

# Contents

		Page Number
Chapter 1	<b>Strategic Approach</b>	3
Chapter 2	<b>Pre-Recruitment</b>	4
	<i>Request to fill a position</i>	4
	<i>Job Analysis</i>	5
	<i>Job Specification</i>	5
	<i>Job Description</i>	6
	<i>Advertising</i>	7
Chapter 3	<b>Enquiries</b>	10
Chapter 4	<b>Application</b>	12
Chapter 5	<b>Screening</b>	16
Chapter 6	<b>Short-Listing</b>	20
Chapter 7	<b>Final Selection</b>	24
	<i>Selection Panel</i>	24
	<i>Interview</i>	27
	<i>Selection tools additional to interviews - Tests</i>	31
	<i>Selection Committee reports</i>	33
	<i>Decision not to proceed with the filling of the vacant position</i>	35
	<i>Documentation</i>	36
Chapter 8	<b>Pre - Appointment</b>	37
Chapter 9	<b>Appointment</b>	41
Chapter 10	<b>Ethical Issues</b>	44
<b>Appendices</b>		
<i>Appendix I</i>	<i>Model - "Request to fill a position"</i>	<i>i</i>
<i>Appendix II</i>	<i>Model - Job Description Form</i>	<i>ii</i>
<i>Appendix III</i>	<i>Model - List of Applicants</i>	<i>iii</i>
<i>Appendix IV</i>	<i>Model - Screening</i>	<i>iv</i>
<i>Appendix V</i>	<i>Guidelines – How to fill the Screening document</i>	<i>vi</i>
<i>Appendix VI</i>	<i>Model - Scoring Matrix</i>	<i>vii</i>
<i>Appendix VII</i>	<i>Guidelines – How to fill the Scoring Matrix</i>	<i>ix</i>
<i>Appendix VIII</i>	<i>Model - Short-Listing Score</i>	<i>xi</i>
<i>Appendix IX</i>	<i>Model - Short-Listing Summary</i>	<i>xiii</i>
<i>Appendix X</i>	<i>Model - Declaration of Conflict of Interests</i>	<i>xiv</i>
<i>Appendix XI</i>	<i>Guidelines – How to fill the Scoring Matrix during the interview</i>	<i>xv</i>
<i>Appendix XII</i>	<i>Model - Final Selection Score</i>	<i>xvii</i>
<i>Appendix XIII</i>	<i>Model - Final Selection Summary</i>	<i>xix</i>
<i>Appendix XIV</i>	<i>Guide to interviewers</i>	<i>xx</i>

## Foreword of the Director General

The recruitment function in Parastatal Bodies (PSBs) is perceived as an area that is highly corruption prone. In this respect the Select Committee on Corruption rightly pointed out:

*"PSB board members and especially the chairmen and the CEOs are perceived, in Mauritius, to be kings within their own kingdom. The perception is that they wield influence, trade in their influence and thrive on their unlimited and unchecked power. They also have the monopoly of their decision and this monopoly is coupled with discretion."*  
(page 52 of the Report of the Select Committee on Corruption: 2001)



High standards of integrity as well as increased transparency, fairness and accountability in recruitment processes are crucial to eliminate the perception of corruption in terms of pecuniary motives or favouritism, nepotism and cronyism in the recruitment and selection exercise. The principle of merit selection is vital in public sector recruitment as the level of professionalism depends on attracting and recruiting talents.

We should also note that there is a direct relationship between brain-drain and the perception of corruption in recruitment. A study made by the Organisation of Economic and Community Development (OECD) ranked Mauritius at the 8th position with 53% of its most competent professionals being drained away from the country.

This document covers the different phases of the recruitment process and highlights the exposure to ethical dilemmas in the recruitment function. It allows PSBs to perform a self-assessment of their systems in respect of recruitment. It will guide organisations towards the best course of action in situations where the integrity of the recruitment process may be compromised.

I wish to express my appreciation to the Secretary of the Public & Disciplined Forces Service Commissions and his staff for their useful comments. I also thank the Association of Human Resources Professionals and other partners for their contributions.

It is worth noting that this document does not, and indeed, cannot supersede the legal requirements of Acts setting up the PSBs. The application of the recommendations should thus be made in strict compliance with relevant legislations.

Moreover, recruitment is carried out in an environment which is constantly evolving in terms of practices, norms and regulations. The recruitment process should, therefore, be regularly revisited to reflect adjustments to new imperatives.

Therefore, it gives me great pleasure to commend this Best Practice on Recruitment and Selection for use in the parastatal bodies.

**A.K Ujoodha,**  
*Director General,*  
Independent Commission Against Corruption.  
August 2008

## Chapter 1: STRATEGIC APPROACH

### PRINCIPLES

The purpose of this document is to promote best practices in human resource management based on the principles of accountability, transparency, ethics and integrity in the recruitment process. It provides a framework for exercising discretionary powers, making choices, determining course of actions and taking decisions in a fair and transparent manner. It promotes equal opportunities and enhances good governance.

### CRITICAL ISSUES

#### Management Commitment

Management Commitment is a cardinal point in enhancing public trust in the system of recruitment. Management should both support the change management process designed to enhance accountability and ensure compliance with the policy, procedural and operational changes.

#### Strategic Planning

To enhance accountability and transparency in the recruitment process, it is advisable to give a strategic implication in respect to human resource planning and structure. A Manpower Plan, which forecasts the kind and type of employees within an organization, should ensure that adequate number of qualified persons are constantly available at appropriate times. This should then be complemented with an organisational structure with clear chain of command and clear strategies. This is later developed into documented policies, procedures and rules.

#### Risk Assessment

An organisation should perform an internal assessment to identify resource gaps and redundancies. The external environment also needs to be assessed to predict events and conditions that may affect the success of the recruitment program. Such assessment should be performed to identify technical and socio-economic challenges and determine their probable impact.

#### Performance Measurement

Performance measurement is the process of quantifying, measuring, correcting and reporting on the whole recruitment and selection process after each recruitment exercise. This leads to increased accountability, efficiency and effectiveness in the system. During the review of the hiring process, the organisation must ensure that its selection procedures are in compliance with the law. Some other important considerations in evaluating the success of the system are:

- Did the organisation get too many applicants? Too few? May be the organisation needs to think about tailoring its advertisement and recruiting to get the result it wanted.
- Were the applicants too qualified? Not qualified enough? Try rewording your advertisement to attract more appropriate candidates. Using a job description can help.
- How cost-effective was your advertising?
- How did you do as an interviewer? May be you can ask your new employee to evaluate your performance as an interviewer.
- Did you succeed to recruit your new employee in the pre determined timeframe?

## Chapter 2: PRE-RECRUITMENT

The Pre Recruitment phase involves five important steps:

- Request to fill a position;
- Job Analysis;
- Job Specification;
- Job Description; and
- Advertising.

<b>STEPS</b>
<b>Request to fill a position</b>
<b>Job Analysis</b>
<b>Job Specification</b>
<b>Job Description</b>
<b>Advertising</b>

<b>PURPOSE</b>
<ul style="list-style-type: none"> <li>● An official requisition to fill a vacancy for a new position or a vacant existing position.</li> </ul>
<ul style="list-style-type: none"> <li>● Determines the roles, duties and responsibilities of the positions. A Job Analysis is used mainly in a job evaluation which consists of methods and practices to order positions with respect to their value or worth in the organization.</li> </ul>
<ul style="list-style-type: none"> <li>● Identifies the experience, education and ability of the position holder.</li> </ul>
<ul style="list-style-type: none"> <li>● Outlines as a minimum the job status, position title, job summary, detailed duties and responsibilities and skills required to perform the job.</li> </ul>
<ul style="list-style-type: none"> <li>● To reach the broadest possible pool of candidates within a specifically targeted domain.</li> </ul>

### **Principles**

These five steps are based primarily on the principles of accountability, transparency, openness, fairness, impartiality and value for money.

### **CRITICAL ISSUES**

#### **Request to fill a position.**

Documented policies and procedures are essential to guide decision making and determine methodology for a better transparent and accountable system. The ‘Request to Fill a Position’ form explains the need for the specific recruitment and serves as a basis for proper record keeping for decision making which will enhance transparency in the recruitment and selection process.

The documented policy should determine the authority to issue the "Request to fill a position" form. Usually it should be issued by the user department and authorised by the Head of the respective department.

The documented procedures should ensure that the Head of the user department submits the form to the Human Resource (HR) department after procedural compliance and approval.

## DOCUMENTATION



- A template of the “Request to fill a position” is shown in Appendix I.

### Job Analysis

Job analysis is the process of looking at exactly what a job entails in order to determine the necessary job qualifications. A proper Job Analysis ensures value for money through improved efficiency and effectiveness. This results in merit selection which is based only on organisation requirements and person’s ability to perform the work.

### Documented Policies & Procedures

The documented policies should ensure that the Job Analysis is prepared by the user department in conjunction with the HR department. The procedures should include the different approval processes.

#### Analysing an Existing Job

The most appropriate ways to gather formal and informal information includes:



- Job Analysis Interviews
- Employee Observation
- Written Questionnaires

### Documentation

Proper documentation of the job analysis process is vital for accountability and transparency. The forms and questionnaires should be properly kept for audit trail.

### Job Specifications


The next step after Job Analysis is Job Specification. At this stage, the experience, education, abilities and skills of the job holder should be considered. This is an important recruitment mechanism which will promote merit selection and value for money through the selection of the best suitable candidate.

## Documented Policies & Procedures


The documented policies should ensure that the Job Specification are determined by user department in conjunction with the HR department. The procedures should include the different authorisation processes.

### Experience


	<ul style="list-style-type: none"> <li>● Be realistic when defining experience qualifications as if it is too high it may restrict the number of applicants.</li> </ul>
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	<ul style="list-style-type: none"> <li>● To promote fairness and ensure compliance with law, the organisation should not discriminate against any group i.e., race, caste, place of origin, political opinions, colour, creed, sex and disability (Extracted from S16 of both the Constitution and the Training and Employment of Disabled Persons Act).</li> </ul>
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### Education

	<ul style="list-style-type: none"> <li>● Employers must avoid setting educational requirements so high that they tend to restrict certain groups of people from getting hired.</li> </ul>
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### Ability

	<ul style="list-style-type: none"> <li>● When determining job qualifications, the organisation may focus on applicant's ability, experience and qualifications.</li> </ul>
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## Documentation

Documentation of the Job Specification process should be properly kept in order to improve accountability and transparency. The principle behind good record keeping is that there should be accurate records and information to inter alia provide for redress in case of unfair decision.

### Job Description

The design of a job description in the pre recruitment stage improves merit and objectivity in the recruitment and selection process. It makes it more difficult to commit nepotism and cronyism as both the job specification and person profile are determined beforehand. It thus ensures that qualifications and experience are not tailored to fit a particular applicant.

## Documented Policies & Procedures.


The documented **policy** should:

- Identify the circumstances which necessitate a Job Description.
- Ideally set a Job Evaluation Committee and determine the quorum and representation.
- Ideally set an Appeal System in case the Committee and management are in disagreement.

The documented procedures should ensure that:


- The supervisor explores and defines the responsibilities and duties for the position.
- The supervisor drafts the job description.
- The supervisor should have the drafted job description reviewed by the HR Manager before submission to the Job Evaluation Committee.
- The supervisor can appeal to the decision of the Evaluation Committee which is referred to the Board.


## Job Description Form

	<ul style="list-style-type: none"> <li>● Appendix II shows a sample job description form that you can use as a tool to assist you in writing your own job description.</li> <li>● Please keep in mind that there is no pre-established form for a job description, and you can add and delete items in this form.</li> </ul>
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## What NOT to put in Job Description

	<ul style="list-style-type: none"> <li>● It is generally not necessary to list duties that occur periodically or even just once.</li> </ul>
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	<ul style="list-style-type: none"> <li>● Job description should describe the job, not the person who fills it. Make sure that your job description do not include anything that might be considered discriminatory.</li> </ul>
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	<ul style="list-style-type: none"> <li>● Your job description should not say that the person doing the job must be of a certain race, religion or gender.</li> </ul>
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## Advertising

A proper advertising is primarily based on the principle of free competition which has the objective of accurately describing the role of the vacant position and at the same time attracting the interest of the broadest range of people eligible for appointment.

## OTHER PRINCIPLES

To ensure that the objectives of advertising are met, the following additional principles need to be adhered to:

- An advertisement should not favour, prejudice or discriminate.
- An advertisement should be fully in line with the job content, the post and person specifications.
- Advertisements should give a clear indication of the requirements that must be met.
- The widest possible number of applicants must be attracted in the most cost-effective manner.
- The language and style of advertisements must be clear and simple to enhance employment equity.



