



RECRUITMENT POLICY

RECRUITMENT / PREPARATION

Planning and Identifying a Vacancy

Advertising the Vacancy

SELECTION

Sift/Short List

Interview Process

Offer of Appointment

APPOINTMENT

Identifying the Successful Candidate

Auditing the Process

Offer of Appointment

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A. THE RECRUITMENT AND SELECTION PROCESS

A.1 Overview

The recruitment and selection process can be divided into three phases:

- **Recruitment**, which is the activity which generates a pool of job applications,
- **Selection**, which is the activity in which an organization uses one or more methods to assess an individual’s suitability for the job, and
- **Appointment**, which is the activity in which the successful candidate is appointed to his/her new department and post.

The Recruitment Policy (the “Policy”) for the Financial Intelligence Agency (“FIA”) and the procedures outlined herein are based upon the following principles of delegated authority:

Designated Recruitment Manager (DRM)	Designated Recruitment Agency (DRA)	Director of the FIA
<p>Officer within the FIA who is responsible for ensuring that the best candidate is selected ensuring at all times that there is an open and fair competition for all vacancies</p>	<p>Responsible for placing advertisements and acknowledges applications and regretting unsuccessful candidates</p>	<p>Responsible for engaging the services of a private recruitment agency to act as the DRA.</p>
<p>Responsible for the confidentiality of personal and security information supplied by candidates.</p>	<p>Responsible for conducting the ‘sift’ of all applications to produce the short list of applicants.</p>	<p>Responsible for ensuring that appropriate policies, procedures and guidelines are available for DRM to assist them in fulfilling their responsibilities</p>
<p>Responsible for ensuring that the recruitment procedures are carried out in accordance with the Recruitment Policy</p>	<p>Responsible for providing short listed candidates with the FIA’s Security Questionnaire for eligibility to move on to the Interview Stage</p>	<p>Responsible for making formal offers of employment and ensuring that the necessary approvals are obtained, where necessary.</p>
		<p>Responsible for auditing the recruitment process and selection process.</p>

The DRM appoints a selection panel (normally no less than three people) to assist with the recruitment process. The DRM may nominate persons to assist with the recruitment process however, any subsequent changes to this composition must be approved by the Director.

B. RECRUITMENT PREPARATION

B.1 Planning & Identifying a Vacancy

Before advertising the vacancy a Recruitment Request Form (see Annex 1) must be completed together with:

- An approved job description
- A termination form (if applicable) (see Annex 2)
- A copy of letter of resignation/retirement (if applicable)

These documents will form the basis of the Vacancy File.

The Job Description

All substantive posts within the FIA are graded in accordance with an approved job description.

If the Job Description does not reflect the current demands of the post, then a revised job description should be submitted for re-evaluation by the Director. This should be done prior to the commencement of the recruitment process.

B.2 Advertising the Vacancy

Vacancies can be advertised in the following ways:

- Internally only (within the FIA; including officers/agents seconded to work for the FIA)
- Internally and locally in an approved newspaper
- Locally and overseas

Approval from the FIA Board of Directors must be sought to advertise overseas. There are two basic options available:

Option 1

- Advertise locally and if there are no suitable applicants or there were zero responses to the advertisement; then
- Write to the FIA Board of Directors explaining this and request their permission to advertise the post overseas;
- Such letter to the FIA Board of Directors must provide the publications the FIA wishes to use for the overseas advertisement.

Option 2

- write to the FIA Board of Directors requesting their permission to advertise the post locally and overseas simultaneously and provide reason why this is necessary; this is usually done for professional posts in shortage specialists areas
- the FIA Board of Directors has the option to deny this request and require that the FIA first advertise locally.

Placing the Advertisement

The DRA is responsible for placing the job vacancy advertisement in a newspaper(s) that has been approved by the Director. The form and content of all such advertisements must receive prior approval from the Director before they are to be placed in the approved newspaper.

The closing date of the advertisement for vacant posts must allow sufficient time for suitably qualified applicants to make an application. A period of not less than two working weeks is permitted for applications to be submitted, i.e. the advert will appear for 2 consecutive Fridays, closing the following Wednesday.

Copies of the published advertisement are to be forwarded to the DRM for inclusion in the Vacancy File.

Closing of the Advertisement

Once the advert closes, the DRA will acknowledge all applications within five working days of the closing date.

All applications will be accepted up to the close of the business day (i.e. 5:00p.m.) on the closing date. Applications received after this time will only be accepted at the discretion of the Director.

