



Agenda item 3 (d): Recruitment and Staffing Needs

Proposed Recommendations

The PIDC Board is invited to:

- (a) **consider** the possible disestablishment of the Deputy Head of Secretariat (DHOS) position;
 - (b) **consider** the proposed recruitment process for the Head of Secretariat (HoS) and Deputy Head of Secretariat (if required); and
 - (c) **consider** a proposed transition plan in the recruitment process for the two executive management positions to ensure a smooth transition of executive leadership at the conclusion of Executive Staff Contracts.
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Purpose

This paper seeks to provide options for the Board to guide the development of recommendations for the PIDC Board regarding:

- (a) Possible disestablishment of the Deputy Head of Secretariat position;
- (b) Recruitment process for appointment of new Head of Secretariat (HOS) - and possibly a new Deputy Head of Secretariat (DHOS); and
- (c) Strengthening the transition period at the conclusion of Executive Staff Contracts

Background

2. The PIDC Board at its last meeting in 2021:
 - e) agreed for the Secretariat to work inter-sessionally with the HR Committee to develop recommendations for the Board to consider providing options for:*
 - i. the disestablishment of the position of the DHOS position and the establishment of the new technical replacement positions recommended by the HR review;*
 - ii. the recruitment of the Head of Secretariat and Deputy Head of Secretariat position and*
 - iii. a potential approach to ensure a smooth transition of the executive leadership while minimising the loss of the corporate knowledge*
3. To guide the Board in developing recommendations for their decision the Secretariat has provided possible options discussed in further detail below.

(a) Disestablishment of the DHOS Position

4. In the 2020 PIDC Secretariat Human Resources Review, the HR Consultant provided five reports to the Board with specific Secretariat Human Resource needs and recommendations. Approximately 98% of the HR recommendations have since been actioned and sequentially implemented. One key recommendation that has been put on hold for further discussion when appropriate has been the possible disestablishment of the DHOS position.

5. At the time of the development of the report, there were several assumptions made:

- (a) The PIDC Board had been clear to the PIDC Secretariat that there was no opportunity for the recruitment of new staff and that the Secretariat operations had to be delivered using the existing staff members and Consultants;
- (b) There was a view within the Secretariat that there was a need for technical immigration staff to better support Members and coordinate activities. Recruitment of technical staff would free up the HOS and DHOS to focus more on strategic and managerial areas rather than coordinating the delivery of technical immigration services to Members which had become between 20 and 40% of their workload; and
- (c) There had been a number of duplications existing between the HOS and DHOS positions mainly due to the nature of the transfer of the Secretariat from Fiji to Samoa and also due to the bulk of the service delivery to Members being coordinated through these two positions.

6. After internal discussions amongst the Secretariat and given the staffing limitations where it was envisaged that with only three regionally recruited officers in the Secretariat with limited technical expertise in specific immigration areas outside mainly of legal and policy development, PIDC would benefit more from having two or three technical officers to deliver services to Members than having a DHOS position. The discussions also identified that PIDC could possibly adapt an executive structure similar to the Oceania Customs Organisation where the HOS does not have a DHOS but is supported by an Operations Manager and an Office Manager who are on the same level.

7. While the discussions were difficult given the incumbent DHOS is a very experienced PIDC officer it was noted that the DHOS contract is coming to an end in September 2022 and as required under the current Regulations will need to be readvertised. On this basis this provided an opportune time to discuss this recommendation as to explore whether the DHOS position should be disestablished to fund the possible introduction of new technical staff or maintained.

8. Subsequent discussions with the PIDC Board have seen a shift in position with the Secretariat now being encouraged to recruit new staff. On this basis, the Secretariat is developing a proposal for the recruitment of new technical staff and the discussions will be based on what skills, office structure and services will allow the Secretariat to provide the most value for money for Members.

