



Ministry of the Public Service



Centre for Assessment & Development

Assessment Policy



Finding the perfect match

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1. DEFINITION OF TERMS

In this policy, the following terms shall have the meanings as set out opposite them:

- **Assessment Measure:** A tool used to gather information during an assessment for a specific purpose.
- **Assessors:** Individuals trained to administer assessment measures, observe, record, classify, and make reliable judgments about the behaviours of those being assessed.
- **Candidate:** A person being assessed.
- **Client:** A person or organisation using the services of the CAD.
- **Competency Assessment/Assessment:** A technique used to measure the extent to which a person's capabilities meet the requirements of a specific role.
- **Job Competency Profile:** A description of the work functions and behaviours necessary to perform a role effectively.
- **Reliability:** The extent to which a measure produces stable and consistent results.
- **Validity:** The extent to which a measure assesses what it is intended to measure.

2. PURPOSE

This policy establishes an effective, accountable, and transparent framework for managing competency assessments at the Centre for Assessments and Development (CAD). It ensures compliance with Section 8 (1) of the Public Service Act 2005, Regulation 24 of the Public Service Regulations 2008, and relevant policies and legal frameworks for client organisations. The objectives are to:

- Integrate with human resource strategic systems within the government of Lesotho and its private sector.
- Improve selection and recruitment practices by promoting the use of competency assessment (Assessment Centre) as an objective means of identifying talent.
- Cultivate a competency-based management culture where a set of competencies (skills, related knowledge, and attributes) are used to manage individual performance and identify competency gaps.

- Promote candidates' self-awareness and personal growth.
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3. POLICY STATEMENT

The Assessment Policy aims to ensure that the Government of Lesotho and client organisations recruit and retain high-calibre individuals and continually develop staff to meet operational and organisational goals through competency assessments.

Competency assessments measure the extent to which a person's capabilities meet the requirements of a specific role, as defined in a competency framework, which includes tasks, skills, and attributes critical to successful performance.

These assessments enhance the quality and quantity of objective information available for recruitment, selection, development, training decisions, and promoting continuous improvement in individual and organisational performance.

CAD is committed to the highest standards of practice in competency assessments, maximising benefits to ministries, clients, and candidates while promoting fairness and equality of opportunity.

4. SCOPE

Competency assessments at CAD may be used for recruitment and selection, as well as a developmental tool to identify areas where an individual may need additional support or training. They may also be used as part of succession planning programs.

Any additional uses must be referred to the Director of CAD for approval.

5. EQUAL OPPORTUNITIES

All assessments for selection and promotion should be monitored to ensure they do not unfairly exclude or disadvantage any section of the population. Assessors must:

- Monitor for possible adverse impact and collect data on the diversity of individuals accessing assessments. This includes ethnicity, gender, age, disability, religion, and sexual orientation.
 - Where there is evidence of inequality, appropriate alternative arrangements for assessment must be found.
 - Where possible, collect data to monitor group differences in test scores.
 - Consider the appropriateness and feasibility of computer-based assessment in remote areas where access to computer technology or the internet is limited.
 - If testing internationally, use country-specific adapted versions of the test if available.
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6. INFORMED CONSENT

A pre-assessment session should be conducted as a form of informed consent for all candidates. The Assessor must:

- Use language that is reasonably understandable to candidates.
- Ensure candidates have the capacity to consent.
- Provide candidates with information that might reasonably affect their willingness to participate, including the impact of non-participation and any costs.
- Ensure candidates are aware of the voluntary nature of participation and have freely given their consent without undue influence.
- Allow candidates to ask questions and provide answers regarding the assessment activities.
- Ensure all candidates have filled in the registration form.

No assessments may be administered to candidates under the age of 18 years without parental consent. The Assessor must ensure that parental informed consent is available.

7. ELIGIBILITY

For Lesotho Government:

- All officers appointed to positions at Grade H and above are eligible for assessment at CAD.
- Candidates at Grade F and G are also eligible for developmental assessment.
- In addition, candidates at Grade F and above can be subjected to developmental assessment.

