COMPETENCY BASED ASSESSMENTS
DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
2006
PRESENTATION OUTLINE

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• Validation
• Update of the Process
• Purpose
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BACKGROUND

- Following a report on the need to strengthen management capacity in the Public Service, one of the key proposals approved by cabinet was to introduce competency assessments to improve the selection process. Cabinet subsequently approved that –
  - DPSA proceeds with the phasing-in of Comp Ass
  - Phase-in results be submitted to Cabinet for final decision
  - Executing authorities be approached for approval
• A pilot project was embarked upon in Gauteng Provincial Government and the Department of Land Affairs. Eastern Cape was also included later in the validation process.

• The main objective of the pilot project was to:
  – ensure compliance with Section 8 of the Employment Equity Act (Act 55 of 1998);
  – scientifically show the assessment instrument to be valid, reliable and can be applied fairly without bias against any employee or group.

• Validation of results was done by an independent expert in the field of Industrial Psychology; Professor Ricky Mauer
• Three service providers (PE Corporate, Human Capital and Harambe) were appointed to do assessments.
• A total of 258 managers participated in the pilot project.
• The sample was made up of demographics such as race, gender, disability and rank.
• At national level 58 managers were assessed and at provincial level 200.
Validation

Validity:
• The predictive validity coefficients of the competency exercises in combination with the OPP and LSI yielded scores with an average of 0.49. This compares favourably to industrial norms.

Reliability
• The reliability estimates of the 10 job performance measures were very high
• The reliability of the OPP and LSI were consistently high to justify use in the Public Service
• The reliability of the assessment centre were of an acceptable level
Validation cont....

Lack of Bias

- 89% of the sample consisted of individuals from designated groups in terms of the EE Act
- Research participants were on the whole, well educated
- It was found that the predictions of eventual performance on the basis of the assessment results led to scores which were not found to be biased as far as race, gender and age were concerned.
Validation cont....

Fairness

• It was found that assessment devices comply with the provisions of section 8 of the EE Act, as displayed by satisfactory levels of reliability, validity and lack of bias.
UPDATE OF THE PROCESS

• The pilot study results were submitted to Cabinet for a final decision and in February 2005 cabinet approved that:

- the competency-based assessments for senior management services as applied in the validation study be implemented on a voluntary basis across all senior managerial positions in the Public Service for both selection and staff development purposes;

  – in cases where they are applied for selection purposes, the assessments must be utilised only as an aid in determining the suitability of candidates in conjunction with other selection tools such as interviews, reference checks and security clearances to come to a final recommendation. The final decision on who to appoint remains with the Executing Authority or her/his delegate;

  – the Department of Public Service and Administration (DPSA) is responsible for quality control and contract management
PURPOSE OF ASSESSMENTS

• To give effect to the Cabinet decision, and following a tender process, the following service providers were appointed.
  – Deloitte and Touche
  – Work Dynamics
  – Lead Train
  – Larona
  – Moruo-Bathong
  – Job Vest
  – Manto Management

• All service providers and their assessors were trained and Service Level Agreements were signed.
• The aim of implementing the Competency Assessments is to enhance and improve:
  – recruitment and selection practices;
  – performance management;
  – training and development i.t.o targeted interventions and programmes; and
  – career management and succession planning.
– The SMS competency database and create a link with performance management, and skills development database.
ACCREDITATION

- DPSA has finalised the accreditation process.
- Accreditation is being done by Prof. Rickie Mauer (an industrial psychology expert appointed by DPSA)
- Accreditation will ensure that only those service providers and assessors who have been trained and accredited will be able to use the SMS competency battery.
- Accreditation will also ensure standardisation of the process and application of the battery, and cost effectiveness.
SMS Competency Framework

**Generic Managerial Competencies**
- Strategic Capability and Leadership
- Programme and Project Management
- Financial Management
- Change Management
- Knowledge Management
- Service Delivery Innovation
- Problem Solving and Analysis
- People Management and Empowerment
- Client Orientation and Customer Focus
- Communication
- Honesty and Integrity

**Proficiency levels**
- Beginner
- Basic
- Competent
- Advanced
- Expert
SMS Assessment Battery

Selection
- OPP, LSI
- Managerial Skills Exercise
- Project Exercise
- Role Play

Development
- OPP, LSI, Self and supervisor assessment forms
- Managerial Skills Exercise
- Project Exercise
- Role Play
Assessment Process

Step 1
Order Administration

Step 2
Job Profiling

Step 3
Assessment

Step 4
Scoring & Reporting

Step 5
Feedback
Obligations of the Service Provider

• **Assessment Administration**
  – Verify Job Profile
  – Orientation
  – Collect consent forms and self and supervisory forms (if done for dev purposes)
  – Sequence of exercises
  – Time limits
  – Role plays
  – Give feedback to candidates and to the user department
Obligations of User Dept.

• **Scheduling Appointments**
  – One day
  – Cancellation must be done 24 hours before

• **Preparation**
  – Provide the Service provider with Job Description/Profile and Job Evaluation Results
  – Consent form- Ensure that the candidate signs a consent form before the assessment.
  – Previous assessment/re-assessment-Ensure that the candidate has not been assessed with the SMS battery within 12 months-check with DPSA
  – Special needs must be captured in the consent form and SP be informed prior to assessment to make arrangements with Service Provider.
  – Venue-Ensure that the venue is suitable for an assessment if done in the departmental premises.
  – Directions to the venue in conjunction with service provider
Obligations of User Dept (Cont.)

