



CIVIL SERVICE AGENCY



EMPLOYMENT IN THE CIVIL SERVICE

**GUIDE TO THE MERIT-BASED RECRUITMENT
AND SELECTION PROCESS**

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SWEDISH INTERNATIONAL DEVELOPMENT
COOPERATION AGENCY

Acronyms

CSA	Civil Service Agency
GoL	Government of Liberia
HO	Hiring Official
HR	Human Resources
MAC	Ministry, Agency, and Commission
PAN	Personnel Action Notice
PER	Personnel Employment Record



Part I: Introduction

The Civil Service Agency is the central government agency responsible for managing the Civil Service, improving human resources capacity and service delivery, and enhancing the effectiveness and efficiency of the Civil Service. The Civil Service Agency also advises the Government of Liberia in key areas of the Civil Service, including organization, staffing, pay and benefits, pension, conditions of employment, and human resources development.

In executing its mandate to serve the people of Liberia, the Civil Service recognizes that the recruitment and selection process must be applied in a transparent and consistent manner. All recruitment and selection into the Civil Service of the Government of Liberia (GoL) must be done through a merit-based employment system and all positions must be filled with the most qualified candidate. Further, it is necessary that during the selection and recruitment process, equal opportunity of employment be given to all individuals who apply without regards to ethnic background, religion, gender, age, disability and/or political affiliation.

The Civil Service Agency has developed this manual, which is a step-by-step guide to the Merit-Based Recruitment and Selection Process. It consists of seven parts in addition to this introduction and proceeds as follows. Part II provides an overview of the objectives of the Merit-Based Recruitment and Selection Process while Part III outlines the key actors involved in the process. Part IV provides a brief snapshot of the process. Part V lays out what needs to be done and when in each of the eleven phases of the process. Each phase is divided into clear, detailed steps. Part VI and Part VII of this manual are two checklists for the process and the required documents. Lastly, Part VIII consists of 22 appendices, which are the worksheets required to complete the process. Each worksheet has detailed instructions on how to complete them.

All heads of institutions, senior management, and Human Resources staff are encouraged to familiarize themselves with the contents of this manual.

Part II: Objectives of the Merit-Based Recruitment and Selection Process

The merit-based principle is the most fundamental principle held by a civil service. It is a tool used to ensure a permanent, non-partisan, politically neutral civil service designed to excel in servicing Liberians regardless of the government in power. Human Resources professionals contribute to the establishment of a politically neutral civil service by applying a merit-based system.

A merit-based system is the mechanism used to achieve the goals of the merit principle. The merit principle proposes that the merit of an individual is the core determining factor for selecting a person to perform a role. The merit-based appointment process supporting the recruitment and promotion of civil servants is a mechanism to achieve the goals of the merit principle.

A Merit-Based Recruitment and Selection Process is a crucial investment into the future of quality of civil service, but it needs to be complemented with other policies and measures such as pay and grading, performance management, and training and development. After recruitment, probationary periods, performance feedback, on-the-job training and good management are crucial to motivate and encourage employee development to sustain quality of service delivery.

The Director General of the Civil Service Agency is responsible for the official interpretation and enforcement of these policies. Questions regarding the application of any policy herein should be directed to the Employment Services Directorate at the Civil Service Agency.

The objectives of the Merit-Based Recruitment and Selection Process are to:

- attract and retain the most suitably qualified people to perform a variety of functions
- promote equal opportunity for employment to a classified civil service position
- safeguard the values of merit and non-partisanship within the civil service
- operationalize standardized practices that will promote fairness, transparency, respect for employees and effective dialogue between civil servants and their supervisor
- ensure compliance with the legislation, regulations, and policies established for the management of the civil service
- strengthen the professionalism and leadership in the civil service
- ensure efficiency and effectiveness
- achieve, foster, and maintain a representative workforce

Part III: Key Actors in the Merit-Based Recruitment and Selection Process

There are five key actors involved in the Merit-Based Recruitment and Selection Process:

1. Hiring Official (HO)
2. Selection Committee
3. MAC Human Resources (HR) Department
4. The Civil Service Agency
5. Candidate

Hiring Official

The Hiring Official (HO) is any Civil Servant in a management position who has a vacant position. He/She will take the lead on guiding the team through the Merit-Based Recruitment and Selection Process. The HO's responsibilities are to:

- ✓ identify a vacant position
- ✓ confirm funding for the position
- ✓ draft or update the Job Description
- ✓ draft selection criteria
- ✓ establish a Selection Committee
- ✓ convene the Selection Committee
- ✓ ensure that all Members of the Selection Committee sign the mandatory Confidentiality Agreements

Selection Committee

The Selection Committee consists of 3-5 members, whose primary responsibility is to interview eligible candidates. The Selection Committee's responsibilities are to:

- ✓ sign Confidentiality Agreements
- ✓ conduct interviews
- ✓ decide which candidate is the most qualified for the vacant position

MAC Human Resources (HR) Department

The MAC HR Department will work very closely with the Hiring Official to ensure the implementation of the Merit-Based Recruitment and Selection Process. The MAC HR Department's responsibilities are to:

- ✓ review Job Descriptions to ensure CSA standards
- ✓ advise the Hiring Official regarding potential Selection Committee Members
- ✓ ensure that an HR expert is appointed as co-chair of every Selection Committee to ensure compliance and a fair and transparent process
- ✓ review the Merit Recruitment and Selection Plan
- ✓ draft the Job Advertisement
- ✓ work with the CSA to advertise the vacant position externally
- ✓ administer tests and examinations or arranging with the CSA tests and examinations
- ✓ schedule all interviews
- ✓ prepare the Request for Authorization to Appoint
- ✓ write and send all outcome letters
- ✓ monitor and report to the CSA regarding the Merit-Based Recruitment and Selection Process
- ✓ pre-screen applications

The Civil Service Agency (CSA)

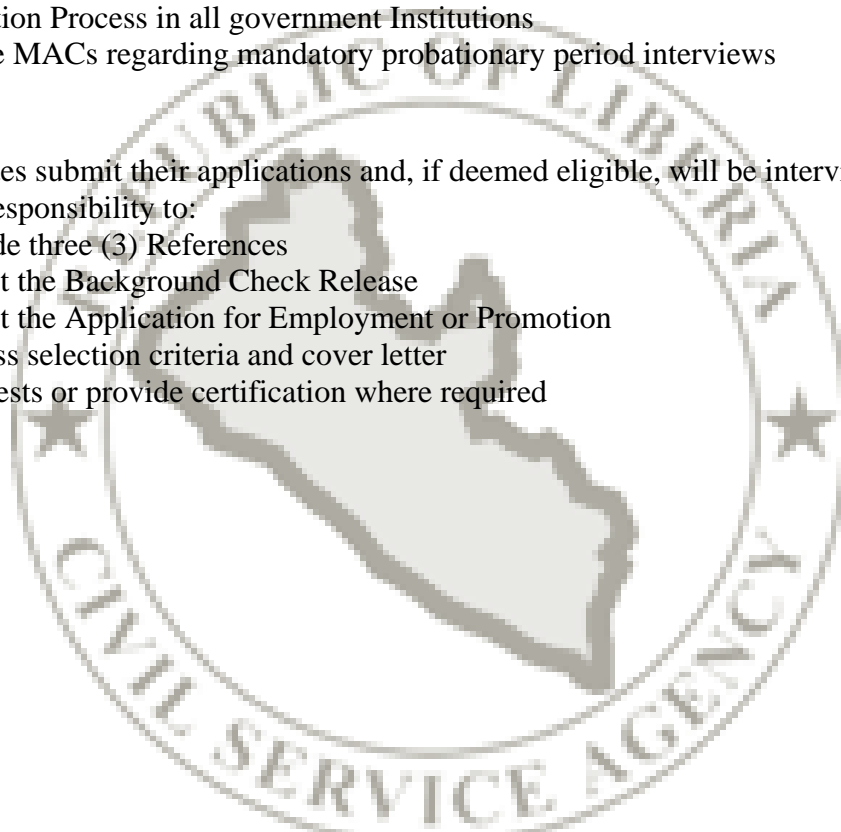
The Civil Service Agency plays a fundamental role in the Merit-Based Recruitment and Selection Process. In particular the responsibilities of the CSA are to:

- ✓ classify positions
- ✓ approve members selected for the Selection Committee to fill management positions
- ✓ verify redeployment
- ✓ approve Merit Selection and Recruitment Plans for all management-level positions
- ✓ arrange all job advertisements in external media
- ✓ coordinate the closing dates of job advertisements with the MAC HR Department
- ✓ approve all Request for Authority to Appoint
- ✓ monitor and evaluate the implementation of this Merit-Based Recruitment and Selection Process in all government Institutions
- ✓ advise MACs regarding mandatory probationary period interviews

Candidates

The Candidates submit their applications and, if deemed eligible, will be interviewed. It is the candidate's responsibility to:

- ✓ provide three (3) References
- ✓ fill out the Background Check Release
- ✓ fill out the Application for Employment or Promotion
- ✓ address selection criteria and cover letter
- ✓ pass tests or provide certification where required



Part IV: Snapshot of the Merit-Based Recruitment and Selection Process

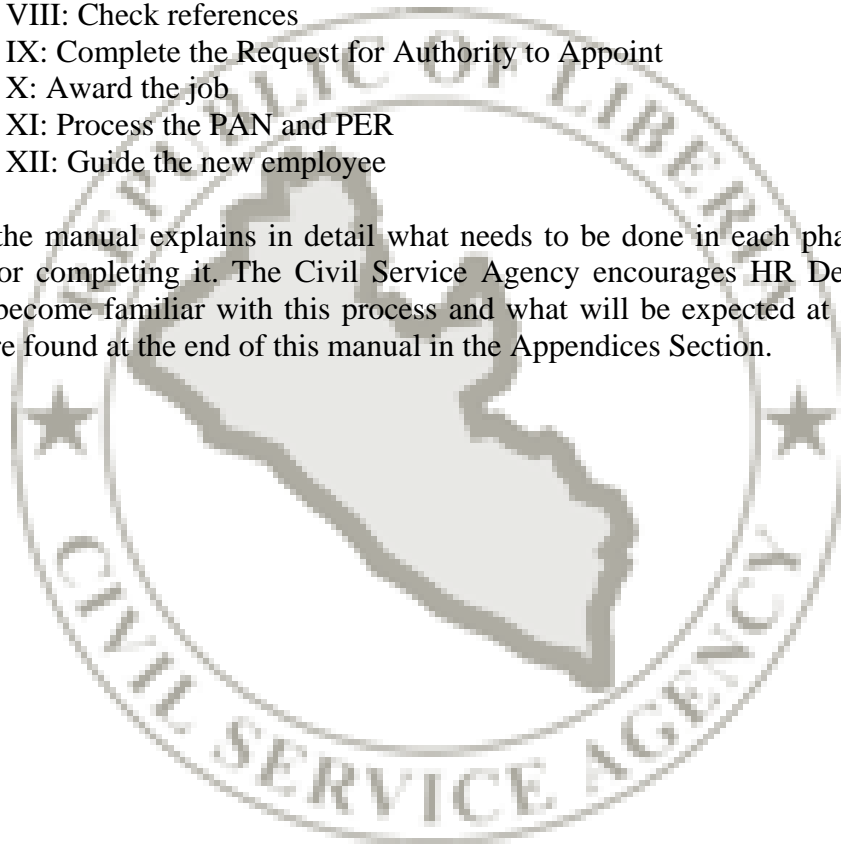
	Timeline	Hiring Official	Selection Committee	HR Department	CSA	Candidate
Identify a vacant position	N/A	✓				
Ensure funding for the vacant position	1 week	✓		✓		
Grade classified positions					✓	
Establish the Selection Committee		✓	✓	✓		
Establish the Selection Criteria		✓	✓			
Draft Job Description		✓		✓	✓	
Draft Job Advertisement				✓	✓	
Complete Merit Recruitment and Selection Plan		✓		✓		
Advertise vacant position	2-3 weeks				✓	
Pre-Screen applications	1 week			✓		
Schedule interviews				✓		
Conduct interviews	2 weeks	✓	✓		✓ (for management positions)	✓
Release of Background Check	To be completed at the time of the interview					✓
Reference Worksheet	To be completed at the time of the interview					✓
Call references	1 week	✓			✓	
Complete Request for Authority to Appoint	Within 1 week of receipt by CSA		✓	✓	✓	
Write outcome letters				✓		
Hire new employee			✓			
Process PAN	Within 10 days of receipt by CSA				✓	
Process PER	Within 10 days of receipt by CSA					
MAC specific Staff Orientation	Within 1 week of hiring new employee			✓		✓
General Staff Orientation	Within three months of hiring new employee			✓	✓	✓
Performance Agreement Meeting	Within 1 month of hiring new employee	✓		✓		✓
Monitoring and Reporting				✓		
Monitoring and Evaluation					✓	
Examinations				✓	✓	✓