Copies of this published advertisement are to be forwarded to the DRM for inclusion in the Vacancy File.

C. SELECTION

C.1 The Sift Process

Prior to the short listing process the DRA must identify Bermudian candidates and to categorise them as follows on the Applicant Summary Form (see Annex 3):

- A = Bermudian
- B = Spouse of Bermudian
- C = Non-Bermudian (other)

A Bermudian candidate will be preferred to a non-Bermudian candidate where a non-Bermudian is a “spouse of Bermudian”. The two categories, “Bermudian” and “spouse of Bermudian” shall be preferred to any non-Bermudian.

A suitable candidate in a higher category of preference must be considered before a candidate in a lower category can be considered, even though the candidate in the lower category of preference may be a better “fit”.

The DRA will be responsible for the short listing all applications received in connections with the vacancy, identifying those candidates who meet and do not meet the basic criteria, as contained in the Job Description, for the position and identifying those applications who are to be short listed.

Should the DRA not have a clear understanding of what the minimum criteria for the post are, assistance must be sought from the Director.

The DRA will then forward its short listed candidates to the DRM for consideration and approval. Once the DRM has approved the DRA’s selection of short listed candidates the DRA will arrange for “regret” letters to be sent to the non-short listed candidates.

Copies of this correspondence are to be forwarded to the DRM for inclusion in the Vacancy File.

C.2 The Security Questionnaire

Once the DRM has approved the DRA’s selection of the recommended short listed candidates, the DRA will be responsible for contacting the short listed candidates requesting that they complete both the Government of Bermuda’s Security Vetting Form (“GSVF”) and the FIA’s Security Questionnaire (“FSQ”) (collectively referred to the Security Questionnaires) . All short listed candidates **MUST** complete the Security Questionnaires before they can be deemed eligible for the Interview Stage of the Recruitment Process.

The DRA is responsible for advising the short listed candidates that the GSVF is assessed by the Government Security Officer and that the FSQ is assessed by the Director.

The DRA is responsible for advising the selected short listed candidates of the time frame within which the Security Questionnaires must be completed and returned directly to the FIA, to the attention of the Director. Ideally, a minimum of five (5) working days should be given for completion of the Security Questionnaires. The DRA is responsible for advising the short listed candidates that their applications will be rejected in their entirety if the Security Questionnaires are not returned to the FIA within the specified timeframe.

Completed Security Questionnaires received after this time will only be accepted at the discretion of the Director.

NB. The completed Security Questionnaires ARE NOT to be placed in the Vacancy File. They are to be filed in a “Security Assessment for Prospective Employees” folder which is to be maintained by the Director and classified as Secret and Confidential, in accordance with the FIA’s Security Policy (contained at Annex VI of the FIA’s Conditions of Employment and Code of Conduct).

The DRM is responsible for issuing a written acknowledgment of receipt of the completed Security Questionnaire to the short listed candidates within five (5) working days of receipt. A copy of this acknowledgment letter is to be placed in the Vacancy File.

The Director is responsible for reviewing the completed Security Questionnaires and approving, in writing, the eligibility of the short listed candidate for the Interview Stage or noting any questions/concerns that should be addressed with the short listed candidate in the Interview (the “Security Assessment”).

A copy of Security Assessment is to be placed in the Vacancy File.

C.3 The Interview Process

The DRM is responsible for organizing the interviews with the Selection Panel, selecting and securing a suitable venue for conducting the interviews and inviting the candidates. When arranging the interviews, it is best practice not to have more than 6 interviews a day.

The following is a guide in allocating time for each interview.

Clerical	30 -45 minutes
Administrative	45 minutes
Middle Management	1 hour
Senior Management/Executive	1 ¼ to 1 ½ hours

NB Allow approximately 10 minutes between interviews to review notes and scores with the Selection Panel.

Who makes up the Selection Panel?

The Selection Panel must be made up of at least three members - the DRM, an officer of the FIA and an objective panel member from outside of the FIA.

If the post is of a technical nature, one of the members should have the required technical qualifications, skills and experience. All panel members must be above the pay level of the respective post of the advertised vacancy.

There is no maximum number of panelists, although it is recommended that the Selection Panel does not exceed five persons.

The confidential nature of all candidate information is paramount to the selection process; therefore panelists **MUST** sign a confidentiality waiver.

Ideally, interviewers should not be involved in the recruitment of someone they are related to, or have a close friendship with. Any relationship with an applicant must be declared to the DRM before the scheduling of interviews.

