

# 3 Recruitment Processes

Page 44	1. INTRODUCTION
	2. RECRUITMENT: MAIN STEPS
	2.1. Introduction
	2.2. Recruitment Process - Steps
Page 53	2.3. A Customs Administration's Recruitment Policy Reform: Case Study
Page 55	ANNEXES



# 3 Recruitment Processes

## 1. INTRODUCTION

When an organization needs clarity on the type of employees or competencies it currently needs and those it will need in the near future, it is advisable to have solid staffing policies which respond to these needs. Recruiting and retaining the right employees or competencies can be done in various ways. A decision can be made to develop the competencies of current staff or to recruit the required competencies from the labour market. Recruitment can hence be made internally (promotion of internal staff) or externally (acquire staff from the labour market). While there may be some procedural differences between internal and external recruitment, the "recruitment process" itself can be dichotomized in steps that could apply to both types of recruitment.

Recruitment methods by Members can be divided into two types: the first is regular or periodic recruitment from the labour market based on examination by the government or Customs administration and the second is vacancy-based recruitment. Vacancy-based recruitment is also classified into two types: recruitment from internal resources (promotion of internal staff) and from the external market (acquire staff from the labour market). There may be some procedural differences between internal and external recruitment; the basic steps/processes, however, are the same and could apply to both internal and external recruitment methods. This section of the compendium focuses solely on the vacancy-based recruitment process, which are widely applied to both promotion and recruitment

Organizations occasionally need to recruit in order to add, to maintain, or to readjust their work forces in accordance with HR-requirements. Organizations as open systems demand this dynamic equilibrium for their maintenance, survival, and growth. They want to be as attractive as possible, but on the other hand it wants to make the right choice from the potential employees.

When the need to hire new staff arises, a methodological and structured recruitment process will support Customs administrations in selecting the best suited job applicant. The recruitment, selection and induction checklist (Annex 1) might be very useful and also refers to a number of other Annexes for further information.

One recognized tool to support the recruitment of new personnel is a "staffing plan/policy". A well designed and researched "staffing plan/policy" indeed supports an organization in identifying its workforce needs and to then undertake the recruitment of the "needed" staff. A properly

functioning recruitment system offers the opportunity to select the right people for the right job. The purpose is to provide Customs administrations with the required competencies, taking into consideration both short-term and long-term planning. Because recruiting new staff often involves large investment, it is important that the candidate fits into the organization not only now, but also in the future. On most occasions it is not easy to predict how a new employee will develop over time. However, some practical recruitment tools can be used to deal with such unpredictability. A set of tools is presented in the following pages. They will be updated in the future through the collection of supplementary practices from the WCO Members.

## 2. RECRUITMENT: MAIN STEPS

### 2.1. Introduction

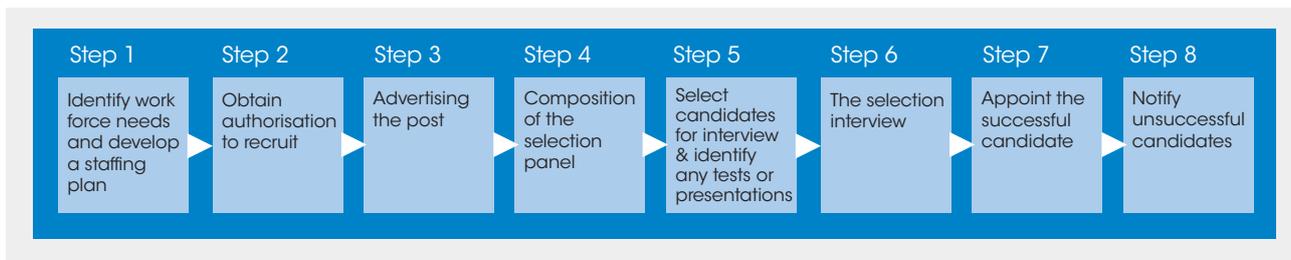
The section below is meant to give an overview of the main steps to take into account when recruiting (internally or externally) new staff members. It can be used:

- As a general guideline when recruiting people;
- As a starting basis to develop a recruitment procedure; or
- To revise an existing recruitment procedure.

### 2.2. Recruitment Process - Steps

This recruitment process assumes that the organization has recruitment under own management and control.

When this is not the case, it is important to analyze and discuss internally to what extent the HR division could be more involved in future recruitment activities in which staff is hired for the organization. This is important to ensure that the right people with the right skills, knowledge and experience are hired for the functions to be filled in, and to avoid that unskilled people are appointed or that people are hired for the wrong reasons (e.g. political appointments....).



### Step 1: Identify Work Force Needs and Develop a Staffing Plan

The first step to ensure that the recruitment of new staff is relevant to the organization is to carry out a workforce needs & gaps analysis based on the strategic plan and mission objectives of the organization. This analysis should be used as the cornerstone document to develop the organization staffing plan. In turn, the staffing plan and workforce needs and gaps analysis are the key resource documents used by an organization to develop new job descriptions or update existing ones.

#### Staffing Plan:

The Staffing Plan defines the required human resources needed to deliver the desired objectives. The Staffing Plan must provide the appropriate skill sets to perform the tasks/activities that produce the specified outputs/deliverables.

- Why is this important?

It's important for an organization to accomplish its objectives as efficiently as possible. This requires a skilful and insightful allocation of resources. Once an organization or department's scope is defined, the management decisions relating to resource assignments are important factors in ensuring the completion of the stated objectives.

The Customs administrations of Singapore, Jordan and Bulgaria, have developed a thorough methodology to identify their workforce needs, which are showcased in the following boxes.

#### Singapore Customs administration 6 Steps Workforce Gap Analysis

- Step 1: Review the CA's strategic direction and plan.
- Step 2: Scanning of internal and external environment.
- Step 3: Projection of future workforce needs requirements.
- Step 4: Development of workforce gap closing strategies.

The Singapore CA, with a continuous improvement frame of mind, also follows up on their gap analysis and gap closing strategies with the following 2 steps:

- Step 5: Implementation of gap closing strategies, including communication with affected stakeholders on the strategies.
- Step 6: Monitoring and Evaluation of the gap closing strategies.

#### Jordan Customs administration Factors used to perform the Workforce Gap Analysis

- Factor 1: Human Resources requirements linked to the implementation and achievement of the strategic plan and mission objectives.
- Factor 2: Staff fluctuations elements such as
  - Attrition rate (deaths, retirement, resignation...);
  - Staff rotation (promotions, secondment...)
  - Maternity and prolonged sick leave...
- Factor 3: Administrative units express their needs and requirements annually and they are taken into account when performing the workforce gap analysis.

The analysis methodology and outputs (workforce gap predictions...) are monitored and evaluated annually to ensure accuracy of future workforce gap analysis.





**The Bulgarian Customs administration**, in addition to the factors mentioned above and used by the Jordan Customs Administration, also lists changes in legislation and the introduction of new technical facilities and work methods as factors taken into account when performing their own workforce gap analysis. These factors are, indeed, worth mentioning here.

- Have the approval and support of the key staff within the organization prior to seeking external authorization to recruit.

This authorization, also, ensures that the necessary resources (human, financial and material) will be made available to conduct the recruitment and to hire the staff needed.

### Step 2: Obtain Authorisation to Recruit

Once the workforce needs and gap analysis has been performed and the staffing plan has been developed, it is important to ensure that the top/line management approve them. Indeed, their approval will be necessary to obtain the authorisation to recruit. Depending on the organizational chart and interdependencies with other governmental services, an organization may have to seek to authorization to recruit from an external body. It is, hence, very important to:

- Develop a “sound” staffing plan together with a communication strategy in place to present it convincingly to the relevant decision-makers; and

### Step 3: Advertise the Post

An organization has to decide whether it will recruit internally or externally. This decision will determine the means used to advertise the vacancies.

The effective use of ‘in-house’ talent should, ideally, come first. If an organization undertakes external recruitment efforts without considering the desires, capabilities, and potential of existing employees, it may incur both short and long-term costs. However, there are some possible downsides of internal recruitment that have to be taken into account. The pros and cons are clarified in the following table.

The Pros and Cons of Internal Recruitment	
Pros	Cons
Lower costs	Procedure less formal and objective
Quicker procedures	Creation of new job openings
Better capable of making judgements about future employment in new function	Possible frustration due to rejection or competition
Quicker socialisation process	Chance of ‘inbreeding’, corporate blindness
Supports career development	The Peter Principle: employees are promoted to the point where they are no longer capable of fulfilling the function; promoted to a point of incompetence.
Motivates, retains staff	

**Effective means to communicate vacancies internally include, for example:**

- Posting in in-house magazines or newsletters,
- Posting on the internal network webpage;
- Diffusion of the job vacancies through circulars and emails to the staff.

Please refer to Annex 3 to see an example of a Job application form for internal candidates.

Before an organization decides to recruit externally, there could be an intermediate phase. Indeed, organizations often have 'recruitment reserves'. These reserves consist of previous applicants that have been refused in earlier processes or those who have submitted open applications at some other time. This group is a relatively inexpensive group to communicate the vacancies to and therefore may be worthwhile considering before 'going public'.

When the organization does decide to take on external recruitment, a medium must be selected in order to reach the possible employees.

**Effective means to communicate vacancies externally include, for example:**

- Media campaigns,
- Specific personnel advertisements in professional magazines and on national and regional newspapers;
- Own public Website and professional websites;
- Inform their own network;
- Use external parties like recruitment agencies.

When selecting one of these options, the following question should be kept in mind: What is the organization's eventual target group? The more scarce the target group, the more specific the recruitment and job posting must be.

When posting a job vacancy, it is important to advertise a clear job description (see section on job descriptions), clear instructions on how to apply for the vacant position as well as clear selection criteria. The following structure of the poster from the Canadian Border Services Agency (CBSA) is a good example of job poster structure. The full CBSA poster is available in Annex 6.

