PERSONNEL PROCEDURE

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CONTENTS

1.0 PURPOSE

This procedure defines the Personnel Management processes essential to supporting the ICT Authority's certification of individuals.

2.0 SCOPE

This procedure applies to all Personnel activities related to the ICT Authority's certification operations.

3.0 DEFINITION

Term	Definition
Competence	Ability to apply knowledge and skills to achieve intended results
Certification Personnel	Individuals involved in the certification process, including examiners, assessors, administrative staff, and managers.
Conflict of Interest	A situation where personal interests could compromise the impartiality of certification activities.
Impartiality	presence of objectivity
Outsourced Personnel	External staff engaged through contracts to perform certification-related functions, subject to the same competence and impartiality requirements as internal staff.

4.0 ROLES & RESPONSIBILITIES

Role	Responsibilities
Human Resource Department	Ensure the recruitment, development, and management of competent, impartial, certification personnel in alignment with ICT Authority's standards and ISO/IEC 17024 requirements.
Director Standards and Processes	Oversee the competence, impartiality, and integrity of certification personnel by ensuring compliance with established criteria, managing conflicts of interest, and approving key HR decisions related to recruitment, training, and performance evaluations.
Quality Manager (AD Quality Assurance)	Ensure HR policies and practices comply with ISO/IEC 17024 and ICT Authority standards through regular audits, continuous monitoring, and corrective action management to uphold certification integrity.
All Certification Personnel	Adhere to ICT Authority HR policies, maintain confidentiality, actively participate in training programs, and uphold impartiality by declaring any potential conflicts of interest.

5.1 Job Analysis and Descriptions

5.1.1 Conducting Job Analysis

5.1.1.1 The Human Resources (HR) Department shall initiate a job analysis process prior to recruitment to ensure alignment with the ICT Authority's certification

5.1.1.2 The analysis shall be based on organizational goals, industry benchmarks, and certification criteria.

5.1.1.3 The HRD shall consult with the Deputy Director Accreditation / DD Standards and Quality Manager to incorporate competence requirements, impartiality considerations, and industry best practices in defining roles.

5.1.1.4 Competency mapping shall include technical expertise, professional qualifications, experience levels, and ethical compliance standards.

5.1.2 Establishing Competence Criteria

5.1.2.1 The Human Resource Department, in consultation with the Deputy Director Accreditation / DD Standards and Quality Manager shall define and document competence criteria for all roles involved in certification activities.

5.1.2.2 Competence criteria shall be based on:

i. Educational qualifications, including minimum academic credentials relevant to certification roles.
ii. Work experience, specifying the required number of years in relevant fields such as certification, accreditation, auditing, or assessment.
iii. Technical knowledge and skills, ensuring proficiency in ISO/IEC 17024 standards, certification processes, and impartiality principles.
iv. Professional certifications and licenses, where applicable
v. Behavioral competencies.

5.1.2.3 A Competence framework document shall be maintained, outlining the required qualifications and competencies for each role within the certification body.

5.1.2.4 The annual competence review process shall include:

i. Performance Evaluations: Assessing knowledge application in certification tasks, including performance appraisals.

5.1.2.5 Where skills gaps are identified, the HRD shall coordinate targeted training programs, and upskilling initiatives to bridge deficiencies.

5.1.2.6 All competence assessments, training records, and review findings shall be documented and securely stored in personnel files for future reference and audits.

5.1.3 Development of Job Descriptions

5.1.3.1 Based on the job analysis findings, HRD shall develop detailed job descriptions that include:

i. Job title and department within ICT Authority.
ii. Roles and responsibilities,
iii. Reporting Structure and Duties

5.1.4 All job descriptions shall be documented.

5.2 Transparent Recruitment Process

5.2.1 Vacancy Advertisement

5.2.1.1 The Human Resource Department shall ensure that all job vacancies are advertised both internally and externally to attract a diverse and qualified pool of candidates.

5.2.1.2 Internal advertisements shall be posted on the ICT Authority's intranet and email to provide opportunities for existing staff.

5.2.1.3 External advertisements shall be published through official ICT Authority channels, including:

i. ICT Authority's website and social media platforms.
ii. Reputable job portals and recruitment agencies.
iii. Professional networks and industry publications related to certification.
iv. Local and national newspapers, where applicable.

5.2.2 All job postings shall include clear job descriptions, required qualifications, application deadlines, and submission procedures.

5.2.3 The recruitment team shall compile a long list of all submitted applications and then evaluate them to determine whether candidates meet the minimum qualifications, competencies, and experience required for the role. Only those applicants who meet or exceed these criteria shall be placed on the short list and advanced to the next stage of the recruitment process, ensuring fairness and consistency in candidate selection.

5.2.3.1 The HRD shall conduct an initial screening of all applications against the predefined criteria in the job description.

5.2.3.2 Screening criteria shall include:

i. Minimum academic qualifications and relevant certifications.
ii. Years of experience in certification-related functions.
iii. Technical competencies and professional expertise.
iv. Demonstrated ethical standards and commitment to impartiality.

5.2.3.3 Applicants who do not meet the minimum threshold shall be formally notified of their disqualification.

5.2.4 Candidate Evaluation and Interview Process

5.2.4.1 Shortlisted candidates shall be invited for interviews to assess their technical skills, problem-solving abilities, and impartiality in certification roles.

5.2.4.2 The interview panel shall consist of:

i. HR representative to evaluate general employment suitability.
ii. Deputy Director Accreditation / DD Standards to assess competency in certification processes.
iii. Quality Manager to ensure alignment with ISO/IEC 17024 and impartiality considerations.