C.4 Recording the Interview

It is the Selection Panel's responsibility to make an accurate recording of candidates' responses to questions and note any observations that have a bearing on candidates' conduct, mannerisms, attitude, etc, during the interview. These notes will assist the Selection Panel members in selecting the right person for the job.

The responsibilities of the Chair of the Selection Panel

The Chair/DRM will be responsible for:

- ensuring compliance with the FIA Recruitment Policy;
- providing accurate records, which may be scrutinized by the Director and possibly an independent assessor to demonstrate compliance with the FIA Recruitment Policy;
- ensuring Panel members' understanding of the selection criteria and that they have all relevant information in their possession prior to the interview;
- ensuring that the interview keeps to structure and allocated time;
- ensuring that the interview is a fair, equitable and transparent process;
- ensuring that the candidates are put at ease;
- ensuring that the candidates are provided with accurate information regarding the recruitment process along with an explanation of the duties of the post and the terms and conditions of service;
- fielding any questions that the candidate might reasonably ask about the vacancy and about employment with the FIA; and
- ensuring that all of the paperwork is completed and returned with the Vacancy File to the Director.

Recording the Interview Results (the "Interview Report")

If the selection decision is to be effective, good reporting as well as good interviewing is important. The use of a grading scheme/matrix encourages the Selection Panel to rationalize their comments and bring some level of uniformity to their assessment of candidates.

The FIA has adopted the following grading system for use by Selection Panel members:

A	Outstanding candidate	No weakness on technical competence or personal grounds. Could be appointed with confidence.
B	Above average candidate	Many strengths and no serious weaknesses. Could be appointed with reasonable confidence
C	Average candidate	Strengths outweigh weaknesses. Could be appointed subject to any special comments noted on the interview report.
D	Below average candidate	Number of weaknesses. Appointment doubtful. Normally a rejection (but appointment might be possible subject to circumstances)
E	Definite rejection	(even if the only candidate). Weaknesses outweigh strengths to an extent that the appointment cannot be supported

The DRM is responsible for ensuring that the Interview Reports (see Annex 4) are completed for all interviewed candidates, successful and unsuccessful. These records will be retained by the Director in the recruitment files and will be used to provide evidence, if necessary, that the appropriate selection criteria were used in identifying the successful candidate.

The Interview Reports must capture the criteria in the Job Description and be formatted in the following prescribed manner:

- physical and general makeup
- attainments/qualifications
- special skills/experience
- work and private interests
- work attitudes
- general

The Interview Report should represent the recommendation of the Selection Panel and all panel members should review and sign the Interview Report to ensure agreement.

If there is not a unanimous agreement by the Selection Panel, the Interview Report should reflect this.

D. APPOINTMENT

D.1 Forward the Vacancy File to the Director

Once the Selection Panel is satisfied that the selection process has been completed and that a suitably qualified and experienced candidate has been chosen, it is the responsibility of the DRM to forward the following appropriate documentation is to be forwarded to the Director:

- Signed, written recommendation of the selected candidate;
- Vacancy File containing all of the original documents for candidates and databases Application Summary Form;
- the current Performance Appraisal Report on the recommended internal applicant, i.e. FIA applicant;
- Verification that the recommended candidate has provided copies of degrees, qualifications, proof of Bermuda status, long term residency, spousal letter and all relevant documentation.
- C.U.R.E data forms completed by candidates;
- Professional References (2);
- Security Vetting Results;
- Selection Panel's handwritten interview notes;
- Signed Interview Reports, containing any relevant comments/observations.

D.2 Auditing the Vacancy File

Once the DRM has made the formal recommendation to the Director of the successful candidate, the Director will conduct an extensive auditing process of the Vacancy File.

The Director will be responsible for:

- Examining the completed Vacancy File and all pertinent documents contained therein;
- Checking verification of qualifications etc;
- Checking professional references and security vetting results
- Checking appropriateness of identifying candidates for short listing
- Examining interview reports;
- Ensuring that the letter of recommendation and necessary supporting documentation has been completed

D.3 Offer of Appointment

Once the Director has completed the auditing process of the Vacancy File and is satisfied that the Recruitment Policy has been followed he/she will make a formal offer of employment in writing to the successful candidate which will contain the following:

- The terms of the offer of employment;
- Suggested start date; and
- Confirmation of salary level to be offered.

D.4 Contacting the Unsuccessful Candidate(s)

Once the Director has received the Vacancy File, the unsuccessful candidates will receive 'regret' letters.

The completed Security Questionnaires **MUST** be returned to all unsuccessful candidates.