## DOCUMENTED POLICIES & PROCEDURES


These should be as clear as possible.

<p><b>The drafting of advertisements</b></p>	<ul style="list-style-type: none"> <li>● Who should draft advertisements in respect of the various levels of rank?</li> <li>● From where and how should specifications (requirements) be derived?</li> <li>● What role do job descriptions play in this regard?</li> <li>● In which format should advertisements be compiled?</li> <li>● Who should approve the format and contents of advertisements and at what levels?</li> <li>● What information should advertisements contain?</li> <li>● Who should check that substantive and procedural requirements are met?</li> <li>● Who should approve the waiving of requirements and at what stage and on what basis should this be permissible?</li> </ul>
<p><b>The placing of advertisements</b></p>	<ul style="list-style-type: none"> <li>● Which media should be utilised for what posts and on what basis?</li> <li>● How to select and rotate among newspapers?</li> <li>● On what day(s) of week will the advertisements be placed?</li> <li>● Who should approve the placement of an advertisement?</li> <li>● Who should place advertisements?</li> <li>● Which posts should be advertised? (Advisable for all posts to be advertised)</li> <li>● Who should determine or approve normal closing dates?</li> </ul>
<p><b>Record-keeping specifications in respect of advertisements</b></p>	<ul style="list-style-type: none"> <li>● What should be put on record, where, by whom and for how long?</li> <li>● Who should oversee the process and how often?</li> </ul>

### The Advertising media

Choosing a medium is the first step in the advertising process. However, in order to obtain value for money, the organisation should select the most cost-effective media for its advertisement.

#### Newspapers

 <p><b>Caution</b></p>	<ul style="list-style-type: none"> <li>● <i>Too restricted or blind advertisement</i> generates fewer responses because people do not come across the advertisement except those that are tipped off.</li> </ul>
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#### CONTENT

A proper and adequate content of the advertisement brings more value for money.

In this respect the advertisement may need to include:





- Job title and grade
- Position number
- Job location
- Job status (permanent, temporary, full-time, part-time, contract)
- Salary/Remuneration
- A description of the duties and responsibilities
- The selection criteria
- Who to contact for enquiries
- Who to contact for information packages
- Where to send applications
- The closing date for applications
- Details of ability test to be undertaken
- Other details as needed

	<ul style="list-style-type: none"> <li>● Use proper grammar and punctuation to render your advertisement easy to understand.</li> <li>● Be specific about the type of equipment and/or software programs that applicants should be versed with.</li> </ul>
	<ul style="list-style-type: none"> <li>● Don't overuse abbreviations and acronyms that make it difficult to understand the advertisement.</li> <li>● Better to specify that the PSB reserves the right not to make any appointment following the advertisement.</li> <li>● Gender-referent language. The law prohibits you from making statements or implications about not wanting people from a particular group i.e., members of a certain race, caste, place of origin, political opinions, colour, creed, sex and disability. (Extracted from S16 of both the Constitution and the Training and Employment of Disabled Persons Act).</li> </ul>
	<ul style="list-style-type: none"> <li>● It may amount to unfairness to require qualifications that are not absolutely necessary for the job.</li> </ul>

## PLACEMENT

The placement of advertisements should be cost effective but, at the same time, properly displayed.

	<ul style="list-style-type: none"> <li>● The placing of advertisements can be discriminatory if this is confined to certain publications which may exclude certain applicants, or which may disproportionately reduce the number of applicants for a particular group of people.</li> </ul>
	<ul style="list-style-type: none"> <li>● It may amount to discrimination if the employer advertises a vacant post in a publication that is largely read by (or targeting) a male readership or certain population groups.</li> </ul>

## Chapter 3: ENQUIRIES

### PURPOSE

It is common practice for prospective applicants to ask for additional information on the post advertised. The role of the contact person named in the vacancy advertisement is to provide prospective applicants with as much information and details as they seek about the job, the workplace environment, working conditions and the organisation. However, the information provided should not favour one applicant to the detriment of others.

### PRINCIPLES



Proper communication to prospective applicants leads to more openness and fairness in the recruitment and selection process. It helps to build trust in the community while a climate of secrecy is conducive to perception of corruption.

### CRITICAL ISSUES

### DOCUMENTED POLICIES & PROCEDURES

At this phase, management should designate an Enquiry person and define his requirements. The content of the information package should also be defined.

### THE ENQUIRY PERSON

	<p>He should:</p> <ul style="list-style-type: none"> <li>● Be an appropriately graded employee (usually with a higher grading than that of the vacancy).</li> <li>● Not be a member of the selection panel.</li> <li>● Be readily available to answer queries during normal working hours. An additional person should be nominated if the Enquiry person is likely to be unavailable during the period of lodgment of applications.</li> </ul>
	<ul style="list-style-type: none"> <li>● Not be the person who is leaving the job, a person currently acting in the position or a potential applicant.</li> </ul>

### THE ROLE OF THE ENQUIRY PERSON

The roles of the Enquiry person includes:

- **Explaining and answering questions** about the job and the workplace, e.g. the responsibilities, reporting lines and aim of the organisation.
- **Being receptive** to enquiries from all sections of the community.
- **Dealing with e-mailed or faxed inquiries** promptly and fairly and in the same way as telephoned enquiries.

- Arranging for applicants who wish to **visit the workplace** to come in and meet you.
- **Letting applicants know about special conditions** affecting the job such as frequent overtime (these should also be in the advertisement).
- Answering questions and arranging to meet particular needs such as wheelchair access and translation services including signing for people with hearing impairment.

## INFORMATION PACKAGES

The Information packages are communication tools used by equal opportunity employers to ensure transparency in the recruitment and selection process. It is the responsibility of the Human Resource Department to arrange for the preparation of a suitable information package, which should include the following:

- *A copy of the advertisement.*
- *Details of the selection criteria which contain the skills, knowledge and experience that are essential for the position.*
- *A position description or current statement of duties.*
- *As much detail as feasible for the recruitment processes and procedures, and the criteria and methods by which the successful applicant will be selected.*
- *Details of the current context of the organisation where the position is located: organisation structure, positions, classifications and grades, reporting lines, objectives and budget.*
- *Some information about the organisation including, if relevant, annual reports, corporate plans or organisational charts, codes of conduct, policies, cultural diversity, occupational health and safety, flexible work practices, recent publications, customer service charter.*
- *Any other information the convenor sees as integral to the requirements of the position.*

## DOCUMENTATION

All written enquiries should be properly kept to ensure greater accountability and transparency and thus providing clear audit trail.

## Chapter 4: APPLICATIONS

### PURPOSE

Applications forms are usually standardized forms that serve as a way to gather information about applicants. It is more effective to obtain information the institution requires rather than to leave it to applicant to submit information that they themselves wish to convey.

### PRINCIPLES

The registering, acknowledging of receipt and proper documentation of applications are pre-conditions for better accountability and transparency in the recruitment and selection process.

### CRITICAL ISSUES

#### DOCUMENTED POLICIES & PROCEDURES

Documented policies & procedures should include the following:

<b>The registering of applications</b>	<ul style="list-style-type: none"> <li>● In which format should applications be registered? (see <b>Appendix III</b>) Procedures for dealing with online applications should be clear.</li> <li>● Who should be responsible for registering applications?</li> <li>● How should late applications be dealt with?</li> </ul>
<b>Acknowledging receipt of applications</b>	<ul style="list-style-type: none"> <li>● In which format should applications be acknowledged?</li> <li>● At what stage should acknowledgements be done?</li> <li>● Who should be responsible for acknowledging receipt of applications?</li> </ul>
<b>The record-keeping of applications</b>	<ul style="list-style-type: none"> <li>● What should be put on record, where, by whom and for how long?</li> <li>● Who should oversee the process?</li> </ul>

### PROCESS

The steps below define essential elements in the process to ensure transparency thus leading to clear audit trail, accountabilities and fairness.

#### DATE STAMPING

The date of receipt should be stamped on each application form.

#### RECORDING APPLICATIONS RECEIVED

The responsible person should keep a list of all applications received. This list together with the applications should be properly kept in a file and be available at all times.

## ACKNOWLEDGEMENT

An immediate acknowledgement letter should be sent to all applicants.

### Extension of time

- Extension of time for submission of applications should as far as possible not be entertained. Late applications that are not accepted should be marked accordingly.
- If there is any exceptional circumstance, the reasons and special circumstance together with the appropriate authority for such departure should be clearly recorded. No applications are to be accepted after the start of screening.

## SECURITY OF APPLICATIONS

The person responsible for receiving the applications must ensure they are kept confidential and in a secure place and kept confidential. Applications must only be made available to selection committee members.

## APPLICATION FORM

### WHAT TO ASK ON JOB APPLICATIONS





- **Work experience.** You can sometimes spot problems if the applicant has worked at many places in a short time period. This may be a sign of a "job jumper."

### WHAT TO INCLUDE IN YOUR APPLICATION

There are certain statements and information that the organisation will want to include in a job application. They give applicants clear information about the business and what the organisation expects as a potential employer.





- **False statement.** You may have a policy of terminating the contract of an employee if it is discovered that the employee made false statements on the application. A statement to that effect in the job application gives prospective employees notice that submission of false statements will not be tolerated and gives them incentive to fill out the form correctly.
- **Confidentiality statement.** A simple confidentiality statement will allay an applicant's fear about sharing information.

	<ul style="list-style-type: none"> <li>● <b>Post-employment clauses and trade secrets.</b> You can require, as a condition of employment, that an employee sign a statement promising not to reveal trade secrets or not to work for a competitor for a specific period of time after leaving the organisation. Such a statement on an employment application puts applicants on notice that non-disclosure is a requirement of employment.</li> <li>● <b>Pledge against Corruption.</b> A statement that the prospective applicant will make no attempt to influence, treat or offer gratification to any person or member of the selection panel in order to obtain the position.</li> </ul>
	<ul style="list-style-type: none"> <li>● <b>False statement.</b> "I certify that the statements I have made are true and correct to the best of my knowledge. I understand that the submission of any false information or the omission of any requested information in connection with my application for employment, whether on this document or not, may be the cause for failure to hire or for immediate dismissal should I be employed by XX organisation."</li> <li>● <b>Confidentiality statement.</b> "All information will be kept strictly confidential"</li> <li>● <b>Post-employment clauses and trade secrets.</b> "I understand that if I am hired at XX organisation, I may be privy to confidential information and professional secrecy. Upon hire, I also understand that I may be asked to execute an agreement whereby I would not be able to work for a competitor for a specified period of time after leaving the organisation"</li> <li>● <b>Pledge against Corruption.</b> "I undertake to comply fully with the Prevention of Corruption Act 2002 and not to indulge in any act of corruption in order to obtain the position"</li> </ul>

## OTHER APPLICATION MATERIALS

The organisation may want to ask for other application materials depending on the nature of the job.

	<ul style="list-style-type: none"> <li>● If the job involves artistic talent, you may want to ask the applicants to send copies of works from their portfolios.</li> <li>● If the job involves writing for the public, you will want to ask for previous clips and writing samples.</li> </ul>
	<ul style="list-style-type: none"> <li>● If you do not plan to return these items to applicants, make it known right at the start so that they make a copy for you and keep the originals.</li> <li>● Offering to return submissions can be costly in form of postage. If you anticipate a lot of responses, consider stating that you will not return the submissions.</li> </ul>



- If you do return samples, be prepared to send them by certified mail. This will serve as a proof that you return the materials. Return all samples including those of the applicant you have chosen to hire. The samples are not your property.

## **Documentation**

Application forms should be properly kept to enable any scrutiny whenever required.



## Chapter 5: SCREENING

### PURPOSE

The screening process seeks to identify those applications that meet the approved requirements.

### PRINCIPLES

The principles of merit selection encompass accountability, transparency, impartiality and value for money to select the best applicant for the job. Other basic principles which the organisation needs to adhere to, include the following:

- A fair set of screening criteria should apply, which should have the sole purpose of identifying those applicants who meet the approved requirements.
- Screening criteria must be in line with the job content and the approved requirement.
- The criteria should apply to all applicants in a consistent manner.
- Any waiver (i.e. in exceptional cases applicants passing the screening test without meeting the minimum advertised requirements) should be approved and be properly documented.
- A declaration of a conflict of interests in writing should be made if any candidate is related to an official involved in the screening process, together with **step 1** below. This step is taken to uphold fairness, equality and objectivity, if such relationship exists.