5.2.4.3 Interview questions shall focus on:

i. Knowledge of certification procedures and regulatory compliance.
ii. Understanding of ICT Authority's accreditation scheme.
iii. Handling of impartiality and conflict-of-interest scenarios.
iv. Behavioral assessments based on past experiences.
v. Where applicable, technical assessments or case study evaluations shall be conducted.

5.2.4.4 Final candidates shall undergo a background verification process, including:

i. Verification of academic credentials and professional certifications.
ii. Employment history checks to confirm past roles and responsibilities.
iii. Reference checks from at least two former employers or professional referees.
iv. Criminal background and integrity checks, where necessary.

5.2.4.5 The HRD shall document all background check findings and report any discrepancies or concerns to the interview panel for review before finalizing the hiring decision.

5.2.4.6 Upon selection, successful candidates shall be issued formal employment contracts that outline:

i. Roles, responsibilities, and key performance expectations.
ii. Compliance with ICT Authority's HR policies.
iii. Confidentiality and impartiality obligations.
iv. Conflict-of-interest declaration requirements.
v. The certification body shall maintain up-to-date personnel records, including relevant information, e.g. qualifications, training, experience, professional affiliations, professional status, competence and known conflicts of interest.

5.2.5 The Human Resource Department (HRD), in collaboration with the Deputy Director Accreditation / DD Standards, shall develop and implement a structured orientation program for newly recruited certification personnel.

5.2.6 The Authority shall promote continuous professional growth through structured training and development programs.

5.2.7 The Authority shall establish clear performance evaluation metrics aligned with job descriptions and ISO/IEC 17024 requirements.

5.2.8 The Authority shall establish a feedback mechanism to enable personnel to provide insights for continuous improvement in certification processes.

5.2.9 The Authority shall maintain and securely store all personnel records, including qualifications, training history, performance reviews, and conflict-of-interest declarations, in accordance with ISO/IEC 17024:2012 requirements.

5.2.9.1 Access to these records shall be restricted to authorized personnel only, ensuring confidentiality, data protection, and compliance with relevant accreditation obligations.

5.2.10 The certification body shall define and document the responsibilities, qualifications, and impartiality requirements for all personnel involved in certification activities, including examiners and other assessment personnel

5.2.11 Conflict of Interest.

5.2.11.1 All personnel involved in the assessment process shall disclose any potential or actual conflicts of interest.

5.2.11.2 If a conflict is identified, the certification body shall implement measures to ensure confidentiality and impartiality are not compromised. Such measures shall be recorded and periodically reviewed for effectiveness.

5.2.12 Selection and Approval of Examiners

5.2.12.1 Criteria for Appointment:

i. Examiners shall meet the certification body's requirements for education, training, and experience in the relevant field.

ii. Examiners shall demonstrate an understanding of the relevant certification scheme, competence in applying examination procedures and documents, and thorough knowledge of the subject matter to be examined.

5.2.12.2 Language Proficiency:

i. Examiners shall be fluent, both in writing and orally, in the language of examination.

ii. Where an interpreter or translator is used, the certification body shall have documented procedures to ensure that the validity and fairness of the examination are not affected.

5.2.12.3 Conflict of Interest Disclosure:

i. Examiners shall identify any known or potential conflicts of interest (e.g., personal or professional relationships with candidates).

ii. If a conflict of interest is identified, the certification body shall take recorded measures (e.g., assigning a different examiner) to safeguard confidentiality and impartiality.

5.2.12.4 Monitoring Examiners' Performance

5.2.12.5 Performance Evaluation:

i. The Authority shall regularly monitor the performance of examiners through methods such as on-site observation, review of examiners' reports, or feedback from candidates.

5.2.12.6 Corrective Actions:

i. If deficiencies are identified (e.g., inconsistent grading, procedural errors), the certification body shall take corrective actions, which may include additional training, mentoring, or reassignment of examiners.

ii. All actions taken shall be documented in the appropriate corrective action records.

5.2.12.7 Conflict of Interest Measures

5.2.12.8 Mitigating Actions:

i. When an examiner has a potential conflict of interest with a candidate, the certification body shall either reassign the candidate to another examiner or implement documented controls to protect the integrity of the examination.

5.2.12.9 Documentation:

i. All measures taken to address conflicts of interest shall be recorded and maintained in accordance with the certification body's record-keeping policies.

5.2.12.10 Requirements for Other Personnel Involved in the Assessment

5.2.12.11 Responsibilities and Qualifications

5.2.12.12 Documented Roles:

i. The certification body shall maintain a documented description of responsibilities and required qualifications for all assessment personnel (e.g., invigilators, proctors, test administrators).

5.2.12.13 Competence Verification:

i. Personnel shall demonstrate the ability to follow examination procedures accurately, maintain the security of examination materials, and support the integrity of the assessment process.

5.2.12.14 Conflict of Interest Management

5.2.12.15 Disclosure and Action:

ii. Other assessment personnel (e.g., invigilators) shall disclose any known or potential conflicts of interest with a candidate.

iii. The certification body shall take recorded measures to ensure confidentiality and impartiality are maintained, such as reassigning personnel or enhancing oversight.

5.2.12.16 Record Keeping:

i. All identified conflicts of interest and the actions taken to mitigate them shall be documented in accordance with the certification body's established procedures.

6 The Authority shall ensure staff are informed of procedures and updates through training and internal communications, with the current version accessible on the ICT Authority's intranet.

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