9. Table 1 provides a list of pros and cons for the disestablishment of the DHOS position for the HRC to consider.

Table 1: Rationale for Disestablishing the DHOS position

Pros	Cons
The disestablishment of the Deputy HoS position will result in savings which can be utilized to assist with financing the vacant technical positions. (note that current funding levels due to underspend from COVID-19 and savings from reduced use of Consultants can now fund the introduction of new positions)	The disestablishment of the position will require the: (a) review of all governance foundation documents which all have specific references to the DHOS position including the (i) PIDC Headquarters Agreement; (ii) Financial Regulations; (iii) Employee Regulations and (iv) Meeting Procedures.
(b) The creation of technical positions will assist in minimising duplication in some responsibilities of the HoS and DHoS.	(b) Will require a review of financial approval processes involving the DHOS with the local bank institution that manages PIDC funds.
(c) The creation of new technical positions will free up the HoS from the position's involvement in technical areas and provides the opportunity for the HoS and DHOS to focus more on strategic, advocacy and managerial issues for the organisation.	(c) the seamless transition of DHOS assuming Acting HoS in the absence of the HoS without any further governance and remuneration process under the current arrangement would change to an Officer In Charge approach whereby the Corporate and Finance Manager (or a newly recruited Operations Manager) would manage the Secretariat in the HOS's absence.
	(d) the 2020 HR Review Report while recommending the disestablishment of the DHOS position hasn't provided or recommended any preferred structural reorganisation of the PIDC Secretariat to replace the existing structure in the absence of the DHOS and creation of new technical positions. This means that PIDC will most likely need to undertake another review of the structural options that PIDC should adopt in the disestablishment of the DHOS functionality in the organisations structure and the introduction of new staff based on Members priorities.

Possible new technical positions to replace DHOS recommended by the HR Review

10. The 2009 Report recommended the creation of the DHOS position plus the establishment of 3 technical officer positions (which were never appointed). The 2020 Report recommendation was the de-establishment of the DHOS and the appointment of the same three technical positions.

11. In reviewing/comparing the KRAs of the DHOS position against that of the three technical positions, there are several responsibilities that would need to be distributed amongst these three new (or current) employees such as Board Secretary, oversight of the secretariat operations and organizational commitment, apart from the key technical roles.

12. The responsibilities of all three technical positions were considered crucial to the operations of the secretariat in responding to the needs of the Board and Membership. Concern has been raised at Board Meetings that the secretariat has not been as responsive as it could have been to matters that have been raised but not in the Annual Work Plan. It had been felt that a better resourced secretariat would be able to respond more effectively. So the filling of all or some of these positions would need to be looked at with a view to improved secretariat efficiency within an acceptable budget.

13. Currently the secretariat has only one recognized project – the COVID--19 responses but there is a myriad of other essential activities that can be considered as ongoing projects especially with the Programme activities that support the Members in country technical work. Therefore, a dedicated Project Manager/Officer would allow intense overview for these programmed activities while being able to respond to unscheduled activities and future emergencies. The draft Key Performance Indicator for this position is outlined in Annex 1.

14. The Policy Leader is also an important role as it deals with future policies and directions of the membership whilst assisting members with legislative support. This is currently provided under the purview of the HoS who has a legal background. Part of the activities for this position is also undertaken by the Research Officer. The Key Performance Areas for the Policy is highlighted in Annex 2.

15. On the operational level, the Trainer would probably be the most effective hire for the membership. This person would by his/her training activities raise better public and membership awareness of program activities within the PIDC ranks. A PIDC Trainer operating at medium to high level management would improve our public relations within our members. The Training Manager Key Performance Areas is attached as Annex 3.

Financial Implications

16. The Secretariat proposes that the HRC consider recommending that a review be undertaken to determine what structure would best serve the interests of Members taking into account the interest from the Board to increase staffing levels to provide technical services to Members. To take into account possible financial implications of possible changes to the PIDC Secretariat Office Structure, options are provided below for the information of the HRC in terms of estimates. These positions are included just for discussion but are by no means finalized.

Option 1

17. De-establish the DHOS position and recruit the three technical positions at Band 8

Option	Band 8	Plus benefit if outside recruitment	Total per 1 positions annually	Total 3 officer positions Annually

3 Technical positions Officer Level	86,000 WST	135,000 (3)	131,000	393,000
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Option 2

18. De-establish the DHOS position and recruit two technical Advisors position at max of Band 11. In this option the proposed hire would be the Project Manager and the Trainer Manager.