Part V: Merit-Based Recruitment and Selection Process

The Merit-Based Recruitment and Selection Process consists of twelve (12) phases, each containing several steps:

- ✓ Phase I: Identify a vacancy or new position
- ✓ Phase II: Prepare the Recruitment and Selection
- ✓ Phase III: Complete the Merit Recruitment and Selection Plan
- ✓ Phase IV: Advertise position
- ✓ Phase V: Pre-Screen applications
- ✓ Phase VI: Prepare to interview candidates
- ✓ Phase VII: Conduct interviews
- ✓ Phase VIII: Check references
- ✓ Phase IX: Complete the Request for Authority to Appoint
- ✓ Phase X: Award the job
- ✓ Phase XI: Process the PAN and PER
- ✓ Phase XII: Guide the new employee

This part of the manual explains in detail what needs to be done in each phase and who is responsible for completing it. The Civil Service Agency encourages HR Departments and Directors to become familiar with this process and what will be expected at each step. The forms used are found at the end of this manual in the Appendices Section.



Phase I: Identify a vacancy or new position

Step #1: Identify a vacancy or new position

When a vacancy occurs or a new position is required, the Director of the Department needs to communicate to the HR Department that a vacancy has occurred and why the position is fundamental to the successful performance of the Department.

The Direct Supervisor of the vacant position is the **Hiring Official**, who will take the lead on the Merit-Based Recruitment and Selection Process.

Step #2: Ensure funding

A vacant position can only be filled if there is proof of available funding in the budget. If this is a new position, the Hiring Official and the HR Department will need to work with the Financial Comptroller of the MAC to confirm that the position has been duly included in the current budget and that there is funding for the position.

Proof of funding is required to proceed in the Merit-Based Recruitment and Selection Process.

Step #3: Notify the Civil Service Agency

When a vacancy occurs, the Hiring Official in coordination with the HR Department must notify the Civil Service Agency via written communication.

Remember that under the Merit-Based Recruitment Process, **the Civil Service Agency directs and supervises all recruitment into the Civil Service.**

If necessary, the CSA will also classify the position according to its grade.

Recap

Phase I of the Merit-Based Recruitment and Selection Process consists of three (3) steps. The key document produced in this phase is:

- ✓ Budgetary proof of funding the vacant position

Phase II: Prepare the Recruitment and Selection

Once a vacant position has been identified **and** there is proof of funding for the position, the Merit-Based Recruitment and Selection Process can begin. The second phase is to prepare for the merit-based recruitment, which will lay the groundwork for making sure that the most qualified applicant is selected for the position.

Step #1: Establish a Selection Committee

The **Hiring Official** is responsible for establishing a **Selection Committee**, whose task is to find and select the most qualified candidate to fill a particular classified position within the Liberian Civil Service. A Selection Committee ensures that several perspectives are taken into consideration when making decisions on how to measure the selection criteria, how well candidates meet the selection criteria, and the final selection decision.

Keep in mind that there are certain requirements regarding the composition of the Selection Committee:

- ✓ Between three (3) and five (5) members
- ✓ Both genders must be represented
- ✓ Selection Committee members must have some expertise in the field being recruited. CSA and HR representatives need not have technical knowledge
- ✓ The MAC HR Department must have a representative on the Selection Committee
- ✓ The Hiring Official is the designated chairperson of the Selection Committee
- ✓ The CSA **must** have a representative on the Selection Committee for **all management positions**

Please see *Appendix 1*, “Guidelines for Establishing a Selection Committee” and *Appendix 2*, “Selection Committee Standards” for more information.

Step #2: Sign Confidentiality Agreement

Once the Selection Committee has been formed, each Member of the Committee must sign the **Confidentiality Agreement** (See *Appendix 3*). No person may sit on the Selection Committee without having signed the Agreement. It is the responsibility of the **Hiring Official** to ensure that each Member of the Selection Committee, including him/herself, signs the Confidentiality Agreement and returns all signed Agreements to the MAC HR Department.

The MAC HR Department needs to keep all confidentiality agreements for a Selection Committee in the competition file.

Step #3: Ensure the Job Description meets CSA standards

The **Hiring Official** is responsible for ensuring that a Job Description exists that it meets CSA standards. Each classified position within the Liberian Civil Service must have a Job Description and the information included in the Job Description is fundamental to initiating a selection process (See *Appendix 4*).

Once the Job Description has been drafted, the Hiring Official needs to give it to the MAC HR Department Director. He/she will validate that the position and its responsibilities are required to meet the mandate of the MAC.

Step #4: Draft the Job Advertisement

The **MAC HR Department** is responsible for drafting the Job Advertisement (*See Appendix 5*). The Job Advertisement is the tool used to inform potential candidates of the position that needs to be filled within the Institution. It is also used to attract and persuade the qualified candidates to apply for the position, and it adds **transparency** and **inclusivity** to the Merit-Based Recruitment and Selection Process.

All Job Advertisements must be advertised internally and externally and have application instructions. In addition, they must be posted for a minimum of two (2) weeks through a combination of two (2) or more of the following media:

- Daily newspapers
- Journal or other marketing media
- Institution's website (if applicable)
- Institution's bulletin boards (Monrovia as well as offices in counties and districts)
- CSA website/bulletin board
- Radio
- Executive Mansion Website

In the next phase, the Job Advertisement will be given to the Selection Committee at their first meeting to review and verify the content.

Step #5: Open the MAC HR Department Competition Record

The MAC Competition Record is an important tracking mechanism for reporting all merit selection processes (*see Appendix 6*). This tool is used to keep track of all competitions established by a MAC and to report on the progress or outcome of all or any one of those competitions.

This tool must be kept in a secure file of the MAC HR Department. It is the responsibility of the MAC HR to ensure that it is completed and revised as required.

Recap

Phase II of the Merit-Based Recruitment and Selection Process consists of five (5) steps. The key documents that are produced in this Phase are:

- Hiring Official is responsible for:
 - ✓ Ensuring that the Job Description meets CSA standards
 - ✓ Creating the Selection Committee
 - ✓ Drafting selection criteria
- HR Department is responsible for:
 - ✓ drafting the Job Advertisement
 - ✓ verifying the Job Description drafted by the Hiring Official
- Selection Committee is responsible for:
 - ✓ signing the Confidentiality Agreement
- Civil Service Agency is responsible for:

- ✓ Grading the classified position, if necessary



Phase III: Complete the Merit Recruitment and Selection Plan

Upon completion of the second phase, the Merit Recruitment and Selection Plan needs to be filled out. The Merit Recruitment and Selection Plan (*See Appendix 7*) consists of seven (7) sections and is an overview of how the selection process will proceed and the key actors involved. It is a required document for all positions within the Liberian Civil Service. The MAC HR is responsible for ensuring that the Merit Recruitment and Selection Plan is completed prior to the commencement of the recruitment and selection process.

Step #1: Schedule meeting with the Selection Committee

Once the Selection Committee Members have been established and each Member has signed the Confidentiality Agreement, the Hiring Official needs to convene a meeting with all Members. The first meeting with the Selection Committee is fundamental. There are four tasks to accomplish:

1. Review **Job Description**. This will be attached to the Merit Recruitment and Selection Plan for final approval by the Civil Service Agency.
2. Review **Selection Criteria**. The Selection Criteria are the heart of a merit-based selection. They determine what knowledge, skills, and abilities (KSA) will be measured to identify the most qualified candidate (*See Appendix 8*).
3. Review the **key documents** that will be used throughout the process. Selection Committee Members will be responsible for knowing which documents need to be filled out and when.
4. Review and approve **Merit Selection and Recruitment Plan**. The completed Merit Recruitment and Selection Plan and a copy of the Job Description and Job Advertisement must be sent to the HR Director for review and approval.

Step #2: Send Merit Recruitment and Selection Plan to CSA

The MAC HR Director must send the Merit Recruitment and Selection Plan as well as all supporting documents to the CSA.

Remember that under the Merit-Based Recruitment and Selection Process the Civil Service Agency directs and supervises all recruitment into the Civil Service.

Step #3: Approve Merit Recruitment and Selection Plan

Within **one (1) week** of receiving the Merit Recruitment and Selection Plan from the MAC HR Department the Civil Service Agency needs to review the documents and either approve or reject it.

Once approved, the Merit Recruitment and Selection Plan may NOT be altered in any way.

If the Civil Service Agency does not approve the Merit Recruitment and Selection Plan, a CSA representative will contact the MAC HR Department and the Hiring Official to discuss

concerns and next steps. In this case, the Hiring Official must notify the other members of the Selection Committee of the Civil Service Agency's decision.

Recap

Phase III of the Merit-Based Recruitment and Selection Process consists of three (3) steps. The key document produced in this phase is:

- ✓ Merit Recruitment and Selection Plan



Phase IV: Advertise position***Step #1: Advertise position internally and externally***

Once the Merit Recruitment and Selection Plan has been approved, the Competition is officially open, and the vacant position can be advertised. The MAC HR Department needs to liaise with the HR Department of the Civil Service Agency to advertise the vacant position externally in newspapers, websites, and other forms of media, as identified in the Merit Recruitment and Selection Plan.

Remember that all vacant positions must be advertised for at least two (2) weeks.

Recap

Phase IV of the Merit-Based Recruitment and Selection Process consists of one (1) step.



Phase V: Pre-Screen applications

Within **one (1) week** of the closing date for the job posting, **the MAC HR Department** must begin pre-screening all applications. Pre-screening refers to the **preliminary** vetting of the applications whereby basic eligibility requirements are checked.

Remember that in the job advertisement that the MAC HR Department drafted, **ALL** applications are to be sent to the office of the Head of the Institution.

Step #1: Designate Pre-Screeners

Depending on how many applications are received, the Hiring Official may want to designate 2-3 people who can help in the pre-screening process.

Step #2: Sort applications

Alphabetize all applications by last name. This will make it much easier to find an application in the future for reference, if needed.

Step #3: Pre-screen

Look at each application to make sure that the applicant is eligible for the job position. The pre-screeners should be checking for the following:

- ✓ Receipt of complete application before closing date
- ✓ Citizenship
- ✓ Criminal conviction
- ✓ GoL dismissal
- ✓ Age (between 17 and 64 years of age)
- ✓ Application addresses all selection criteria

Place eligible applications in one pile and ineligible applications in a second pile. Ineligible applications should be discarded securely, as outlined in Step #6.

Step #4: Fill out the MAC HR Department Pre-Screen Record

It is the responsibility of the pre-screeners to fill out the MAC HR Department Pre-Screening Record (*See Appendix 9*). This should only include candidates who meet the eligibility requirements.