<b>CBSA Officer Trainee – Job Posting Structure</b>	
<b>Introduction</b>	Short presentation of the CBSA missions
<b>Preliminary List of Minimum Requirements:</b>	Listing of minimum requirement in bullet points only
<b>Vacancy Information:</b>	Name of Recruiting Agency (CBSA) Job Posting Location Job Classification/Grade (gives the grade and refers to link for more information about the grade) Salary Scale Deadline for Application Reference Number: Selection Process Number: Employment Tenure: (length of contract) Vacancies: Number of Vacancies
<b>Website reference for more information about the position</b>	
<b>Eligibility Criteria:</b>	Detailed information about minimum eligibility criteria
<b>Asset Criteria:</b>	Detailed information about "asset criteria", candidates also fulfilling one, various or all of these criteria will be given preference over the candidates meeting only the eligibility criteria
<b>Operational Criteria:</b>	Mandatory operational criteria to be met by applicants
<b>Conditions of Employment:</b>	Conditions to meet and agree to before and during employment



## Information about the physical and mental challenge of the position

**Selection Process:** Information about the selection procedure and conditions

## Information to be provided when applying

**Important information:** Information about how to apply  
Information about feedback to applicants  
Information to applicants with disabilities  
Thank you note to applicants  
CBSA commitments to conduct a fair, meritocratic and transparent recruitment process.  
Words of encouragement for women and members of ethnic minorities to apply.

### Step 4: Composition of the Selection Panel

Depending on the function to be filled in and the purpose of the selection panel (e.g. first CV screening, interview panel, final selection committee), different selection panels can be composed.

To comply with best practice in equal opportunities, panels should reflect an appropriate mix of gender and ethnicity.

The box below provides an interesting example from the Botswana Unified Revenue Service as it presents the structure of appointment and promotions committees.



#### Botswana Unified Revenue Service - Structure of Appointment and Promotion Committees

##### Executive Management Appointments Committee

Executive Management positions - <description number and/or code of the job grade, place in the job classification>

- |  |           |
|--|-----------|
| • Board Human Resources Committee member (or his/her representative) | Chair     |
| • Commissioner General   | Member    |
| • Commissioner   | Member    |
| • Director Human Resources (or her representative)                   | Secretary |

##### Senior Management Appointments and Promotions Committee

Senior Management positions - <description number and/or code of the job grade, place in the job classification>

- |   |           |
|---|-----------|
| • Commissioner General or his representative          | Chair     |
| • Head of Relevant Division                           | Member    |
| • Director Human Resources                            | Member    |
| • Manager Human Resources (or his/her Representative) | Secretary |

##### Middle Management Appointments and Promotions Committee

Middle Management positions - <description number and/or code of the job grade, place in the job classification>

- |   |           |
|---|-----------|
| • Director Human Resources, or her representative   | Chair     |
| • Director or General Manager (where post is)       | Member    |
| • Director /General Manager from another department | Member    |
| • Recruitment Coordinator (or his representative)   | Secretary |

##### General Appointments and Promotions Committee

All other positions - <description number and/or code of the job grade, place in the job classification>

- |   |           |
|---|-----------|
| • Manager Human Resources or his/her representative | Chair     |
| • Manager (where post is)                           | Member    |
| • Manager (from another division)                   | Member    |
| • SHR Officer                                       | Secretary |

**Step 5: Select Candidates for Interview & Identify any Tests or Presentations Required**

Just as with all other HRM-practices, the organization has the task to choose between the different techniques. What suits the organization best, when looking at the mission, culture, management styles and so on? It's of course important to take validity, ethics, costs and time into account.

In order to ensure the best candidates are chosen for the role, and to promote an objective and non-discriminatory process, short listing should ideally be carried out by the interview panel, or at least by one member of the panel and another appropriate person. This ensures that a number of people assess a candidate and that individual opinions or prejudices do not dominate. Those involved in the short listing should meet to discuss their views on applications. If it is possible to gather the panel together, this makes an ideal opportunity to also plan for the interview itself. Stereotyping should be avoided and assumptions must not be made whether or not someone will 'fit in' because of their age, gender or disability, for example.

In terms of the optimum number of applicants to shortlist, it is difficult to put a limit as each post is different and may attract a very different number of appropriate candidates. However, it is advisable to restrict the number of interviews that an organization carries out to five or six in any one day. If the organization wishes to shortlist more than this, it is recommended that interviews be carried out over 2 days, and a two-stage selection process may be considered to reduce the number of candidates who reach a panel interview.

It is possible to identify (usually up to two) applicants as reserves in case any of your first choice candidates do not attend. However the organization will need to be able to differentiate as to why they were not first choice candidates by the extent to which they met the criteria. The Customs administration of Samoa has devised an interesting "shortlisting applicants form", which can be found in the Annex 7 of this chapter.

The Canada Border Service Agency (CBSA), prior to selecting candidates for interviews and while developing the job profile, identifies the criteria (minimum and asset criteria) to be met by their "ideal candidates". These criteria will be the deciding factors guiding the shortlisting process.



CBSA – Selection Criteria – Ideal Candidate Illustration

**CBSA ASFC**

## The Ideal Candidate

**EDUCATION**

The ideal candidate will have a university or college degree/diploma because post-secondary education:

- Allows those engaged to become strategic thinkers with potential to make a difference
- Expands potential to learn and to think analytically
- Provides a rich cultural and social experience

**BACKGROUND**

- Canadian Citizenship
- Cultural Diversity
- Service Oriented
- Life Experience
- Conscientious and reliable
- Various linguistic abilities: French, English, and others

**INTELLECTUAL CAPACITY**

- Ability to think analytically
- Adaptable
- Decisive
- Client-Service Oriented
- Effective interactive communication (orally and in writing)
- Ability to deal with difficult situations
- Good ethical decision making process

**PHYSICAL CAPACITY**

Have the ability to withstand the physical demands of a CBSA Officer, including:

- Endurance
- Work in physically demanding situations
- Compel compliance in combative situations
- Use and deploy defensive equipment including the use of a duty firearm.

**CERTIFICATION**

- Driver's licence
- First aid certification
- Client Service testing
- Firearm Safety Course
- Successful Completion of the MMP1 and 16 PF
- Category III Medical, including vision and hearing
- Secret Security Clearance

**INDIVIDUAL COMMITMENTS**

- Work varied shifts
- Wear a uniform
- Accept posting anywhere in Canada
- Commit to life-long learning
- Work Overtime as required

**PROTECTION - SERVICE - INTEGRITY**



## Step 6: The Selection Interview and Additional Assessments

The selection interview is the most widely used of the different predictors. In a selection interview the organization tries to get to know as much as possible about the candidate. The way to set up this kind of interview can range from very structured to unstructured, depending on the style of the interviewer and the organization.

A structured interview has the advantage that comparing the different applicants is easier. The downside is that those kinds of interviews may seem a little artificial, which can cause lack of trust between both parties leading to possible information loss. Furthermore you only get to know about certain aspects of the person, while when using an unstructured interview you get to know more about the person as a whole.

### Additional Assessments:

#### Tests

Generally speaking intelligence of the applicant is a good predictor for success at work. Intelligence is a topic of heated debate between psychologists. Does one underlying general skill one can call 'general intelligence' exist? Or is it better to talk in terms of several different types of intelligence? Whatever the case, numerous researches state that general intelligence forecasts later work performance, job-related knowledge, and performance by employees on trainings. This correlation is stronger for some jobs such as managers who have to improvise to solve badly defined problems.

When using an intelligence test, one must make sure that it is validated for the specific country in which you want to use it, since some test might not be appropriate in specific regions. It is also important to see the results of the tests only as an indicator, not as a rock-hard truth. However, in combination with other methods it is a good way of selecting employees from a distance, for example.

#### Personality Tests

Personality is the relatively enduring pattern of ways in which a person feels, thinks, and behaves. Personality has been shown to influence career choice, job satisfaction, stress, leadership, and some aspects of job performance. It therefore seems justified to consider it in the selection process. Researchers have identified many personality traits, and most psychologists agree that the traits that make up personality can be organized in a hierarchical way. This "Big Five"-model places five general personality traits at the top of the trait hierarchy: extraversion, neuroticism, agreeableness, conscientiousness, and openness to experience. This is a universal model. It can be used to describe the personality of people regardless of their race, age, gender, ethnicity, country, or socio-economic background.

Considering overall performance the trait 'conscientiousness' is the most important predictor. It indicates the extent to which the person is organized, self-disciplined, and

careful. For specific type of jobs certain traits may be good predictors. Besides the performance, certain traits may be distinguished as important when they match a certain desired organizational culture.

#### Assessment Centre

The assessment centre is a method, not a place. It brings different instruments and techniques together to increase the validity of the selection process. This method is somewhat time and money consuming in development and implementation. Therefore it could be used for the functions that have the highest risk factor when it comes to the eventual performance. These are often managers in middle or high positions. The importance of a good choice within these groups amply compensates the costs of this method.

The contents of an Assessment Centre differs per function and organization, however, there are some characterising similarities. The most striking is that one of the methods is practically oriented. This means that it should incorporate important elements of the eventual task in the organization. The idea is to construct a realistic practical exercise to provoke the same behaviour that the person being tested would display when carrying out his/her possible future position. For every function one could develop such an exercise or exercises. Sometimes actors or assessors can be used as a counterpart in role playing games. Other possible tests are those conducted in a group. For example, everyone in this group would get some information about which they must convince the other group members. What is also often used is the 'in-basket' assignment where the testee has to complete a number of tasks under time pressure.

As mentioned before, different techniques are used to increase validity. The behaviour in the test is then assessed by a team. This team should be trained in observation techniques and judgement biases; and clear-cut criteria should be developed in order to judge the performance of the testee correctly.

#### Biodata/Résumé

A person's biodata such as age, gender, location or height for instance might be a factor in the selection procedure when the organization, for instance, strives for diversity.

The résumé is one of the most used criteria for selection. Performance in the past is a good predictor for future performance. However, one must take into consideration that sometimes one's résumé could be sweetened a bit.