Option	Project Manager & Training Manager Band 11- Adviser Level	Plus benefits	Total cost of one position	Total costs of 2 positions
2 Technical positions	300,000	160,000	230,000	460,000

Option 3

19. Retain the DHOS position and recruit the Training Officer and the Project Officer.

Option	Project Officer & Training Officer Band 8- Officer Level	Plus benefits	Total cost of one position	Total costs
2 Technical positions	172,000	130,000	151,000	302,000
DHOS	180,000	100,000	280,000	280,000
Totals				582,000

Option 4

20. Extend the DHOS position for another 12 months to allow the incoming HoS to determine the technical support he/she requires. At this point the skillsets of the incoming HoS is unknown.

Option	DHOS Band 13	Plus benefits	Total cost of one position	Total costs
DHOS	180,000	100,000	280,000	280,000
Totals				280,000

21. In terms of available funding, the planned activities of the 2021/2022 Financial Year have been disrupted by the Covid 19 Pandemic, the closing of borders, the inability to carry out face to face meetings and training and the inability to travel for in country support technical work have reduced the Secretariats usage of consultants and travel expenses. Therefore, the secretariat projects a "one off saving" of WST 610,000 for the current financial year. Any new hire as outlined in the above options for either Officer or Advisor level could be comfortably undertaken within the current budget.

Recommendations

22. Based on the issues raised above, the Secretariat is of the view that given there is funding available and that the Board is now encouraging the Secretariat to recruit additional staff, the DHOS position be maintained with recruitment of more technical officers to be undertaken pending a review of Members priorities. Remuneration can be set based on the skills required to meet Member's needs. Should the Board seek to disestablish the DHOS position in the future, significant work would be required to ensure there is a transitional period and also to ensure that the current DHOS roles are adequately undertaken by alternate Secretariat staff.

(b) Strengthening the transition period at conclusion of Executive Staff Contracts

23. The expected departure of both executive management positions in August and September 2022 respectively has the potential to place the organisation at risk both in terms of a possible leadership gap and also due to the loss of corporate knowledge and business continuity. This is largely due to the small size of the Secretariat and should both positions conclude within the same year or should new candidates fail to immediately take up positions with a transitional handover period (August/September 2022), the organisation runs significant risks in failing to deliver its services to Members and also meeting its governance and legal obligations. This situation is further exacerbated by the ongoing COVID-19 pandemic affecting the operational landscape in the region, more so for Samoa which has closed its borders for an extended period of time and restricted entry of international travellers into the country. While it is envisaged that the international travel borders will open before this period, this is not guaranteed given the ever present possibility of fresh international travel disruptions due to new COVID-19 variants.

24. Going forward in the long term, it is recommended that the executive Secretariat positions be recruited as much as possible on alternate years to reduce the risk of a leadership gap reoccurring in the future.

25. In the short term for 2022, there are a number of options to avoid exposing the organisation to these possible risks. These options are based upon whether the DHOS position is to be disestablished as discussed in the previous part of this paper. Options include:

If the DHOS position is disestablished

- (a) It would be proposed to offer a contract extension of one year to the DHOS to support the delivery of the PIDC Annual Work Plan Programmes while the Secretariat made the necessary regulatory, administrative and procedural amendments while also developing a new office structure.

If the DHOS position is not disestablished

- (b) There two possible options here.
 - i. it would be proposed that the recruitment process for the DHOS be commenced as soon as possible in accordance with the Employee Regulations and a term of two years be offered for the successful applicant to ensure their contract does not conclude in the same year as the HOS. The only other issue here then would be if the incumbent DHOS was not reappointed due to other strong candidates applying for the position which would then lead to a possible transfer of corporate knowledge issue which is addressed below. This risk however is very unlikely given the recruitment process would require any successful candidate to have a strong working knowledge of immigration work in the PICT region; alternatively
 - ii. The DHOS contract could be extended for a one year period as a special one off extension to ensure the recruitment of the HOS and DHOS do not occur in the same year. This option while easier would need to be utilised with care so that it does not set a precedent should a similar issue arise in the future.

Issues regarding support for a transitionary hand over period

- (c) If the new HOS is unable to commence in mid to late July, the current HOS is willing to stay on for a short period until the new HOS takes office. Alternatively the outgoing HOS is able to voluntarily provide a series of briefings to the new HOS when he or she

is able to take up the position in Apia. The current HOS intends to remain in Samoa and therefore is willing to provide this unpaid support if required to ensure the continuity of ongoing PIDC programmes. The Secretariat will remain under the administrative management of the DHOS until the expiry of his contract in September.

