
Ministry of Works, Transport & Infrastructure (MWTI)

Refresher Course Recruitment & Selection Manual



9/4/2008

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Principles Guiding Recruitment & Selection (Part IV Section 18 PS Act 2004)

1. Merit
2. Fairness
3. Independence
4. Loyalty
5. Respect
6. Efficiency
7. Effectiveness



Recruitment & Selection Process

- ✓ Customer driven approach

- ✓ Recruitment & Selection process (4 phases page-15
 - (i) Pre Assessment (ii) assessment phase
 - (iii) Post assessment phase (iv) Implementation phase

- ✓ Job Analysis step
- ✓ Incorporation of Principles (7 principles of employment)
- ✓ Process to Applicant Linkages

Phase I – Pre Assessment

3.1 Vacancy Review

-Job Analysis Process (why change ?)egTechnological, policy, staff cuts etc)

-Role of JD in effective People Management eg. Clarify expectations - Supervisor vs Employee, induction, probation & performance management

- General Pointers on writing JD

-Focus on job not on incumbent

-Primary objection (purpose, role & contirbution to organisation aim)

-3.2 Formulation of Selection Criterias

ESSENTIAL – Absolutely necessary for successful performance of job

DESIRABLE – greatly assist the person in doing the job

Phase I cont'd

3.3 Advertising the Vacancy

3.3.1 advertising format

3.3.2 Placing advertisement

3.3.3 Re- deployment



3.4 The Selection Panel

3.4.1 composition

3.4.2 responsibilities & accountabilities of selection panel

3.5 Applicants and their application

Phase II - Assessment

4.1 Shortlisting Applicants

4.2 Interview- schedule , venue

4.3 other assessment techniques

-Case studies, role play, testing

4.4 Other information

4.4.1 obtaining referee reports

4.5 Evaluating and making a recommendation

4.5.1 Evaluating candidate information

4.5.2 Writing selection reports

4.5.3 The selection decision

4.6 Feedback following the Selection Decision



Phase III – Post Selection

5.1 Grievance Management

5.1.1 Principles of Grievance Management

- System of assessment was fair & just
- results were based on a well reasoned assessment of candidates information (both written and orally presented)

5.2 An approach to Grievance Management

Figure 3. GOS Mediation & Appeal Process



Phase IV - Implementation

To ensure that the successful applicant is fully briefed on the expectations of the organisation or Ministry they are entering in relation to

- Specific duties the new employees is to perform
- Performance of the new employee in relation to those duties
- The future possible roles and duties that the new employee may be invited to undertake at some time in the near future subject to satisfactory performance on the current duties