#### References

Reference checks and recommendations rely on the opinions of others to help evaluate what and how well the applicant did in the past. In order to let it be a meaningful contribution, it must satisfy certain preconditions. The person recommending must have had an adequate opportunity to observe the applicant, he/she must be competent in making such an evaluation, and he/she must be willing to be open

and candid. Some people consider written recommendations to be of little value, since they rarely include unfavourable information.



### CBSA - Assessment Strategy- Overview

The new CBSA Recruitment Program was launched in February 2012 for entry-level officers. The assessment strategy for the new process incorporates revitalized assessments tools and integrated standards and is comprised of multiple stages to increase the probability of selecting the best candidates. After each stage of the selection process, beginning with the Un-proctored Internet Test (U.I.T), candidates will receive a letter indicating whether they have been screened in or out of the next phase of the assessment process. Candidates who are not successful at any stage of the process will be subject to a waiting period. The length of the waiting period is based on whether the candidate has been screened out based on a standardized Public Service Commission (PSC) test, an unmet competency or has voluntary withdrawn.

The phases of the selection process are the following for entry-level officers:

#### **Phase 1:** Initial Assessment through the Public Service Resourcing System (PSRS)

- Responsibility: The Officer Recruitment Unit (ORU) is responsible for screening a selection of applications using the PSRS.
- Timeframe: One to three weeks (depends on volume)

#### **Phase 2:** Un-proctored Internet Test (U.I.T)

- Responsibility: The ORU is responsible for the administration of the U.I.T., issuing invitations, tracking scores and answering questions.
- Timeframe: 3 weeks

#### **Phase 3:** Standardized PSC Tests and Verification of Essential Qualifications

- Responsibility: The ORU will work cooperatively with Regional HR to reserve and manage rooms, and ORU will prepare testing and administrative documents for each testing session. Regional HR will be asked to provide invigilators for the testing sessions.
- Timeframe: Four weeks

During phase 3, candidates will be invited to attend a testing session to write two Public Service Commission (PSC) standardized tests;

- The General Competency Test Level 2 (GCT-2) (cognitive ability) and,
- The Written Communication Proficiency Test (WCPT) (ability to communicate in writing)

#### **Phase 4:** Interviews

- Responsibility: The ORU will reserve the rooms, with the assistance of Regional HR, complete the scheduling and prepare the interview packages to be shipped to the interview areas as necessary.
- Timeframe: 9 weeks

Interviews will be conducted using a three member panel. Two members of the panel will have Regional operational experience and the third member will have human resources experience. Ideally the interview panel will include the following representatives:

- One representative with operational experience from the region in which the interview is being conducted,
- One representative with operational experience from an adjacent Region, and
- One representative from the ORU.

#### **Phase 5:** Additional Requirements

- Responsibility: The ORU will coordinate the scheduling of candidates and the administration of test results, with assistance from other related HRB resources.
- Timeframe: General timeframes have been included for each additional requirement; however, the timeframes may be affected by factors unique to the candidate. Note that the timeframes for these requirements may overlap or occur concurrently.

Candidates who are successful at the interview stage will then be required to successfully complete the following additional requirements:

- Category 3 Medical Assessment (CAT3) – 6 weeks,
- Security Screening – Secret – approximately 11 weeks,
- Minnesota Multiphasic Personality Inventory (MMPI) – 2 weeks, and
- Second Language Evaluation – Written (2 weeks) and Oral (4-6 weeks) – 8 weeks.
- The CAT 3 and security screening will be initiated first in order to accommodate their longer timeframes for completion.

#### **Phase 6:** Selection of Recruits to attend the Officer Induction Training Program (OITP)

Candidates who complete all of the previous five stages will be placed in a Partially Qualified Pool (PQP) until such time as they may be drawn from the pool and selected to attend the CBSA OITP. The Human Resources Standing Committee (HRSC) will be responsible for authorizing the class sizes.

Candidates can be drawn from the PQP based on a range of criteria including:

- Employment equity and language needs and
- WCPT and GCT-2 scores.

Asset criteria, such as university degrees and previous work experience with law enforcement agencies, will also be taken into account to select the final list of participants to the OITP.

## Step 7: Appoint the Successful Candidate

### Making a Selection Decision

Once the organization has seen all of the candidates, it will need to assess the extent to which each one meets the selection criteria, based on evidence they gave from the questioning and any tests or exercises. It is very tempting to start comparing the candidates against one another; however, it is best practice (and minimizes the risk of discrimination) to try to stick to looking at how they each meet the specification and selecting the individual who best fits this profile.

Some panels like to construct a scoring system. This could be something fairly simple such as looking at each area of criteria and assigning, 'Fully met', 'Partially met' or 'Not met' to each one. The organization will need to decide on what constitutes evidence for each category before the process is started. It is not essential to follow this sort of system. However, it can be useful in justifying decisions and making them as objective as possible.

The most important thing to remember is that the organization will need to be able to justify its decision, stating brief reasons why they were successful or unsuccessful. Many interview panels have a second choice candidate who is a suitable appointee, if the first candidate declines the offer.

### Making an Offer

Once the panel has made their decision, the position should be offered to the successful candidate. When a verbal offer of employment is made, all the relevant information should be covered; the key points are:

- The salary scale and the increment that the candidate is to be appointed to, including a special Allowance depending on the location of the appointment;
- The start date and hours/pattern of work;
- Verification of certain qualifications where appropriate; and
- There is a probationary period of <x> months.



#### **Botswana Unified Revenue Service - Procedures for making and communicating an offer**

Once security clearance results for external candidates are received and the results of the reference checks for both internal and external candidates are satisfactory, an offer letter must be prepared and issued within 2 days of receipt of the security clearance. The offer letter must be signed by the appropriate appointing authority for that level as per paragraph 17 of these procedures. The prospective employee should be informed that the offer is subject to a medical certificate of fitness from an approved medical doctor.

Salary to be offered in line with salary procedures on first appointment.

Where salary negotiation is entered, supportive documents such as advice slip from the current employer must be produced.

The offer letter for an external candidate may be sent by postal mail or the candidate may be called by phone to collect the letter to fast track the recruitment process.

For an internal candidate, the offer letter should be sent out through the candidate's Head of Division and a copy of the letter to the receiving Head of Division (to facilitate release date arrangements), another copy to Administration Unit for accommodation purposes and to the Finance Division for their records.

Those offered employment are required to respond within 7 days to confirm their acceptance or otherwise of the offer. The offer should automatically lapse if no response is received within 7 days of issue of the letter of offer.

The letter of offer should specify the position, title, the salary and benefits attached thereof.

## Step 8: Notify Unsuccessful Candidates

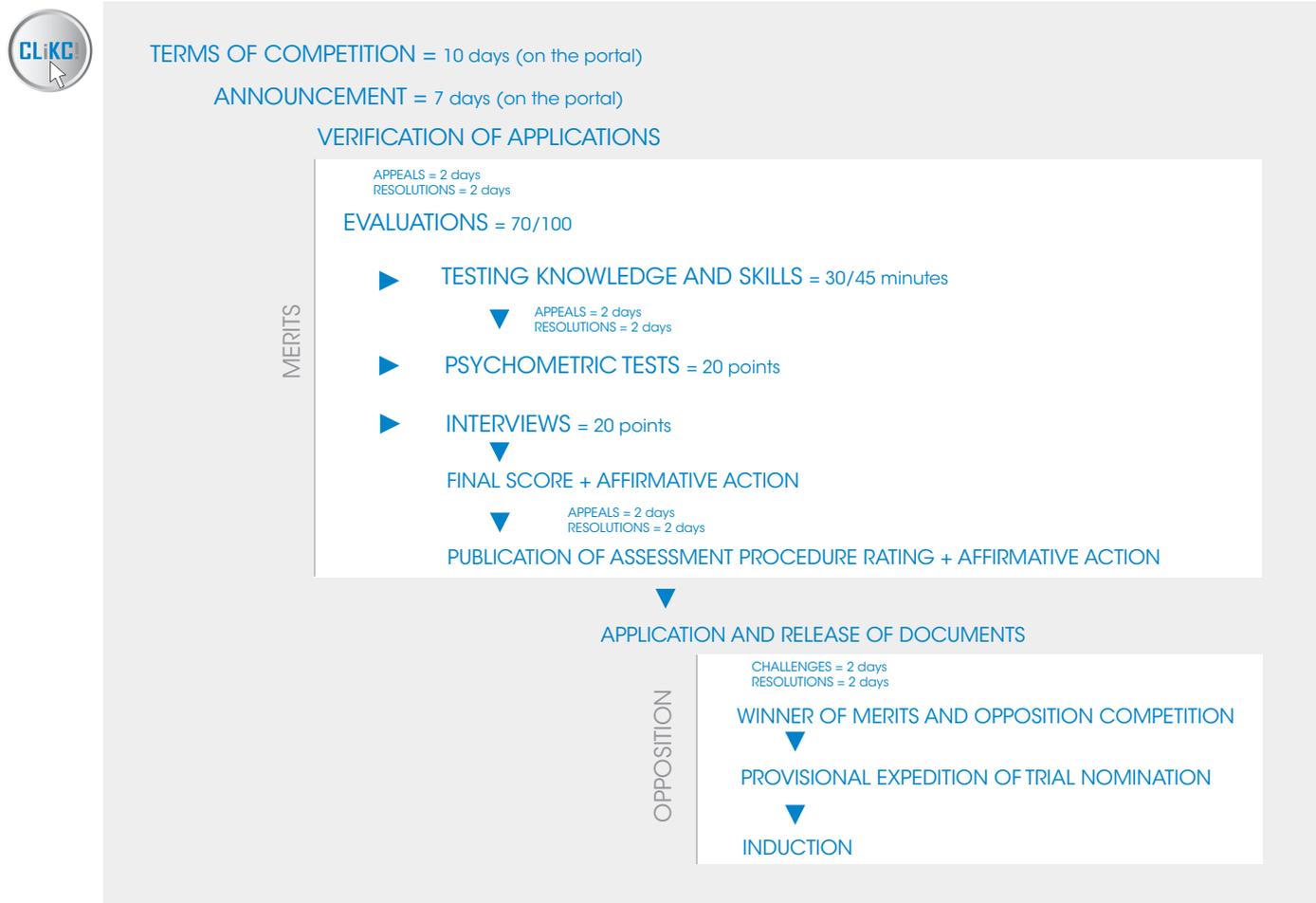
Unsuccessful candidates are normally informed in writing of the outcome of their interview as soon as the successful candidate has accepted an offer of employment. However, if the panel had decided that a candidate is not appointable to a post (regardless of whether the first or second choice accepts) then they will be written to as soon as possible.