Transfer of Corporate Knowledge

- (d) In terms of the transfer of Corporate Knowledge, both executive officers are expected to provide comprehensive handover notes to minimise the risk of the loss of corporate knowledge. The Finance and Corporate Manager is also available to guide the new executive staff through the administrative processes. If required, the Board may consider offering an advisory role to one of the outgoing Executive Officers to provide this additional transitional support if required for a period they deem appropriate. A second option as discussed above is to extend the DHOS contract for a period of 6 to 12 months to allow for the transfer of corporate knowledge.

26. Tables 2 and 3 below provide a scope of the possible transition plans based on the HR issues discussed in the above paragraphs relating to the HoS and DHOS positions:

Table 2: PIDC Recruitment transition plan if the PIDC DHOS position is disestablished.

Priority	Tasks	Timeline	Responsibility
1.	Determine the Disestablishment of the DHOS	End of April 2022	HRC and Board
2.	Recruitment of the HoS	By end of July 2022	External HR Firm, HRC and Board
3.	Propose to extend the DHOS contract by 12 months to support transition and recruitment of new Secretariat staff.	End of June 2022	HRC and Board
4.	Review of new PIDC technical positions and PIDC Structure	End of June 2022	HoS/Secretariat and HRC or External Consultant Firm, HRC and Secretariat
5.	Board and Membership endorse new technical staffing and Secretariat Structure	End of June 2022	Board and Membership
6.	Development and endorsement of new Staffing JDs (based on existing templates), consequential Work Plan activities and Budgetary Allocation	End of June 2022	External HR Consultancy Firm, HRC, Board, Members and HoS/Secretariat
7.	Review of governance processes to accommodate any staff changes to the Secretariat	End of May 2022	Governance Committee, Secretariat, Board and Members

Table 3: PIDC Recruitment transition plan if the PIDC DHOS position is maintained.

Priority	Tasks	Timeline	Responsibility
1.	Determine the Disestablishment of the DHOS	End of May 2022	HRC and Board
2.	Recruitment of the DHOS for a two year period / or extend current DHOS Contract for 12 months/ offer incumbent DHOS a support contract of 6 to 12 months if not rehired.	End of July 2022	HoS/ HRC and Board
3.	Recruitment of the HoS for a three year period	End of July 2022	External HR Firm, HRC and Board

Recommendations

27. Given the various issues raised in this part of the paper, the Secretariat recommends that the Board review the individual options and agree to a proposed way forward immediately given that there is only three months away before the end of the contract for the HOS and four months away for the DHOS. The delay in recruiting both the Executive position will affect the operation of the Secretariat and puts itself at risk.

(c) Recruitment of the Head of Secretariat and Deputy Head of Secretariat position

28. The current HOS will conclude his contract in August 2022 having served for 6 years. The current DHOS will conclude his contract in September 2022 having served in Apia for 6 years and with the PIDC Secretariat for several years while it was based in Fiji.

Process for appointing the HOS

29. Regulation 20 of the Employee Regulations provides:

20.4 *The Head of Secretariat is appointed by the Chair in consultation with the Human Resource Committee and with the approval of the Board, within established parameters.*

20.5 *The selection process will be conducted by the Human Resources Sub-committee. The Human Resources Committee must endorse the appointment recommendation before it is forwarded to the Board for decision and an appointment is made.*

20.6 *The Human Resources Committee will develop a shortlist of suitable candidates; assess and interview candidates; and conduct referee checks before submitting its recommendation to the Board.*

20.7 *If no candidate is suitable for appointment, then the committee should advise the Board accordingly and the position should be re-advertised.*

20.8 *The Head of Secretariat shall be appointed for a period of up to three years and has a right of renewal for up to 3 years subject to a successful track record of performance, and budget availability.*

30. The PIDC Employee Regulations further provides at Regulation 19.3. that:

External recruitment agencies can be sought for senior appointments but only if deemed necessary to attract suitable applicants. Costs must be tightly controlled. When an external agency is engaged, it is as a supplement to the normal recruitment process and in no way replaces any aspect of the internal recruitment process.