*Step1 Any employee who is related to a candidate and forms part of the decision-making process, should -*

- *Disclose forthwith in writing the nature of the conflict of interest to the Public Body (S13 of PoCA); and*
- *Not take part in any proceedings to any decision with respect to this exercise.*

### CRITICAL ISSUES

### DOCUMENTED POLICIES & PROCEDURES

Departmental policy needs to provide guidelines and establishes procedures for:

<b>The formulation of screening criteria</b>	<ul style="list-style-type: none"> <li>● From where and how should screening criteria be derived?</li> </ul>
<b>Applying the screening criteria and utilising documentation in support thereof</b>	<ul style="list-style-type: none"> <li>● Who should manage the screening process?</li> <li>● In which format should individual screening be done? (see Appendix IV and V which provide a screening model and guideline respectively.)</li> <li>● Who should inform unsuccessful candidates and when?</li> <li>● In which format should such notifications be drafted - what should these contain?</li> </ul>

<b>Drawing up of screening lists</b>	<ul style="list-style-type: none"> <li>● In which format should the result of the screening process be documented? (see <b>Appendix III – List of applicants</b>).</li> </ul>
<b>Record-keeping of the screening process; and</b>	<ul style="list-style-type: none"> <li>● What should be put on record, by whom and for how long?</li> <li>● Who should oversee the process?</li> </ul>
<b>Obtaining approval on the outcome of the screening process</b>	<ul style="list-style-type: none"> <li>● Who should draft the submission for approval on the screening of candidates?</li> <li>● In which format should such submissions be drafted - what should these contain?</li> <li>● Who should approve the outcome of the screening exercise?</li> </ul>

## WHAT CAN BE USED AS SELECTION CRITERIA FOR SCREENING PURPOSES?

### Criterion 1:

#### Closing date for applications should be met.

All applicants have to adhere to the closing date for applications as specified in the relevant advertisement.

### Criterion 2:

#### Certain conditions should be met in relation to the format and content of:

- application forms,
- *Curricula Vitae* (CVs); and
- all other relevant documentation

*Note: Departments may, prescribe the manner, format, content and supportive documents to be included in applications, to facilitate screening, short-listing and final selection. Whenever this is not met, applicants will be disqualified.*

### Criterion 3:

#### Minimum advertised requirements should be met in terms of:

- Age ( if applicable)
- Qualifications; and
- Competencies (knowledge, skills and where required, experience).

## Can criteria that were not specified in the advertisement be utilised for screening purposes?

Theoretically, this is permissible provided that these are in line with the job content and requirements specified in the advertisement or are obvious requirements.



- Can the legibility of application forms be used as a criterion for screening purposes although it was not explicitly mentioned in the advertisement? The answer is yes.
- Departments cannot be expected to decipher badly presented applications, especially where a large number of applications is to be processed. However, where such criteria are applied, these need to be applied to all candidates who have submitted applications.

## Who should be responsible for the screening of candidates?

This is normally the responsibility of the HR department since this is a straightforward administrative action, based on a predefined set of criteria. The line management and selection committees need not be involved in the process. They should, however, oversee the process to ensure that it is executed correctly and in accordance with criteria laid down.

## Can a standardized format be utilised to assist in the screening process?

The utilization of a standardized format (such as the example at Annexure IV) has certain benefits such as:

- Objectivity and openness.
- Certainty about the steps that should be taken and the criteria that should apply.
- Responsible and accountable action.
- Easy monitoring and control.
- Instant record keeping.

## Can letters of regret be forwarded to applicants after screening is finalised?

In the spirit of fairness, unsuccessful applicants need to be informed accordingly. This will also place a lesser administrative burden on the HR department if the notification of unsuccessful applicants could be spread over a period of time, especially where a large number of applicants is involved.

## DOCUMENTATION

The organisation should ensure that all relevant information is put on record to ensure better accountability and transparency.

**Documentation to be put on record:**

- **Copy of the advertisement**
- **Application form**
- **Certificates**
- **Curriculum Vitae**
- **Outcome of screening process**
- **Letter of Regret**

## Chapter 6: SHORT-LISTING

### PURPOSE

The identification of a manageable size (pool) of applicants (a short-list) who are best suited to fill the position will be dealt with in this chapter.

### PRINCIPLES

Short-listing or Culling is a step further towards the principle of merit selection. It is the process to select the best applicant for a job. The features of merit selection are amongst others competition, equity, integrity and transparency.

### CRITICAL ISSUES

#### DOCUMENTED POLICIES & PROCEDURES

Departmental policy needs to provide guidelines and establishes procedures for:

<b>The formulation of short-listing criteria</b>	<ul style="list-style-type: none"> <li>● From where and how should short-listing criteria be derived?</li> </ul>
<b>Applying short-listing criteria and utilising documentation in support thereof</b>	<ul style="list-style-type: none"> <li>● In which format should short-listing be done?</li> <li>● Who should inform candidates who are not short-listed, and when?</li> <li>● In which format should such notifications be drafted - i.e. what should these contain?</li> </ul>
<b>Drawing up of shortlists</b>	<ul style="list-style-type: none"> <li>● In which format should shortlists be compiled? (see <b>Appendix III – List of applicants</b>)</li> <li>● Who should draw up shortlists?</li> </ul>
<b>Record-keeping of the outcome of the short-listing and</b>	<ul style="list-style-type: none"> <li>● What should be put on record, by whom and for how long?</li> <li>● Who should oversee the process?</li> </ul>
<b>Obtaining approval of the shortlists</b>	<ul style="list-style-type: none"> <li>● Who should draft the submission to obtain approval of the shortlist?</li> <li>● In which format should these submissions be drafted?</li> <li>● Who should approve the shortlist(s) at the various levels of rank?</li> </ul>

## CAN SHORT-LISTING BE USED TO REDUCE A LARGE NUMBER OF APPLICATIONS TO A MANAGEABLE SIZE?

As stated, the primary objective of the short-listing process is to reduce the number of qualifying applicants to a manageable size for the purpose of selecting the most suitable candidate. A further objective with short-listing is to rank candidates, and to determine a cut-off point below which candidates will not be interviewed.



- With respect to certain grades of employees whereby there are a large number of applications, an examination may be resorted to for the purpose of short-listing.

## IS IT NECESSARY TO APPLY A FIXED SET OF SELECTION CRITERIA FOR SHORT-LISTING PURPOSES?

To be fair and objective in short-listing candidates, it is essential that a fixed set of selection criteria is applied to each and every candidate that was screened successfully.

## WHAT CAN BE USED AS SELECTION CRITERIA FOR SHORT-LISTING PURPOSES?

### Criterion 1:

#### Successful screening of candidates

Only candidates who were successfully screened should be taken into account for purposes of short-listing.

### Criterion 2:

#### The level of qualifications and competencies\*

*(A higher level may be viewed as a more favourable consideration.)*

Generally, to be short-listed, a candidate should at least meet the minimum appointment criteria, as well as advertised requirements in respect of qualifications and competencies.

However, to identify a manageable number of applicants who can be shortlisted for final selection purposes, a higher level of qualifications and competencies than that required as a minimum in the advertisement, may be viewed as a more favourable consideration, if it is justifiable by the nature of the post's job content.

*Note: In practical terms this implies that candidates who do meet the minimum advertised requirements may not necessarily be short-listed.*

\* Knowledge, skills and where required experience

### Criterion 3:

#### The relevancy of qualifications and competencies\*


*(A higher relevancy may be viewed as a more favourable consideration.)*

In order to be short-listed, the qualifications and competencies of a candidate should be relevant. What is considered relevant should be specified in the advertisement.

The relevancy of qualifications and competencies is dependent on the nature of the job content of the post as advertised. This may therefore vary from applicant to applicant.

The more relevant the qualifications and competencies of applicants are, the more favourable will be their candidature to the employer. From this perspective, the employer may, for short-listing purposes, choose to select only such candidates in order to render the number of applications manageable.

## CAN SELECTION CRITERIA THAT WERE NOT SPECIFIED IN THE ADVERTISEMENT BE UTILIZED FOR SHORT-LISTING PURPOSES?

	<ul style="list-style-type: none"> <li>● Can formal qualifications or non-tertiary professional knowledge that are at a higher level as the minimum advertised, be given a more favourable consideration for short-listing purposes than the minimum required?</li> <li>● If it is accepted that the objective is to appoint the most suitable candidate, it stands to reason that a higher level and higher relevancy of qualifications and competencies (knowledge, skills and, where required, experience) will be more favourable to the employer, as long as these are linked to the job content and do not work against Employment Equity objectives.</li> </ul>
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## WHO SHOULD BE RESPONSIBLE FOR THE SHORT-LISTING OF CANDIDATES?

Since short-listing requires an in-depth knowledge of the advertised position, **line management** needs to be involved first-hand in the process of short-listing candidates.

The **selection committee** should ideally be involved at short-listing stage for purposes of continuity, insight, consensus and for preparatory reasons.

## CAN A STANDARDIZED FORMAT BE UTILISED TO ASSIST IN SHORT-LISTING?

Information obtained from application forms and CVs should be used for scoring candidates by using the "SCORING MATRIX" (see Appendix VI and VII respectively which provide the "SCORING MATRIX" model and a guideline on how to fill the "SCORING MATRIX").



This will help to produce a "SHORT-LISTING SCORE" and a "SHORT-LISTING SUMMARY" for each applicant (see example at Annexure VIII and IX). A realistic cut-off point should then be determined to assist with identifying a manageable pool of candidates for interviewing purposes.

## **CAN LETTERS OF REGRET BE FORWARDED TO APPLICANTS AFTER SHORT-LISTING IS FINALISED?**

As mentioned earlier, applicants should be notified as soon as possible about the outcome of their application for a position. Since final selection (usually by means of interviewing) can be a time-consuming exercise, it is fair to inform applicants who were not short-listed that their applications have been turned down. However, this should only be done once approval has been obtained from the executing authority.

### **Documentation**

#### **SHOULD THE OUTCOME OF THE SHORT-LISTING PROCESS BE PUT ON RECORD?**

- The short-listing of candidates is an important decision-making activity that has an important impact on the rights and expectations of applicants. For the purpose of accountable management and to be able to deal with any complaint and provide redress, it is important that the process is documented and put on record.

#### **Documentation to be put on record:**

- **Copy of the advertisement**
- **Application form**
- **Certificates**
- **Curriculum Vitae**
- **Outcome of screening process**
- **Outcome of short-listing process**
- **Letter of Regret**

## Chapter 7: FINAL SELECTION

### PURPOSE

The final selection phase, which is predominantly dependent on the selection interview, is to identify the **most suitable candidate(s)** from the short-listed candidates with due regard to the advertised post and person specifications.

#### Selection panel

### PRINCIPLES

The set up of a selection panel improves amongst others accountability. The panel members, who must be knowledgeable and experienced, have the responsibility to assess the relative merit of the applicants for a vacant position and recommend to the Board on the applicant(s) having the greatest merit.

### CRITICAL ISSUES

#### DOCUMENTED POLICIES & PROCEDURES

Departmental policies need to provide guidelines and establish procedures for:

<p><b>The role and responsibilities of a selection committee</b></p>	<ul style="list-style-type: none"> <li>● What should be the role and responsibilities of selection committee members?</li> <li>● How should the selection committee be structured/composed with regard to -                         <ul style="list-style-type: none"> <li>● Who should be the Chairperson?</li> <li>● The profile of the panel members.</li> <li>● Knowledge of the job content and the selection process.</li> <li>● Knowledge/competency in interviewing.</li> <li>● Gender and race.</li> </ul> </li> </ul>
<p><b>Framework for compliance with PoCA with regard to declaration of possible conflict of interests and to recusion from the selection process.</b></p>	<ul style="list-style-type: none"> <li>● What constitutes a possible conflict of interest?</li> <li>● At which stage, how and in which format should such a possible conflict of interests be declared and to whom should selection committee members address this declaration? (see <b>Appendix X – Conflict of interests</b>)</li> <li>● How should selection committee members manage a possible conflict of interests?</li> </ul>

## WHO ARE ON THE SELECTION PANEL?

- Usually, there should be **three persons**.
- May include at least **a woman and a man**.
- Recommended that at least one member is **independent** — that is, a member who is not a current employee of the recruiting organisation and preferably not a former employee.
- Should as far as possible have members with a **higher grading or salary than that of the vacancy**.
- Must have at least one member who is **thoroughly familiar with the vacant position**, its duties, its environment and the skills, knowledge and experience needed to do the job, including expert or technical aspects.
- Should represent a **diversity of backgrounds**.