It is the responsibility of the Director to make suitable arrangements to return, in person, the completed Security Questionnaire to the unsuccessful candidates.

D.5 Unable to Identify a Suitable Candidate(s)

If the Selection Panel is unable to identify a suitable candidate for the vacant position, they will need to decide:

- Whether or not they wish to repeat the advertisement process; or
- Extend the field of potential applicants by advertising to a wider audience: e.g. in a local newspaper if no suitable internal (FIA) applicants are identified, or overseas if no suitable Bermudian applicants are identified after advertising locally.

The DRM must submit a Recruitment Request Form indicating the recommended action.

E. OVERSEAS RECRUITMENT

E.1 Short Listing

The steps to short listing overseas Vacancy Files are similar to those used for short listing local Vacancy Files. However, attention should be given to the following areas:

NB Recommended non-Bermudian applicants must meet all of the requirements of the post as specified in the Job Description.

“Prospective non-Bermudian workers who are:

- *Single parents with custody of a dependent child; or*
- *Married couples with more than two children*

are not to be encouraged to enter Bermuda to work.

The Minister of Labour, Home Affairs and Housing may waive the restriction. Requests will be considered on a case by case basis, and the degree of expertise or economic benefit which the individual will bring to the business concerned and the economy of Bermuda will be taken into account against the strain on the Islands’ infrastructure.”

The DRM is responsible for ensuring that the ALL current immigration policies are adhered to prior to conducting any interviews with overseas candidates. **Accordingly, it is crucial that the DRM refer to the Department of Immigration’s Website – Work Permit Documents, W5, Restrictions on Non-Bermudian Seeking or Obtaining Employment for further details before proceeding to the interview stage with overseas candidates.**

E.2 Conducting Interviews for Overseas Candidates

The DRM must consider the most cost effective and practical method when interviewing overseas candidates. In the first instance, telephone interviews should be conducted for the purpose of:

- Confirming education and relevant experience;
- Assessing technical knowledge and experience;
- Gathering/confirming information for Immigration purposes; and
- Further short listing applicants.

Once the telephone interview has been conducted, the DRM may choose one of the following:

- Bring one or two candidates to the Island for an interview; or
- Conduct interviews by videoconferencing ; or
- Conduct interviews overseas; in such circumstances the Selection Panel will only be made up of two persons.

E.3 Interview Format for Overseas Interviews

The interview format is the same as for local interviews however there will only be a maximum of two panel members, one being the DRM and the other a person who has the technical expertise and experience if the DRM does not. If the DRM also has the technical expertise then another person should be appointed as an independent Panel Member.

The DRM is responsible for ensuring that the recommended candidate meets all of the current and necessary requirements for Immigration purposes. **Accordingly, it is crucial that the DRM refer to the Department of Immigration's Website prior to making the said recommendation to ensure that he is aware of all current requirements that must be met in order to secure a Work Permit from the Department of Immigration for the candidate.**

The DRM must also obtain two professional references and ensure that the FIA Security Vetting process is completed and is factored in before making a recommendation. The recommended candidate's nationality should be stated in the recommendation.

When verifying family circumstances, it is important to verify the status of any "spouse". At times, applicants refer to their "live-in partner" as a spouse. If a live-in partner is accompanying the recommended candidate:

- He/she must complete his/her own Immigration Questionnaire with a bank draft payable to the Accountant General for US\$121.00 which is non-refundable;
- He/she must submit a certified police certificate;
- He/she cannot seek employment unless the couple is married within twelve months of the Immigration application;
- The application must be accompanied by a letter from the officiating marriage officer corroborating the planned date of the wedding; once the couple is married (within 1st year), the partner can write to Immigration for permission to seek employment. No additional questionnaire or fee is required;
- A letter of undertaking signed by both the applicant and partner stating that he/she will support the partner and partner's child(ren); and if the relationship ends during applicant's contractual period, that his/her partner and his/her child(ren) will leave Bermuda
- Applicant must supply a bank statement detailing his/her current financial status ;
- The partner must submit proof of private health insurance coverage from a local insurance company for him/herself and dependents, if applicable, as GEHI only provides health insurance coverage for spouses;
- A divorce certificate if partner with child(ren) is divorced; the divorce certificate should provide details of custody; if this is the case, letter from child(ren)'s father/mother may not be required; it is advisable for applicant to check to determine whether or not the father's/mother's permission for the child(ren) to reside in another country is required.

NB. The DRM is responsible for ensuring that the applicant fully understands the above-mentioned particulars concerning live-in partners.