MEMORANDUM CIRCULAR

CONDUCT OF INTERVIEW IN BJMP

UTILIZING A STRUCTURED INTERVIEW FOR INITIAL INTERVIEWS AND NHRMPSB/RHRMPSB/ SOHRMPSB PANEL INTERVIEWS

I. REFERENCES


b. CSC Resolution Nos. 1400376 and 1400377 enhancing the CSC Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) dated March 5, 2014;

c. BJMP Memorandum Circular No. 045 dated August 8, 2018 re: BJMP Competency Framework, Establishing the Core, Leadership and Functional Competencies for Jail Officer Ranks (JOR) and Jail Non-Officer Ranks (JNOR); and,

d. BJMP Merit Selection Plan

II. INTRODUCTION

The mission accomplishment of the Jail Bureau is substantially affected by who gets hired or promoted. Like any other agency in the Philippine bureaucracy, the Jail Bureau must select people who possess characteristics required for the position, rank or designation. The employment or promotional interview is an effective way of determining who has these attributes and therefore, who is right for a job.

The more unstructured the interview, the less job-related the interview will become. If the members of the Board ask questions randomly and spontaneously, the Jail Bureau is risking in evaluating traits that do not predict job performance. Biases are possible and interviewers might end up evaluating based on gender, physical attractiveness, or most commonly, how similar the candidates are to the interviewers, among others.

Research consistently indicates that unstructured interviews have little value in predicting job performance. Unstructured interviews typically demonstrate: a) low levels of reliability (rating consistency among interviewers); and, b) low to moderate levels of validity (what it is intended to measure, e.g., job performance). At first glance, the unstructured interview appears attractive due to its loose framework, discretionary

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contents, and conversational flow. Yet, these same features make this type of interview very subjective which reduces its accuracy.

In contrary, a structured interview is a standardized way of comparing qualified candidates as questions are more focused on the skills and abilities the Jail Bureau is seeking and, thus, have more value in predicting job performance. Structured interviews are twice as effective as unstructured interviews. Structured interview questions are job-related and friendlier to equal opportunity since all candidates face the same questions. It allows for greater objectivity, especially when the Board has to interview many candidates.

III. COVERAGE

This Memorandum Circular shall cover all employment and conduct of panel interviews of the National Human Resource Merit Promotion and Selection Board (NHRMPSB) and Regional Human Resource Merit Promotion and Selection Board (RHRMPSB), and Senior Officers Human Resource Merit Promotion and Selection Board (SOHRMPSB).

IV. DEFINITION OF TERMS

DPRM - refers to the Directorate for Personnel and Records Management.
DHRDM - refers to Directorate for Human Resource Development.
JOR - refers to Jail Officer Ranks of the Jail Bureau.
JNOR - refers to Jail Non-Officer Ranks of the Jail Bureau.
NHRMPSB - refers to the National Human Resource Merit Promotion and Selection Board.
NUP - refers to the Non-Uniformed Personnel.
RHRMPSB - refers to the Regional Human Resource Merit Promotion and Selection Board.

Panel Interview - one that is conducted by a group of two or more interviewers.
SOHRMPSB – refers to the Senior Officers Human Resource Merit Promotion and Selection Board.

Structured Interview - type of interview where an interviewer uses pre-set standardized questions which are asked to all the interviewees.

Behavioral Interview Questions - are questions about how a candidate has handled a work-related situation in the past.

Situational Interview Questions - are questions in which the candidate is asked how he or she would handle a hypothetical work situation.

V. GENERAL GUIDELINES

1. The Jail Bureau shall ensure that candidates are being judged on their skills, rather than on any subjective factors.

2. For initial interviews of applicants, the DPRM shall craft a template which shall be used in the National Headquarters and Regional Offices by the attending personnel.

3. In panel interviews, the NHRMPSB, RHRMPSB or SOHRMPSB shall focus on the requirements, specific skills, and abilities that are required for the position/rank or designation.

4. All questions to be asked must be the same for every candidate, and asked in the same order to ensure equal opportunity.

5. The NHRMPSB, RHRMPSB or SOHRMPSB may ask behavioral interview questions or situational interview questions.

6. The DPRM and DHRD shall devise a criteria and common rating scale for all candidates based on which they shall be later ranked.

7. The DPRM shall continuously update or conduct a job analysis, convene subject matter experts to develop the interview questions and rating scale, and train interviewers on how to evaluate candidates.
8. An inventory of situational or behavioral sets of questions must be continuously developed by the DPRM.

9. The DPRM shall continuously devise a system to ensure the implementation of a professionalized panel interview and make updates on this policy once every two years or as the need arises.