Remember that this is a **confidential document** and must be kept in the Personnel File for the Competition Number.

Please note that even if more than one person from the MAC HR Department helps with the pre-screening process, there must only be **ONE (1)** official copy of the MAC HR Department Pre-Screen Record.

Step #5: Eligible Candidates

The complete applications of those candidates who are found to meet the pre-screening requirements should be given to the **Hiring Official**. Be sure to include a copy of the MAC HR Department Pre-Screening Record as well. These documents will be important to the Selection Committee as they begin interviewing candidates.

Step #6: Non-eligible Candidates

Those candidates who do not meet the basic eligibility requirements will not proceed to the next round of the Merit-Based Recruitment and Selection Process. Retain their applications in the Personnel File that was created for this Competition Number. They will be informed that they have been unsuccessful after the interviews have occurred.

Applications that are found to be ineligible do not need to be kept. To maintain privacy, they should be shredded.

Recap

Phase V of the Merit-Based Recruitment and Selection Process consists of six (6) steps. The key document produced in this phase is:

- ✓ MAC HR Department Pre-Screen Record



Phase VI: Prepare to interview Candidates

After the pre-screening process is completed, the MAC HR Department will give the Hiring Official all applications that are eligible to continue with the Merit-Based Recruitment and Selection Process.

The interview is the process used to measure how well the candidate meets the selection criteria identified for the position. The interview also gives applicants an opportunity to get an accurate and complete picture of the job. The key to an effective interview is outlining clearly defined selection criteria with well-developed interview questions.

Step #1: Communicate pre-screening results

Once the pre-screening is complete, it is the responsibility of the MAC HR Department to communicate to the Hiring Official the results from the pre-screening. This means delivering the names and applications of those who will be invited to the interview.

Step #2: Schedule a Selection Committee meeting

The Hiring Official needs to schedule a **second meeting** with the Selection Committee at least one week before the interviews are scheduled to begin.

The purpose of this meeting is threefold:

1. Review all applications of candidates to be interviewed
2. Finalize interview schedule
3. Finalize which questions will be asked

Hiring Officials need to ensure that the entire Selection Committee is well-prepared for the interviews. As such, the Hiring Official needs to bring copies of the following documents to distribute to the Selection Committee:

1. Copy of the Selection Criteria decided upon in Phase III
2. Application of each candidate to be interviewed
3. Job Description of the position

Step #3: Schedule interviews

The Hiring Official needs to communicate to the MAC HR Department the days and times when all members of the Selection Committee are free to conduct the interviews. With this information the MAC HR Department is responsible for inviting candidates to the interview and ensuring that a quiet room is available to conduct the interviews.

All shortlisted candidates must be invited to the interview either via telephone or email. The communication to the candidate should specify: (a) the position he/she is being invited to interview for; (b) mode of the interview (whether it will include oral or written tests); (c) any documents he/she may be requested to bring; and (d) date, time and place of the interview.

Although in-person interviews are preferred, they are not always possible. In such cases, a Skype or telephone interview is acceptable.

Remember that each interview lasts 45 minutes followed by at least 15 minute de-brief among the Selection Committee members. When setting up the interviews make sure to allow

at least 15-minute breaks between interviews and ensure that all interviews occur within a two to three week window.

The final interview schedule must be communicated to the Selection Committee **at least four (4) working days** before the interviews begin.

If, after reviewing the interview schedule, changes need to be made, the MAC HR Department will need to contact candidate to notify them of any changes. For simplicity purposes, we encourage the Selection Committee to avoid making significant changes to the interview schedule.

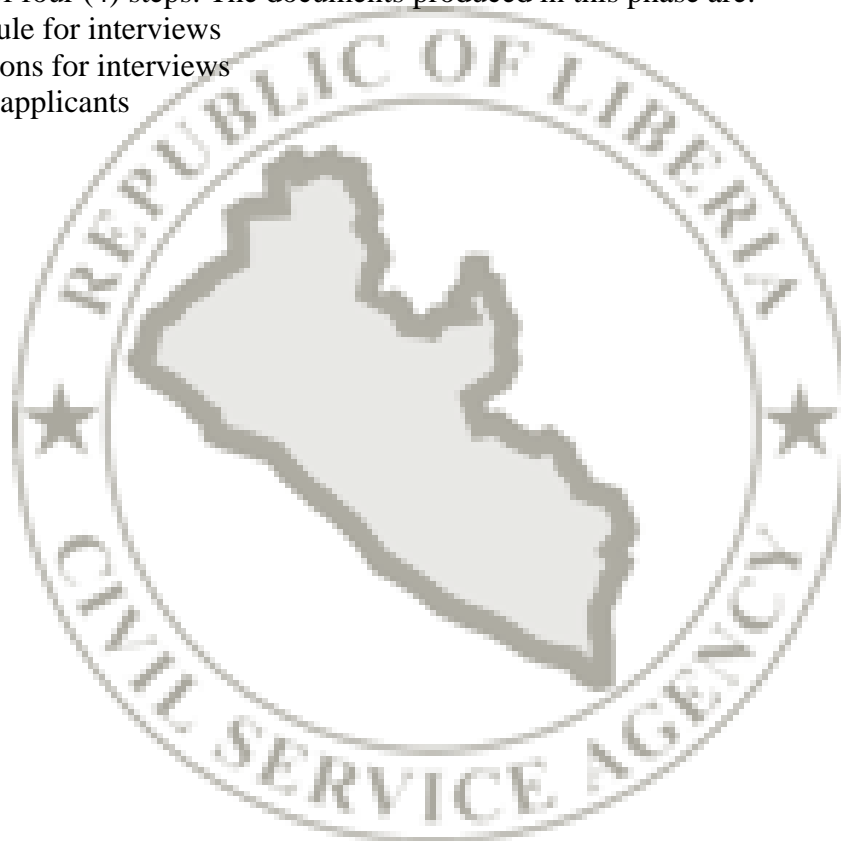
Step #4: Finalize which questions will be asked

Use the Guidelines to Developing Interview Questions (See *Appendix 10*). Think about which questions will indicate what skills, qualifications, and competencies a person has in relation to what the job position needs and to make a meaningful contribution to the Institution.

Recap

Phase VI consists of four (4) steps. The documents produced in this phase are:

- ✓ Final schedule for interviews
- ✓ Final questions for interviews
- ✓ Shortlist of applicants



Phase VII: Conduct interviews

Step #1: Paperwork for Candidate to complete

On the day of the interview, there are two (2) documents that the candidate needs to fill out. It is the responsibility of the Hiring Official to give the candidate these documents and to collect them before the interview begins.

- ✓ Reference worksheet (if not included in the application materials) (*See Appendix 11*)
- ✓ Authorization of Release of Information (*See Appendix 12*)

Remember to inform the applicant that references will only be contacted if he/she is deemed to be one of the top three (3) most qualified candidates. If the candidate is not a civil servant, references should be obtained from the two most recent employers and the educational institution where the candidate obtained his/her highest educational accreditation.

Step #2: Conduct the interview

Remember that this is the only interaction you will have with the candidate before a final selection is made. It is important to pay attention, be professional, and take detailed notes in order to maintain the integrity of the Merit-Based Recruitment and Selection Process and to ensure that only the most qualified candidates are accepted into the Liberian Civil Service.

The interview should consist of three sections:

Introduction/Opening

- Introduce yourself and the fellow Selection Committee members
- Speak briefly about the background of the institution and the position

Interview Scoring Worksheet

- Ask the questions in the Interview Scoring Worksheet

Closing

- His/her availability
- Ask if the candidate has anything they would like to add or if they have any question;
- Be sure to explain the timeframe for the remainder of the Merit-Based Recruitment and Selection Process
- Be sure to request three (3) references and ask permission to contact them (*See Step 7 for more information about Reference Checks*)
- Thank candidate for his/her time
- Ensure that the candidate is properly escorted out of the area, or out of the building, either by a panel member or an administrative assistant. It is important to not make the candidate feel as though they are being summarily discharged or dismissed

Step #3: Fill out Interview Scoring Worksheet

Each Selection Committee Member must fill out this document. This selection tool is used to collect the scores from each Selection Committee Member for each candidate interviewed. This tool resides in the competition file, and it is the responsibility of the MAC HR

Department to ensure that the score given by the Selection Committee for each question answered by a candidate is recorded on this Interview Scoring Worksheet.

The worksheet must be completed, signed, and dated by **each** Selection Committee Member during the interview. Scores **cannot** be changed after the interview is completed and all responses must be recorded in **ink**. Pencil is not accepted.

Step #4: De-brief after Candidate leaves

After **each** interview, the Selection Committee members should spend at least 15 minutes to debrief with each other regarding impressions of the candidate. A more elaborate discussion will take place once all candidates have been interviewed but this is a chance to discuss when the interview is still fresh in everyone's mind.

Remember that scores **cannot** be changed after the interview is completed.

Step #5: Determine the most qualified candidate

After all interviews have taken place, the Selection Committee needs to decide who they feel are the **three most qualified candidates**. All aspects of the merit-based recruitment process need to be examined and considered.

Upon conclusion of this final meeting, the Hiring Official must have the name of the three most qualified candidates and rationale for their selection.

Step #6: Complete the Compilation of Results Form

The Hiring Official needs to complete the Compilation of Results Form and ensure that the totals are calculated in accordance to fair and objective practices.

Step #7: Bring interview records to MAC HR Department

After the completion of each block of interviews **all** notes and interview records must be immediately given to the HR Professional to be filed in the Personnel File and kept confidential.

Any delay in delivering the interview records to the HR Department will be considered a breach of the Confidentiality Agreement signed by each Selection Committee Member.

Recap:

Phase VII of the Merit-Based Recruitment and Selection Process consists of seven (7) steps. The key documents in this phase of the process are:

- ✓ MAC HR Interview Record Competition Number and interview scoring sheet
- ✓ Release of Background Check
- ✓ References
- ✓ Compilation of Results Form

Phase VIII: Check References

Checking references is an important part of the Merit-Based Recruitment and Selection Process. Remember that each candidate invited to the in-person interview needs to have signed the Reference Worksheet with at least three (3) references and contact information.

Step #1: Call references

It is the responsibility of the MAC HR department to call at least **two (2) references** provided by the **three (3) candidates** identified as most qualified. It is important to verify all background information like education and employment. Notes should be taken during the reference check and signed by the MAC HR Professional.

ALL questions asked and issues raised during the reference check must be job-related and similar for all candidates. You may not ask questions relating to race, color, religion, gender, sexual orientation, national origin, or disability.

For more information on how to conduct reference checks, please see *Appendix 15*. All notes and impressions during the reference checks should be documented in the Reference Check Worksheet (see *Appendix 16*).

Reference checks **must** be conducted before the Request for Authority to Appoint is submitted to the Civil Service Agency.

Step #2: Communicate results to the Selection Committee

The MAC HR team should communicate with the Hiring Official and all members of the Selection Committee the results of the reference checks.

If any member of the Selection Committee has a concern, the Selection Committee must meet in-person to arrive at a consensus. If there is agreement among the Committee, the process can move to the next phase.

Recap

Phase VIII consists of two (2) steps. The key document produced in this Phase is:

- ✓ Reference Worksheet

Phase IX: Complete Request for Authority to Appoint

In the Merit-Based Recruitment and Selection Process, the appointment of someone to a Civil Service position is not taken lightly. As such, the work of the Selection Committee must be **reviewed and approved** by the CSA.

Step #1: Fill out Request for Authority to Appoint

After the Selection Committee has conducted reference checks and determined which candidate is the most qualified and they would like to offer employment, the MAC HR Department needs to fill out the Request for Authority to Appoint (see *Appendix 17*) and submit it to the CSA for review and approval.

