

PUBLIC SERVICE COMMISSION

PROFICIENCY EXAMINATION FOR CLERICAL OFFICERS

SEPTEMBER 2022

PAPER CODE: 101

COMMUNICATION SKILLS

DATE: THURSDAY 22 SEPTEMBER, 2022

TIME: 2.00 PM – 4.00 PM (2 HOURS)

INSTRUCTIONS TO CANDIDATES

1. This paper consists of **three** sections **A, B** and **C**.
2. Section **A** consists of **two** compulsory questions carrying 30 marks.
3. Section **B** consists of **eleven** compulsory questions derived from a passage carrying 30 marks
4. Section **C** consists of **three** questions carrying 20 marks each. Answer any **two** questions
5. Answer **all** questions in the answer booklet

SECTION A: ANSWER ALL QUESTIONS (30 MARKS)

1. You are the secretary to a departmental welfare committee and you are planning to hold an end of year party for all members. Write a memo inviting them to the party. **(15 marks)**
2. The Head of Department has noted that members of staff are reporting to work late and leaving early. You have been appointed secretary of the committee established to investigate into the matter. Assuming that the committee is through with the inquiry, write the report. **(15 marks)**

SECTION B: ANSWER ALL QUESTIONS (30 MARKS)

3. Read the following passage and answer the questions that follow.

Recruitment is the process of searching for potential employees and stimulating them to apply for jobs in the organization. It is a step that is followed by selection and ends with the placement of the candidate in an organization. Recruiting makes it possible to **acquire** the number and type of people needed to ensure continuity of operations in an organization. The need for recruitment arises out of various situations in an organization and these may include: vacancies created due to expansion, diversification, and replacing those that have left.

The process of recruiting new employees begins with the assessment of talent needs. Talent assessment is the process that helps an organization to **evaluate** candidates' skills and knowledge to determine whether they are a good fit for an open position. The hiring manager needs to establish a solid talent assessment strategy in an organization and make sure that it is transparent, objective and fair to all candidates. This is an essential step that lays the basis on which the process of recruitment rests.

Analysing talent needs leads to two specific processes: job analysis and talent gap analysis. These processes allow insight into what skills and capabilities will be required to fill the positions and push an organization forward. These processes also help in identifying the most **suitable** candidate by drawing attention to the primary purpose of the vacant position. In addition, the processes will help to find out the functions that the recruited employee will be performing. They will also help to determine the minimum requirements needed to perform these functions and the personality traits that will enable success in the job.

Once an effective talent gap analysis has been conducted, the next step is [talent sourcing](#). Talent sourcing is a structured method of identifying, engaging and networking with the most suitable candidates, with the aim of generating a steady candidate flow for current and future positions. This involves advertising a job vacancy across all the media that can possibly connect an organization to a target talent pool. When it comes to sourcing talent, most of the **reliable** sources of talent pools, include: employee referrals, online job portals, social media portals, internal job postings, campus recruitment drives and newspapers. The objective of talent

sourcing is to encourage applications and to get the target audience to listen, apply, and commit to the process.

After the process of sourcing talents is successful, screening begins. This process involves filtering the applications of candidates for further selection process. Screening is an integral part of recruitment process that helps to remove applications from candidates who do not qualify. The screening process consists of three steps and these are reviewing of resumes and cover letters to check if candidates' education, work experience, and overall background match the requirement of the job. The next step is conducting of a telephone or video interview by the hiring manager. This step helps the manager to have an insight into the candidate's attitude, ability to answer questions correctly and their communication skills. Face-to-face interview can also be conducted to help the manager get to know candidates better by studying their body language and ask more behavioural questions.

A final interview is then carried out on the top two or more candidates who may have passed all the preceding stages of screening. This step enables the candidate to find out whether or not they will get the job offer. It also helps the hiring manager to make a very informed decision in hiring the right candidate. After this interview, the hiring manager, the reporting manager, and the functional head make a joint decision of the best candidate.

Once unanimous decision is reached about which of the shortlisted candidates fit the job requirement, the offer letter is finalized. This letter is drafted based on the expectations of the candidate, the job market, an organization's culture and practices. The letter is then extended to the candidate. Once the candidate accepts the offer letter, he/she transforms from a candidate to an employee.

(Adapted from "Peoples' Daily" Monday August 2020)

QUESTIONS

(a) Explain the meaning of the following words as used in the passage.

Acquire

- (i) Suitable
- (ii) Reliable
- (iii) Evaluate

(4 marks)

(b) State **three** situations that may lead to recruitment of employees in an organization.

(3 marks)

(c) According to the passage, highlight **three** steps followed in the screening process.

(3 marks)

(d) According to the passage, state **three** reasons that may necessitate the hiring manager to interview candidates on telephone.

(3 marks)

- (e) Highlight **two** specific processes of talent needs analysis. **(2 marks)**
- (f) In about **80 words** and according to the passage, explain the process of recruiting new employees in an organization. **(10 marks)**
- (g) Answer the following questions according to the instructions given.
- i) The process of recruitment starts with the assessment of talent needs. (Rewrite the sentence in future tense) **(1 mark)**
 - ii) The hiring manager needs to establish a solid talent assessment strategy in an organization. (Rewrite the sentence in plural form) **(1 mark)**
 - iii) Advertising a job vacancy across all the media can connect an organization with the target talent pool. (Rewrite the sentence beginning: “An organization.....”) **(1 mark)**
 - iv) A final interview provides insights to the hiring manager to make a very informed decision in hiring the right candidate. (Identify an adverb in the sentence). **(1mark)**
 - v) The screening process consists of three steps. (Add a question tag) **(1mark)**

SECTION C: ANSWER ANY TWO QUESTIONS (40 MARKS)

4. a) Explain **five** ways in which a clerical officer can avoid grapevine in the workplace. **(10 marks)**
- b) Explain five environmental-related factors that may hinder a Clerical Officer from listening effectively. **(10 marks)**
5. a) Explain **five** ways a clerical officer may display courtesy during a face to face interview. **(10 marks)**
- b) You are the chairperson in a meeting in your department. Outline **five** roles you are expected to perform during the meeting. **(10 marks)**
6. a) Having served as a clerical officer, explain **five** guidelines of receiving telephone calls. **(10 marks)**
- b) Explain five ways in which a clerical officer can create rapport with clients. **(10 marks)**