## WHAT IS THE ROLE OF THE PANEL MEMBERS?


As a selection panel member, your responsibilities include:

- **Declaring** in writing any conflict of interests (e.g. a work, personal or business relationship with another panel member or applicant)
- **Participating fully** in the selection process, including shortlisting, discussion of referee reports and all decision-making.
- **Examining each written application** in detail, including re-examining the applications of applicants who are not shortlisted.
- **Taking notes** carefully and conscientiously at every stage of the assessment of applicants, including at interviews or other assessment processes and when contacting referees.
- **Maintaining strict confidentiality** both during and after the selection process.
- **Using the selection criteria** to assess the skills, knowledge and experience of each applicant and decide how well they meet the job requirements.
- **Ranking** applicants in order of merit.
- **Making a minority report** if you disagree with the majority decision.
- **Ensuring that your notes** are kept for a period of time as determined by regulation or policy after the selection or for as long as the eligibility list remains active. This is necessary in case an unsuccessful applicant appeals against the decision and your panel is required to substantiate its recommendation.

## WHAT IS THE ROLE OF THE INDEPENDENT MEMBER?

If you are the independent member, your role is to:

- Help **select the best applicant** for the job.
- Ensure that your views are based **solely on the evidence**.
- **Avoid being inappropriately influenced** by the opinions of the other panel members.
- Declare in writing any conflict of interests (e.g. a work, personal or business relationship with another panel member or applicant).

 <b>Caution</b>	<ul style="list-style-type: none"> <li>● The independent member should be selected for his knowledge of the skills required for the position.</li> <li>● The independent member should sign a <b>confidentiality agreement</b>.</li> </ul>
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## WHAT MAY BE USED AS SELECTION CRITERIA FOR THE FINAL SELECTION PHASE?

The following represents the criteria that can be utilised for the final selection purposes:

### Criterion 1:

#### Successful short-listing of candidates

Only candidates who were successfully short-listed should be taken into consideration for the final selection of candidates

### Criterion 2:

#### An applicant's level of competence

*(A higher level may be viewed as a more favourable consideration.)*

The level of competence, as demonstrated by the applicant with regard to a specific area of work, should be determined in respect of the following competency areas:

- Knowledge
- Skills/expertise
- Experience/exposure, if required
- Aptitude/attitude/behaviour.

*Note: To determine the level of functioning, the core competencies or functions, as these relate to the competency areas applicable, should be analysed. The core competencies or functions should be derived from the job description/ duty sheet and should be further broken down into -*

- ◆ *competency elements; and*
- ◆ *competency issues.*

*To be able to do this analysis, the following needs to be done first:*

- ◆ *Questions need to be developed for all the competency issues that are identified*
- ◆ *A scale needs to be identified against which each competency issue can be assessed*
- ◆ *Each competency issue needs to be scored.*

*(The same "SCORING MATRIX" used for the short-listing should be used for the final selection. See Appendix VI and XI which provides the "SCORING MATRIX" model and a guideline on how to fill the "SCORING MATRIX" during an interview. The "SCORING MATRIX" however should ultimately produce a "FINAL SELECTION SCORE" and a "FINAL SELECTION SUMMARY". See Appendix XII and XIII.)*

## Interview

### PRINCIPLES

The interview is a crucial stage in the recruitment process. It is also based on the merit principle using certain selection criteria where knowledge and skills as well as aptitudes and attitudes of the candidates are assessed.

### CRITICAL ISSUES


#### DOCUMENTED POLICIES & PROCEDURES

Departmental policies need to provide guidelines and established procedures for:

<p><b>The formulation of interviewing criteria that are linked to the advertised requirements</b></p>	<ul style="list-style-type: none"> <li>● From where and how should the final selection criteria be derived?</li> <li>● What role do the advertisements play in the above regard?</li> <li>● What role do job descriptions play in the above regard?</li> </ul>
<p><b>The development of an interview checklist and a scoring grid</b></p>	<ul style="list-style-type: none"> <li>● In which format should interview checklist and scoring grids be drafted?</li> <li>● Who should be responsible for drawing up interview checklists and scoring grids?</li> <li>● Who should check that substantive and procedural requirements are met?</li> </ul>
<p><b>Documentation in support of the interviewing process with due regard to the thorough discussion, based on the advertised requirements, of why the selected candidate is the most suitable candidate, and why the remaining candidates are eliminated</b></p>	<ul style="list-style-type: none"> <li>● In which format should interview results be recorded and by whom?</li> <li>● Who should inform the candidates of the outcome of the selection process and when?</li> <li>● In which format should these notifications be drafted?</li> </ul>

<b>Record-keeping of the interviewing process</b>	<ul style="list-style-type: none"> <li>● What should be put on record, by whom and for how long?</li> <li>● Who should oversee the process?</li> </ul>
<b>Obtaining approval for the outcome of the interviewing process and the transfer, promotion and/or appointment of the most suitable candidate</b>	<ul style="list-style-type: none"> <li>● Who should draft the submission to obtain approval for the final selection of candidates?</li> <li>● In which format should such submissions be drafted and what support documents should be attached?</li> <li>● Who should ensure that the outcome of the final selection phase has been approved by the appropriate authority e.g the Board</li> </ul>



## HOW SHOULD I PREPARE FOR INTERVIEWS?

	<ul style="list-style-type: none"> <li>● It is recommended that whenever possible interviews are held <b>within 2 months</b> of the closing date for applications.</li> <li>● Once you have prepared your shortlist, <b>promptly arrange for the applicants to be contacted</b> to be informed of the date and time of their interview, the venue and any other necessary information (e.g. original documents they need to bring).</li> <li>● <b>Choose a venue</b> which is suitable for all applicants, including those having disabilities e.g using wheelchair.</li> <li>● You need to <b>give applicants at least three working days notice</b></li> <li>● All applicants calling for interview should be informed of the <b>names and titles of panel members</b>.</li> <li>● If you are contacting a person at their current job, <b>take care not to reveal the nature of the call to others</b>.</li> <li>● Check whether applicants have particular <b>requirements</b>, e.g. assistance to disability, allergy or sickness.</li> <li>● <b>Plan your interviews</b>. The panel needs to draw up the questions in advance. If some criteria or questions are more important than others, this should also be decided in advance and an agreed weighting system may be used.</li> <li>● As far as possible, inform applicants <b>how long the interview will last</b>. This should be chosen to give all interviewees a reasonable opportunity to show how they meet the job requirements.</li> <li>● Inform applicants of the <b>assessment methods to be used</b>.</li> </ul>
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## CHOOSING AN INTERVIEW FORMAT


Employment interviews may be highly structured, completely unstructured, or somewhere in between.

### STRUCTURED INTERVIEWS

	<ul style="list-style-type: none"> <li>● You prepare a list of questions in advance.</li> <li>● You might use a standardized list for every applicant you talk to, a technique used in an attempt to develop a format that does not discriminate.</li> <li>● Or you might prepare a particular list of questions for each applicant based on the candidate's application or resume.</li> </ul>
 <p>Caution</p>	<ul style="list-style-type: none"> <li>● A highly structured interview that requires only short responses provides no room to the applicant for further explanations.</li> </ul>



### UNSTRUCTURED INTERVIEWS

Some interviewers prefer an entirely unstructured "tell me all about yourself" style.

 <p>Caution</p>	<ul style="list-style-type: none"> <li>● This type of interview can bring out a wide variety of information about the applicant. Sometimes, however, it degenerates into a rambling conversation and you get no useful information.</li> </ul>
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### SEMI-STRUCTURED INTERVIEWS

Somewhere in between the two extremes is the semi-structured interview.

	<ul style="list-style-type: none"> <li>● You prepare some questions in advance so as to ensure that certain subjects are covered.</li> <li>● Then, you leave time for questions that arise during the course of the conversation.</li> <li>● Candidates have the opportunity to elaborate where appropriate.</li> </ul>
 <p>Caution</p>	<ul style="list-style-type: none"> <li>● It takes time to plan this type of interview e.g in deciding which questions to ask each applicant and in developing skills to "ad-lib" between the prepared questions.</li> </ul>


### HOW SHOULD I CONDUCT THE INTERVIEWS?

When you are setting up the interview room, make sure that:

	<ul style="list-style-type: none"> <li>● There will be <b>no distractions</b> — e.g. noise, glare or incoming calls.</li> <li>● The room can be <b>easily found</b>.</li> <li>● There is an informal, <b>relaxed atmosphere</b>.</li> <li>● There is <b>water</b> for applicants and panel members.</li> <li>● There is an area where applicants can <b>wait for the interview</b>, preferably without having to meet other applicants.</li> </ul>
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During the interview:


	<ul style="list-style-type: none"> <li>● The convenor <b>introduces the applicant</b> to the panel. It is a good idea for each member to have a <b>name tag</b>.</li> <li>● You need to display an <b>open, welcoming attitude</b>.</li> <li>● The convenor explains the <b>purpose and structure</b> of the interview.</li> <li>● The convenor may <b>summarise main points</b> from the application.</li> <li>● Every panel member should <b>take notes</b> while maintaining as far possible eye contact with the applicant.</li> <li>● <b>Keep to the agreed schedule</b>.</li> <li>● At the end of the interview, the convenor will <b>ask the applicant if he would like to add anything or have any question</b>.</li> <li>● <b>Ask for referees</b> if they have not been provided by the applicant.</li> <li>● <b>Any clarification on information submitted in the application form and annexed documents</b>.</li> <li>● The convenor should <b>explain what will happen next</b> and when the applicant can expect to hear from the panel.</li> <li>● The applicant should be <b>thanked and shown the way out</b>.</li> </ul>
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## WHAT QUESTIONS DO I ASK AT THE INTERVIEW?

Your interview questions need to:

	<ul style="list-style-type: none"> <li>● Be <b>carefully planned and structured</b>. To test how well each person meets the selection criteria, questions should be formulated in line with each criteria.</li> <li>● <b>Test applicant's skills, knowledge and experience</b> and how these could be used in the job: examples of their previous job performance, work involved, similar work done.</li> <li>● Be <b>consistent</b>. As much as possible, the main questions need to be asked in the same way to each applicant. This gives you a fair basis for comparing responses of different applicants.</li> </ul>
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## GUIDE TO INTERVIEWERS

	<ul style="list-style-type: none"> <li>● Appendix XIV is a guide to interviewers on <i>what are the right types of interview questions to ask and how to avoid discriminatory questions and what are the alternatives</i>.</li> </ul>
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## Selection Tools Additional To Interviews - Tests

### PRINCIPLES

Tests in addition to interviews increase amongst others accountability in the recruitment and selection process which is based primarily on merit selection.

### CRITICAL ISSUES

#### DECIDING WHETHER TO TEST APPLICANTS

The main reason for testing job applicants is to help you choose the best candidate by giving you information that is valuable to your selection process.

Consider these questions when deciding whether to test:



- Do you have enough applicants to justify a test?
- Is the particular test required?
- Do the results really matter?
- Is it worth the cost?

#### CHOOSING A TEST THAT IS FAIR

#### HOW DO YOU VALIDATE A TEST?

Studying a test to determine whether it actually evaluates what it purports to and whether it is useful as a predictor of job performance.




- Validation is usually reserved for tests that must be proven not to be or seen to be discriminatory.

#### ADMINISTERING TESTS

Once you have decided to test and have chosen a fair one, consider the following guidelines:




- Determine what a potentially successful applicant's test score would be, based on previous current employees' performances.
- Keep records of applicants' scores.
- You need to set aside a quiet place where applicants can be tested.
- Each applicant to be given the test under the same conditions.
- Applicants with disabilities may require special attention e.g reasonable accommodation.
- Give specific instructions and tell the applicants the time limits.
- Encourage them to ask questions if there is something they do not understand.
- To ease applicants' nervousness, you should explain:
  - ◆ the purpose of the test.
  - ◆ that the test is only part of the selection procedure.
  - ◆ that their scores will be kept strictly confidential.

 <b>Caution</b>	<ul style="list-style-type: none"> <li>● Schedule the test for a period that will not conflict with a religious celebrations.</li> <li>● Make sure that any test you administer is not discriminatory.</li> <li>● Keeping scores confidential is a professional responsibility that must be taken seriously.</li> <li>● Individuals may be permitted on request to see their own scores and be provided with reasonable explanation without disclosing other applicants' scores.</li> </ul>
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## WHAT SELECTION TOOLS OTHER THAN INTERVIEWS CAN I USE?