Step #2: Approve Request for Authority to Appoint

Within one (1) week of receiving the Request for Authority to Appoint from the MAC HR Department, it is the responsibility of the CSA to review it and any accompanying documents. If deemed adequate and the process appears to have followed the Merit-Based Selection as outlined in this manual, the Director-General of the Civil Service Agency will approve the appointment by signing and dating the document.

Upon approval, the CSA must return the signed Request to the MAC HR Department and copy all Selection Committee Members for their awareness.

If the Civil Service Agency (CSA) does not approve the Request for Authority to Appoint, the HR Department at the CSA must call a meeting with the Hiring Official and other Members of the Selection Committee as well as the MAC HR Department and the Civil Service Agency. The CSA will communicate any inconsistency found as well as next steps.

Recap

Phase IX of the Merit-Based Recruitment and Selection Process consists of two (2) steps. The key document that is produced in this phase is:

- ✓ Request for Authority to Appoint

Phase X: Award the Job

After CSA has approved the appointment of the candidate, the HR Department can notify the candidate of the offer of employment.

Please remember that notifying the other candidates that they were unsuccessful can only occur **after** the Request for Authority to Appoint has been approved by the Director-General of the Civil Service Agency.

Step #1: Letter of employment

The HR Department is responsible for drafting an offer of employment to the successful candidate (see *Appendix 18*).

Step #2: Notify Candidate

The MAC HR Department is responsible for sending the letter of employment to the successful candidate.

Step #3: Accepting the offer

Within **one (1) week** of receipt of the Letter of Employment from the MAC HR Department, a written response of acceptance of the offer is required from the candidate (see *Appendix 18*).

If the candidate declines the offer, or simply does not respond to the offer within the one (1) week timeline, the MAC HR Department must notify the Selection Committee and the Civil Service Agency. In this case, the candidate can no longer be considered for the position. A second letter of employment needs to be drafted and sent to the candidate with the second highest scores according to the MAC HR Competition Record.

Step #4: Notify all unsuccessful applicants

Once a final offer of employment has been sent to a candidate and an acceptance has been received, the HR Department needs to communicate via email to all unsuccessful applicants that they are no longer under consideration for the position.

It is important that candidates not feel “discarded” and that the decision is not a reflection on them as a capable professional. The institution should bear in mind the importance of maintaining a positive image with all candidates.

Recap

Phase X of the Merit-Based Recruitment and Selection Process consists of four (4) steps. The key documents that are produced in this phase are:

- ✓ Letter of Offer of Employment
- ✓ Acceptance of Offer of Employment
- ✓ Email notifying all unsuccessful candidates

Phase XI: Process the PAN and PER

Step #1: Fill out the Personnel Action Notice (PAN)

After the CSA has approved the Request for Authority to Appoint, and the candidate has accepted the offer of employment, the MAC HR Department needs to fill out a Personnel Action Notice (PAN) for the new employee (*See Appendix 19*).

It is very important that the PAN process begins at this stage, to ensure that the new employee is on the payroll as soon as he/she officially begins employment with the Government of Liberia and is paid on time.

Step #2: Fill out the Personnel Employment Record (PER)

In addition to the PAN, the MAC HR Department also needs to fill out a Personnel Employment Record (PER) (*See Appendix 20*). This will be sent along with the PAN to the CSA. The PER form captures additional information about the prospective employee which is required for the “one employee, one file” rule.

Step #3: Submit PAN, PER and any supporting documents to the CSA

The MAC HR Department needs to submit the PAN, the PER, and any supported documents to the CSA for processing.

Step #4: Process the PAN and the PER

Within **ten (10) days** of receipt of the PAN and the PER, the Civil Service Agency will process them.

The Biometrics Directorate will process the PER by cross-checking in its HR Management Information System database to ensure that the candidate for employment is not employed elsewhere in government. The new employee will now be an official Civil Servant of the Government of Liberia and his/her name and payroll number will appear on the next month's payroll.

Recap

Phase X of the Merit-Based Recruitment and Selection Process consists of four (4) steps. The key documents that are produced in this phase are:

- ✓ Personnel Action Notice (PAN)
- ✓ Personnel Employment Record (PER)

Phase XII: Guide the New Employee

When a new employee is appointed to the Civil Service, or when a Civil Servant is transferred to another Ministry or Division, it is necessary to make sure that the transition process is as smooth as possible.

Please note that any transferred employee must be in accordance with the Standing Orders of the Civil Service, and that the candidate's salary must be budgeted for.

Step #1: New Staff Orientation specific to each MAC

All newly hired staff of the GoL should be integrated into his or her new place of work through a formal New Hire Orientation program specific to the MAC. This orientation is coordinated by the HR Department of each MAC.

The New Staff Orientation that is specific to each MAC should do the following:

- Provide new staff with pertinent information about the MAC's mandate, its structure and overall objectives
- Integrate new staff into the MAC's culture
- Understand their role within the MAC and how they will be expected to contribute effectively to the success of the institution in the delivery of its mandate

Step #2: General New Staff Orientation

All newly hired staff of the GoL will also be required to attend a general orientation program to the civil service. The MAC of the HR Department should be in touch with the HR Department of the Civil Service Agency to determine when the next staff orientation is and to communicate the names of participants.

The purpose of the general new staff orientation is for new civil servants to understand existing CSA policies, processes, and procedures.

Step #3: Standing Orders of the Civil Service

The MAC HR Department is responsible for giving the new employee the Standing Orders of the Civil Service.

Step #4: Sign Agreement having read and understood Standing Orders

The MAC HR Department is responsible for ensuring that the new employee has read and understood the Standing Orders. It is HR Director's responsibility to ensure that the new employee has signed the agreement and serves as a witness to the agreement (see *Appendix 21*).

Step #5: Schedule a Performance Agreement Meeting

As the introduction of this manual states, after recruitment there are probationary periods, performance feedback, on-the-job training and good management, all of which are critical to maintaining quality service delivery. Although there is a comprehensive Performance Appraisal Manual that describes in detail how to evaluate the performance of civil servants, when a new employee is hired into the civil service or transfers to a new position, a Performance Agreement meeting should be scheduled within **one (1) month** of the start date.

In the Performance Agreement meeting the MAC HR Department, Hiring Official, and newly hired civil servant will meet to discuss and determine performance expectations. Each newly hired civil servant will have a probationary period of employment, as stated in the Standing Orders for the Civil Service, 2012 (Section 3.4.7) and Section 34 of the HR Policy Manual: *“all personnel taking up original, provisional or re-employment appointments will be required to serve for a probationary period of not less than 3 months and not more than one year in the same class, before being confirmed in the service.”* The performance expectations agreed upon during this meeting will be important indicators of how well the employee is performing in the position.

Step #6: Complete Performance Worksheet

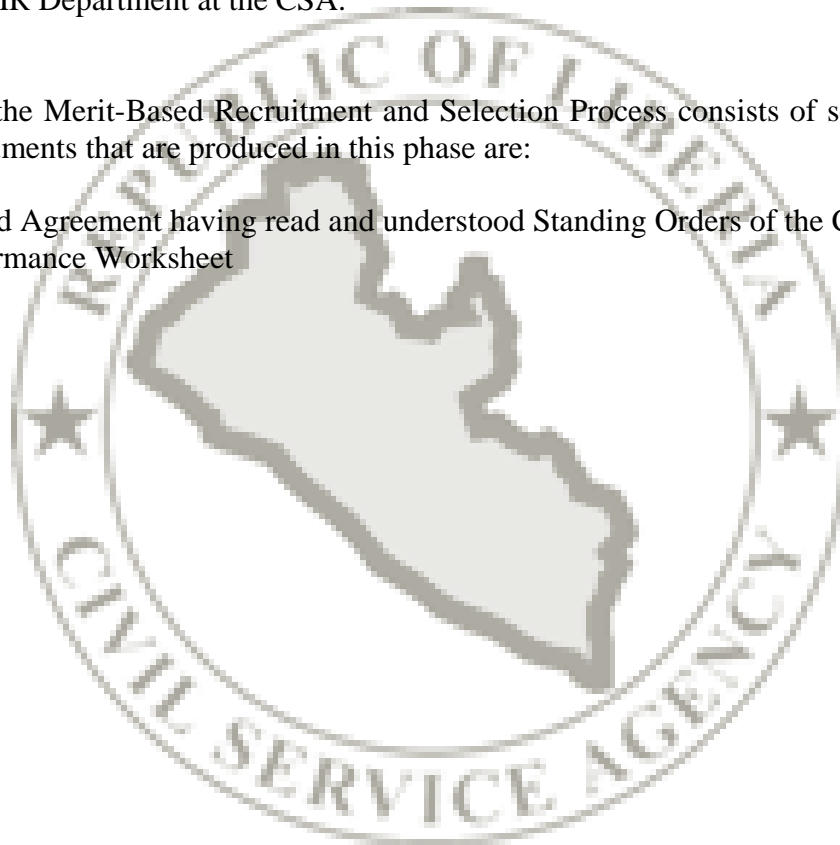
During the Performance Agreement meeting, the Hiring Official needs to complete the Performance Worksheet (*See Appendix 22*).

Lastly, all three members must sign the Performance Worksheet. The agreement will be kept in the MAC HR Department in the new employee’s Personnel File. A copy must also be given to the HR Department at the CSA.

Recap

Phase XI of the Merit-Based Recruitment and Selection Process consists of seven (7) steps. The key documents that are produced in this phase are:

- ✓ Signed Agreement having read and understood Standing Orders of the Civil Service
- ✓ Performance Worksheet



Part VI: Checklist for Merit-Based Recruitment and Selection Process

Phase I: Identify the Vacancy

- ☐ Department Director¹ identifies a vacancy
- ☐ Hiring Official works with the MAC HR Department and the Financial Comptroller to ensure that there is funding in the budget for the position
- ☐ Hiring Official and MAC HR fill out the Merit Recruitment and Selection Plan

Phase II: Prepare the Selection

- ☐ Hiring Official drafts Job Description
- ☐ MAC HR Department drafts Job Advertisement
- ☐ Hiring Official establishes Selection Committee
- ☐ Selection Committee signs Confidentiality Agreement

Phase III: Complete the Merit Recruitment and Selection Plan

- ☐ Hiring Official convenes Selection Committee
- ☐ Selection Committee establishes Selection Criteria
- ☐ MAC HR Department approves Merit Recruitment and Selection Plan
- ☐ MAC HR Department opens a Competition File and assigns a Competition Number

Phase IV: Advertise Position

- ☐ Civil Service Agency takes the lead on advertising the job posting externally

Phase V: Pre-Screen applications

- ☐ MAC HR Department receives all applications
- ☐ MAC HR Department designates 2-3 employees who will pre-screen the applications
- ☐ Pre-screeners review each application for eligibility
- ☐ Pre-screeners alphabetize the eligible applications
- ☐ MAC HR Department places ineligible applications in Personnel File
- ☐ MAC HR Department informs Selection Committee of results of Pre-Screening process

Phase VI: Prepare for the interviews

- ☐ Selection Committee convenes for a second meeting
- ☐ MAC HR Department calls short-listed candidates to schedule in-person (or Skype) interviews

Phase VII: Conduct the interviews

- ☐ Candidate fills out Release of Background Check
- ☐ Candidate fills out Reference Check worksheet
- ☐ Selection Committee conducts interviews
- ☐ Selection Committee fills out MAC HR Competition Record for Interviews
- ☐ Hiring Official collects the MAC HR Competition Records from all Selection Committee Members as well as any notes taken during the interviews and brings everything to the MAC HR Department.
- ☐ Scored sheets must be signed by each Selection Committee
- ☐ Selection Committee de-briefs after each interview to discuss impressions and thoughts

¹ In all subsequent phases the Department Director is referred to as the “Hiring Official”

- ☐ Detailed report on how the interviews went
- ☐ Selection Committee decides the most qualified candidate for the job