Once an acceptance is received from the first choice candidate, a final rejection letter is sent to any second choice candidates as required. If the first choice candidate does not accept then the HRM or the Chair of the selection panel is informed and a decision is made about offering the job to another candidate or re-advertising<sup>1</sup>.

As the selection process unfolds, the applications of some candidates will not be retained. Some candidates may ask for further information about the reasons of their non-selection and some may be tempted to even challenge the decisions made by the selection committee. The case of Ecuador is very interesting as it gives an opportunity to unsuccessful candidates to challenge the results of the initial evaluation. By giving this opportunity to unsuccessful applicants, the Customs administration of Ecuador hence demonstrates its willingness to explain its initial evaluation results but also to remediate to any eventual breaches during the evaluation procedures.

<sup>1</sup> See Annex 9: Example of notification letter to unsuccessful candidates.

## Ecuador Customs Administration - Contest of Merit and Opposition Procedure



### 2.3. A Customs Administration's Recruitment Policy Reform: Case Study of Gambia Revenue Authority



Under the WCO West African Customs administrations Modernization Project, funded by Sweden, the Gambia Revenue Authority (GRA) has been able to successfully undertake reform and modernization efforts in the field of Human Resource Management (HRM) since July 2013. This support provided by the project has enabled the GRA to reach two results: to build GRA HRM Unit's capacities to act as a strategic partner within GRA, and to improve the quality of its recruitment services.

From mid-July 2013 to October 2014, the project has enabled the GRA to lay the foundations for the adoption and implementation of a competency-based HRM approach adapted to its local reality and based on best HR practices (EU Competency-based frameworks, Results-Based Management principles...).

In order to achieve the two results mentioned above, the project supported the GRA with the following:

- Development of a Competency Framework and Dictionary of Competencies, based on the international Customs best practices and adapted to the GRA strategy and operating models;
- Development of a Job Catalogue, gathering all the GRA jobs by functional domains;
- Development of Job Descriptions, developed implementing the competency-based and the results-based management approach;
- Development of a draft Staffing Plan, based on a Environmental Scan and Competency Gap Analysis;
- Development of a HR Strategy formulated based on the GRA strategic objectives;
- Development of Train of Trainers packages on Job Description Formulation, CV sifting and STARR interviews through a multi-tier process aiming at capacitating the GRA's recruitment committee in the practical implementation of the competency-based recruitment techniques; and
- Establishment of a HRM Modernization Committee gathering strategic stakeholders;
- Development of new recruitment procedures and streamline of existing recruitment procedures.

## Project's Key Elements

Five critical success factors have been identified. The GRA Top Management has provided continuous support for HRM modernization (provision of the necessary financial, HR resources and time allocation to carry out such a modernization). The GRA Directors and Heads of Units have acted as cooperative partners with HRM Unit. The GRA HRM Unit has demonstrated a continuous commitment to achieve the stated level of change. The high-level of expertise has been put available to sustain the GRA capacities in implementing change as well as owning the HRM developed techniques and tools. The project built the capacities of the GRA HRM Modernization Committee to develop and update all HRM tools, hence ensuring the ownership and sustainability of HRM modernization at GRA.

In addition to identifying and setting up efficient recruitment processes and tools, one of the key elements of the HRM Modernization project aimed at equipping the HRM Unit and key GRA's capacity builders with the adequate skills and techniques set.

As identified above, the GRA project included workshops and train-the-trainers activities to ensure that steps 5 and 6 of the recruitment process could be performed optimally.

The sustainable empowerment of the GRA's staff involved in recruitment is critical to secure the selection of the best potential performers in the vacant job, applying the competency-based approach and maximizing the available resources. The CV Sifting and STARR selection methods have been introduced for the GRA's recruitment panels to systematically follow.

As a Step 5 key technique, the CV sifting is a selection method which filtering process enables to set an accurate shortlist of candidates to be invited to the next selection rounds. Offering a fair and efficient solution to the Customs administrations' financial and human resources limitation, this method identifies four key selection stages to shortlist candidates:

- Establishing a CV sifting panel to ensure the process objectivity;
- Identifying the target number of CVs to be selected (and therefore if the next round is interviews, the number of interviews to be conducted based on the available resources);
- Analysing the job description to identify the few essential criteria (the competencies, qualifications and/or experience absolutely necessary to highly perform in the job) and the desirable criteria;
- Excluding all the CVs not matching the essential criteria;
- Second filtering based on the desirable criteria (if needed);
- Ranking the candidates.

This method is developed against the objective analysis of the competency-based job descriptions.

In order to strengthen the capacities of performing efficient and competency-based interviews within the Step 6, train-the-trainers workshops have been delivered to the GRA. They focused on the techniques to reach the goal of the selection interviews: to gather information on the past behaviors of the applicant in order to predict the future behavior and suitability for the vacant job.

By developing competency-based scenarios, it is possible to efficiently overcome the difficulty and limitations of interviews. In order to gather as much evidence on the past behaviors which would illustrate the extent to which the applicant has the right competencies for the job, the recruitment panels apply competency-based questioning approach. Based on the behavioral indicators of the essential competencies (as presented in the Competency Framework's Dictionary of Competencies) behavioral questions are asked.

The STARR (Situation, Tasks, Actions, Results, Reflection) technique is applied to steer interviews and collect evidence that the candidate already put in practice the desired competencies. The STARR method offers interview guidelines where sequenced questions enable to collect elements on the Situation during which the competence was used, the Task which was expected to carry-out, the Action of the candidate, the Result obtained and the Reflexion and lessons learnt from the whole experience.



# ANNEXES



## ANNEX 1: Recruitment, Selection and Induction Checklist

**General Questions**

Is new staff really required or are there alternatives (for instance redistribution of work)?

Use the tool Staff requirements analysis.

What are the costs of recruitment?

Use the tool Estimate of recruitment costs.

If required, is the job still the same or has it changed? (This might be an opportunity to reorganize certain tasks.)

How does reduction of staff fit in with staff planning and company objectives as a whole? Is it likely that the job will disappear? (If yes, when?)

When do you need the new employee? For what period?

For how many hours/days a week/month?

**Job (the Job description checklist could be used as a further aid)**

Does a proper and up-to-date job description exist?

To which organizational unit will the new employee be posted?

What is the name of the job?

What are the tasks to be performed?

What is the salary (job evaluation)?

Which will be the new employee's responsibilities and powers?

What is the required level of education?

What are the desired professional knowledge and skills?

What are the desired competencies?

How many years of experience are required?

What are the required personal characteristics?

Does the organization need an employee whose career will develop quickly?

What is the environment of the job (work atmosphere, work conditions, colleagues, clients, equipment, etc.)?

What do you expect of this job in 3 years' time? Is it likely that your requirements will have changed in 3 years' time?

**Offer**

Does the organization offer a permanent or a temporary contract?

On which days and hours will the new employee be working?

What is the salary and what is the margin for negotiation?

What are the (secondary) terms of employment?

What career development possibilities can be offered?

**Procedures**

Who is involved in the procedures?

Who does what?

Who takes the final decision?

What is the timetable? The example of a recruitment timetable may be used.

Will the job be advertised internally first?

In what way(s) will the employer recruit externally? See also Job Advertisement form.

How will the selection procedure be conducted?

How many candidates will be invited? See also Selection form application letters and Scoring form application letters.

How many rounds of interviews will be held? See also Job interview checklist..

Does the procedure involve tests (psychological tests, assessments)?

Is a medical examination required?

Are character references followed up? See also Reference Checking Documentation Form.

Will candidates be kept on a list for any future job openings?

How is the job induction arranged? See also Induction checklist .

Besides all the forms (Annexes in the WCO CB Development Compendium) mentioned above, an Interview form, an Interview/ individual assessment form and the form Questions about the candidate could be used in the actual recruitment process.



## ANNEX 2: Recruitment Process Case Studies (1)

### United Kingdom - HMRC - Recruitment Process

The number of employees across all government departments is being substantially reduced because of government austerity measures. HMRC fills vacancies in a strict priority order to avoid redundancies amongst its own and other departments' workforce. Vacancies are offered in the following order:

- Surplus HMRC employees (those displaced from a permanent job following reorganization);
- Other HMRC employees on level transfer;
- Surplus employees of other government departments (those displaced from a permanent job following reorganization);
- Any government department employee on level transfer or on promotion; and
- External recruitment.

The process for recruitment is the same regardless of whether it is internal or external recruitment and at which stage of the priority order the vacancy is being filled.

- Each business area of HMRC prepares an annual resource plan setting out the number of people doing which type of job it needs to meet its annual business objectives, i.e. workforce planning.
- Any shortfalls in employees against the workforce plan are declared as vacancies for which HMRC will recruit in the priority order described above. Any employee without a permanent job is surplus and will be given priority for the vacancies.
- For the majority of existing jobs HMRC has a standard job description it uses when advertising vacancies, but job descriptions are prepared for new or one-off specialist jobs.
- The vacancy owning manager decides which skills and competencies are required to do the job and decides the criteria for selection of the successful applicant.
- The vacancy owning manager arranges for HMRC's recruitment agent, CS R, to advertise the job to attract a suitable pool of applicants. The advertisement includes a job description, the skills and competencies required, and the criteria and process for selection.
- Applicants complete an on-line application, including giving information about their employment history and examples of how they meet the skills and competencies requirement.
- The vacancy owning manager arranges for selection panels of experienced HMRC employees to grade the on-line applications and to interview the best of these applicants. There may be other tests where specialist skills or knowledge are required.
- The best available person who is competent to do the job is selected from the pool of applicants available at that particular stage of the vacancy filling priority order and appointed to the job. Jobs are filled in merit order if there are multiple vacancies in the same job.