Whichever methods you choose, you need to:

 <b>TIP</b>	<ul style="list-style-type: none"> <li>● <b>Avoid over-reliance on the interview</b> alone.</li> <li>● Realise that <b>different methods work better</b>.</li> <li>● Clearly identify the <b>link between selection tools and the selection criteria</b>.</li> <li>● <b>Avoid racial, cultural, gender, socio-economic and other forms of bias</b> in your testing method.</li> <li>● <b>Avoid tests which favour applicants with superior communication skills</b> if these are not necessary to the job.</li> <li>● <b>Respect applicants' privacy</b> when drawing up questions.</li> <li>● <b>Advise applicants</b> of the assessment methods to be used.</li> <li>● <b>Ensure all applicants take assessments under equivalent conditions</b> (e.g. the information and time given are the same).</li> <li>● Adjustments can be made for people with a disability.</li> <li>● Work within your <b>budget</b>.</li> </ul>
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## SELECTION TOOLS

### WORK-SAMPLE TESTS

**Work-sample tests** are tasks related to the job, which are given to the applicants to test how efficient and effective he is if he is assigned accordingly.

 <b>TIP</b>	<ul style="list-style-type: none"> <li>● Some commonly used methods include keyboard tests, computer application tests, asking applicants to write a letter or make a presentation and in-basket simulations.</li> </ul>
 <b>Caution</b>	<ul style="list-style-type: none"> <li>● The test must be designed and scored in a way that it does not favour applicants who already work in the organisation (e.g. don't favour those who already know a policy or the preferred format for a letter).</li> </ul>

## COGNITIVE ABILITY TESTS

**Cognitive ability tests** are designed to measure various intellectual abilities, e.g. problem solving, critical thinking, verbal and numerical reasoning. These are usually standardised pen-and-paper tests, developed by psychologists that are scored and compared against ‘norms’ that have been established for particular groups.



- These tests should be used with caution, as they may contain racial, cultural, gender, socio-economic and other forms of bias.
- They should be developed, administered and scored only by accredited professionals.

## PERSONALITY TESTS

Personality tests are designed to measure aspects of a person's temperament or personality. They are usually standardised pen-and-paper tests, developed by psychologists that are scored and compared against 'norms' that have been established for particular groups.



- These tests should only be used when recruiting for jobs where a personality trait is a good predictor of future job performance.
- They should be developed, administered and scored only by accredited professionals, and checked for bias and predictive validity.

## PHYSICAL FITNESS TESTS

**Physical fitness tests** are sometimes used to assess applicants for some duties or positions e.g. security and enforcement officers.



- Physical fitness tests should only be used to assess the level and type of fitness actually required to do the job.

## Selection Committee Reports


### PRINCIPLES

The proper record keeping of a decision-making process is an essential element of accountability and transparency in a process or system.


### CRITICAL ISSUES

## SELECTION COMMITTEE REPORT ON UNSUCCESSFUL APPLICANTS.

The selection committee report lists all applicants who were called for interview or further assessment but not recommended for appointment.

	<ul style="list-style-type: none"> <li>● The information to be recorded should include the applicant's name and reasons for non-selection.</li> <li>● They must be read and signed by all other members of the committee before being submitted to the board.</li> <li>● No selection decisions can be made until the reports are signed.</li> <li>● Under no circumstances should members of the selection committee sign an incomplete or blank report form.</li> </ul>
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### Confidentiality

	<ul style="list-style-type: none"> <li>● The information contained in the report is strictly confidential. Only special circumstance that warrants disclosure of any information about applicants may be considered e.g. when appellants in an appeal process need to ascertain the reasons for their non-selection.</li> <li>● Information about other candidates is not to be divulged in this situation.</li> </ul>
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## REPORT RECOMMENDING AN APPLICANT


A selection committee report on the recommended applicant should contain the information below. Reports need to be written on each recommended applicant if there is more than one.

The report must include the following:

- *The legal name of the department.*
- *The full title of the position including the title under an award or agreement (such as clerk, grade 3) and any local title (such as Office Manager, Properties Section).*
- *The salary to be offered to each recommended appointee and the level on the increment scale when applicable.*
- *The file reference containing the approval to fill the vacancy.*
- *The position number or code reference when applicable.*
- *The number of applications received.*
- *The number of applicants interviewed.*
- *The name of each recommended applicant in order of merit and his organisation (if relevant).*
- *Details of essential documents (such as birth certificate and educational qualifications)*
- *Specific reasons for the recommendation.*
- *The composition of the selection committee.*

## MINORITY REPORT


In case committee members are unable to make a unanimous recommendation, any member of the panel may submit a confidential minority report together with the majority report to the Board.

	<p>The minority report should identify:</p> <ul style="list-style-type: none"> <li>● <i>The source of the disagreement with the other committee members.</i></li> <li>● <i>The reasons why an alternative candidate exhibited an equal or stronger claim to the position than the candidate(s) recommended by the other members.</i></li> </ul> <p><b>Responding to a minority report</b></p> <p>The Board has the following options when given a minority report:</p> <ul style="list-style-type: none"> <li>● <i>Accept one of the recommendations.</i></li> <li>● <i>Direct that the committee to be reconvened to discuss recommendations again with a view to reaching a unanimous agreement.</i></li> <li>● <i>Direct that a completely new selection committee be set up to take all the necessary selection action and make recommendations.</i></li> <li>● <i>Approve that the position be readvertised or</i></li> <li>● <i>Personally interview the applicants</i></li> </ul>
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## REPORT RECOMMENDING THAT NO SELECTION BE MADE

If the committee has considered all candidates and is not prepared to make a recommendation, the convenor should write a report indicating the reasons for this decision.


The Board, after considering the report, should decide whether the position should be readvertised. In making this decision the reasons why the selection committee made no recommendation should be considered.

	<ul style="list-style-type: none"> <li>● If the position is to be readvertised, the content of the advertisement should be reviewed with regard to the requirements of the position and modified if necessary.</li> <li>● The advertisement should indicate whether previous applicants will be reconsidered on the basis of their original application or whether they should be encouraged to submit a fresh application.</li> <li>● The advertisement may also state that previous applicants need not reapply</li> </ul>
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### Decision not to proceed with the filling of the vacant position

Following the selection committee process the Board may decide not to fill the vacancy at that time.

#### Approaches

	<p>The convenor may then choose either of the following approaches in advising applicants of the outcome of the selection process:</p> <ul style="list-style-type: none"> <li>● <i>Advise all applicants that the position is not to be filled at that time and give no indication of the success.</i></li> <li>● <i>Advise the recommended applicant that the vacant position is not to be filled at that time but appointment will be made when approval to fill the position is granted.</i></li> </ul>
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## DOCUMENTATION

Ensure that all relevant information is put on record.

### **DOCUMENTATION ON RECORD:**

- **Copy of the advertisement**
- **Application forms**
- **Certificates**
- **Curriculum Vitae**
- **Outcome of screening process**
- **Outcome of short-listing process**
- **Outcome of the final selection phase**
- **Approval of the nomination**
- **Letter of Regret for unsuccessful candidates**
- **Appointment letter(s)**

## Chapter 8: PRE – APPOINTMENT

### PURPOSE

This stage enables the organisation to perform certain important checks on the selected candidate(s) before an appointment letter is sent to him/them

### PRINCIPLES

Pre-appointment check is a step further in the application of the principle of merit selection. This further renders recommendation for appointment of the selected person more transparent with focus on skills, knowledge and experience that best match the job requirements.

### CRITICAL ISSUES

#### DOCUMENTED POLICIES & PROCEDURES

The documented policies and procedures should include amongst others:




- Who would be responsible for the selection of the background checks?
- Who will be responsible to perform these checks?
- What should be put on record, by whom and for how long?
- Who should oversee the process?

### PRE-APPOINTMENT CHECKS / BACKGROUND CHECKS

#### CHECKING EDUCATIONAL RECORDS

Educational credentials are frequently misrepresented on job applications. The recruiting organisation should independently ensure that the applicant has the required qualifications and background.


#### Misrepresentation


 <b>Example</b>	<ul style="list-style-type: none"> <li>● Common problems are: the applicants' saying that they have a degree that they don't have, saying that they are graduated from a particular school when they may have only attended it for a short time, or saying that they have a degree in one field when they really have a degree in another field.</li> </ul>
 <b>TIP</b>	<ul style="list-style-type: none"> <li>● In many cases, you can obtain a transcript if an appropriate request is made to the respective school or university.</li> </ul>
 <b>Caution</b>	<ul style="list-style-type: none"> <li>● If you have never heard of the institution, it is important that you check to see:             <ul style="list-style-type: none"> <li>◆ what type of institution it is</li> <li>◆ which degrees it awards</li> <li>◆ if it is accredited</li> </ul> </li> </ul>




## REFEREE CHECKS

Reference checking is seeking employment related information about an applicant from present or past employers or other people with a direct personal knowledge of the applicant’s work behaviour and performance.



	<p><b>How do you obtain referee information?</b></p> <p><i>Whilst it is more transparent to obtain reference in writing, in case this is not possible or practical then the following practices may be observed for referee contacts by phone.</i></p> <ul style="list-style-type: none"> <li>● After the interviews or other assessments, contact the referees of the <b>most competitive applicant(s)</b>.</li> <li>● <b>Prepare structured questions</b> which relate to the selection criteria.</li> <li>● If possible, arrange a conference call or use a speaker phone so that <b>all panel members are able to participate</b>.</li> <li>● When calling the referees, <b>explain why you are calling</b>.</li> <li>● <b>Say how long the call will take</b> and ask if it is an appropriate time.</li> <li>● Let them know that their responses will be <b>documented and used in the decision-making</b> process.</li> <li>● <b>Establish the referee’s relationship to the applicant</b>. Ask how long the referee has known the applicant and in what capacity.</li> <li>● <b>Confirm the applicant’s role, responsibilities and reporting structure</b>.</li> <li>● <b>Ask questions which relate directly to the selection criteria and which investigate further the applicant’s knowledge, skills and experience</b>.</li> <li>● <b>Determine the applicant’s strengths</b>. These may be skills, specific knowledge or capabilities. You may also ask about areas they need to develop.</li> <li>● <b>Assess the applicant’s performance in typical work environments</b>, for example, do they work well under pressure and with tight deadlines.</li> <li>● <b>Summarise the main points</b> of the referee’s comments about the applicant to ensure you haven’t misinterpreted anything.</li> <li>● <b>Thank them</b> for their time and ask them to <b>maintain confidentiality</b>.</li> <li>● Information from the referee check should then <b>be discussed with all the members of the selection panel</b>, allowing fully informed decisions to be made which are based on all available information.</li> </ul>
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 <p>Caution</p>	<ul style="list-style-type: none"> <li>● <b>You need the consent of the applicant</b> to contact a referee. One reason is that some applicants don’t want their supervisor to know they are applying for jobs.</li> <li>● <b>Establish the referee’s relationship to the applicant</b>. Any conflict of interests or relationships should be identified at this stage.</li> </ul>
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 <p>Example</p>	<ul style="list-style-type: none"> <li>● <b>Ask questions which relate directly to the selection criteria and which investigate further the applicant’s knowledge, skills and experience</b>  <i>‘This job requires “demonstrated experience in report writing”, and I understand this is also part of the role of X with your organisation. Can you comment on the skills of X in writing reports?’</i></li> </ul>
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## CHECKING CRIMINAL RECORDS

The organisation should protect itself by doing criminal background checks on applicants.

	<ul style="list-style-type: none"> <li>● The organisation should ask for a certificate of morality.</li> </ul>
 <p>Caution</p>	<ul style="list-style-type: none"> <li>● The organisation should be <i>more cautious</i> when the applicant will:             <ul style="list-style-type: none"> <li>◆ Be bonded because of access to money or valuables.</li> <li>◆ Carry a weapon.</li> <li>◆ Drive a company vehicle.</li> <li>◆ Have access to master keys.</li> <li>◆ Have a great deal of contacts with the public</li> </ul> </li> </ul>

## RECORD CHECK


A record check should be conducted in respect of all Public Service applicants who are recommended for appointment.

	<ul style="list-style-type: none"> <li>● It will usually follow a format listing the applicant's current department and position, his/her employment status and a brief comment on his/her performance and conduct.</li> </ul>
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## POST-SELECTION INTERVIEWS/DISCUSSIONS

The convenor may, in case of queries by an unsuccessful candidate(s), organize a post-selection feedback with him or them to identify their strengths and weaknesses in relation to the selection criteria; and to provide the reasons for their non-selection. This kind of opportunity provided to unsuccessful applicants helps enhance transparency in the recruitment and selection system which ultimately results in more trust and confidence by the public.