Phase VIII: Check references

- ☐ MAC HR Department calls the references of the **three (3) candidates** deemed most qualified
- ☐ MAC HR Department communicates results from reference checks to Selection Committee

Phase IX: Complete the Request for Authority to Appoint

- ☐ MAC HR Department sends the Request for Authority to Appoint to CSA
- ☐ CSA approves the Request for Authority to Appoint

Phase X: Award the job

- ☐ MAC HR Department writes Letter of Offer of Employment to candidate deemed most qualified
- ☐ MAC HR Department receives a written response of acceptance by Candidate

Phase XI: Process the PAN and PER

- ☐ CSA processes the Personnel Action Notice (PAN) and the Personnel Employment Record (PER)

Phase XII: Guide the new employee

- ☐ MAC HR Department holds a specific New Staff Orientation
- ☐ MAC HR Department works with the CSA to schedule a general Staff Orientation
- ☐ MAC HR Department must provide each new employee with a copy of the Standing Orders during the orientation
- ☐ New employee signs agreement stating that he/she has read and understands the Standing Orders
- ☐ MAC HR Department and Direct Supervisor hold a Performance Agreement meeting with Candidate

Part VII: Checklist of Required Documents

Confidentiality Agreement (Appendix #3)

- ☐ Signed by the Selection Committee
- ☐ Original copies are kept in the HR Department in the Competition File

Job Description (Appendix #4)

- ☐ Drafted by Hiring Official
- ☐ Reviewed by Selection Committee
- ☐ Reviewed and approved by MAC HR Department
- ☐ Reviewed and approved by Civil Service Agency

Job Advertisement (Appendix #5)

- ☐ Drafted by MAC HR Department
- ☐ Reviewed by Selection Committee
- ☐ Reviewed and approved by Civil Service Agency

Competition Record (Appendix #6)

- ☐ Opened by MAC HR Department

Competition Number (Appendix #6)

- ☐ Assigned by MAC HR Department

Merit-Based Recruitment and Selection Plan (Appendix #7)

- ☐ Drafted by Selection Committee
- ☐ Reviewed and approved by MAC HR Department
- ☐ Reviewed and approved by Civil Service Agency

Selection Criteria (Appendix #8)

- ☐ Established by the HO and MAC HR
- ☐ Included in the Merit-Based Recruitment and Selection Plan

HR Competition Record from Pre-Screening (Appendix #9)

- ☐ Filled out by pre-screeners
- ☐ Results are communicated to the Selection Committee
- ☐ Original document is kept in the HR Department in the Competition File

Reference Form (Appendix #11)

- ☐ Filled out and signed by candidate on day of interview
- ☐ Kept with candidate's application in the HR Competition File

Authorization of Release of Information (Appendix #12)

- ☐ Filled out and signed by candidate on day of interview
- ☐ Kept with candidate's application in the HR Competition File

Interview Scoring Worksheet (Appendix #13)

- ☐ Must be filled out in pen
- ☐ Filled out by each Selection Committee Member during the interviews

- ☐ Signed and dated by each Selection Committee
- ☐ Kept with candidate's application in the HR Department in the HR Competition File after each batch of interviews.

Compilation of Selection Committee Scores (Appendix #14)

- ☐ Tabulated by the Hiring Official
- ☐ Returned along with all Interview Scoring Worksheets and any other documents immediately following each batch of interviews.

Reference Check Worksheet (Appendix #16)

- ☐ Filled out by MAC HR during each reference check
- ☐ Kept with candidate's application in the HR Department in the HR Competition File

Request for Approval to Appoint (Appendix #17)

- ☐ Filled out by Hiring Official
- ☐ Sent to Civil Service Agency
- ☐ Reviewed and approved/denied by Civil Service Agency

Letter of Offer of Employment (Appendix #18)

- ☐ Drafted by MAC HR Department
- ☐ Sent to Candidate

Acceptance of Offer of Employment (Appendix #18)

- ☐ Sent to Candidate
- ☐ Filled out by Candidate
- ☐ Sent back to MAC HR Department within one (1) week of receipt

Personnel Action Notice (Appendix #19)

- ☐ Filled out by MAC HR Department
- ☐ Sent to CSA for processing **with the PER**

Personnel Employment Record (Appendix # 20)

- ☐ Filled out by MAC HR Department
- ☐ Sent to CSA for processing **with the PAN**

Email to all unsuccessful applicants

- ☐ Drafted by MAC HR Department
- ☐ Sent by MAC HR Department

Signed Agreement having read and understood Standing Orders (Appendix #21)

- ☐ Given to new employee by MAC HR Department during New Staff Orientation
- ☐ Signed by Candidate
- ☐ Kept in MAC HR Department Personnel File for new employee

Performance Meeting (Appendix #22)

- ☐ Conducted by MAC HR Department and Hiring Official with candidate
- ☐ Results are kept in the MAC HR Department Personnel File for new employee

Part VIII: Appendix

The following 22 appendices are the tools that are used throughout the Merit-Based Recruitment and Selection Process.

All heads of institutions, senior management, and Human Resources staff are encouraged to familiarize themselves with these worksheets.



Appendix 1: Guidelines for Establishing a Selection Committee

Remember that a Selection Committee must comprise of at least three (3) members. The Hiring Official and the Human Resources Professional are mandatory members of all Selection Committees, regardless of the position that is being recruited. A CSA Representative must be part of the Selection Committee for all management positions.

Tip: Check out other Guidelines in Appendix 8, Appendix 10, and Appendix 15.

Selection Committee Member	Mandatory/Optional	Role
Hiring Official	Mandatory	Chairs committee, initiates staffing process and ensures execution of the Merit Recruitment and Selection Plan
Human Resources Professional	Mandatory	Provides HR expertise on MBA processes and rules to preserve objectivity, equity, fairness, and integrity
Technical Expert	Optional	Provides technical information and feedback on matters of relevance to the position being filled
Equity Expert	Optional	Provides information and feedback throughout the process to ensure that every candidate has equal opportunity
Hiring Official's Supervisor	Optional	Provides information and feedback on the selection criteria, the evaluations, and the selection
CSA Representative	Mandatory for all management positions	Provides information and feedback on the selection criteria, the evaluations, and the selection

Appendix 2: Selection Committee Standards

Standards that the Selection Committee must abide by

To ensure fairness, the Selection Committee must:

- conduct structured interviews in which each candidate is asked a predetermined set of questions and all candidates are measured against the expected answer
- treat all candidates in a fair, equal, and consistent manner
- eliminate cultural or other forms of bias in the interview process
- treat each candidate in the same manner during the interview to ensure equal opportunity

In addition, each Selection Committee member:

- is given an equal number of questions which they will be responsible for asking each candidate
- is responsible for taking notes of the answers provided by each candidate
- must complete the Candidate Interview Evaluation form for each candidate interview and share their rating at the end of each interview

Conflict of Interest

Selection Committee members must exhibit professionalism, ethical behavior, and fully disclose anything that may hamper them from being fair during the Merit-Based Selection and Recruitment Process. If a Selection Committee member is a relative of or has some connection to any candidate, he/she must excuse him/herself from the Committee.

If conflict of interest is discovered at any point either during or after the Merit-Based Recruitment and Selection Process, the following actions will be taken:

- The scores of the panel member will be declared null and void
- The candidate will be disqualified
- The panel member will be prohibited from sitting on any panel for the Merit-Based Recruitment and Selection Process for one (1) year

Appendix 3: Confidentiality Agreement for Selection Committee

Instructions: It is the responsibility of the Hiring Official to ensure that this confidentiality agreement is signed by every member of a Selection Committee prior to the commencement of the recruitment and selection process.

Selection Committee Members: Please submit the completed form to the Hiring Official, who will give all signed forms to the MAC HR Department.

Competition Number: _____

Position Title: _____

Ministry/Agency/Commission: _____

Confidentiality must be maintained throughout the entire selection process. As a member of the Selection Committee, you agree to act in the public trust and understand that you are participating in a confidential process. You recognize that all actions related to this process are subject to the laws and regulations relating to equal and fair employment practices as set out in the Liberian Constitution and laws of relevance to the selection process. Failure to maintain confidentiality could result in violation of Liberian regulations and be the subject of disciplinary measures.

Specifically, you agree not to release information to any non-authorized person* regarding:

1. **Written material** turned in by the applicants or evaluations made by the committee members about applicants.
2. **Oral discussions** by or about applicants or committee members during or following the interview process.
3. **Any other information that relates to the selection process**, including, but not limited to:
 - Names of persons who have applied for employment in the MAC;
 - Number and nature of applications received;
 - Application or applicant ratings or status;
 - Any information pertaining to references, results, or questions that are asked.

Conflict of interest: By participating in this process, you also agree that you will immediately inform the Chair and remove yourself from the committee if you are related by blood or marriage to any applicant for the position, or have a personal or financial relationship with any application that would prevent you from being objective during the screening process.

Name _____

Signature _____

Date _____

*A non-authorized person is someone who is not on the selection or hiring committee or who is not a human resources employee of the MAC.



Appendix 4: Job Description for Civil Service Classified Positions

SECTION 1: BASIC INFORMATION		
Position title	Position code	New Position <input type="checkbox"/> Revised Position <input type="checkbox"/> Confirmation of Position <input type="checkbox"/>
Ministry, Agency, Commission	Supervisor's Job Title	Supervisor's Position Code
Location of Position	Number of Direct Reports	Number of Indirect Reports
Department		
Division		
Objective of the Job (Why does it exist?)		
SECTION 2: KEY DUTES		
1.		
2.		
3.		
4.		
5.		
6.		

SECTION 3: REQUIRED QUALIFICATIONS	
Knowledge and Education:	
Experience:	
Skills and Abilities:	
Working Conditions:	

Approved by:Immediate Supervisor²: *(Please print)* _____

Signature: _____ Date: _____

HR Director: *(Please print)* _____

Signature: _____ Date: _____

For Civil Service Agency Use Only

Grade of Position: _____

Approved and Graded by:

CSA Grading Officer: _____ Date: _____

CSA Director, Compensation, Pension, and Employee Benefits:

_____ Date: _____

²In the case of vacant positions, the Immediate Supervisor is the Hiring Official.

Appendix 5: Job Advertisement

NOTICE OF EMPLOYMENT OPPORTUNITY	
Position Title	
Grade and Salary	
Ministry/Agency/Commission	
Location	
Duties	
Essential Qualifications	
Desirable Qualifications	
<p><u>Application Instructions:</u> If you are interested in this employment opportunity, please complete a Government of Liberia Application Form detailing how your qualifications meet those required for this position. The completed application, proof of graduation, and other employment documents must be submitted to:</p> <p>Competition no. _____, Human Resources Department, Address _____ Email address _____</p> <p>Application forms must include the competition number DEADLINE: 12:00 midnight [DATE]</p> <p>Only eligible and qualified candidates will be contacted by a HR Department Representative for an interview.</p>	

Posting Date	Outreach	Closing Date
--------------	----------	--------------

APPROVAL		
Job Advertisement Approved?		Date (DD/MM/YY)
Director, Human Resources, MAC (<i>Please Print</i>)	Signature	Date (DD/MM/YY)

Appendix 6: MAC HR Department Competition Record

Instructions: Once a Hiring Official has identified a vacant position and there is proof of funding for the position, it is the responsibility of the MAC HR Department to assign a Competition Number to the vacant position. All aspects of the Merit-Based Recruitment and Selection Process need to be record in the “MAC HR Department Competition Record” This document should be kept in a confidential file in the HR Department.