• To sign a contract/SLAs with the user Service Provider, identifying all extra work and agreeing on the fee.
• Ensure that the Service Providers are registered on supplier database.
• Quotation and Fee Structure.
• Order number.
• Invoicing.
• Comply with specific reporting requirements.
• Keep the database and inform DPSA
Obligations of User dept. (Cont)

- Departments will be required to convey to candidates when and where they will be assessed and will make every effort to ensure that they report for the assessments.

- In the event of a department having to change the assessment arrangements, the Service Provider shall be informed 24-hours in advance. Should a candidate not report for an assessment the department would still be obliged to pay the service provider a no show/cancellation fee equal to the assessment cost.

- Departments shall utilize the approved service providers on a rotation basis. Departments may deviate from this principle only if:
  - The designated Service Provider cannot render the required service within five working days.
  - The Service Provider doesn’t have sufficient assessors at the intended test location.
Obligations of User dept. Cont.

- Departments shall use the same Service Provider for the assessment of all candidates who compete for a particular position.

- Departments shall provide the Service Provider with all relevant data and information available to the department required and requested by the Service Provider for the proper provision of the services. To be more specific:
  - Job Profiles- Depts are to avail job profiles/ descriptions and Job Evaluation results.
  - HR section will facilitate this and be responsible to sign off on the job profiles.
Obligations of User Depts

• Assistance as and when reasonably required for rendering the services.
• The department is obliged to ensure that appointments are honoured and action should be taken against offenders.
• Departments shall monitor the performance of service providers as required in terms of the SLA and shall provide feedback on their performance to DPSA as and when required.
• Departments shall settle the assessment costs within a period of 30 (thirty) days of invoicing by the Service Provider, failing which the sliding scale shall not apply and the full cost of one assessment will be charged.
Obligations of User Department

• Participants and their supervisors also complete self and supervisory assessment questionnaires.

• The aim is to get the most accurate results possible to allow self-examination, determine the correlation between how the individuals view their performance against how their supervisors view them.

• The results of the self and supervisory assessment questionnaires must be sent to DPSA for capturing and correlated with those of the assessment centre.
Obligations of the DPSA

The DPSA shall:

• Manage the business relationship with the Service Providers:
  – Renew SLAs- Contracts are for a period of 12 months with the possibility of renewing for another 12 months. This will depend on the quality of service in terms of feedback from departments.
  – Appoint new Service providers- Aim is to have cabinet approve a compulsory implementation.
  – Determine fee structure
  – Renew/Review the battery and therefore train service providers.

• Communicate with user departments the process that is involved in the SMS competency assessments and inform the identified contact persons in all user departments of their obligations.

• Make a list of contact persons per user department available to the Service Provider.
Obliagations of the DPSA

- Be responsible for evaluating the services of the Service Provider in accordance with the SLA.

- Provide the Service Providers and User departments with templates of all reports that are needed in terms of the assessments.

- Be responsible for internal and external quality assurance.
Fee Structure

• A standard fee of **R4 570** (VAT included) shall apply for an assessment.

• Any other services as may be agreed with the user department will be charged separately at **R600 per hour**.

• A sliding scale will be applicable in the case of more than one (1) assessment for the same/similar position on a particular day.

• **Cost per assessment per day as per sliding scale:**
  - Number of Assessments   Cost per Assessment   total
  - 1                     R 4570              R 4570
  - 2                     R 4000              R 8000
  - 3                     R 3700              R 11100
Fee Structure

• The user department’s subsistence and travel policies and procedures shall be applicable and adhered to. The following general principles shall apply:

• Accommodation and subsistence of assessors may be claimed from user departments in accordance with the policy of the user department.
• In terms of motor vehicle hire, a grade B vehicle may be utilized.
• Air travel must be economy class.
• In the event of an assessor using his own vehicle his claim must be in line with the user department’s policy.

• The fees mentioned in above may only be claimed if an assessor has to travel more than 160 km to conduct an assessment.
• In order for claims to be considered, receipts shall be provided.
Fee Structure

- Departments shall settle the assessment costs within a period of 30 (thirty) days of invoicing by the Service Provider, failing which the sliding scale shall not apply and the full cost of one assessment will be charged.

- Payment may only be withheld if the Service Provider has failed to remedy a default or breach within the required time after written notice was given in terms of clause 9 of the SLA.
Assessment Process and Management

FOR RECRUITMENT AND DEVELOPMENTAL PURPOSES

- A maximum of three candidates per day per assessor.
- Assessment must preferably be for one day.
- An individual assessment report be completed on second day.
- Job Profile must be conducted (dev)/Provided by the department (recruitment).
- No instrument that measures cognitive ability may be used.
- Five managerial exercises including role play exercises
- Self and Supervisory assessments must be completed (Dev).
- All results must be consolidated
- Validation of results must be done
Assessment Process and Management

- An individual report of the candidate must be done and verbal feedback given to the candidate on same day and to the supervisor/department.

- For recruitment purposes the individual reports must be sent to the respective department.

- For developmental purposes, a departmental and/or provincial report will be developed (only when required by a department or province at a price to be agreed).

- For quality control and monitoring purposes, screening reports must be submitted to the Manager: SMS after completion of the process.
The End

- Questions
- Concerns
- Comments