



**the dpsa**

Department:  
Public Service and Administration  
**REPUBLIC OF SOUTH AFRICA**

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Reference no: 14/1/1/P  
Enquiries: Ms Morongoa Morena  
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**TO: ALL HEADS OF NATIONAL DEPARTMENTS, PROVINCIAL ADMINISTRATIONS AND GOVERNMENT COMPONENTS**

**ASSESSMENT MECHANISMS USED FOR THE SELECTION OF NON-SMS MEMBERS FOR APPOINTMENT**

1. Chapter 13 of the National Development Plan (NDP) 2030 states the need to build a capable and developmental State. One of the targeted actions entails making the public service and local government careers of choice. The Public Service should therefore attract highly skilled people and cultivate a sense of professional common purpose and a commitment to developmental goals. The NDP further states that high level staff should be recruited in the Public Service on the basis of their suitability for the job, merit and potential, rather than connections or political allegiance. This requires rigorous and transparent recruitment mechanisms.
2. In responding to the priority of creating a Public Service that is a career of choice, the DPSA has initiated a project to identify which departments are already or planning to utilise assessment mechanisms for the selection of non-SMS members. Based on the analysis and trends, the DPSA will identify possible assistance to be provided to selected departments that do not currently utilize or that are planning to utilize assessment mechanisms. The assistance will mainly focus on the development of targeted assessment mechanisms, particularly in areas where specific technical or policy skills are required.
3. Your Department is requested to participate in a survey to assist in identifying the assessment mechanisms utilised in the Department for the purpose of selection of non-SMS members; SMS assessments are excluded in the survey. The information will enable the DPSA to establish

baseline information on the various methodologies that exist in the Public Service, their effectiveness and to identify support that departments may require.

4. There are two questionnaires attached to this letter; questionnaire one (1) must be completed by all national departments, provincial administrations and government components and questionnaire two (2) must be completed by national sector departments responsible for a specific sector. The sector departments includes those that share competencies and a dynamic mix between policy development and delivery. At a national level the departments are mainly responsible for policy development, executive oversight and monitoring and evaluation whilst at a provincial level they are responsible for operational delivery of the functional competence.
5. The attached questionnaire one should be completed within the Human Resource component in the Department, whilst questionnaire two should be completed by the relevant coordinating unit within the Department, certified by the Head of Department and submitted to the DPSA by 28 July 2017. Offices of the Premiers are requested to coordinate the provincial departments' completion of the Survey in the Provinces.
6. Kindly provide the particulars of the official of your Department who will assist in coordinating and ensuring the completion of the survey to Ms M Morena of my Department whose contact details appear above by not later than 30 June 2017.

Your co-operation in the above regard will be highly appreciated.

Kind regards

  
**DIRECTOR GENERAL**  
DATE: 07/06/2017



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## ASSESSMENT MECHANISMS USED FOR THE SELECTION OF NON-SMS MEMBERS

### QUESTIONNAIRE 1

The purpose of this survey is to obtain information on the assessment mechanisms utilised by departments for the selection of **non-SMS members**. This information will enable the DPSA to establish baseline information on the various methodologies that exist in the Public Service; their efficiency and to identify support that departments may require. The completed template must be certified by the Head of Department and emailed to: [morongoam@dpsa.gov.za](mailto:morongoam@dpsa.gov.za) or [Samn@dpsa.gov.za](mailto:Samn@dpsa.gov.za) by 28 July 2017.

**For the purposes of this survey the following terms are defined:**

- **Assessment:** the process of determining the extent to which a person meets the inherent requirements for appointment to a particular position.
- **Mechanisms:** methods and tools used to conduct the assessment.
- **Inherent requirements of a job:** the competency, experience, qualifications, skills and any other requirement that an employee needs in order to perform a job.
- **Critical competencies:** competencies that are critical for performance of the job at the required level.
- **Desirable competencies:** competencies that would enhance performance of the job at the required level.
- **Behavioural based interview/ Competency based interview:** an interview which seeks to assess past performance/ behaviour against job requirements.
- **Task-oriented interview:** a problem-solving interview where candidates will be given some exercises to demonstrate their technical, creative and analytical abilities.

- **Psychometric assessments:** A test that is designed to gain insight on the personality, mental abilities, learning abilities, etc of an individual.
- **Proficiency level:** Description of the degree to which an individual has mastered the criteria of a competency within a particular level.