ANNEX 2: Recruitment Process Case Studies (2)



**CANADA BORDER SERVICES AGENCY, OFFICER RECRUITMENT PROGRAM**

The CBSA Officer Induction Training Program marks a new era for the Agency in modernizing how employees embark on their CBSA journey and how they are supported throughout their professional development. It represents a cultural shift, whereby officers will now fulfill their role in the context of the new vision for the border, including increased analytical and strategic capability.

With the new recruitment process, the CBSA has a targeted candidate population from beginning to end of a competency-based assessment that can be linked to work expectations and performance

**Program Innovation Highlights:**

National Recruitment:  
Nationally business and needs driven

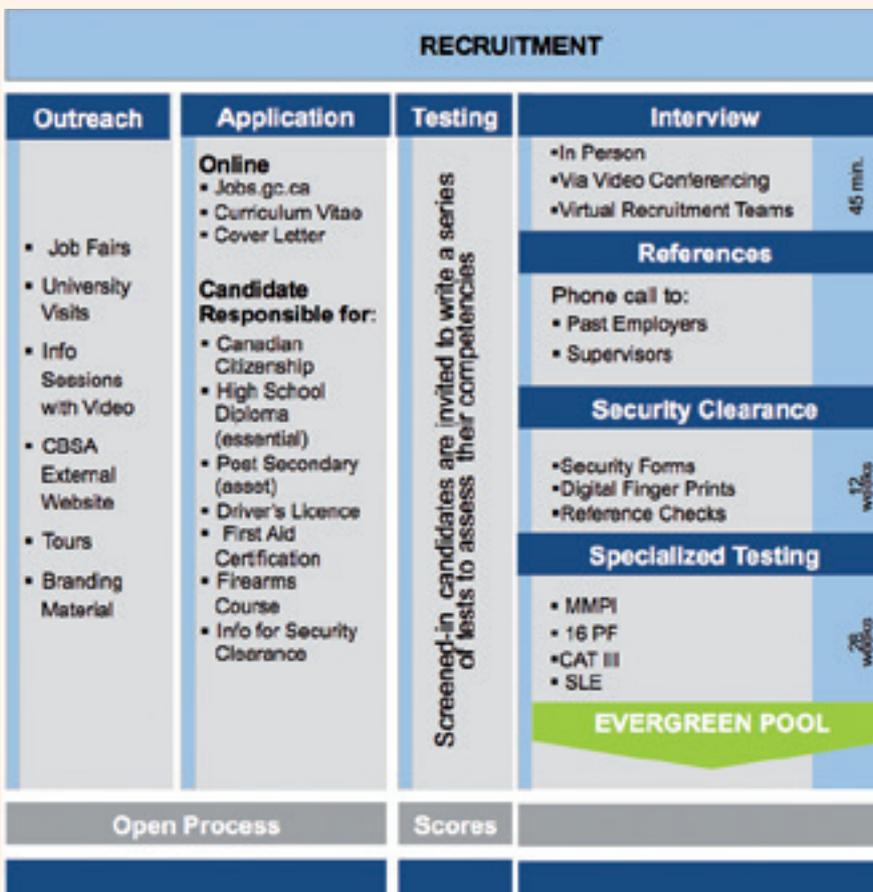
Evergreen candidate inventory with just-in-time national pool management

Designed to provide greater flexibility to the CBSA:

- Provides a platform to respond to OL needs,
- Provides opportunities to increase EE representation, and
- Deploys armed officers to areas of greatest needs in Canada.

Revamped Statement of Merit, including new competencies, and higher level of capability required upfront

Innovative testing and assessment strategy, with national and consistent standards that allow for faster and more effective processing time while providing high quality candidates.



## CBSA Officer Recruitment Program: Establishment of a pre-qualified pool

ON TRACK

The recruitment program strengthens standards up front to allow for increased success at training and to attract quality candidates that possess the right mix of experience, skills and abilities to form the basis of the future CBSA workforce.

### Completed

- New Recruitment Program and selection process launched on February 12, 2012.
- New integrated and national assessment strategy for the selection process:
  - Innovative testing methodologies with higher standards up front prior to the training phase
  - National and consistent standards (i.e. common training for assessors to ensure consistent rating application)
  - Developed in partnership with the Public Service Commission (PSC)
  - Regionally championed
  - Transformative Duty Assignment Framework

### In Progress

- 493 candidates moved forward to the interviews stage – 79 interviews remain to be completed by mid-October
  - Pre-requisites: NMPI, CATSI, SLEs and security clearance process (HIPSS) being conducted
  - Group and Level of CBSA officer trainee (classification pending to ratification of collective bargaining)
- Challenges:**
- The implementation of the HIPSS mid-point in the recruitment process created delays in obtaining complete documentation in a timely manner from candidates
  - Number of bilingual candidates in the pool is limited
  - Sufficient funding to secure on-going recruitment process

### Results

- Total inventory of 18,000+ applications as of September 14, 2012
- 3191 applications were pulled from the inventory on March 13, 2012
- 2240 applicants moved forward to testing
- 468 moved forward to interviews - started on June 18 with majority completed by early August. Approximately 55% success rate on interviews
- OITP 1 (pilot) will focus on bilingual recruitment to fill the CBSA OL gaps
- Successful partnership with the PSC – assessment and evaluation of standardized tests, provision of statistical and trend analysis (competencies, testing and performance work behaviours), priority administration, system improvement collaboration (PSRS inventories)

3

PROTECTION • SERVICE • INTEGRITY

## ANNEX 3: Job Application Form for Internal Candidates

For the job of: \_ \_ \_

Send this form back before: \_ \_ \_

To: Customs administration  
PO Box  
City**1. Personal details**

Surname \_ \_ \_  
 First name(s) in full \_ \_ \_  
 Sex  Male  Female  
 Age \_ \_ \_ Years  
 Address \_ \_ \_  
 Postal code \_ \_ \_  
 City \_ \_ \_  
 Phone number at home: \_ \_ \_  
 at work: \_ \_ \_  
 Employment  Full time  
 Half time, \_ \_ \_ Hours  
 Details  No  Yes  
 If yes, state details:  
 \_ \_ \_  
 \_ \_ \_

**2. Training outside the Customs administration**

What courses have you taken outside the Customs administration?

	Course	Certificate obtained in	Number of years	Subjects
1.				
2.				
3.				
4.				
5.				

**3. Training within the Customs administration**

What courses have you taken within the Customs administration?

	Course	Period	Completed in years
1.			
2.			
3.			
4.			
5.			

**4. Internal/external training/seminars, etc.**

What internal and external training and/or particular courses have you taken, other than those required by the service?

	Course	Completed in years
1.		
2.		
3.		
4.		
5.		

**5. Work experience outside the Customs administration**

What relevant jobs have you had outside the Customs administration?

	Job (Description)	Organization	Period
1.			
2.			
3.			
4.			
5.			

**6. Jobs within the Customs administration**

What relevant jobs have you had outside the Customs administration?

	Job (Description) and unit	Grade	Period
1.			
2.			
3.			
4.			
5.			

**7. Additional positions inside or outside the Customs administration**

What relevant additional positions have you held inside and/or outside the Customs administration? For instance, chairperson posts, teaching posts, advisory posts.

	Additional position (description)	Period
1.		
2.		
3.		
4.		
5.		

**8. Work/project groups within the Customs administration**

In which work/project groups and/or committees of the Customs administration have you participated or do you participate in?

	Work/project group (description)	Period
1.		
2.		
3.		
4.		
5.		

**9. Other (work) experience and/or achievements which demonstrate your suitability for the position**

--

**10. Motivation for applying for the position**

What are the most important reasons for your application?

--

Date of application: \_ \_ \_

Signature:

Date of receipt (leave blank): \_ \_ \_

## ANNEX 4: New Zealand – Recruitment and Selection Checklist



<b>Quick Reference Guide to Recruitment &amp; Selection</b>		
<b>Position:</b>		
<b>Task / Checklist</b>	<b>HR Form / Policy or Procedure Link</b>	<b>Responsibility</b>
Confirm the need to fill vacancy? Prepare / revise the position description, include person specification	Recruitment preparation procedures	Recruiting manager  Consult with your HR Advisor
Choose methods of advertising the vacancy. Internal/External, Create an advert, Online screening questions required, Timeline  Note: Recruitment Agencies are only to be used for hard to fill/specialist roles.		Recruiting manager/ Recruitment Consult with HR or Recruitment
Complete request to fill vacancy form and obtain appropriate senior management & HR sign off, send to recruitment to advertise vacancy.	Request to Fill Vacancy form	Recruiting manager consult with HR
Confirm selection panel composition & panel chair	Selection panel procedures	Recruiting manager
Decide on shortlisting criteria & selection process.  Note: A combination of interview & assessment methods should be used e.g. psychometric testing, presentation, online screening questions	Selection methods procedures	Selection panel
Prepare interview questions	Interview Questions template	Selection panel consult with HR/Recruitment
Receive applications and send to selection panel		Recruitment
Shortlist applicants against competencies & selection criteria	Shortlisting Matrix	Selection panel
Compile list of shortlisted / not shortlisted candidates.	Shortlisting Matrix	Panel chair
Contact shortlisted candidates to arrange times for interviews, psychometric tests? (Confirmation via SnaPhire with referee & security clearance forms)  Email those not shortlisted via SnaPhire. (Internal staff should be provided with feedback by panel member)		Recruitment  Panel chair