10. The respective Chairpersons of the NHRMPSB, RHRMPSB or SOHRMPSB shall ensure that all their members have deepened understanding on their roles to further enhance the professionalization of the agency’s human resource systems and processes.

VI. PROCEDURE

A. Initial Interviews by Receiving Officers for Recruitment and Promotion

a. All designated HR personnel assigned in recruitment and promotion sections shall provide a clear and relaxed environment for applicants.

b. All designated HR personnel shall welcome the candidates, thank them for coming and show them to their seats while waiting for their turn to be entertained.

c. All designated HR personnel are required to introduce themselves to the applicants and briefly explain the process of recruitment and promotion.

d. All designated HR personnel shall ask straightforward questions based on the personal circumstances of the applicant and must eliminate distractions while the initial interview is ongoing.

e. Before an applicant leaves, the attending personnel must ask, “Is there anything else you would like us to know?” All designated HR personnel shall thank the applicant before he/she leaves.

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B. Panel Interview by the NHRMPSB, RHRMPSB or SOHRMPSB

a. Before Interview

1. The DPRM shall make a list of skills and abilities that match the requirements of the position, rank or designation.

2. After identifying the skills and abilities required for the position, rank or designation, the DPRM shall prepare a list of situational or behavioral interview questions which shall be used during panel interviews.

3. All candidates should be ideally allotted the same amount of interview time.

b. During Interview

1. The NHRMPSB, RHRMPSB or SOHRMPSB members shall welcome the candidate in a warm and friendly manner.

2. The Board shall thank the candidate for his/her interest in the position/rank and for coming to the interview.

3. The Board shall briefly describe the job and relevant organizational characteristics to allow the candidate to become comfortable in the interview setting.

4. The Board shall explain the interview process in a standardized way and inform the candidate that notes will be taken throughout the interview.

5. The Board shall ask questions based on the situational and behavioral questions prepared by the DPRM.

6. For behavioral questions, the DPRM shall consider the use of the STAR Model which is an acronym of the following: a) S- Situation (What was the situation/challenge?); b) T- Task (What was the task to be performed or problem to be solved?); c) A- Action (What action did the candidate do?); and, d) R- Result (What was the Result/Outcome of the candidate's actions?).
c. After Interview

1. At the end of the interview, the Chairperson should ask, "Is there anything else you would like us to know?" The Chairperson should then thank and excuse the candidate.

2. Immediately after the candidate leaves the room, the interviewer should review his or her notes and rate the candidate. All notes should include actual and behavioral observations and ratings should be defensible and supported by the notes. The interviewer should ensure the following:
   2.1 Review the ratings given to each candidate.
   2.2 Consider the total performance of each candidate thoroughly and objectively.
   2.3 Ratings are tied to specific behavioral examples.
   2.4 Sign and place a date for each rating form.

3. Further, the members of the Board shall ensure that the following rules are strictly observed during interviews:
   3.1 Members of the Board are discouraged to rely on first impressions. They should reserve their judgment until sufficient information on the candidate has been gathered.
   3.2 All members shall avoid negative emphasis. Unfavorable information tends to be more influential and memorable than favorable information. Thus, they should avoid focusing on negative information.
   3.3 All members of the Board must have a comprehensive understanding of the skills needed for the job and must not form their own opinion about what constitutes the best candidate. They shall avoid using personal impression to evaluate candidates.
   3.4 All members of the Board shall not make decisions based on a limited sample of information or on a small number of candidate interviews. Interviewers should adhere to the established interview procedure and timeline with each candidate to avoid making erroneous decisions.
3.5 The order in which the candidates are interviewed can affect the ratings given to candidates. While making ratings, members of the Board should refrain from comparing and contrasting candidates to those who have been previously interviewed.

3.6 All members of the Board should base their evaluation on the candidate’s past performance and current behavior as these relate to the competency being evaluated and not just on how the candidate acts during the interview.

C. Rating Scale

In addition to the criteria being set by the Jail Bureau during interviews, the DPRM and DHRD shall adopt a standardized rating scale to measure the competency of the interviewee, especially on promotional interviews. Please see BJMP Memorandum Circular No. 045 which was adopted on August 8, 2018 re: “BJMP Competency Framework, Establishing the Core, Leadership and Functional Competencies for Jail Officer Ranks and Jail Non-Officer Ranks”.

VI. SEPARABILITY CLAUSE

In the event that any provision or part of this policy is declared illegal or rendered invalid by competent authority, those provisions not affected by such declaration shall remain valid and effective.

VI. REPEALING CLAUSE

All issuances inconsistent with these guidelines shall be deemed superseded.

VIII. EFFECTIVITY

This Memorandum Circular shall take effect immediately and shall remain in force unless superseded by an appropriate issuance.

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