## SURVEY

*The Survey consist of three sections. Please complete all the sections:*

### Section 1: –Departmental Information

Name of Department/Gov. Component:					
Sphere of government:	National		Provincial		Gov. Component
Province:					
Contact person					
Designation:					
Contact no:					
E-mail address:					

### Section 2: Pre-Selection

- Please indicate which of the following method(s) are used in the Department to determine the inherent requirements of the job for purposes of assessment.

Job analysis	
Competency statements	
Proficiency levels	
Identifying critical competencies	
Identifying desirable competencies	
Other (please specify in the space provided below)	

- Briefly explain how the inherent requirements based on your answer to question 1 are translated into the selection criteria.

3. (a) Rate the effectiveness of translating the inherent requirements into the selection criteria on a scale of 1-4.

1	Low	2	Average	3	Effective	4	Very effective
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- (b) Do you believe the above rating can be improved? If so, what interventions would you recommend.

4. Indicate which of the following screening methods are used in the Department.

Screening method	Yes/ No
Application form and CV	
Screening interview	
Online Questionnaire	
Manual Questionnaire	
Reference checks	
Other (please specify in the space provided below)	

### **Section 3: Selection**

5. Provide a short description or a diagrammatic representation of the selection process used in the Department.

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6. Indicate whether the Department uses the following assessment mechanisms during selection.

<b>Assessment mechanism</b>	<b>Yes/ No</b>	<b>If yes, is the mechanism applied to all job grading levels below SMS</b>
Panel interview		
Competency based interview/ Behavioural based interview		
Task-oriented interview		
Psychometric assessments		
Practical exercises		
Simulation exercises/In-Baskets		
Other (please specify in the space provided below)		

7. Do you have competency frameworks for the different occupational categories? If yes, please specify below. Please specify by placing a “yes” in the correct box.

		Occupational Categories									
Competency Frameworks		Elementary	Admin office workers	Professionals & managers	Technicians & associate professionals	Services workers	Social, Natural, Technical & medical sciences supplementary & support personnel	Craft & related trades workers	Drivers, operators & ships' crew	National security services & custodian personnel	IT personnel
Generic competency framework											
Technical/functional competency framework											
Other (please specify below)											

\*Generic competency frameworks other than those developed by the DPSA



8. Rate the effectiveness of the assessment mechanisms used in the Department.  
on a scale of 1-4.

1-Low

2-Average

3-Effective

4-Very effective

Assessment mechanism	Rating			
	1	2	3	4
Panel interview				
Competency based interview/ Behavioural based interview				
Task oriented interview				
Psychometric assessments				
Simulation/ In-Basket exercises				
Practical exercises				
Other (please specify in the space provided below)				

9. Indicate if the following practical exercises are used in the Department.

Practical exercises	Yes/No
Presentations	
Case studies	
Role plays	
Other (please specify in the space provided below)	

10. If Psychometric assessments are used, which of the dimensions listed below do they measure?

Dimension	Yes/No
Cognitive ability	
Leadership ability	
Personality	
Potential	
Generic competencies	
Technical competencies	
Emotional Intelligence	
Behavioural attributes	
Values	
Interest	
Other (please specify in the space provided below)	

11. If Psychometric/Competency assessments are used, please state who developed the assessment tool (s).

Assessment mechanism Psychometric or Competency	Occupational category assessed	Competency Framework available (Yes/No)	Assessment tool developed by:	Date implemented:

12. Was the Psychometric/Competency assessment tool(s) validated against the criteria of Section 8 of the Employment Equity Act, 1998

Psychometric Assessment:

Yes	No
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Competency Assessment:

Yes	No
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13. Kindly Indicate the cost associated with the relevant assessment per individual.

Assessment mechanism	Cost of individual assessment			
	R0-R500	R501-R2000	R2001-R4000	R4001-more
Psychometric assessments				
Competency Assessment				
Other assessments (please specify in the space provided below)				

14. What kind of support would you require from the DPSA to improve the selection of non-SMS members?

General Remarks

--End--

**Information certified by Head of Department:**

Head of Department:

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Signature:

Date:



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## ASSESSMENT MECHANISMS USED FOR THE SELECTION OF NON-SMS MEMBERS

### QUESTIONNAIRE 2

The purpose of this survey is to obtain information on the assessment mechanisms utilised in the sector for the selection of **non-SMS members**. This information will enable the DPSA to establish baseline information on the various methodologies that exist in the Public Service; their efficiency and to identify support that departments may require. The completed template must be certified by the Head of Department and emailed to: [morongoam@dpsa.gov.za](mailto:morongoam@dpsa.gov.za) or [Samn@dpsa.gov.za](mailto:Samn@dpsa.gov.za) by 28 July 2017.