<p>Conduct interviews</p> <p>Collect security clearance and authority to contact referee forms, witnessed copy of passport or birth certificate for ID, and copy of driver licence if required.</p>	<p>Interview Questions template</p> <p>Authority to Contact Referees form</p> <p>Security Clearance form</p>	Selection panel
<p>Complete interview assessment for each candidate and agree if there is a preferred candidate/s</p>	Interview Summary Assessment form	Selection panel
<p>Conduct reference checks (x2) for preferred candidate/s</p> <p>Confirm with security advisor that organizational security clearance has been granted.</p>	Telephone Reference Check template	Selection panel/Recruitment
<p>Complete recommendation for appointment report providing evidence to support the decision</p>	Recommendation for Appointment template	Selection panel chair
<p>Recommendation approved / declined agree/approve terms and conditions including pay step. (If outside recruitment range deputy comptroller approval required- refer to policy)</p>	Recommendation for Appointment template	Appointing authority Consult with HR
<p>Make verbal offer of employment</p>		Panel chair
<p>Draft offer of employment letter and send out offer pack including payroll &amp; drug/medical test forms</p>	Offer of Employment letter template	HR/Recruitment
<p>Receive written acceptance of offer &amp; forward to payroll with staff movement form signed by manager</p>	Staff Movement form	Recruitment
<p>Advise unsuccessful interviewed candidates verbally (Recruitment follow up with email)</p> <p>Note: Send all vacancy / appointment documentation to recruitment for filing</p>		Panel chair
<p>Promulgate candidate for 7 days, if an appeal, HR to investigate.</p>	Longroom	Recruitment/HR
<p>Prepare induction information for new employee</p>	Induction pack & checklist	Recruitment & reporting manager

## ANNEX 5: Step 1 Example - Singapore : Workforce Analysis Steps - Detailed Process Overview



### Singapore

SC assesses the needs of its workforce through the following processes:

(a) Define SC's strategic direction - SC launched its Customs 2015 with its 5 strategic thrusts namely,

- (i) Fostering international Customs partnerships to enhance the trade facilitation
- (ii) Enhancing the security and resilience of Singapore's supply chain
- (iii) Developing trade competitiveness through pro-enterprise and integrated trade system
- (iv) Protecting our economy and society through enhanced enforcement
- (v) Growing Singapore Customs through human capital development.

To achieve the 5 strategic thrusts under Customs 2015, SC's Human Resource Directorate (HRD) needs to identify the core skills and competencies needed.

(b) Scan internal and external environments - HRD will analyse the external and internal environments that impact our 5 key strategic thrusts. The external analysis will cover the local labour market forecast, emerging trends in workforce supply or demand, the technology trends or best practices that can help SC's staff to be more efficient. In scanning the internal environment, HRD also focuses on factors such as the efficiency of our processes, the demographics of our workforce, our organizational culture and the level of our staff engagement etc.

(c) Assess current manpower to project future manpower requirements - In projecting its future manpower needs, HRD will review SC's current manpower needs by considering demographic factors, such as age, length of service, gender of current workforce. The attrition rate and exit interview reports will also be assessed to gather information on why staffs are leaving, and what types of job/industry they are taking on as well as their feedback on areas that SC can improve on. For branches taking on additional or new functions, its future manpower requirements will also be considered. HRD will also work with the branches to identify the skills and competencies required for the new functions and assess if the manpower required can be met internally by transferring more experienced officers to start-up the new function.

(d) Identify gaps and develop gap-closing strategies - From comparing SC's current workforce and future manpower needs, HRD is able to identify the gaps such as areas where additional manpower are needed, the tenure of staff to employ (permanent, contract etc), the skill set required, and so on. This will enable HRD to develop strategies to close the gaps.

(e) Implement strategies to close the gaps - In implementing the strategies, it is important for HRD to engage its key stakeholders to explain the need for change initiatives. Communications on the need for change enable staff to understand the purpose, scope of change, and the timeframe of the initiative etc. This information will help staff to be more aware of the intent of the strategy, and overcome potential staff resistance in implementing the strategy.

(f) Evaluate the effectiveness of the strategies - HRD will monitor and evaluate the gap closing strategies to ensure that they achieved the desirable outcome as intended. By monitoring the strategy, HRD is able to evaluate the validity and effectiveness.

## ANNEX 6: Step 4 Example - Canada Border Services Agency - Job Poster - CBSA Trainee Officer



If you're looking for an exciting and challenging job opportunity, border services are for you! Becoming a CBSA Officer means being part of a team that protects the safety and security of Canada and Canadians, while ensuring the free flow of admissible people and goods across the border.

CBSA Officers are one of the first points of contact when travellers and goods arrive in Canada. They are Canada's first line of defence in preventing inadmissible people, contraband and other illegal substances from coming into the country. CBSA officers also contribute to the fight against international terrorism and illegal immigration.

Due to the nature of the CBSA Officer work, it is strongly suggested that you complete our on-line self-assessment questionnaire at [www.cbsa-asfc.gc.ca/job-emploi/bso-asf/sa-ae-eng.html](http://www.cbsa-asfc.gc.ca/job-emploi/bso-asf/sa-ae-eng.html) prior to completing this application to determine if this job is for you.

In order to become a CBSA Officer Trainee, there are certain basic requirements that you must possess before you apply. You are responsible for meeting these requirements. If you choose to apply, you will be required to submit confirmation of these requirements at the time of application by completing the on-line screening questionnaire. Only candidates who meet these requirements will be further considered. Note that proof of original documents will be requested at testing.

1. You must have successfully completed a secondary school diploma.
2. You must have successfully completed the Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course.
3. You must possess and maintain a valid Standard First Aid Certification (according to the Canada Labour Code, Part II and the Canada Occupational Health and Safety Regulations, Part XVI).
4. You must possess and maintain a valid driver's license.
5. You must accept a posting anywhere in Canada.

To learn more about becoming a CBSA Officer, please visit our website at [www.cbsa-asfc.gc.ca/job-emploi/bso-asf/menu-eng.html](http://www.cbsa-asfc.gc.ca/job-emploi/bso-asf/menu-eng.html)

CBSA Officer Trainee - Developmental Program  
 Department Name: Canada Border Services Agency  
 Locations: Various locations across Canada.

Please visit the following website for a Directory of CBSA Offices:

[www.cbsa-asfc.gc.ca/contact/listing/indexpages/index-e.html](http://www.cbsa-asfc.gc.ca/contact/listing/indexpages/index-e.html)

Classification: FB - 02 for more information

Salary: \$55,133 to \$61,570 (under review)

Closing Date: N/A

Reference Number: BSF12J-009219-000003

Selection Process Number: 12-BSF-EA-NBSO-FB-3333

Employment Tenure: Indeterminate full-time.

Vacancies: Number to be determined

Website: For further information on the department, please visit Canada Border Services Agency

### Who can apply

Useful Information:

Persons residing in Canada and Canadian citizens residing abroad.

Persons 18 years of age or older.

### Citizenship

Useful Information:

Preference will be given to Canadian citizens. Please indicate in your application the reason you are entitled to work in Canada: Canadian citizenship, permanent resident status or work permit.

## Language proficiency

### Useful Information

Applicants must indicate in their application their working ability for the following language requirement:

Various language requirements and/or profiles

The positions to be staffed require the following language requirements: Bilingual Imperative (BBB/BBB) and English Essential.

Bilingual Imperative (BBB/BBB) means that you must be fluently bilingual in English AND French (reading, writing and speaking) at the BBB/BBB level.

### Second Language Writing Skills Self-Assessment

An optional self-assessment test is available to assess your writing skills in your second official language for this staffing process. If you are uncertain of your second language writing skills, you may wish to try this optional self-assessment test first before completing your application for a bilingual imperative position. The link to access the optional second language self-assessment test can be found in the Requirements list of your on-line application for this process. The test is designed to be completed within 15 to 30 minutes. Once you have completed the optional test, you will be given general feedback on your performance on the second language writing skills test. If you obtain a moderate or high score on the second language writing skills self-assessment test, then you may be able to obtain a sufficiently high mark on the statutory Second Language Evaluation - Test of Written Expression.

## Education

### Useful Information

Secondary school diploma.

Candidates with foreign credentials must provide proof of Canadian equivalency. Consult the Canadian Information Centre for International Credentials for further information at [www.cicic.ca/2/home.canada](http://www.cicic.ca/2/home.canada)

### Other Merit Criteria and Conditions of Employment

Organizational needs are current and future criteria that enable organizations to fulfill their mandates and address the needs of their organizations both now and in the future. Candidates who possess an organizational need may be assessed prior to and/or considered for employment prior to candidates who do not possess an organizational need. Applicants should indicate in their application if they meet the following organizational needs:

Organizational Needs which may apply for this position.

Selection may be limited to members of the following Employment Equity groups: Aboriginal persons, visible minorities, persons with disabilities, women

### Asset Qualifications:

Criteria may be applied at any stage of the selection process.

- Graduation with a degree from a recognized university.
- Graduation from a recognized post-secondary institution with a specialization Diploma or Certificate in one of the following: Law, Law Enforcement, Policing, Criminology or Law and Security or specialization in a field relevant to the position.
- Experience within a law enforcement environment relevant to the position. Breadth and depth of this experience will be taken into consideration.
- Experience providing client service in a challenging environment. You must clearly describe the challenges of the environment as well as how or what client services you provided.

### Operational requirements

Operational Requirements WILL be applied at the initial screening stage.

You must possess the following at time of application:

- Have successfully completed the Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course. Please visit the following website for further information: [www.rcmp-grc.gc.ca/cfp-pcaf/safe\\_sur/index-eng.htm](http://www.rcmp-grc.gc.ca/cfp-pcaf/safe_sur/index-eng.htm)
- Possess and maintain a valid Standard First Aid Certification (according to the Canada Labour Code Part II, Canada Occupational Health & Safety Regulations, Part XVI). Please visit the following website for further information: [www.hrsdc.gc.ca/eng/labour/health\\_safety/prevention/first\\_aid.shtml](http://www.hrsdc.gc.ca/eng/labour/health_safety/prevention/first_aid.shtml)
- Possess and maintain a valid driver's license.
- You must accept assigned posting anywhere in Canada.
- Failure to commit to accepting assigned posting anywhere in Canada will result in your candidacy being given no further consideration in this selection process.
- Candidates should also be aware that should they decline an assigned posting they may be required to reimburse CBSA for their entire costs associated with the CBSA Officer Induction Training Program.
- You MUST confirm you meet the requirements above at time of application by completing the on-line screening questionnaire. Only candidates who meet these requirements will be further considered. You are expected to acquire the required documents on your own time and at your own expense. Proof of documents will be required at testing.

