



Advertisement Reference: 188-SHRD/IUL/2019/182

Date: 20<sup>th</sup> November 2019

## **Terms of Reference and Scope of Services**

**For**

### **Procurement of Consultancy services to develop a Question Bank for Competency based Recruitment and Selection**

#### **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 accredited institutions or individuals, who are interested in undertaking the necessary work in the development of a Question Bank and user manual /guidelines which can be used in the process of recruitment and selection of civil servants.



## 2. OBJECTIVES

Competency tables, user manuals and position profile user manuals has been developed as an outcome of the phase one of this project. Hence, the primary objective of this assignment is to develop a question bank and user manual/guidelines focusing on ways to assess the skills and qualifications of the candidates and/or the candidate’s ability to perform the essential functions of the position, during the recruitment and selection process through a variety of candidate assessment techniques (e.g.: Structured Interviews, online tests, work sample assessments).

## 3. QUALIFICATIONS, EXPERTISE AND SKILLS REQUIRED

- The consultant or accredited institution shall organize a 2-3 team member. The expertise of the team members must be varied and must respond to the competencies and expertise required to complete the project. The team must have specialists in the following areas:
  - i. Master’s Degree or a Bachelor’s degree holders preferably in Human Resource Management (HRM)/ Human Resource Development (HRD) or public administration/ management or a similar discipline.
  - ii. Team members must have knowledge and experience in Human Resource Management (HRM), Human Resource Development (HRD) or a similar discipline of at least 6 years.
  - iii. The team leader must clearly demonstrate expertise in the field and must have at least six (6) years of collective experience in all aspects of Human Resource Management and Development (HRMD). (In addition, the team leader shall serve as the focal point person who will be directly contacted by CSC whenever necessary.)
  - iv. Extensive and on hands experience on developing question banks would be an added advantage.
  - v. Team members must have 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.
  - vi. Team members must have experience in managing and implementing a complex project involving multiple stakeholders, preferably in HRMD.



#### 4. Institutional Arrangements and Duration

The selected parties will be working in accordance with the agreed timeframe and should undertake the assignment as described in this TOR. The teams will report to the head of the Human Capital Management Division (HCMD) or her delegate on the status of assignment 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 question bank. 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 as required by the work.
- v. Developing recruitment assessments question bank and interview question bank together with user manual and guidelines.

#### 6. Results and Deliverables

The Consultant will be required to deliver the following outputs:

1. **Recruitment Assessments Question Bank:** *which provides set of general and competency based questions to assess employee competency levels against position profile.*
2. **Interview Question Bank:** *which provides a set of general interview questions categorised by topics and job categories.*
3. **User manual and guidelines:** *which provides a basis for mapping the list of questions for various positions and competencies to be tested.*
4. **Competency Assessment**  
*Assessment of competencies of 10 staff from MDAs, and Present results of competency assessment.*

#### 7. Duration of Services and terms of payment

The service is for a period of four (4) months. The individual or institution will be hired as a specialist/consultant for this project and will be paid a monthly fee of twenty five thousand Maldivian rufiya (25,000/- )



## 8. Evaluation Criteria

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

- Educational Background : [30] points
- Experience and Adequacy for the assignment : [25] points
- Project Plan (Time frame and deliverables) : [25] points
- Experience in HRMD field : [20] points

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Total 100 points

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

For more information, please contact 3307301 or 3307302