### How to perform Post-Selection Interviews?

	<ul style="list-style-type: none"> <li>● <b>Arrange a suitable time and place</b> for the applicant who requests feedback</li> <li>● <b>Prepare for the discussion</b> by checking the selection criteria, reading through the notes from the selection process and consulting other members of the panel.</li> <li>● <b>Plan a structure</b> for the discussion. The discussion should emphasise the strengths of the applicant and recommend how any weaknesses can be rectified.</li> <li>● <b>Explain the purpose</b> of the discussion, assure the applicant that it is <b>confidential</b> and point out that as the convenor, you are representing the views of the whole panel.</li> <li>● <b>Give positive feedback first.</b> Tell the applicant about the areas in which he/she presented well and aspects which impressed the selection panel.</li> </ul>
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- **Only discuss the applicant’s performance in relation to the specific selection criteria. Avoid personal criticisms** and do not enter into disagreements.
- **Never discuss another applicant’s details or performance.** Do not justify in this way why another applicant was chosen.
- **Listen, acknowledge and show empathy.**
- **Offer positive suggestions** for improvement.
- **Close with a restatement** of the applicant’s positive qualities.
- You will need to **take notes** of your discussion.

## Chapter 9: APPOINTMENT

### PURPOSE

The service of the selected candidate is to be retained the soonest possible in accordance with established policy and procedures.

### PRINCIPLES

The principle of fairness should prevail to allow the selected candidate sufficient time to join the organisation while at the same time bearing in mind the prompt filling of the vacant post.

### CRITICAL ISSUES

#### DOCUMENTED POLICIES & PROCEDURES

The documented policies and procedures should include amongst others::

- The means of communication of the offer to the selected applicant?
- Who will be responsible for the issue of the letter of offer?
- What happens if the selected candidate refuses the offer?
- Who will be responsible for the orientation of the new employee?

### OFFER AND ACCEPTANCE

#### OFFER


A job offer may be made orally, either in person or over the phone, but it should be followed by a letter of offer.




- You may do it over the phone so that you may get a quicker answer to the offer and your chosen applicant does not get snapped up by some other employer while your written offer is still in the mail.
- Do not give any feeling to the successful candidate that he has an obligation to express his gratitude to anybody in the organization.
- Do not give any feeling to the successful candidate that he has been favoured in anyway.
- Do not accept, solicit or receive any gratification from the successful candidate.
- *Do not make promises, or statements that can be construed as promises that you cannot or do not intend to keep.* Those statements can sometimes lead to expensive litigation if you later decide to terminate the employee.

## LETTER OF OFFER

When a job offer is extended, it should include the following information about the job:

	<ul style="list-style-type: none"> <li>● the position offered</li> <li>● location and working hours</li> <li>● salary</li> <li>● benefits</li> <li>● starting date</li> <li>● any papers or information that should be brought on the first day of work</li> <li>● a date by which the applicant must respond to your job offer, so that you can move on to the next candidate if your first choice does not accept.</li> <li>● Letters of offer should be forwarded to the address included on the application form and enclosed in an envelope clearly marked <b>Personal and Confidential</b>.</li> </ul>
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## ACCEPTANCE

	<ul style="list-style-type: none"> <li>● Such acceptance is to be in writing, prior to reporting for duty.</li> <li>● All successful candidates must accept a written offer of appointment or employment at a specified rate of salary.</li> <li>● The salary offered should not be above that advertised.</li> </ul>
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## NON-ACCEPTANCE

If the approved applicant refuses to accept, or is unable to meet all the conditions attached to an offer of appointment, the organisation may elect to:

- *offer the position to the next person on the eligibility list*
- or*
- *restart recruitment action.*

## RELEASE DATES

Periods of notice for employers are usually regulated by industrial laws.

	<ul style="list-style-type: none"> <li>● Release dates should be agreed as amicably as possible between the recruiting organisation and the current employer, bearing in mind the importance of prompt filling of vacancies.</li> </ul>
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## ORIENTING THE EMPLOYEE

Orientation is the process of introducing new employees to the company, to their supervisors and colleagues and to their jobs.

## WHAT ARE THE PURPOSES OF AN ORIENTATION SESSION?



- It gets the new worker to start on productive activity.
- It ensures that new employees get accurate information.
- It gives you the chance to develop good work habits with your new employee.
- It can help the newcomer feel welcome, relieve anxiety, and being a loyal, productive employee of your business.

## WHAT SHOULD AN ORIENTATION COVER?



- A review of the job description with the new employee, so that he or she knows what the specific duties will be.
- Some discussion of what your business does and what are your business goals.
- How the employee's job fits into the overall picture.
- Basic work rules.
- Benefits attached to the job.
- A tour of the workplace.
- Hand-over manual of procedures and a code of conduct to him.

### Documentation

Ensure that all relevant information is put on record.

#### **DOCUMENTATION ON RECORD:**

- **A copy of the letter of offer and notes of any discussions regarding the offer are to be retained on the recruitment file.**

## Chapter 10: ETHICAL ISSUES

### ETHICS

Value Based Management is anchored on an organisational culture that focuses on value and ethics drivers. Values underpin relationships and behaviour. Ethics determines how people act within a specific environment. Ethics are the moral principles that guide officials in all aspects of their work. Public officials involved in the recruitment and selection process should also behave ethically. Ethical behaviour encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency.



Setting an appropriate standard of ethics is one of the cornerstones of good corporate governance. It helps the organisation to reduce fraud, corruption, maladministration and wastage. It also promotes public respect and trust in the organization and enhances the morale of people within it.

### ETHICAL TOOLS

#### STATEMENT OF ADOPTED VALUES

To guide us on how we act, the stated values should be aspirational, shared and reflect the things that are important to the organisation. The adopted values should shape the culture of the public officials involved in the recruitment and selection process.

#### Achieving better practice



	<ul style="list-style-type: none"> <li>● Incorporate the values into your code of conduct and other appropriate documents, including job description.</li> <li>● State the values clearly in your management plan.</li> <li>● Include the values as a topic in staff training and awareness activities.</li> <li>● Inform your stakeholders of the values.</li> <li>● Ensure that compliance with the values is built into the recruitment and selection process and activities.</li> <li>● Review the values periodically, at least every two years.</li> <li>● Review surveys, complaints and compliments received from stakeholders, performance assessments, reports through internal grievances and complaint handling processes, allegations of suspected corruption to see to what degree the values are being translated into everyday actions and where improvements should be made.</li> <li>● An Ethics Committee or similar appropriate body may be useful to oversee the statement of values.</li> </ul>
	<ul style="list-style-type: none"> <li>● It is critical that the values adopted really do represent the aspirations and values that people hold to be important for the recruitment and selection process.</li> <li>● Ensure that there is a general consensus of the values among the staff. This is best done through discussions or by circulating a draft and encouraging people to give their suggestions and comments.</li> </ul>

## CODE OF CONDUCT

The code of conduct should set the ethical standard for the public officials involved in the recruitment and selection process. The code's primary purpose is to make clear to these people what ethical conduct is expected of them – The "**Acceptables**" and the "**Unacceptables**".

The code helps people understand what the management's expectations are in ethics issues. It provides a source of guidance when people are faced with ethical dilemmas or difficult situations. It also gives people the confidence to act in a certain way or insist that others act ethically.

### Achieving better practice


	<ul style="list-style-type: none"> <li>● Draft a code of conduct that is clear, useful and easily understood by the intended readers.</li> <li>● Ensure that the content of the code complies with any legislative requirements.</li> <li>● Ensure that the code covers the key ethical issues that people are likely to be faced with including conflict of interests, gifts and benefits, use of resources, confidentiality of information, privacy, and reporting corruption.</li> <li>● Ensure that the code states and reflects the values required in the recruitment and selection process.</li> <li>● Ensure that the code is endorsed by the Board or relevant authorities.</li> <li>● The tone should be appropriate to encourage compliance and ownership.</li> <li>● Review the code regularly, at least every two years.</li> <li>● Include the name of the person in the organisation that staff can consult on ethical issues.</li> </ul>
	<ul style="list-style-type: none"> <li>● Relevant representative staffs should be involved in the drafting of the code to ensure <i>a sense of ownership of the code</i>.</li> <li>● All staff should be given the opportunity to comment on the draft code.</li> <li>● <i>The standards set should be appropriate for your process.</i></li> <li>● Where the code deals with matters that require more detailed explanation and guidance, these should be contained in separate policies or circulars. <i>The code should be compatible with policies or circulars and the code should have references to the appropriate policies or circulars.</i></li> </ul>

## STATEMENT OF BUSINESS ETHICS

Statements of business ethics are useful to ensure that external parties act ethically when dealing with public officials involved in the recruitment and selection process. The third parties amongst others may be the technical staff and experts hired on the selection panel. You can have different statements for different categories of third parties.




### Achieving better practice

	<ul style="list-style-type: none"> <li>● Determine significant ethical issues for third parties that affect the recruitment and selection process.</li> <li>● Distribute the statement to all relevant third parties.</li> <li>● Consider amending standard contracts, <b>letters of appointment</b>, and other appropriate documents to provide that relevant third parties are legally bound to comply with the statement.</li> <li>● The assessment of performance of external parties should include assessing how well they have complied with the requirements of the statement of business ethics.</li> <li>● Set up a process for dealing with breaches of the statement.</li> <li>● Review surveys, complaints and other feedback to assess the level of compliance and areas for improvement.</li> </ul>
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## INTERNAL REPORTING

A good internal reporting system with respect to the recruitment and selection process within your organisation is an important source of information. It will enable appropriate people within your organisation to receive and act upon reports of corruption, maladministration, serious and substantial waste and implement continuous organisational improvement.



### The setting up of an internal reporting system

	<ul style="list-style-type: none"> <li>● The selection and recruitment process' internal reporting policy must be clearly documented and communicated to all staff.</li> <li>● Information about the internal reporting system should be included in the code of conduct.</li> <li>● Organisations must provide at least one alternative channel for confidential internal reporting in case of fear that the supervisor is corrupt.</li> <li>● Organisations must make sure that all levels of management understand and comply with the internal reporting policy.</li> <li>● Organisations must make sure that confidentiality is maintained except in specific circumstances i.e. in the course of an enquiry or in the court.</li> <li>● Information about the internal reporting system should be included in training sessions for all staff involved in the recruitment process.</li> <li>● Organisations should review the effectiveness of their internal reporting system on a regular basis.</li> </ul>
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## Managing Ethical Problems in Recruitment


### DISCLOSURE OF INFORMATION

In the course of their official duties, it is common for public officials in the recruitment process to have access to confidential information.


 <b>Caution</b>	<ul style="list-style-type: none"> <li>● Public officials should ensure confidentiality of information they have access to.</li> <li>● Public officials should not in any case whatsoever, misuse these information for their private interests or for the interests of close relatives or friends.</li> </ul>
 <b>TIP</b>	<ul style="list-style-type: none"> <li>● Information should be disclosed only upon obtaining proper authority.</li> <li>● In these cases, the information disclosed should be factual and should not be altered in any way that would cause prejudice to the public institution.</li> <li>● Public officials reporting information should not make any comments or give their opinion on the information disclosed or on any official policy or practice.</li> </ul>

## CONFLICT OF INTERESTS

A conflict of interests may be defined as a situation where the private interests of a public official compete or conflict with the interests of the official's public duties such that this may influence the objective exercise of his official or public duties. Public officials involved in the recruitment process may also find themselves in such dilemmas.



 <b>TIP</b>	<ul style="list-style-type: none"> <li>● Conflict of interests includes pecuniary interests (i.e., financial interests or other material benefits or costs) or non-pecuniary interests (e.g., favouritism, cronyism, nepotism, political, religious, family or other interests).</li> <li>● They can involve the interests of the public official, members of the official's immediate family or relatives (where these interests are known), business partners or associates.</li> </ul>
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A public official has to forthwith disclose in writing to the public body the nature of his direct or indirect interest. This would occur where:

 <b>Caution</b>	<ul style="list-style-type: none"> <li>● <i>“a public body in which a public official is a member, director or employee proposes to deal with a company, partnership or other undertaking in which that public official or a relative or associate of his has a direct or indirect interest;</i></li> <li>◆ <i>that public official and/or his relative or associate hold more than 10 per cent of the total issued share capital or of the total equity participation in such company, partnership or other undertaking,”</i></li> <li>● Any public official who <u>fails to disclose</u> his direct or indirect interest in a company, partnership or other undertaking with which the public body (which employs the public official) proposes to deal, commits an offence under Section 13 of the Prevention of Corruption Act (2002).</li> </ul>
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## ACCEPTANCE OF GIFTS AND OTHER BENEFITS

Public officials involved in the recruitment and selection process should strive to promote a reputation of integrity and professionalism in their respective public bodies. This can only be achieved and maintained if they are objective and fair. Such objectivity or fairness can be impaired by the taking of gifts or benefits.