### Conditions of employment

The following conditions of employment are requirements you must meet prior to being appointed to a CBSA Officer Trainee position and must be maintained throughout your employment as such:

- Have successfully completed the Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course.
- Possess and maintain a valid Standard First Aid Certification (according to the Canada Labour Code, Part II, Canada Occupational Health & Safety Regulations, Part XVI).
- Possess and maintain a valid driver's license.

You must meet these requirements before attending the CBSA Officer Induction Training Program. The CBSA will provide candidates with additional information regarding the following conditions of employment:

- Obtain and maintain a secret security clearance as per CBSA Security Standards. Mandatory digital fingerprints and mandatory standardized reference checks will be undertaken as part of the Personnel Security Screening Process.
- Meet and maintain a medical standard required to perform the duties of a CBSA Officer Trainee. A physician (Health Canada or designated by CBSA) will complete an Occupational Health Assessment Report which will attest to physical ability to participate in the CBSA Officer Induction Training Program and subsequently perform the duties of a CBSA Officer Trainee.
- Meet and maintain psychological requirements by passing the Minnesota Multiphasic Personality Inventory (MMPI-2) and the Sixteen Personality Factor (16PF) and a structured stress and clinical interview.
- The duties of a CBSA Officer Trainee will require you to carry a firearm as well as other defensive equipment. As such, you agree to qualify and re-certify in their use and maintenance. You also agree to meet and maintain any medical, behavioral, psychological and physical requirements (including vision, and hearing standards required), as prescribed by the CBSA.

CBSA Officer Trainee must meet the following conditions of employment prior to appointment. If you qualify in this process, including successfully completing the CBSA Officer Induction Training Program, and are offered employment, you must accept the following conditions of employment when signing your letter of offer:

- Work various shifts on rotation, weekends as well as statutory holidays.
- Wear and maintain a uniform, required protective clothing, job-related equipment such as Oleoresin Capsicum (OC) spray, batons and firearms as per CBSA standards.
- Work overtime as required.
- Operate a government vehicle.
- Obtain and maintain a Transportation Security Clearance for positions located at airports/marine ports (if applicable).
- Undergo a medical examination for isolated posts (if applicable).
- Travel as required (domestic and international).
- Accept assigned postings anywhere in Canada.

Failure to commit to accepting assigned posting anywhere in Canada will result in your candidacy being given no further consideration in this selection process.

Candidates should also be aware that should they decline an assigned posting they may be required to reimburse the CBSA for their entire costs associated with the CBSA Officer Induction Training Program.

### **Challenge**

Applicants must be physically able to perform strenuous duties under rigorous environmental conditions. Duties require stamina in withstanding exposure to extreme weather conditions for extended periods; standing/stooping over for long periods of time. Irregular and protracted hours of work are also required. There are certain risks associated with the operational duties normally carried out by the CBSA Officer Trainee.

Prior to training and an offer of employment, applicants must undergo a pre-employment medical examination and be medically suitable to perform the full range of duties of the position efficiently and without hazard to themselves or others. Any disease or condition that interferes with the safe, efficient, and expected performance of the job duties or required training may constitute grounds for medical disqualification. Individual assessments of each person's medical history, current condition, and medical qualifications will be made on a case-by-case basis by the Health Canada Medical Unit or physician designated by the CBSA.

### **Additional requirements / comments**

The initial screening phase of this selection process will require candidates to demonstrate they meet each of the Operational and Education Requirements.

Candidates invited to the assessment stage will be required to provide proof of citizenship; education; successful completion of the Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course; valid Standard First Aid Certification (according to the Canada Labour Code Part II, Canada Occupational Health & Safety Regulations Part XVI); and a valid driver's license. If you fail to bring these documents, you will not be permitted to write the tests.

The assessment of candidates may take the form of one or more of the following: written examinations, interviews, practical exercises, role-plays, behavior-based questions, situational exercises and/or mandatory reference checks.

Candidates will be required to pay for their own travel expenses when attending the required tests, interview(s), medical and psychological assessments as well as expenses related to meeting the conditions of employment.

Top down selection may be applied at any stage of the selection process.

Candidates are entitled to participate in the selection process in the official language of their choice and are asked to indicate their preferred official language in their application.

Candidates who are selected to attend the CBSA Officer Induction Training Program will be required to attend an in-residence 18 week training program at the CBSA Main Campus in Rigaud, Quebec where candidates will be further assessed.

During the in-residence phase of the training, non-public servants will receive an allowance, accommodations and meals. They are also entitled to one return travel trip (from their home residence to the CBSA Main Campus and back). There will be NO salary paid until candidates successfully complete all the required assessments and accept an offer of employment.

Information to be provided:

You must provide the following information when submitting your application:

Your résumé;

You must ensure that you select at least one employment type when submitting your application: Employment Tenure

### Important messages

Please note that the CBSA only accepts on-line applications sent via the Internet site [www.jobs.gc.ca](http://www.jobs.gc.ca). If you do not have Internet access in your home or through friends, relatives or neighbours, here are some suggested locations: campus career centres, libraries, community centres, Internet cafés, Canada/Student Employment Centres, and Public Service Commission (PSC) regional offices. You may also call 1-800 O-Canada (1-800-622-6232), or TTY 1-800-926-9105, for information on the nearest public Internet access location.

To submit an application on-line, please click on the button "Apply Now" below.

Notice of intent to apply will not be accepted.

This is an on-going selection process to create an inventory of partially assessed candidates. From this inventory candidates may be eligible for consideration to attend the CBSA Officer Induction Training Program for further assessment of the essential qualifications. We will periodically access the applications received and contact candidates selected for further assessment.

COMMUNICATION FOR THIS SELECTION PROCESS will be sent by e-mail and through your Public Service Resourcing System (PSRS) account. Candidates must check their e-mail accounts and/or PSRS account frequently as there may be new communication regarding this selection process or a deadline for response. Responses provided after the indicated deadline will not be accepted. Candidates must include in their application a valid e-mail address that is functional at all times and accepts messages from unknown users; some e-mail systems block these types of e-mail. Ensure to check/view your spam folder regularly. The CBSA is not responsible for any incorrect or incomplete application information. Errors in your profile and/or failure to update your contact information MAY result in no further consideration of your application.

ACCOMMODATIONS OF PERSONS WITH DISABILITIES: Persons with a disability preventing them from applying on-line should contact us at 1-800-645-5605. The Public Service of Canada is committed to developing inclusive, barrier-free selection processes and work environments. If contacted in relation to a job opportunity or testing, you should advise the Public Service Commission or the Departmental official in a timely fashion of the accommodation measures which must be taken to enable you to be assessed in a fair and equitable manner. Information received relating to accommodation measures will be addressed confidentially. It is your responsibility to advise the Departmental official of your accommodation needs at the commencement and at each stage of the assessment process as the type of accommodation might change depending on the nature of the assessment.

Your résumé must clearly demonstrate how you meet the requirements.

We thank all those who apply. Only those selected for further consideration will be contacted.

Questions regarding travel and relocation.

The Public Service of Canada is committed to building a skilled, diverse workforce reflective of Canadian society. As a result, it promotes employment equity and encourages candidates to indicate voluntarily on their application if they are a woman, an Aboriginal person, a person with a disability or a member of a visible minority group.

The Public Service of Canada is also committed to developing inclusive, barrier-free selection processes and work environments. If contacted in relation to a job opportunity or testing, you should advise the Public Service Commission or the departmental official in a timely fashion of the accommodation measures which must be taken to enable you to be assessed in a fair and equitable manner. Information received relating to accommodation measures will be addressed confidentially.



## ANNEX 8: CBSA Assessment Strategy



### Introduction

The Canada Border Services Agency (CBSA) is developing an integrated induction model for all entry-level officers. Before 2012, the CBSA had different and inconsistent recruitment and training standards for new FB-03 inland enforcement officers (IEO) and new border services officers (BSO), gaps in our Official Language capacity and identified operational recruitment challenges such as supporting remote ports, double up and arming commitments. To address these inconsistencies and gaps, the Agency has developed a new common induction model that includes a national ab initio recruitment process, a revamped residential training program for recruits and a structured developmental curriculum following graduation. This integrated model will allow us to address identified gaps at both the organizational and operational level and will enhance our ability to meet and/or exceed established targets or expectations. Our ability to collect and analyze the program data will provide us with the added knowledge and flexibility to identify gaps and issues more readily whereby permitting us to respond to changes within organization in a more timely and effective manner. Collectively, these elements will fully prepare officer trainees to fulfill the CBSA mandate.

The CBSA induction program will enable the Agency, through strategic and targeted recruitment, to attract and retain quality candidates that possess the right mix of experience, skills and abilities to form the basis of the future CBSA workforce and meet the Agency's goals. The new program includes a redesign of the recruitment process with new assessment tools and a national assignment model that will better respond to operational pressures. The Agency will post new CBSA officers to any office in Canada. Upon graduation, new officers will be posted within the CBSA to meet operational requirements.

The new CBSA Recruitment Program was launched in February 2012 and represents a key milestone as the organization moves to a national and uniform recruitment and training regime for entry level officers. The assessment strategy for the new process incorporates revitalized assessments tools and integrated standards and is comprised of multiple stages to increase the probability of selecting the best candidates. After each stage of the selection process, beginning with the Un-proctored Internet Test (U.I.T), candidates will receive a letter indicating whether they have been screened in or out of the next phase of the assessment process. Candidates who are not successful at any stage of the process will be subject to a waiting period. The length of the waiting period is based on whether the candidate has been screened out based on a standardized PSC test, an unmet competency or has voluntary withdrawn.