Departments that must complete this survey are national sector departments who share competencies with their provincial counterparts. These departments represent a dynamic mix between policy making and delivery. At a national level the departments are mainly responsible for policy development, executive oversight and monitoring and evaluation whilst at a provincial level they are responsible for operational delivery of the functional competence.

**For the purposes of this survey the following terms are defined:**

- **Assessment:** the process of determining the extent to which a person meets the inherent requirements for appointment to a particular position.
- **Mechanisms:** methods and tools used to conduct the assessment.
- **Inherent requirements of a job:** the competency, experience, qualifications, skills and any other requirement that an employee needs in order to perform a job.
- **Critical competencies:** competencies that are critical for performance of the job at the required level.

- **Desirable competencies:** competencies that would enhance performance of the job at the required level.
- **Behavioural based interview/ Competency based interview:** an interview which seeks to assess past performance/ behaviour against job requirements.
- **Task-oriented interview:** a problem-solving interview where candidates will be given some exercises to demonstrate their technical, creative and analytical abilities.
- **Psychometric assessments:** A test that is designed to gain insight on the personality, mental abilities, learning abilities, etc of an individual.
- **Proficiency level:** Description of the degree to which an individual has mastered the criteria of a competency within a particular level.

## SURVEY

*The Survey consist of three sections. Please complete all the sections if your Department developed or provided an assessment mechanism that is utilised across the sector:*

### Section 1: Sector Information

Name of Department:	
Name of Sector	
Contact person	
Designation:	
Contact no:	
E-mail address:	

Has your Department developed or provided any assessment mechanism used transversally in the Sector? If "yes" then complete the questionnaire.

Yes	No
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### Section 2: Pre-Selection

- Please indicate which of the following method(s) are used transversally as part of such mechanism in the Sector to determine the inherent requirements of the job for purposes of assessment.

Job analysis	
Competency statements	
Proficiency levels	
Identifying critical competencies	
Identifying desirable competencies	
Other (please specify in the space provided below)	

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2. Indicate which of the following screening methods are used transversally as part of such mechanism in the Sector.

Screening method	Yes/ No
Application form and CV	
Screening interview	
Online Questionnaire	
Manual Questionnaire	
Reference checks	
Other (please specify in the space provided below)	

### **Section 3: Selection**

3. Indicate whether the Sector uses the following assessment mechanisms transversally as part of such mechanism during selection.

Assessment mechanism	Yes/ No	If yes, is the mechanism prescribed and applied to all job grading levels below SMS
Panel interview		



Competency based interview/ Behavioural based interview		
Task-oriented interview		
Psychometric assessments		
Practical exercises		
Simulation exercises/In-Baskets		
Other (please specify in the space provided below)		

4. Do you have competency frameworks developed transversally as part of such mechanism for the different occupational categories in the Sector? If yes, please specify below. Please specify by placing a "yes" in the correct box.

		Occupational Categories									
Competency Frameworks		Elementary	Admin office workers	Professionals & managers	Technicians & associate professionals	Services workers	Social, Natural, Technical & medical sciences supplementary & support personnel	Craft & related trades workers	Drivers, operators & ships' crew	National security services & custodian personnel	IT personnel
Generic competency framework											
Technical/functional competency framework											
Other (please specify below)											

\*Generic competency frameworks other than those developed by the DPSA

5. Indicate if the following practical exercises are used transversally as part of such mechanism in the Sector.

Practical exercises	Yes/No
Presentations	
Case studies	
Role plays	

6. If Psychometric assessments are used transversally as part of such mechanism in the Sector, which of the dimensions listed below do they measure?

Dimension	Yes/No
Cognitive ability	
Leadership ability	
Personality	
Potential	
Generic competencies	
Technical competencies	
Emotional Intelligence	
Behavioural attributes	
Values	
Interest	
Other (please specify in the space provided below)	

7. If Psychometric/Competency assessments are used transversally as part of such mechanism in the Sector, please state who developed the assessment tool(s).

Assessment mechanism Psychometric or Competency	Occupational category assessed	Competency Framework available (Yes/No)	Assessment tool developed by:	Date implemented:

8. Was the Psychometric/Competency assessment tool(s) validated against the criteria of Section 8 of the Employment Equity Act, 1998

Psychometric Assessment:

Yes	No
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Competency Assessment:

Yes	No
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9. What kind of support would you require from the DPISA to improve the selection of non-SMS members?

10. Are there any other assessment mechanisms not mentioned above that are utilised transversally in the Sector that you would want to share?

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**Information certified by Head of Department:**

Head of Department:

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Signature:

Date: