line 3	Email Address	Phone Contact	Other Vacancies Applied	Remark