Comp. Number	Position Title	Grade/ Step	Department/ Division	Location	Date Merit Recruitment and Selection Plan Approved	Job Ad Posting Date	Job Ad Closing Date	Number of Applicants	Number of Applicants invited to interview	Interview Dates	Date Request for Authority to Appoint Approved

Appendix 7: Merit Selection and Recruitment Plan

Instructions: It is the responsibility of the Selection Committee to fill out the Merit Selection and Recruitment Plan. This form is used for pay and grading as well as employee selection, performance management, and training. Please submit the completed form, Job Description, and Job Advertisement to the Human Resources Department for processing. Please submit the completed form, Job Description, and Job Advertisement to the HR Department for processing.

SECTION 1 – VACANT POSITION		
Position Title of Vacant Position		Position Code of Vacant Position
Location of Vacant Position	Grade of Vacant Position	Salary Range of Vacant Position
Ministry, Agency, Commission, Department and Division		
New Position <input type="checkbox"/>	Management Position <input type="checkbox"/>	Non-management Position <input type="checkbox"/>
Date position was graded	Position Description Attached <input type="checkbox"/>	Position Description Attached <input type="checkbox"/>
Existing Position	Name of Former Incumbent	Last Day Incumbent in Position
SECTION 2 – RECRUITMENT PROCESS		
Name of Hiring Official	Job Title of Hiring Official	Tel. Number of Hiring Official
Name of HR Professional	Job Title of HR Professional	Tel. Number of HR Professional
Is there a shortage of qualified candidates within government for this position? Yes <input type="checkbox"/> No <input type="checkbox"/> Is there a shortage of qualified candidates within Liberia for this position? Yes <input type="checkbox"/> No <input type="checkbox"/> Is this position revised or created to conform to a realignment or reorganization? Yes <input type="checkbox"/> No <input type="checkbox"/>		
SECTION 3 – FUNDING		
Is this a funded position approved by the Ministry of Finance in this fiscal year? Yes <input type="checkbox"/> No <input type="checkbox"/> If no, please explain how this position will be funded.		
SECTION 4 – OUTREACH		
**Job advertisement must be attached to Merit Selection and Recruitment Plan for approval by HR Director.		
Please check where you will search for a qualified candidate: Ministry/Agency <input type="checkbox"/> Government-wide <input type="checkbox"/> Within the city limits of Monrovia <input type="checkbox"/> Within a County <input type="checkbox"/> _____ Within Liberia <input type="checkbox"/> _____		Where ads will be placed: Daily newspapers <input type="checkbox"/> Journal <input type="checkbox"/> Institution Website <input type="checkbox"/> Institution Bulletin Board <input type="checkbox"/> CSA Website/Bulletin Board <input type="checkbox"/>

Outside of Liberia <input type="checkbox"/>		Other <input type="checkbox"/> Please explain _____	
Other <input type="checkbox"/> Please explain _____		_____	
Outreach: In addition to the Job Advertisement, how do you plan to attract qualified candidates to this position?			
SECTION 5 – SELECTION COMMITTEE			
Selection Committee Members Name		Selection Committee Members Positions and Titles	
1. (Selection Committee Chairperson)			
2. (HR Professional)			
3. Technical or other			
4. (CSA Representative for Management Positions)			
SECTION 6 – SELECTION CRITERIA			
Knowledge and Education			
Experience			
Skills and Abilities			
SECTION 7 – APPROVAL			
Merit Recruitment and Selection Plan Approved Yes <input type="checkbox"/>		Date (DD/MM/YY)	
No <input type="checkbox"/>			
Head of HR Division (Please print)	Signature	Date (DD/MM/YY)	
Civil Service Agency (Please print)	Signature	Date (DD/MM/YY)	

Appendix 8: Guidelines for Determining Selection Criteria

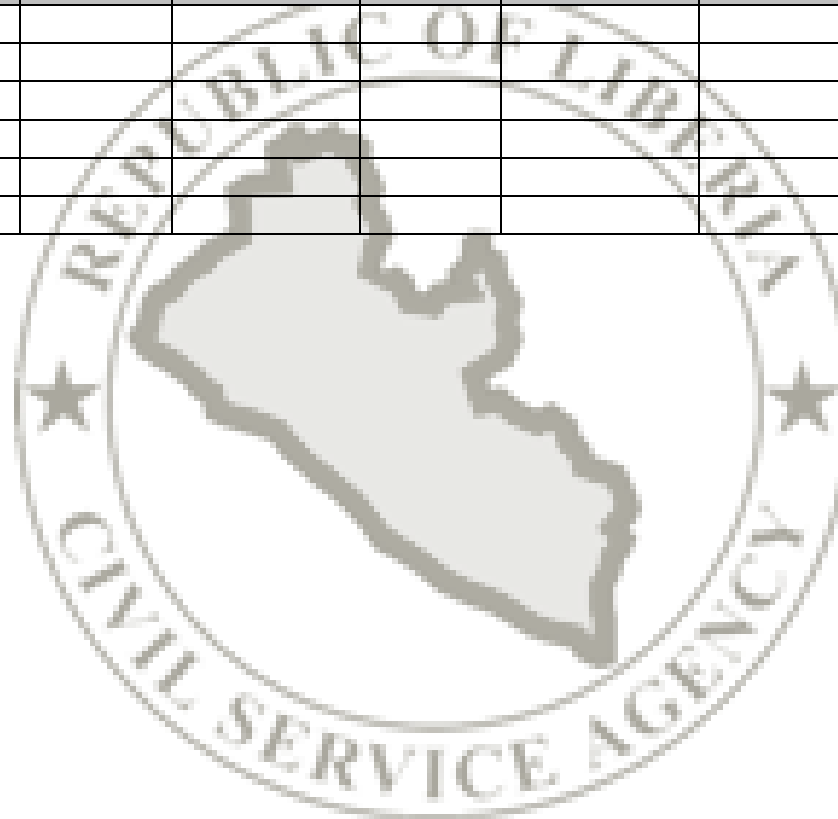
Selection criteria should consider the following overarching themes:

Tip: Check out other Guidelines in Appendix 1, Appendix 10, and Appendix 15.

- **Knowledge** is the technical or professional information needed to perform the job, acquired through education, training, or personal experience.
These questions about the major duties will clarify the knowledge needed:
 - What subject matter does the duty cover?
 - Within this subject matter, what facts or principles must the employee understand?
 - What is the depth and breadth of knowledge required in these areas or subjects?
- **Skills** involve proficiently applying knowledge in order to complete the work required by the position. Skills describe physical or mental activities, such as operating a computer or creating a new filing system.
These questions help clarify the skills required:
 - What activities must the employee perform with ease and precision?
 - What are the manual skills required to operate machines, vehicles, equipment, or to use tools?
 - What mental skills are required to perform the assigned duties?
- **Ability** is the power or capacity to do or act physically, mentally, legally, morally, financially. The qualities that enable a person to achieve or accomplish something.
These questions will help clarify the abilities required:
 - What are the personal abilities that will help the employee perform the work in a manner expected by the Hiring Official?
 - What type of activity should the candidate have performed in the past to enhance his/her performance in this particular position?
 - What are the resulting outcomes or expectations of the candidate if performing well in the job?

Appendix 9: Pre-Screening Record

Competition No.	Name of Applicant	Eligibility						
		Within Area	Liberian Citizen	Age	Free of Criminal Conviction	No dismissal from LCS in last 6 months	Results from CSA Examination	Meets all Selection Criteria



Appendix 10: Guidelines for Developing Interview Questions

Tip: Check out other Guidelines in Appendix 1, Appendix 8, and Appendix 15.

There are at least six (6) different kinds of questions to ask during the interview. This section looks at Behavior-Based Questions, Open-ended Questions, Closed-ended Questions, Technical Questions, Accomplishment Questions, and Situational or Hypothetical Questions.

Behavior-Based Questions: These questions identify the behaviors modeled by individuals that account for outstanding on-the-job performance. Integrating behavioral questions will move beyond exploring what a candidate did to how they did it and the outcome. The behaviors of the candidates when he/she was in previous work situations are more important than the duties he/she was assigned and for how long. Confirming transferable skill sets, defining behavioral indicators, and asking self-appraisals or third-party appraisal questions are some competency-based interviewing.

Open-ended Questions: These questions call for candidates to relate information and ideas that they feel are important. Example, “Tell me about your supervisory experience”. The answer to an open-ended question requires more than a “yes” or a “no” to answer.

Closed-ended Questions: These questions require a “yes” or “no” answer. For example, these questions are used to confirm information provided on the application form such as the year of graduation or the employer of a candidate.

Technical Questions: These assess whether the candidates have the knowledge and skills to do the job. Technical questions address the candidate’s ability to perform the job and should be developed using the job description as a general guide. These abilities can be acquired through education, training, and/or work experiences.

Accomplishment questions: These ask the candidate to identify important accomplishment and what KSA’s were used to execute them. Example: “Tell me about your most recent important accomplishment in your job”.

Situational or Hypothetical Questions: These ask candidates how they would handle a job-related situation. These types of questions evaluate the candidate’s ability to recognize important aspects of situations, analyze them, and provide reasonable options.

In addition the Selection Committee should keep in mind the following:

- All candidates must be treated equally
- The broad areas of questioning should be consistent for each candidate, and answers should be oral or written as required
- On no account should candidates be asked questions that are not related to the overall job or role to be assumed, or that might be perceived as discriminatory, or personally intrusive
- Questioning should be rigorous but not aggressive. Questions should allow candidates to demonstrate their competencies.

- The Hiring Official should lead but not dominate the questioning process. The HO should also offer the candidate the opportunity to make any additional points or ask questions at the end of the interview.
- After a candidate has been interviewed, each Selection Committee member should finalize his/her interview scoring worksheet of the candidate (*See Appendix 15*).



Appendix 11: Reference Form

Instructions: The Government of Liberia requires all candidates for classified civil service positions to submit contact information for three references. Please note that the references that you provide below will be contacted only if you are deemed the most qualified candidate for the position for which you are applying.

We recommend that you take the following into consideration as you choose your references:

- Your reference should have an in-depth and direct knowledge of your work and be able to answer specific questions pertaining to your achievements and strengths.
- Your reference should have worked with you recently and generally for at least six months within the last five years.

APPLICANT INFORMATION
Name of Applicant (<i>Last, First, MI</i>)
Address of Applicant
Phone number of Applicant
Email address of Applicant

REFERENCE #1
Name (<i>Last, First, MI</i>)
Organization and job title
Tel. Number of Reference
Email Address of Reference
Address and telephone number of organization
Professional relationship with reference, and duration of professional relationship

REFERENCE #2
Name (<i>Last, First, MI</i>)
Organization and job title
Tel. Number of Reference
Email Address of Reference
Address and telephone number of organization
Professional relationship with reference, and duration of professional relationship

REFERENCE #3
Name (<i>Last, First, MI</i>)
Organization and job title
Tel. Number of Reference
Email Address of Reference
Address and telephone number of organization
Professional relationship with reference, and duration of professional relationship

All information contained in this document is confidential. After filling it out, please give it to a member of the Selection Committee at the beginning of the interview.

Appendix 12: Authorization of Release of Information

Instructions: It is the responsibility of each candidate to fill out this Authorization of Release of Information. Should the candidate be considered one of the top three (3) candidates for the position, the MAC HR Department will conduct a background check using the information provided below. Should any false information be provided, the candidate will be immediately withdrawn for consideration for the position.

I hereby authorize the Civil Service of Liberia (CSA) and its designated agents and representatives to conduct a comprehensive review of my background. I understand the scope of the consumer report/investigative consumer report may include, but is not limited to, the following areas: verification of Social Security number; current and previous residences; employment history, including all personnel files; education; references; credit history and reports; criminal history, including records from any criminal justice agency in any or all federal, state or county jurisdictions; birth records; motor vehicle records, including traffic citations and registration; and any other public records.