31. In terms of a recruitment process, in 2016 PIDC outsourced the recruitment of the current HoS through a NZ based Human Resource Recruitment Firm that was awarded the contract to manage the entire process from vacancy advertisements, candidate assessment, short listing to interviews and selection. While the HR Firm managed the recruitment administration and selection process activities, the Board through the appointment of a Selection Committee that included the Chair and HR Committee members were engaged in the shortlisting and the selection process of the individual candidates.

Process for appointing the DHOS

32. Employee regulations 21.5 provides:

“When an aggregate period of six (6) years has been served by an Employee it shall be mandatory for that position to be re-advertised. The incumbent (other than Head of Secretariat) is eligible to apply and should the Head of Secretariat decide to reappoint the incumbent on merit they may do so provided a report is made to the Board and is therefore endorsed by the Board”

33. Employee Regulations 19 further provides:

The power to appoint an Employee (other than the Head of Secretariat) rests with the Head of Secretariat. The Board must authorise all new vacancies prior to the

commencement of recruitment activity and the Human Resources Sub-committee must endorse a recruitment process, as delegated by the Board.

Recommendations

HOS Recruitment Process

34. The Secretariat recommends that as per the recruitment process undertaken in 2016, the selection process for the HOS be conducted by the Human Resources Committee with the support of an external recruitment agency on the basis that this approach:

- (a) is provided for by PIDC regulations and precedent;
- (b) will avoid additional administrative burden and costs to Secretariat in managing the process; and
- (c) there are adequate resources set aside for this appointment process.

DHOS Recruitment Process

35. Should the Board decide to not disestablish the DHOS position, the Secretariat recommends that as per normal recruitment process provided for in the Regulations, the selection process for the DHOS be conducted by the HOS with the support of an external recruitment agency on the basis that this approach:

- i. is provided for by PIDC regulations and there is precedent;
- ii. will avoid additional administrative burden and costs to Secretariat in managing the process; and
- iii. there are adequate resources set aside for this appointment process.

In addition, the Human Resources Committee will need to endorse a recruitment process, as delegated by the Board.

Annexes

Annex 1: Project Manager/Officer Key Performance Areas

(a) Project Manager/Officer- Key Performance Areas

Project planning

- Developing structured project plans
- Identifying resource requirements and potential donors
- Briefing project team members
- Managing risk by ensuring control mechanisms are in place prior to project commencement
- Providing advice to the Head of Secretariat on project cooperation with potential partners

Project management

- Leading day-to-day project execution, ensuring best practices are in place
- Managing day-to-day project revenue and expenditure
- Monitoring and reporting on progress to the HoS, and contributing to the Head of Secretariat's Board reports on projects' progress
- Managing complex relationships in different cultural environments

Project accounting

- Accounting to donors for expenditure and progress with accurate, concise, timely reports
- Securing and monitoring donor funding for projects after approval by the Board

Project management capacity

- Implementing effective project management systems and procedures for the PIDC
- Developing Secretariat members' understanding of effective project management
- Identifying suitable project management partners throughout the region and developing relationships with potential donors for specific projects within the Board's donor funding strategy

Project evaluation

- Monitoring standards, ensuring projects deliver expected outcomes, on time and within budget

- Providing feedback on improvements following post-implementation reviews

Transfer of Skills

- Providing PIDC members with project management development opportunities
- Working with PIDC Secretariat colleagues to develop a greater understanding of project management
- Building the region's project management capacity in the region through successful project implementation

Annex 2: Policy Leader Key Performance Areas

(b) Policy Leader- Key Performance Areas

1. Research and analysis of issues relevant to immigration policy and legislative frameworks within the Pacific region
 - Establishing regional standards for data collection and other key processes
 - Identifying current priorities in immigration issues to contribute to policy development
 - Analysing current immigration policy and practice in the 23 member countries
2. Harmonisation of legislation
 - Reviewing and comparing relevant current immigration legislation – legal provisions relating to illegal migrant workers and employer responsibilities, for example
 - Establishing benchmarks and promoting best practice
 - Developing and promoting model legislation
3. Development of immigration policy for the PIDC
 - Identifying future immigration needs of PIDC members and the Pacific region
 - Developing policy ideas and recommendations to contribute to national development objectives
 - Drafting briefing papers relating to policy issues for the Head of Secretariat and contributions to the Head of Secretariat's Board reports.
 - Preparing reports and presentations for the PIDC Annual Conference and other relevant forums
 - Contributing to the PIDC's knowledge base

4. Reports and accountability

- Preparing reports on findings from study for debate at the Annual Conferences
- Write reports for the Management Board and keeping members up to date on the development of immigration policy and legislative reform in the region.

