

Advertisement Reference: 188-APD/IUL/2018/25

Date: 18th June 2018

TERMS OF REFERENCE

HR Consultant – To Develop a Competency Model for the Recruitment & Selection of civil servants

1. Introduction

Based on preliminary research conducted by Civil Service Commission, it has been recognized that the current mechanism and guidelines for selection and recruitment in the civil service have ensured conformity to standards and the selection of candidates most qualified educationally. However, the current system has also created disenchantment, as the candidate most qualified has not always been the most suitable or the ‘right’ candidate for the job. The issue of the ‘perfect fit’ regarding the job requirements and candidates abilities and expectations seem to be an overarching issue.

Therefore, to further achieve the objectives of hiring high performing, competent and credible civil servants, there is a need for a conceptual change in the current recruitment and selection policies of the civil service. The research recommends the need for an improved HR system through a review of relevant policies and standard with the introduction of a ‘perfect fit’ that ensures hiring of the most qualified and suitable person, based on competencies and skills needed for a job.

A competency-based approach offers many advantages over the traditional system for identifying qualified candidates for a job. They can be applied in the selection process through a variety of candidate assessment techniques (e.g.: Structured Interviews, online tests, work sample assessments). Using competencies as the basis for staffing provides the flexibility needed to select and place individuals where they can best serve. It also ensures



that a sound selection takes place, with the candidate meeting all or most of the requirements specified in the person specification.

Towards this end, Civil Service Commission would like to invite individuals, who are interested in undertaking the necessary work in the development of a competency model which can be used in the process of recruitment and selection of civil servants.

2. Objectives

The primary objective is to develop a competency model for the recruitment and selection of civil servants.

3. Required Qualification

- The consultant should have a Master’s Degree preferably in Human Resource Management (HRM) or public administration or a similar discipline.
- Public Sector knowledge and experience of at least 10 years.
- Sound knowledge of the development of competency frameworks, strong leadership and management skills including the ability to provide strategic guidance, technical oversight and develop work plans.
- The consultant should have experience in managing and implementing a complex project involving multiple stakeholders, preferably in HR.
- Excellent analytical, research, writing and communication skills.
- Demonstrated to deliver required work on targeted timelines effectively.
- Good interpersonal and computer skills.



4. Reporting procedure and Duration

The Consultant will be working in accordance with the agreed timeframe and should undertake the assignment as described in this TOR. The consultant will report to the Secretary-General, Civil Service Commission, and will be responsible for the submission of deliverables as agreed upon. The consultancy work is expected to take approximately four (4) months to complete.

5. Scope of Work

This consultancy aims to develop a competency model for the recruitment and selection of civil servants. The main tasks are as follows:

- i. Creating a detailed project with project outputs, timeframes and accountabilities.
- ii. Ensuring that the deliverables of the project are achieved within the stipulated time frame.
- iii. Identifying stakeholders and involving them in focus groups and briefing meetings.
- iv. Liaising with colleagues in HR to ensure their appropriate involvement at each step of the project.

6. Results and Deliverables

The Consultant will be required to deliver the following outputs:

1. **Competency Tables** (for Core, Technical and Job Specific Competencies): *which provides a basis for identifying, describing and measuring the various competencies essential in the Civil Service.*
2. **Competency Table User Manual:** *which provides a basis of how to use the Competency Table in writing 'Person Specification.'*



3. **Position Profile User Manual:** *which provides a basis for mapping the list of competencies for various positions and the degree or intensity on how these competencies are demonstrated.*

7. Payment Modalities

The consultant shall be paid the consultancy fee upon completion of the following milestones.

- 30% after completion, submission and acceptance of the competency tables.
- 50% after completion, submission and acceptance of the Competency Table user manual.
- 20% after completion, submission and acceptance of the Position Profile User Manual.

8. Evaluation Criteria

The following technical criteria will be used, as per the example provided below:

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| • Educational Background | : [30] points |
| • Experience and Adequacy for the assignment | : [50] points |
| • Experience in human resources field | : [20] points |

Total 100 points

Interested candidates are requested to submit a letter with CV, a copy of ID card, copies of educational certificates and other supporting documents. Only short-listed candidates will be contacted for an interview.

For more information, please contact 3307301 or 3307302.