I, _____, authorize the complete release of these records or data pertaining to me which an individual, company, firm, corporation or public agency may have. I understand that I must provide my date of birth to adequately complete said screening and acknowledge that my date of birth will not affect any hiring decisions. I hereby authorize and request any present or former employer, school, police department, financial institution or other persons having personal knowledge of me to furnish the Civil Service Agency of the Government of Liberia or its designated agents with any and all information in their possession regarding me in connection with an application of employment. I am authorizing that a photocopy of this authorization be accepted with the same authority as the original.

I hereby release the Civil Service Agency of the Government of Liberia and its agents, officials, representatives or assigned agencies, including officers, employees or related personnel, both individually and collectively, from any and all liability for damages of whatever kind, which may at anytime result to me, my heirs, family or associates because of compliance with this authorization and request to release. You may contact me as indicated below. I understand that a copy of this authorization may be given at any time, provided I do so in writing.

I understand that if any adverse action is to be taken based upon the report, a copy of the report and a summary of the right will be provided to me.

Please complete every applicable section of the form. Failure to do so, or withholding information may likely have an adverse effect on your application for employment, and/or delay the hiring decision.

Please Print Clearly

SECTION 1: BASIC INFORMATION		
Name (<i>Last, First, MI</i>)		
Maiden name		
All former names used		
Date of Birth	Social Security Number ____ - ____ - ____	Sex
Address		
Telephone Number	Email Address	
SECTION 2: DRIVER'S LICENSE		
Name on Driver's License		
Driver's License Number		
State where Driver's License was issued		
SECTION 3: REFERENCES		
May we contact your employers?		
May we contact your supervisors?		
SECTION 4: PRIOR RESIDENCE		
Please list all prior residence in the past seven (7) years.		
SECTION V: CRIMINAL BACKGROUND		
Have you ever been convicted of or pled guilty or no contest to a criminal charge?		
Are you currently awaiting trial, sentencing, or disposition of a criminal charge?		
Have you even been a defendant in a civil action for intentional tort(s)? (Intentional torts include, but are not limited to, battery, assault, false imprisonment, defamation, fraud, conversion)?		
If you answered Yes to Numbers 17, 18 or 19, provide the Case Numbers, Date of Action, Disposition, Place of Occurrence and Current Status Below:		
Please explain. If more space is needed, add supplemental sheets.		

By signing below, you are certifying that the above information is true and correct.

Signature _____

Date _____

Appendix 13: Interview Scoring Worksheet

Instructions: This is a **sample** Interview Scoring Worksheet. The first and second column of the worksheet should be filled out by the Selection Committee during the preliminary two meetings. For most positions, Section 2, “Technical Skills” should constitute at least half of the total points allocated. Remember that there are **100 points** total.

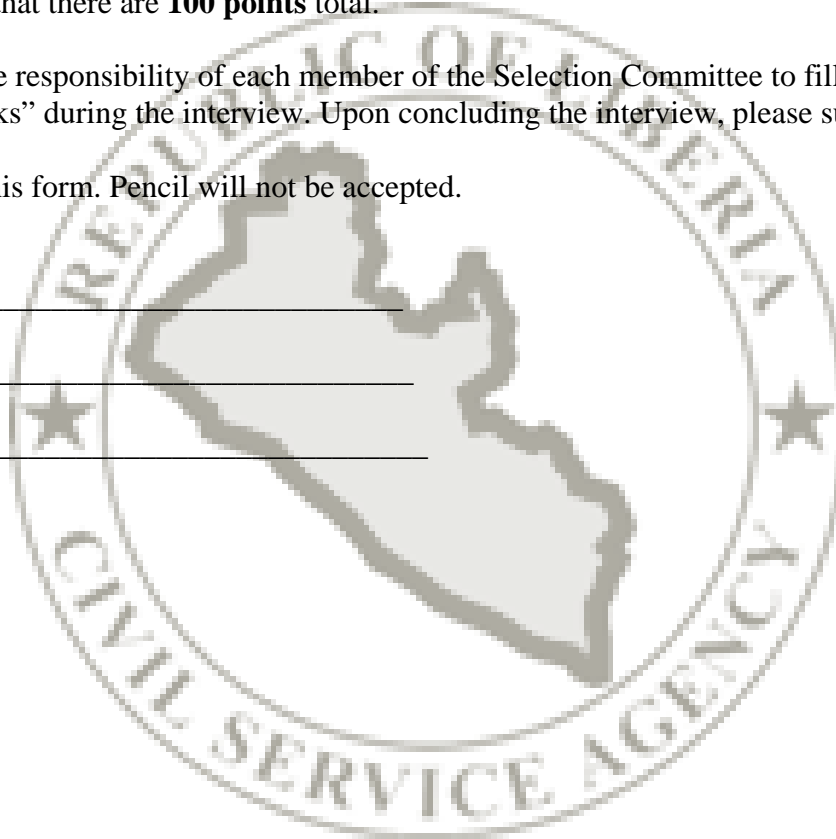
During the interviews it is the responsibility of each member of the Selection Committee to fill out the last two columns of this worksheet, “Scored Points” and “Remarks” during the interview. Upon concluding the interview, please submit it to the Hiring Official.

Please use **ink** to complete this form. Pencil will not be accepted.

Name of Candidate _____

Name of Evaluator _____

Position of Evaluator _____



CRITERIA	ALLOCATED POINTS	SCORED POINTS	REMARKS
SECTION 1: WORK EXPERIENCE			
1.1			
1.2			
<i>Total points for Section 1</i>			
SECTION 2: TECHNICAL SKILLS			
2.1			
2.2			
<i>Total points for Section 2</i>			
SECTION 3: CIVIL SERVICE			
3.1			
3.2			
<i>Total points for Section 3</i>			
TOTAL POINTS	100 points		

In accordance with the Confidentiality Agreement, I, _____ [NAME], declare that the above scores for the candidate under evaluation were reached upon in the utmost fair and objective manner.

Date _____

Signature _____

Appendix 14: Compilation of Selection Committee Scores

Instructions: It is the responsibility of the MAC HR Department to complete this form for each candidate interviewed. It is the compilation of the scores of each of the Selection Committee's evaluation of the interviewee. Once completed, this form should be stapled on top of all of the Interview Scoring Worksheets for a particular candidate and kept in the Personnel File for the competition.

CRITERIA	Hiring Official	HR Representative	Selection Committee Member	Selection Committee Member	Selection Committee Member	Representative from Civil Service Agency	TOTAL POINTS
SECTION 1: WORK EXPERIENCE							
1.1							
1.2							
SECTION 2: TECHNICAL SKILLS							
2.1							
2.2							
SECTION 3: CIVIL SERVICE							
3.1							
3.2							
SECTION 4: TOTAL POINTS							

Final score for candidate: _____/100 points total

Appendix 15: Guidelines for Conducting Reference Checks

Tip: Check out other Guidelines in Appendix 1, Appendix 8, and Appendix 10.

We suggest that the MAC HR Department conduct the Reference Checks, although any member of the Selection Committee may.

When contacting the referee, identify yourself and your reason for calling. Be sure to explain the duties and responsibilities of the position for which the applicant has applied. Confirm that the person is willing to respond to your questions or if there is a better time to call. Assure to the respondent that his/her identity will remain confidential as well as any information provided.

If a person is unwilling or unable to respond, ask if there is someone else who might be able to answer questions about the candidate.

Have a written set of questions and write as many notes as you can during the reference check. **You must submit all notes taken during the reference checks to the HR Department of your Institution.**

Remember that all information revealed as part of the reference checking procedure is **confidential** and is to be shared only with those who are a part of the Merit-Based Recruitment and Selection Process.

During the reference check process, remember:

- Don't let opinions of others substitute for facts and examples
- Don't evaluate information while gathering it. Your goal is to collect relevant information. You can assess everything when you're done.
- Be alert to unusual hesitations, ambiguous or evasive responses, overly negative or vindictive responses, or overly enthusiastic responses.
- Verify academic degrees, professional certifications, or licenses, etc.

Sample introduction script for reference checks:

"This is _____ from [Name of MAC]. [Name of candidate] has applied for the position of _____ in the _____ department. The individual selected for this position will perform the following duties:

- ✓ _____
- ✓ _____
- ✓ _____

Appendix 16: Reference Check Worksheet

Instructions: It is the responsibility of the MAC HR Department to check at least two (2) references for each of the top three (3) candidates for a given position. This worksheet should be filled out and along with any additional notes kept in the competition file. The results from the reference checks should also be communicated to the Selection Committee.

SECTION 1 – BASIC INFORMATION	
Applicant or Employee (<i>Last, First, MI</i>)	
Employer	
Employment dates: From _____ To _____	
Last position's title	
Major duties	
Special skills	

SECTION 2 – WORK ETHIC	
Is the applicant an independent worker?	
Does the applicant work well with others?	
How would you assess the applicant's ability to learn new procedures and methods?	
Did the applicant commit any serious misconduct while on the job?	

SECTION 3 - CONCLUSION

Do you know of any reason other than the reasons listed above why we should not consider this applicant for employment?

If given the opportunity, would you rehire this candidate? Why or why not?

This reference information was **provided** by:

Name _____
Title _____
Organization/Division _____
Telephone Number _____
Date _____

This reference information was **obtained** by:

Name _____
Title _____
Organization/Division _____
Telephone Number _____
Date _____

Appendix 17: Request for Authority to Appoint

Instructions: It is the responsibility of the MAC HR Department to fill out this form, which is used to obtain approval for making an appointment to a classified position. Once it is completed, please send it to the Civil Service Agency for processing. Once approved, it must be kept in the official Personnel File for the competition number.

SECTION 1: BASIC INFORMATION	
Employee name	New employee appointment <input type="checkbox"/>
Employee Telephone number	Promotion <input type="checkbox"/>
Employee home address	Lateral appointment <input type="checkbox"/>
	Demotion <input type="checkbox"/>
	Redeployment <input type="checkbox"/>
	Other <input type="checkbox"/>
Title of position appointed to	Effective date of appointment to position
Grade of position appointed to	Position number
Salary assigned to employee upon appointment (LD)	Management position <input type="checkbox"/>
	Non-Management position <input type="checkbox"/>
Next salary review date	If new employee, date probationary period ends (MM/YY)
Name of Ministry or Agency	Continuous Service Date
Department and Division	Employee workplace address
SECTION 2: RECRUITMENT	
Competition number	Area of search
Job ad posting date	
Number of people tested by CSA _____	Number of people who applied _____
Number of people tested by MAC _____	Number of people interviewed _____
Job ad closing date:	Interview date(s):
Rationale for selecting this candidate:	

SECTION 3: APPROVAL

HR Professional _____ Date _____

Hiring Official _____ Date _____

Selection Committee Member: _____ Date _____

For CSA use only

I approve the appointment as presented in this document:

Date _____

Delegated Official _____

Title _____

Appendix 18: Letter of Offer of Employment

Instructions: It is the responsibility of the MAC HR Department to send a letter of offer of employment to the selected candidate. Below is an example. Please remember that this may be sent, **only after** the Request for Authority to Appoint has been approved by the CSA.

DATE _____

Name of Successful Candidate _____
Address _____

Dear (name): _____

Subject: Competition no. _____
Position title _____ MAC _____

The (MAC) is pleased to offer you the position of (POSITION TITLE) effective (DATE EXPECTED TO REPORT TO WORK). (SUPERVISOR) will be expecting you to report at (TIME) at the following address (ADDRESS OF WORK LOCATION).

Your salary will be (LD) monthly effective (DATE OF APPOINTMENT) and you will be eligible for a salary increase on (DATE) following satisfactory performance in your position. Your terms and conditions of employment will remain the same. Your probationary appointment will begin on (DATE OF APPOINTMENT) and terminate (DATE DETERMINED APPROPRIATE BY HR AND THE HIRING OFFICIAL). Pending satisfactory performance you will be appointed to permanent status as a civil servant in the Liberian Civil Service. An induction meeting will be scheduled during your first week of employment to explain to you your terms and conditions of employment.