 <p><b>Example</b></p>	<ul style="list-style-type: none"> <li>● Gifts or benefits include among others, free accommodation, entertainment, hospitality and travel.</li> </ul>
 <p><b>Caution</b></p>	<ul style="list-style-type: none"> <li>● In the performance of their public duties, public officials should not take advantage (or seek to take advantage) of their status or position, or functions in order to obtain unauthorised or unfair benefit for themselves or for any other person or body.</li> <li>● No public officer should accept for himself or for others gifts or other benefits other than his lawful remuneration particularly if the gift or benefit is likely to:             <ul style="list-style-type: none"> <li>◆ Influence the public officer, or</li> <li>◆ reasonably be interpreted as likely to cause the public officer to act in a particular way, or</li> <li>◆ otherwise cause the public officer to deviate from the proper exercise of his official duties.</li> <li>◆ The Prevention of Corruption Act 2002 makes it an offence for any public official <u>to solicit, accept or obtain</u> a gratification for a corrupt purpose for himself or for any other person.</li> </ul> </li> </ul>

**APPENDIX I**

**MODEL- "REQUEST TO FILL A POSITION"**

Department Name: \_\_\_\_\_

Account to be charged: \_\_\_\_\_

Position Name: \_\_\_\_\_ Position Number: \_\_\_\_\_

New Position Replacement Contractual Permanent Part time Full-time Extension

Period of Employment: (DD-MM-YY) Start: \_\_\_\_\_ End: \_\_\_\_\_

Salary: Rs \_\_\_\_\_ Estimated Fiscal Year cost: Rs \_\_\_\_\_

Reason for filling the position at this time:

Job Duties: **ATTACH ADDITIONAL INFORMATION IF NECESSARY**

Qualifications:

\_\_\_\_\_  
DEPARTMENT HEAD

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DIRECTOR

\_\_\_\_\_  
DATE

**TO BE COMPLETED BY THE DEPARTMENT OF HUMAN RESOURCES**

\_\_\_\_\_  
EMPLOYEE ID                      DEPARTMENT                      POSITION

SALARY Rs \_\_\_\_\_

Approval: \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

APPENDIX II

MODEL - JOB DESCRIPTION FORM

Company Name: \_\_\_\_\_

Position: \_\_\_\_\_

Dept. / Section \_\_\_\_\_

Report to: \_\_\_\_\_

Overall Responsibility:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Key Areas of Responsibility:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Required Core Competencies:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Consults with: \_\_\_\_\_

Terms of Employment: \_\_\_\_\_

Qualifications: \_\_\_\_\_

Date: \_\_\_\_\_



**APPENDIX IV**

**MODEL - SCREENING**

**Screening of the following applicant:**

Surname: \_\_\_\_\_ First Names \_\_\_\_\_

**A. POST PARTICULARS**

Dept. / Section:

Post designation:

Post Level:

Advertisement Ref:

**B. PERSONAL PARTICULARS OF APPLICANT**

Date of birth: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Field of expertise: \_\_\_\_\_

Citizenship: \_\_\_\_\_

Qualifications: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Skills: \_\_\_\_\_

\_\_\_\_\_

**C. GENERAL REQUIREMENTS**

**Closing date for applications:**

\_\_\_\_ / \_\_\_\_ / \_\_\_\_ Received on or before closing date? Yes  No

<b>Completion of application form:</b>	Legible?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
	Completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
	Signed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
	Dated?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

<b>CV:</b>	Attached?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
	Legible?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
	Sufficiently detailed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

**D. POST & PERSON REQUIREMENTS**

<b>Appointment requirements:</b>	Does the applicant meet the age requirement?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	
	Does the applicant meet the citizenship requirement?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A





## APPENDIX V

### GUIDELINES ON HOW TO FILL THE SCREENING DOCUMENT

#### SCREENING OF APPLICANTS

##### Step one

On the document: **LIST OF APPLICANTS** (see example at **Appendix III**), fill in the post particulars, the names of the candidates and indicate the documents received with each application.

##### Step two

- (a) On the document: **SCREENING** (see example at **Appendix IV**), fill in the post particulars and closing date for applications.
- (b) Make a copy of this document for each applicant who needs to be screened and fill in the personal particulars of each candidate.
- (c) Apply the screening criteria by completing this document and determine which applicants are successful or not in terms of the screening process.

##### Step three

- (a) Indicate the outcome of the screening process on the document: **LIST OF APPLICANTS**.
- (b) Obtain approval from the executing authority or his or her delegate for the outcome of the screening process and forward a Letter of regret to the candidates who are unsuccessfully screened.
- (c) Indicate the notification of candidates on the document: **LIST OF APPLICANTS**.

##### Step four

Place the following on file:

- A submission containing the approval of the outcome of the screening process by the executing authority or his or her delegate.
- A copy of the document: **LIST OF APPLICANTS**.
- A copy of the **Advertisement**.
- In terms of the candidates who are unsuccessfully screened:
  - ◆ The application form of each candidate.
  - ◆ A copy of certificates and CV of each candidate.
  - ◆ The document: **SCREENING** of each candidate.
  - ◆ A copy of the Letter of Regret to each candidate.

**APPENDIX VI**

**MODEL - SCORING MATRIX**

Dept./Section: \_\_\_\_\_ Reference No: \_\_\_\_\_

Post Level: \_\_\_\_\_ Advertisement Ref: \_\_\_\_\_

Applicant Surname: \_\_\_\_\_ First Names: \_\_\_\_\_

Post: \_\_\_\_\_

Core competence/function: (a) \_\_\_\_\_

Competence Area: (b) \_\_\_\_\_

Competence Element: (c) \_\_\_\_\_

Competency issues: (d)	Scale: (e)			Score: (f)	
				Short-Listing	Final Selection
	1		1 2 3		
	2		1 2 3		
	3		1 2 3		
	4		1 2 3		

Competence Element: (c) \_\_\_\_\_

Competency issues: (d)	1		1 2 3		
	2		1 2 3		
	3		1 2 3		
	4		1 2 3		

Total Score

APPENDIX VI (contd)

SCORING MATRIX		
<b>(g) Final Selection rating</b>		<b>Comments:</b>
Level	Scale	
Beginner		
Semi-competent		
Competent		
Semi-expert		
Expert		

SAMPLE

## APPENDIX VII

### GUIDELINES ON HOW TO FILL THE SCORING MATRIX

#### SHORT-LISTING OF APPLICANTS

##### Step one

- (a) Refer to the main core competencies or functions as derived from the job description/duty sheets and fill it in on the SCORING MATRIX (see (a) on **Appendix VI**).
- (b) Refer to the competency **areas** (i.e. knowledge, skills/ expertise, experience/ exposure and attitude/ aptitude/ behaviour) and fill it in on the SCORING MATRIX (see (b) on **Appendix VI**).
- (c) Refer to the competency **elements** with regard to each competency area and fill it in on the SCORING MATRIX (see (c) on **Appendix VI**).
- (d) Refer to the competency **issues** in the form of questions with regard to each competency element and fill it in on the SCORING MATRIX (see (d) on **Appendix VI**).
- (e) Refer to the **scale** in respect of each competency issue and fill it in on the SCORING MATRIX (see (e) on **Appendix VI**).
- (f) Refer to the **scale** in respect of the overall ratings of the candidate (see (g) on **Appendix VI**).

##### Step two

- (a) Make a copy of the SCORING MATRIX for each Core Competency/Function and then make a copy of the whole set for each applicant who needs to be scored for short-listing purposes.
- (b) By utilising the SCORING MATRIX and gleaning information from application forms and CV's, each candidate should be scored in the column for 'Short-listing' with regard to each Core Competency/Function.
- (c) Determine the **Short-listing Totals** for each Competency Area of each Core Competency/Function on the SCORING MATRIX.
- (d) Carry the **Short-listing Totals** for all the Competency Areas of all the Core Competencies/Functions of each candidate over to the document: **SHORT-LISTING SCORE** (see **Appendix VIII**) and determine a **Total Short-listing Score** for each candidate.

## APPENDIX VII (contd)

### Step three

- (a) Indicate the Short-listing Scores, obtained by each candidate on the document: LIST OF APPLICANTS (see example at **Appendix III**).
- (b) Identify a realistic **cut-off point** that will provide the selection committee with a manageable size of applicants, which will serve as the **shortlist** for interviewing purposes.
- (c) Fill in the cut-off point for short-listing purposes on each candidate's form: SHORT - LISTING SCORE and determine whether the candidate is successful in being short-listed or not.
- (d) Motivate the successfulness or unsuccessfulness of each candidate : By referring to the **Short - listing Scores** in the SCORING MATRIX, summarises the outcome of all the Competency Areas of all the core Competencies/Functions of each candidate by utilising the framework as displayed in the document: SHORT-LISTING SUMMARY (see example at **Appendix IX**). From all these individual summaries, formulate a combined summary.
- (e) Indicate the outcome of the short-listing process on the document: LIST OF APPLICANTS.

### Step four

- (a) By utilizing the above-mentioned information, submit a comprehensive list to the board members in respect of those candidates short-listed.
- (b) Draft a letter of regret to the candidates who are not short-listed, but only forward this once the final selection process has been finalized and a nomination made. This will allow for the compilation of further shortlists, should this be necessary.

### Step five

Place the following on file:

- A submission containing the approval of the outcome of the shortlist by the executing authority or his or her delegate.
- A copy of the document: LIST OF APPLICANTS
- A copy of the **Advertisement**.
- In terms of the candidates who are unsuccessful in being short-listed:
  - ◆ The **application form** of each candidate.
  - ◆ A copy of **certificates** and **CV** of each candidate.
  - ◆ The document: SCREENING of each candidate.
  - ◆ The SCORING MATRIX and SHORT-LISTING SCORE and SUMMARY of each candidate.
  - ◆ A copy of the **Letter of Regret** to each candidate.

APPENDIX VIII

**MODEL - SHORT-LISTING SCORE**

Applicant Surname: \_\_\_\_\_ First Names: \_\_\_\_\_

A. The extent to which the candidate meets the requirements as advertised.

Competency Area		Competency Element		Score
A S	Formal Knowledge	1		
		2		
		3		
		4		
		5		
		6		
		Score: Formal Knowledge		
A D V E	Optional Knowledge	1		
		2		
		3		
		4		
		5		
		6		
		Score: Operational Knowledge		
R T I S	Skill/expertise	1		
		2		
		3		
		Score: Skill/expertise		
E D	Experience/exposure	1		
		2		
		3		
		4		
		5		
		6		
		Score: Experience/exposure		
TOTAL SCORE:				

Cut-off point (value) for short-listing purposes: \_\_\_\_\_

### APPENDIX VIII (contd)

#### B. Outcome of short-listing process

**Applicant short-listed?**    Yes        No   

Summarise reasons for applicant not being short-listed by utilising the framework on page XX

\_\_\_\_\_  
Name of Officer

\_\_\_\_\_  
Rank

\_\_\_\_\_  
Date

- If short-listing is unsuccessful, a letter of regret must be forwarded to the applicant as soon as a nomination is made and the letter, together with the outcome of the screening as well as the short-listing process, a copy of advertisement, application form, certificates and CV must be put on record.
- If short-listing is successful, selection of the most suitable candidate should commence.

APPENDIX IX

**MODEL - SHORT-LISTING SUMMARY**

Applicant Surname: \_\_\_\_\_

First Names: \_\_\_\_\_

Motive successfulness/unsuccessfulness	
<b>A S A D V E R T I S E D</b>	Summary: Formal Knowledge
	Summary: Operational Knowledge
	Summary: Skills/Expertise
	Summary: Experience/Exposure
	Combined Summary:
	_____

\_\_\_\_\_  
Name of Officer

\_\_\_\_\_  
Rank

\_\_\_\_\_  
Date



APPENDIX X

**MODEL - DECLARATION OF CONFLICT OF INTERESTS**

Surname \_\_\_\_\_

First Names: \_\_\_\_\_

Position \_\_\_\_\_ Dept. Section: \_\_\_\_\_

Matter under consideration:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Expected roles/duties to be performed by the employee in dealing with this matter:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Private interests identified which have the potential to impact on the employee’s ability to carry out, or be seen to carry out, their official duties impartially and in the public interest:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

The conflict of interest has been identified as an (please check the appropriate boxes):

**Actual** conflict of interest  **Pecuniary** interest

**Perceived** conflict of interest  **Non-pecuniary** interest

**Potential** conflict of interest

I hereby declare that the above details are correct to the best of my knowledge and I make this conflict of interest declaration in good faith. I undertake not to take part in any proceedings of that PSB relating to such decision.