The CBSA has partnered with the Public Service Commission (PSC) in the development and implementation of the new CBSA Trainee Recruitment Process. With the new recruitment process, the CBSA has a targeted candidate population from beginning to end of a competency-based assessment that can be linked to work expectations and performance. This information can be very valuable for the PSC in assessing and evaluating their standardized tests. In return, the PSC has offered its support at no cost in providing statistical and trend analysis in relation to the testing used within the process to assess the relation between competencies, testing and performance work behaviours. Ongoing reporting will be conducted on the progress of the analysis and roll-up of information.

### **Phase 1: Initial Assessment through the Public Service Resourcing System (PSRS)**

Responsibility: The Officer Recruitment Unit (ORU) is responsible for screening a selection of applications using the PSRS.

Timeframe: One to three weeks (depends on volume)

Applicants apply online using the PSRS; applications will not be considered if they are submitted using other methods. Applications at this stage will be entered into an inventory in PSRS; screening criteria beyond high school education are not applied to the applications at the time of submission. The screening criteria below are used to pull applications for further assessment. Only applications which meet the screening criteria will be referred from the PSRS inventory; applications which are not selected remain in the inventory. The following are the criteria which will be utilized to create the first candidate inventory.

- Willing to accept a posting anywhere in Canada
- A valid first aid certificate
- A valid driver's license
- Successful completion of the Canadian Firearms Safety course (CFSC) and the Canadian Restricted Firearms Safety course (CRFSC)
- Canadian Citizenship
- High school diploma

This will create our first applicant inventory. Applications will be sorted by the ORU and those meeting the requirements will move to Phase 2. ORU will be responsible for creating (entering tombstone data for all applications selected), maintaining (input of all data related to testing and evaluation) and storage of the national database.

### **Phase 2: Un-proctored Internet Test (U.I.T)**

Responsibility: The ORU is responsible for the administration of the U.I.T., issuing invitations, tracking scores and answering questions.

Timeframe: 3 weeks

Candidates will be sent a communication with instructions on how to complete the "Un-proctored Internet Test" (U.I.T). The test is delivered to the candidate's computer through the Internet and administered without supervision. The U.I.T serves as a pre-cursor test of cognitive ability complementary to the General Competency Test Level 2 (GCT-2). Candidates who successfully pass the UIT will be sent an invitation to attend the next assessment phase; candidates who are unsuccessful will be screened out of the pool. Specific threshold levels will need to be established for this test to establish the cut-off. Standard cut-off is determined by the delegated manager.

### Phase 3: Standardized PSC Tests and Verification of Essential Qualifications

Responsibility: The ORU will work cooperatively with Regional HR to reserve and manage rooms, and ORU will prepare testing and administrative documents for each testing session. Regional HR will be asked to provide invigilators for the testing sessions.

Timeframe: Four weeks

During phase 3, candidates will be invited to attend a testing session to write two Public Service Commission (PSC) standardized tests;

- The General Competency Test Level 2 (GCT-2) (cognitive ability) and,
- The Written Communication Proficiency Test (WCPT) (ability to communicate in writing)

Both tests will be administered on the same day with the GCT-2 being administered in the morning and the WCPT being administered in the afternoon. The DG of T&L, as delegated manager, in consultation with the ORU will be responsible for establishing specific threshold levels to set cut-off levels to be screened in or out. The threshold levels must be established prior to the testing sessions as the invitation letter sent to candidates must include the threshold level and the possibility the Agency may use a top down approach with respect to the test results. Candidates who successfully pass both tests will be sent an invitation to attend the next assessment phase. Candidates who are unsuccessful will be screened out of the pool and will be subject to a waiting period of 180 days before they can reapply.

For the GCT-2 when the test is used for screening purposes, the minimum pass mark is 18/50 however the DG of T&L, as delegated manager, may adjust the cut off score and use top down criteria. For the WCPT, the DG of T&L, as the delegated manager, in consultation with the ORU will set the cut-off taking into account the level of writing ability required.

Included with the invitation to the GCT-2 and WCPT testing session, candidates will receive instructions requiring them to bring proof of the documents below to the testing session.

- Canadian Citizenship,
- Valid first aid certification,
- Proof of education,
- Successful completion of the Canadian Firearms Safety Course and the Canadian Restricted Firearms Safety Course, and
- Valid driver's license.

Failure to follow instructions will result in the candidate's application being given no further consideration and a waiting period of one year before the candidate may be considered in any further process. On the day of the testing the validity of the candidate's first aid certificate and driver's license will be confirmed. Random checks will be conducted on the date of issuance for completion of the firearms courses against the date of application. In cases where the date of issuance is after the date of application the candidate will be removed from the pool and the candidate will be subject to a one year waiting period before being able to reapply to the inventory.

#### Phase 4: Interviews

Responsibility: The ORU will reserve the rooms, with the assistance of Regional HR, complete the scheduling and prepare the interview packages to be shipped to the interview areas as necessary.

Timeframe: 9 weeks

Interviews will be conducted using a three member panel. Two members of the panel will have Regional operational experience and the third member will have human resources experience. Ideally the interview panel will include the following representatives:

- One representative with operational experience from the region in which the interview is being conducted,
- One representative with operational experience from an adjacent Region, and
- One representative from the ORU.

The interview will be one hour in length and include situational questions and a role play. Each interview team will be able to conduct a maximum of six interviews per day. Interviews will be scheduled in targeted areas for one week blocks (based on volume) to minimize travel costs. The interview questions will also be designed to allow them to be administered using video conferencing or similar technology should the need arise.

Candidates may also be requested to complete a short written multiple-choice Competency Based Organizational Questionnaire (CBOQ) designed to help assess the Client Service Orientation (CSO) competency. The test, designed by the Canada Revenue Agency, is approximately 30 minutes in duration and can be marked electronically. The mark obtained on this test would be blended with interview questions that have been developed to enhance the testing of the Client Service Orientation competency.

#### Phase 5: Additional Requirements

Candidates who complete all of the previous five stages will be placed in a partially qualified pool (PQP) until such time as they may be drawn from the pool and selected to attend the CBSA OITP. The Human Resources Standing Committee (HRSC) will be responsible for authorizing the class sizes. Within the old recruitment process the regions were provided with a seat allocation and would select their own candidates to attend the in-residence program in Rigaud. Within the new recruitment process the DG of the Training and Learning Directorate will be responsible for managing the process to select candidates to attend Rigaud. The governance for loading the OITP seats will reside with the DG of the Training and Learning Directorate, in close partnership with Corporate HR Programs and the Operations Branch. Tactical staffing plan will be developed based on historic knowledge, demographics trends and operational reality. Candidates who will attend training will be chosen on specific criteria and asset qualification recommended by the Officer Recruitment Unit, in consultation with the Operations Branch.

Candidates can be drawn from the PQP based on a range of criteria including:

- Employment equity and language needs and
- WCPT and GCT-2 scores.

Four asset criteria were established in the poster which may be applied at this stage (or any stage) to select candidates from the partially qualified pool in order to attend the OITP in Rigaud. The asset criteria include:

- Graduation with a degree from a recognized university,
- Graduation from a recognized post-secondary institution with a specialization diploma or certificate in the area of law or similar fields,
- Experience within a law enforcement environment relevant to the position, and
- Experience providing client service in a challenging environment.

Upon successful completion of the OITP at Rigaud, graduates will be assigned to available positions across the CBSA.

### **Phase 6: Selection of Recruits to attend the Officer Induction Training Program (OITP)**

Candidates who complete all of the previous five stages will be placed in a partially qualified pool (PQP) until such time as they may be drawn from the pool and selected to attend the CBSA OITP. The Human Resources Standing Committee (HRSC) will be responsible for authorizing the class sizes. Within the old recruitment process the regions were provided with a seat allocation and would select their own candidates to attend the in-residence program in Rigaud. Within the new recruitment process the DG of the Training and Learning Directorate will be responsible for managing the process to select candidates to attend Rigaud. The governance for loading the OITP seats will reside with the DG of the Training and Learning Directorate, in close partnership with Corporate HR Programs and the Operations Branch. Tactical staffing plan will be developed based on historic knowledge, demographics trends and operational reality. Candidates who will attend training will be chosen on specific criteria and asset qualification recommended by the Officer Recruitment Unit, in consultation with the Operations Branch.

Candidates can be drawn from the PQP based on a range of criteria including:

- Employment equity and language needs and
- WCPT and GCT-2 scores.

Four asset criteria were established in the poster which may be applied at this stage (or any stage) to select candidates from the partially qualified pool in order to attend the OITP in Rigaud. The asset criteria include:

- Graduation with a degree from a recognized university,
- Graduation from a recognized post-secondary institution with a specialization diploma or certificate in the area of law or similar fields,
- Experience within a law enforcement environment relevant to the position, and
- Experience providing client service in a challenging environment.

Upon successful completion of the OITP at Rigaud, graduates will be assigned to available positions across the CBSA.



## ANNEX 9: Example of Notification Letter to Unsuccessful Candidates

Location, Date

Name of Applicant  
Applicant's Address

Object: Your application to Job Title (Job Vacancy Reference Number)

Dear Sir/Madam,

We appreciate your interest in (organization name) and the position of (Name of Position) for which you applied. After reviewing the applications received, we have the regret to inform you that yours was not selected for further consideration.

The selection committee appreciates the time you invested in your application. We encourage you to apply for posted and advertised positions in our organization, for which you qualify, in the future.

We wish you every personal and professional success with your job search and in the future.

Thank you, again, for your interest in our organization.

Regards,

Name

## REFERENCES

- MDF "Recruitment and Selection"
- [http://www.bbk.ac.uk/hr/policies\\_services/policies\\_az/recruitment\\_guide/»](http://www.bbk.ac.uk/hr/policies_services/policies_az/recruitment_guide/)  
[http://www.bbk.ac.uk/hr/policies\\_services/policies\\_az/recruitment\\_guide/#4](http://www.bbk.ac.uk/hr/policies_services/policies_az/recruitment_guide/#4)
- WCO-SIDA Columbus Phase II Sub-Saharan Africa – ECOWAS subcomponent - WACAM Project – Human Resource Management