To accept this job offer kindly sign and date this job offer letter where indicated below and return the letter as soon as possible.

The (MAC) hopes that you will accept this job offer and looks forward to welcoming you. Should you have any questions regarding this employment offer, please do not hesitate to contact me at (TELEPHONE NUMBER).

I wish you much success in your new position with us.

Sincerely,

[SIGNATURE]

Hiring Official

Accept Job Offer

By signing and dating this letter below, I, [NAME], accept the job offer of [POSITION TITLE] WITH [MAC]

Signature: _____ Date: _____

Appendix 19: Personnel Action Notice

Instructions: It is the responsibility of the MAC HR Department to fill out the Personnel Action Notice (PAN) for the new employee. Once it has been completed, please send it together with the PER to the CSA for processing.



REPUBLIC OF LIBERIA – CIVIL SERVICE AGENCY PERSONNEL ACTION NOTICE



NOTE: No appointment shall become effective until approved by the Director-General of the Civil Service Agency				PAN NO.		
INITIATING MINISTRY / AGENCY				EMPLOYEE PHOTOGRAPH		
M + A	MINISTRY / AGENCY	E M P L O Y E	EMPLOYEE LAST NAME			SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
	DIVISION		EMPLOYEE FIRST NAME			DATE OF BIRTH (DD/MM/YY)
	SECTION		EMPLOYEE MIDDLE NAME			SOC. SEC. NO
	CITY LOCATION COUNTY		EMPLOYEE NAME TITLE <input type="checkbox"/> MR. <input type="checkbox"/> MRS. <input type="checkbox"/> MISS <input type="checkbox"/> DR. <input type="checkbox"/> REV. <input type="checkbox"/> OTHER			OTHER NAME
TYPE OF ACTION						
EMPLOYMENT - ENTRY <input type="checkbox"/> ADD EMPLOYEE - ORIGINAL <input type="checkbox"/> PROVISIONAL EMPLOYMENT <input type="checkbox"/> RE-EMPLOYMENT <input type="checkbox"/> RECALL FROM LAY-OFF <input type="checkbox"/> TEMPORARY		EMPLOYMENT - CHANGES / UPDATES <input type="checkbox"/> CHANGE RECORD - NAME, ADDR, ETC. <input type="checkbox"/> CHANGE POSITION - PROMOTION <input type="checkbox"/> CHANGE POSITION - DEMOTION <input type="checkbox"/> JOB TRANSFER <input type="checkbox"/> RECLASSIFY <input type="checkbox"/> REPLACEMENT <input type="checkbox"/> PAY CHANGE		EMPLOYMENT - EXIT <input type="checkbox"/> TERMINATION (DELETION) <input type="checkbox"/> TERMINATION OF PROVISIONAL APPOINT <input type="checkbox"/> RESIGNATION <input type="checkbox"/> DECEASED <input type="checkbox"/> LEAVE OF ABSENCE		
EMPLOYMENT - EXIT <input type="checkbox"/> LAY-OFF <input type="checkbox"/> REJECTION DURING PROBATION <input type="checkbox"/> RETIREMENT (REGULAR) <input type="checkbox"/> RETIREMENT (DISABILITY) <input type="checkbox"/> OTHERS						
CURRENT EMPLOYMENT INFO (IF NOW IN SERVICE)						
CURRENT PAYROLL NO.	CURRENT JOB TITLE		CURRENT ANNUAL SALARY (LD\$)	CURRENT JOB LOCATION CITY COUNTY		
NEW EMPLOYMENT INFO						
PERMANENT EMPLOYMENT STATUS <input type="checkbox"/> FULL-TIME <input type="checkbox"/> PART-TIME		PROPOSED JOB TITLE		APPROVED BY: (MINISTRY AUTHORIZED NAME & SIGNATURE)		
TEMPORARY EMPLOYMENT STATUS <input type="checkbox"/> CONTRACTUAL <input type="checkbox"/> SPECIAL PROJECT <input type="checkbox"/> INTERNSHIP <input type="checkbox"/> VACATION <input type="checkbox"/> PROVISIONAL		JUSTIFICATION				
APPROVAL DATE (MM/DD/YY)						
MINISTRY CODE	EFFECTIVE DATE (DD/MM/YY)	EMPLOYEE NUMBER	CLASSIFIED JOB TITLE		CONDITIONS (IF ANY)	
SALARY GRADE	SALARY RANGE MINIMUM MAXIMUM		MONTHLY SALARY (LD\$)	ANNUAL SALARY (LD\$)		
<div style="display: flex; justify-content: space-between;"> <div> Signed: <div style="border: 1px solid black; width: 200px; height: 40px; margin: 5px;"></div> <div style="border: 1px solid black; width: 200px; height: 40px; margin: 5px;"></div> </div> <div> EMPLOYMENT SERVICES (NAME & SIGNATURE) </div> <div> DEPUTY DIRECTOR-GENERAL (HRM/POLICY) (NAME & SIGNATURE) </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div> PRINCIPAL ADMINISTRATIVE OFFICER (NAME & SIGNATURE) </div> <div> APPROVED: DIRECTOR-GENERAL (NAME & SIGNATURE) </div> </div>						
DEPARTMENT OF BUDGET (MINISTRY OF FINANCE)						
EFFECTIVE DATE (DD/MM/YY)	DOB ANALYST	ASSISTANT MINISTER		DEPUTY MINISTER		

Appendix 20: Personnel Employment Record

Instructions: It is the responsibility of the MAC HR Department to fill out the Personnel Employment Record (PER) for the new employee. Once this has been completed, please send it to the CSA together with the PAN.



REPUBLIC OF LIBERIA
CIVIL SERVICE AGENCY



PERSONNEL EMPLOYMENT RECORD

NOTE: This Form is to be filled and attached to the Personnel Action Notice (PAN) of each person being considered for appointment, promotion, or transfer where the employee in question has had a change in qualification which is not reflected in the current CSA records. Please Print or Type.				TYPE OF REQUEST: <input type="checkbox"/> NEW APPLICATION <input type="checkbox"/> INFORMATION CHANGE		DOCUMENT NO.	
PERSONNEL IDENTIFICATION							
NAME	LAST	FIRST	MIDDLE	EMPLOYEE PHOTOGRAPH			
	PREVIOUS NAME						
CURRENT EMPLOYMENT AND PERSONNEL INFORMATION	EMPLOYEE NO.		PAYROLL NO.	SOC. SEC. NO.			
	MINISTRY/AGENCY		DIVISION	SECTION			
	CURRENT JOB TITLE		LOCATION (COUNTY)	CSA EMPLOY DATE (DD/MM/YY)			
	EMPLOYMENT STATUS: <input type="checkbox"/> PERMANENT <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CASUAL		SALARY GRADE	GROSS ANNUAL SALARY			
PERSONAL INFORMATION							
DATE OF BIRTH	DAY		MONTH		YEAR		
PLACE OF BIRTH	CITY/TOWN		COUNTY		COUNTRY		
CURRENT CONTACT INFORMATION	ADDRESS		WORK PHONE		WORK EMAIL		
			HOME OR MOBILE PHONE		PERSONAL EMAIL		
OTHER INFORMATION	NATIONALITY	SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	MARITAL STATUS <input type="checkbox"/> SINGLE <input type="checkbox"/> MARRIED <input type="checkbox"/> DIVORCED		# OF DEPENDENTS	LEVEL OF EDUCATION	
	FATHER'S NAME				MOTHER'S NAME		
RECORD OF EMPLOYMENT (IN GOVERNMENT CURRENT PLACE OF WORK)							
Current Information Listed First							
Title/Position	Gross Annual Salary		Start Date (dd/mm/yy)	End Date (dd/mm/yy)	Location (County)		
RECORD OF EMPLOYMENT (IN GOVERNMENT AND RELATED SERVICES)							
Current Information Listed First							
Ministry/Agency	Title/Position	Gross Annual Salary	Start Date (dd/mm/yy)	End Date (dd/mm/yy)	Location (County)		

PERSONNEL EMPLOYMENT RECORD CONTINUED...		REPUBLIC OF LIBERIA - CIVIL SERVICE AGENCY				
RECORD OF EMPLOYMENT (NON-GOVERNMENT AND RELATED SERVICES)						
<i>Current Information Listed First</i>						
Place of Work	Title/Position	Start Date (dd/mm/yy)	End Date (dd/mm/yy)			
ACADEMIC RECORD (HIGH SCHOOL AND ABOVE)						
<i>Current Information Listed First</i>						
Institution	Year Attended	Diploma/Degree Achieved				
REFERENCES						
<i>List Two (2) Professional & One (1) Personal Reference</i>						
Reference Name	Title/Position	Contact (Phone, etc)	Reference Type			
			<input type="checkbox"/> PROFESSIONAL <input type="checkbox"/> PERSONAL			
			<input type="checkbox"/> PROFESSIONAL <input type="checkbox"/> PERSONAL			
			<input type="checkbox"/> PROFESSIONAL <input type="checkbox"/> PERSONAL			
DEPENDENTS						
Dependent Name	Date Of Birth (dd/mm/yy)	Relationship	Address	Phone No.	Natio nal ID	Beneficiary?
						<input type="checkbox"/>
						<input type="checkbox"/>
						<input type="checkbox"/>
						<input type="checkbox"/>
<p>I hereby certify that the above information is true and correct to the best of my knowledge. I am aware that any fraudulent or untrue statement will automatically disqualify me from entering and serving within the civil service.</p>						
Date:			Approved Date:			
Signed:			Approved By:			
Applicant			Personnel Director			
FOR OFFICIAL USE ONLY:						
List of Supporting Documents:	Description		Doc Ref#			
	<i>Mandatory Documents</i> (Provide at least One)	Birth Certificate				
		Voter's Registration Card				
		Passport				
		Driver's License				
	<i>Other Documents</i> (Provide where Applicable)	High School Diploma				
		College Degree/Tech Training Certificate				
		Marriage Certificate (If Applicable)				
Change of Name Affidavit (If Applicable)						
Reference Letters: <input type="checkbox"/> LETTER 1 <input type="checkbox"/> LETTER 2 <input type="checkbox"/> LETTER 3						
Official's Details: (Name, Position, Place of Work, and Contact)						

Appendix 21: Agreement having read and understood the Standing Orders

Instructions: It is the responsibility of the MAC HR Department to ensure that the Candidate has received a copy of the Standing Orders and signs the agreement below. The signed agreement must be kept in the employee's personnel file.

I, _____, hereby declare that I have read and understand to the best of my ability the Standing Orders of the Civil Service of the Government of Liberia. I will adhere to these principles throughout the duration of my tenure as a civil servant.

Signature _____

Date _____

For HR Director use only

I, _____, HR Director at _____, hereby witness that the above civil servant, duly employed by the Government of Liberia on _____(mm/dd/yy), has read and understands to the best of his/her ability the Standing Orders of the Civil Service.

Signature _____

Date _____

Appendix 22: Performance Appraisal Record

Instructions: It is the responsibility of the MAC HR Department and the Direct Supervisor to discuss with the new employee the performance expectations. This worksheet should be filled out during the first Performance Appraisal meeting **within one (1) month** of the date of hire. It should be kept in the personnel file and reviewed periodically.

SECTION 1: BASIC INFORMATION		
Employee Name	Position Title	Date of Appointment to Position
Supervisor's Name	Period Covered by this Evaluation From (MM/YY) To (MM/YY)	Job Weighting (JW) (<i>check one</i>) C = Critical V = Very Important M = Moderately Important

Job Function	JW	Standards & Goals for this Evaluation Period	Comments	PR

Signature of new employee: _____

Signature of Hiring Officer/Supervisor: _____