Signature (Officer)  
 Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

I hereby declare that I have received and appropriately noted this conflict of interest declaration.

Signature (Manager/Supervisor)  
 Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

## APPENDIX XI

### GUIDANCE ON HOW TO FILL THE SCORING MATRIX DURING THE INTERVIEW

#### FINAL SELECTION OF AN APPLICANT

##### Step one

- (a) The **SCORING MATRIXs** utilised for those candidates successfully short-listed should also be used in the interviews for final selection purposes.
- (b) Conduct interviews and by utilising the **SCORING MATRIX**, score each candidate in the column for 'Final selection' with regard to each Core Competency/Function (see example at **Appendix VI**).
- (c) Capture any comments for each Competency Area on the **SCORING MATRIX**, which may assist later on with summarising the outcome of all the Competency areas.
- (d) Determine the **Final Selection Totals** for each Competency Area of each Core Competency/Function on the **SCORING MATRIX** and use it to determine a **Final Selection Rating** for each Competency Area.
- (e) Carry the **Final Selection Totals** for all the Competency Areas of the Core Competencies/Functions of each candidate over to the document: **FINAL SELECTION SCORE** (see example at **Appendix XII**) and determine a **Total Final Selection Score** for each candidate.
- (f) Motivate the successfulness or unsuccessfulness of each candidate: By referring to the Final Selection Scores, the Final Selection Ratings, as well as the comments made in the **SCORING MATRIX** of each candidate, summarise the outcome of all the Competency Areas of the Core Competencies/Functions of each candidate by utilising the framework as displayed in the document: **FINAL SELECTION SUMMARY** (see example at **Appendix XIII**). From all these individual summaries, formulate a combined summary.
- (g) Use the **FINAL SELECTION SUMMARY**, Final Selection Ratings and Final Selection Scores to identify the most suitable candidate(s).
- (h) By utilising the above-mentioned information, submit a comprehensive list to the board members in respect of both the nominee(s) and those candidates who are deemed less suitable than the nominee(s).

## APPENDIX XI (contd)

### Step two

- (a) Draft a Letter of Regret to the candidates who are not selected.
- (b) Inform successful candidate(s) and obtain a letter of acceptance.

### Step three

Place the following on file:

- A submission for the approval of the nomination(s) by the executing authority or his or her delegate.
- The document: **LIST OF APPLICANTS**.
- A copy of the **Advertisement**.
- In terms of the candidates who are successful/unsuccessful in being finally selected:
  - The **application form** of each candidate.
  - A copy of **certificates** and **CV** of each candidate.
  - The document: **SCREENING** of each candidate.
  - The **SHORT-LISTING SCORE** and **SUMMARY** of each candidate.
  - The **SCORING MATRIX** and **FINAL SELECTION SCORE** and **SUMMARY** of each candidate.
  - A copy of the **Letter of Regret** to each candidate.

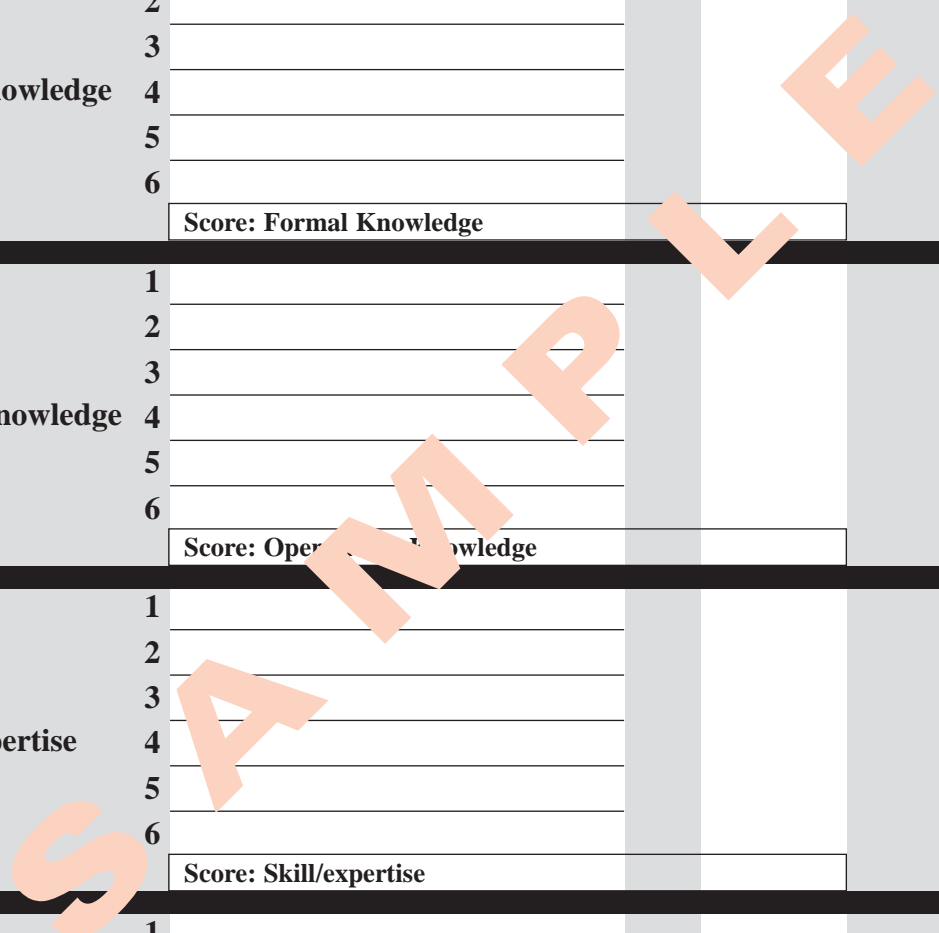
APPENDIX XII

**MODEL - FINAL SELECTION SCORE**

Applicant Surname:..... First Names:.....

A. The extent to which the candidate meets the requirements as advertised.

Competency Area		Competency Element	Score
A S	Formal Knowledge	1	
		2	
		3	
		4	
		5	
		6	
			Score: Formal Knowledge
A D V E R T I S E D	Optional Knowledge	1	
		2	
		3	
		4	
		5	
		6	
			Score: Optional Knowledge
Skill/expertise	1		
	2		
	3		
	4		
	5		
	6		
		Score: Skill/expertise	
Experience/exposure	1		
	2		
	3		
	4		
	5		
	6		
		Score: Experience/exposure	



**APPENDIX XII (contd)**

Competency Area	Competency Element	Score
<b>Aptitude/Attitude Behaviour</b>	1	
	2	
	3	
	4	
	5	
	6	
	<b>Score: Aptitude/Attitude/Behaviour</b>	
<b>TOTAL SCORE:</b>		

**B. Outcome of Final selection process**

**Applicant finally selected?** Yes  No

Summarise reasons for applicant not finally being selected by utilising the Final Selection Summary in Appendix XIII.

\_\_\_\_\_  
Chairperson of Selection Committee

\_\_\_\_\_  
Rank

\_\_\_\_\_  
Date

- If Final selection is unsuccessful, a letter of regret must be forwarded to the applicant as soon as a nomination is made and the letter, together with the outcome of the screening, short-listing as well as the final selection process, a copy of advertisement, application form, certificates and CV must be put on record.
- If Final selection is successful, the candidate must be notified accordingly.

APPENDIX XIII

MODEL - FINAL SELECTION SUMMARY

Applicant Surname:..... First Names:.....

Motivate successfulness/unsuccessfulness

A  
S  
A  
D  
V  
E  
R  
T  
I  
S  
E  
D

Summary: Formal Knowledge

Summary: Operational Knowledge

Summary: Skills/Expertise

Summary: Experience/Exposure

Summary: Aptitude/Attitude/Behaviour

Combined Summary:

Name of Officer

Rank

Date

## APPENDIX XIV

### GUIDE TO INTERVIEWERS

#### Understand the job

*Understand the job,  
Then write the Interview Questions.*

The interviewer must thoroughly understand the requirements for the position, based on a job analysis or job description.

#### Plan the Interview

Factors which should be considered while planning the interview:

**1. Define Goals.**

First determine how the new recruit should contribute to your organisation and add value.

**2. Define New Recruit Qualities.**

Next identify the qualifications a candidate must have to make the contributions your organisation needs.

What combination of interpersonal and technical skills does the new recruit need to do this job?

**3. Existing Skills vs. Training.**

Then determine whether the qualifications are something the new recruit must bring to the job or will learn on the job. (If they will learn on the job, you can tailor your questions to determine how quickly an applicant may learn and their willingness to adapt and grow.) Will you have time to train the new hire?

**4. Evaluating Candidates.**

Finally you will need to address **how you will measure** each of the criteria essential for the position. What makes one answer to your interview question(s) better than another? What is essential, acceptable or unacceptable in a response?

#### Select the right types of Interview Questions

Interview questions need to be carefully planned and structured. The members of the interview panel should prepare the questions in advance and select the right type of interview question in order to obtain the correct answer.

This is illustrated in the table below:

## APPENDIX XIV (contd)

TYPES OF QUESTIONS	PURPOSE	EXAMPLE
<i>Closed questions</i>	Elicit specific information - these may be good openers for your interview.	Where did you receive training for (X) skill?
<i>Open-ended questions</i>	Elicit more than a simple answer.	What are your career goals?
<i>Focused questions</i>	Elicit focused answers - Ask candidates to give very specific examples demonstrating a particular skill or reacting to a specific job- related scenario.	How were you able to demonstrate teamwork in your last job?
<i>Leading questions</i>	Are used to verify information and see how an applicant expresses himself/herself further.	Were you a supervisor at the time?
<i>Situational or hypothetical questions</i>	Involve a critical situation developed through job analysis.  Provide a more personal point of view.	If you were a customer service representative and a customer began to yell over the phone, what would you do?  Describe a situation where you had to calm or subdue an angry customer.
<i>Follow-up questions</i>	Keep probing and asking questions until you get clarification on the questions you have asked.	If you ask about a situation and you don't have a clear understanding of the applicant's response, ask: "Specifically, what was your role in <X> situation?"



## APPENDIX XIV (contd)

### Avoid Discriminatory Questions

As an Equal Employment Opportunity Employer, you should not discriminate against any person because of race, caste, place of origin, political opinions, colour, creed or sex.

The table below shows a list of questions which should be avoided for each above factor and presents the respective alternates. However it is not an exhaustive list

QUESTIONS TO AVOID	ALTERNATES
<p><b><i>NATIONAL ORIGIN</i></b></p> <p>Where were you born?                      Where were your parents born?                      Are you a Mauritian citizen?                      When did you acquire Mauritian citizenship?                      Where are your naturalization papers?                      What is your native tongue?</p>	<p>If employed, are you authorised to work in Mauritius?</p> <p>What language(s) do you read, speak or write fluently?</p>
<p><b><i>RACE</i></b></p> <p>What is your race?</p>	<p>Not job-related</p>
<p><b><i>RELIGION</i></b></p> <p>What is your religion?                      Which church/temple/mosque do you attend?                      What are your religious holidays?</p>	<p>Will you be able to work on weekends or holidays as the job requires?</p>
<p><b><i>DISABILITY</i></b></p> <p>Do you have any disabilities?                      What is the nature or severity of your disability?                      Do you have AIDS or are you HIV positive?                      Do you smoke?</p>	<p>Are you able to perform the essential functions of this job?                      (After you describe the job.)</p> <p>Can you demonstrate how you would perform the following job-related functions?</p> <p>As part of the hiring process, after a job offer has been made, you will be required to undergo a medical exam.</p> <p>Our smoking policy is _____ can you adhere to it?</p>

**APPENDIX XIV (contd)**

<b>QUESTIONS TO AVOID</b>	<b>ALTERNATES</b>
<p><b><i>GENDER &amp; SEX</i></b></p> <p>Do you wish to be addressed as Mr., Mrs., Miss or Ms.? Are you homosexual?</p>	<p>Not job relevant</p>
<p><b><i>DISCRIMINATION</i></b></p> <p><b><i>Associations</i></b> What clubs or social organizations do you belong to?</p> <p><b><i>Unions</i></b> Are you for or against unions? Were you ever a union member?</p>	<p>List any professional or trade groups, associations or other organizations that you are a member of that you consider relevant to your ability to perform this job.</p> <p>Have you worked in teams before?</p>