Annex 3: Training Manager Key Performance Areas

(c) Training Manager- Key Performance Areas

To develop Master Plan for training for immigration officials

- Surveying all 21 member countries to assess training needs
- Working with other training providers to determine what can be offered and funded
- Preparing a Three-Year Training Plan for presentation to the Board

To implement PIDC Training Program

- Developing course material for training courses as required
- Delivering high quality training courses in an effective way, within budget and on time
- Review course material provided and ensure it is constantly updated
- Managing course evaluations for logistics, content and relevance, and updating systems and processes in response to feedback

To provide other advice on training for the PIDC Secretariat, as required

Annex 4: Skills Required in the PIDC Secretariat

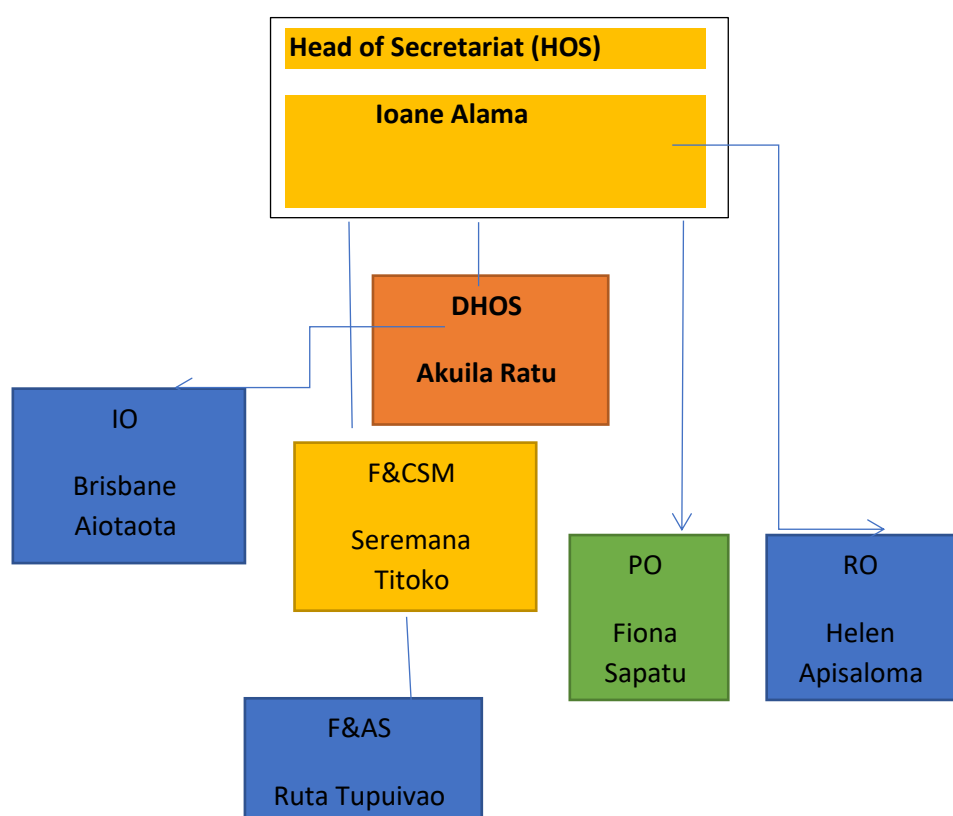
Skills required in PIDC Secretariat

It became apparent that, with such a small number of staff in the office, the approach to recruiting needs to be one which considers each person as part of the PIDC package of skill sets and personal attributes. We recognise that no one person can provide the perfect skill set for each job. Working as a team will be very important. Each staff member needs to be able to step in for their colleagues when they are absent. With travel obligations for work, family commitments, annual leave and work-experience exchanges, staff are often obliged to be away from the office. The willingness to multi task is important. In this small office, personal attributes and values are as important as academic qualifications. (Refer 2009 Report)

The ideal Head of Secretariat is described as someone with strong leadership and management skills, integrity, commitment and an understanding of the intricacies of the etiquette of the Pacific Way. (2009 Report)

Given the advocacy and outreach role, travel throughout the Pacific is an essential part of the HoS role. It is therefore very important to have supporting staff back at the office with strong knowledge and experience of immigration issues, the ability to manage the office in the absence of the HoS, and clearly-defined levels of authority and reporting lines. Professional cooperation and understanding of each other's roles will ensure there is 'business as usual', whoever is in the office. (2009 Report)

Currently, most of the staff reports to the Head of Secretariat. The HoS therefore has four officers directly reporting and the Deputy HoS has one officer as a direct report (Refer Organisation Chart below: Whenever the HOS is away on duty travel or away on leave the DHOS normally assumes the responsibility of Acting HOS in terms of the Office Administrator.



Annex Five: PIDC Employment Regulations (Regulations 19 and 20)

PART 4 - APPOINTMENT, STAFF DEVELOPMENT, AND END OF CONTRACT

REGULATION 19 -General appointment provisions

- 19.1 The power to appoint an Employee (other than the Head of Secretariat) rests with the Head of Secretariat. The Board must authorise all new vacancies prior to the commencement of recruitment activity and the Human Resources Sub-committee must endorse a recruitment process, as delegated by the Board.
- 19.2 All candidates should be eligible to work in the Independent State of Samoa.
- 19.3 External recruitment agencies can be sought for senior appointments but only if deemed necessary to attract suitable applicants. Costs must be tightly controlled. When an external agency is engaged, it is as a supplement to the normal recruitment process and in no way replaces any aspect of the internal recruitment process.
- 19.4 When appointing an Employee, the Head of Secretariat shall comply with the PIDC's recruitment procedures as endorsed in 19.1 and mentioned throughout Part 4 of these Employee Regulations, and will ensure that these procedures are transparent, equitable and based on merit.
- 19.5 In selecting an Employee for appointment to the PIDC, the dominant considerations shall be:
- a) the required qualifications and experience,
 - b) competence, and
 - c) personal integrity.
- 19.6 Subject to Regulation 19.5 above, and the principle of open competition, the Head of Secretariat shall, in selecting professional employees, give due consideration to the nationals of PIDC Member states and participating territories and to the desirability of obtaining regional representation.
- 19.7 When a support employee vacancy occurs, the vacancy will be advertised in the Independent State of Samoa media. When a professional employee vacancy occurs the vacancy will be advertised internationally.
- 19.8 The Head of Secretariat shall appoint an Employee at a level within the designated salary grade, based on qualifications and experience.
- 19.9 PIDC is an equal opportunity employer and recognises the strength that diversity brings to the Secretariat and the PIDC.

REGULATION 20 -Recruitment and selection process

- 20.1 All vacancies will be filled through a competitive merit-based selection process. The steps involved in the selection process normally include:
- a) development of the job description;
 - b) advertising the position together with a description of the duties and selection criteria;

- c) appointment of the selection committee of at least three persons to represent the Secretariat, which may include a member of the Human Resources Sub-Committee;
- d) receipt and assessment of written applications against the selection criteria;
- e) shortlisting of candidates;
- f) conduct of interviews by selection committee (this can include phone interviews prior to further shortlisting, and then in-person interviews);
- g) referee checks;
- h) final assessment and recommendation by selection committee;
- i) approval by the Head of Secretariat;
- j) criminal history, medical checks, credit checks and credential checks, (where appropriate);
- k) negotiation and contract signing by the Head of Secretariat with the successful candidate; and
- l) notification to unsuccessful candidates and notification of the outcome to the Board of the employment recommendation.

20.2 The extent to which each of these steps is carried out depends on the nature of the position and duration of the contract.

20.3 A selection decision is based on merit where:

- a) an assessment is made of the relative suitability of the candidates for the duties using a competitive selection process;
- b) the assessment is based on the relationship between the candidate's work related qualities and the work related qualities required to perform the duties of the position;
- c) the assessment focuses on the relative capacity of the candidate to achieve outcomes related to the duties; and
- d) the assessment is the primary consideration in making the decision.

25.6 The Employer shall ensure the Employee receives notice approximately three(3) months prior to the expiration of their contracts of the decision either to renew the contract or that the contract is to expire in accordance with its terms. If no such notice is given prior to contract expiry there is no implied or explicit indemnity payable