For Client Organisations:

- Candidates will be subjected to competency and development assessment per client request, in accordance with the established recruitment policies and regulations of the respective organisations.
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8. RESPONSIBILITIES

A. Human Resources Departments (For Government and Client Organizations)

It is the responsibility of Human Resources departments in line ministries and other client organizations to:

- Ensure that job competency profiles exist and reflect relevant competencies. These profiles should be updated and reviewed every three (3) years or whenever there is a change in job content.
- Notify candidates at least two working days in advance of the assessment, and inform them of all requirements.
- Budget for and cover the costs of assessments administered to their candidates.
- Ensure that this policy is always applied.

B. Assessors

Assessors are personally liable for how they conduct the assessment process as outlined in Section 9 of this policy. In the event of misconduct, the code of good conduct will apply. If the

Assessor is a registered member of an organization or professional body, the code of conduct of that organization or body shall apply.

C. Candidates

Candidates are responsible for:

- Appearing on time with all required materials on the assessment day.
- Following assessment instructions and representing themselves honestly during the assessment process.
- Treating others with courtesy and respect during the assessment process.
- Seeking feedback on the results of their assessment.

D. Public Service Commission

It is the responsibility of the Public Service Commission to:

- Observe and use the results of the assessment process.
- Seek clarification if needed and incorporate such results in final selection decisions.
- Request training in the use of assessment results.

9. ASSESSOR TRAINING

Knowledge and experience are required to use assessment measures effectively. Consequently, only trained assessors who hold relevant qualifications may use and interpret assessment measures. This ensures competent and responsible use of assessments, including the choice, application, administration, interpretation, and feedback of results.

The Assessment Manager, who is responsible for managing assessments and is also a certified assessor, will ensure that:

- Anyone involved in administering, scoring, or interpreting assessment measures is adequately trained and holds the relevant qualifications in accordance with assessment requirements.

- No unsupervised access to assessment measures is allowed to anyone who is not trained or qualified.
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10. THE ASSESSMENT PROCESS

Only competent, trained, and qualified assessors may initiate the assessment process as follows:

A. Job Competency Profiling

Detailed job descriptions and specifications based on objective job analysis must be prepared, and job competency profiles defined prior to choosing assessment measures for any selection, promotion, or developmental assessment procedures.

The job competency profiling team for any role should consist of the relevant Human Resources personnel, a trained job analyst, and a role expert. Job competency profiles should always be based on the competency framework.

B. Choosing Assessment Measures

Assessors should select the most appropriate assessment battery or measures based on the job competency profile for the role.

Assessment measures are to be used only if:

- They are relevant, appropriate, and effective for the intended purpose.
- They are valid and reliable.
- Their use does not disadvantage certain groups, unfairly discriminate, or violate the law.
- The norm tables or comparison groups provided give a fair and relevant comparison with the individual being assessed and are up to date.

C. Administering Assessments

Only competent, trained, and qualified staff should administer assessment measures, ensuring that:

- Every person completing an assessment receives the standard instructions specified for the assessment.
- Candidates complete the assessment themselves without help from others.
- The assessment is completed in a suitable environment where candidates are physically comfortable, with adequate lighting and temperature.
- Candidates can avoid disturbances, distractions, or interruptions.
- Candidates have sufficient time to complete the assessment unless it is a timed assessment, in which case they understand the time limit.

In computer and online-based assessments:

- Consider human factor issues in the presentation of material via computer or internet.
- Ensure equality of access for all candidates.
- Control item exposure.
- Maintain the confidentiality of candidates' results over the internet.

The Assessment Manager should ensure that every Assessor:

- Can evaluate tests to choose appropriate ones.
- Understands and interrogates the psychometric properties of tests in deciding which to use.
- Understands the limitations of particular tests.
- Has adequate knowledge of the manual for each test used.
- Is well-prepared for the test session.
- Adheres strictly to the instructions provided in the manual.
- Gives clear, concise instructions and administers the test according to best practices and guidelines, with due respect for the client.
- Completes the answer sheet correctly and scores it accurately.

D. Scoring and Interpretation

- Scoring and interpretation of assessment measures should always be done by properly trained assessors in the context of clearly defined criteria.

- Assessors should have adequate knowledge of norm scores, understand how to transform between different norm scores, and choose appropriate norm tables.
- Assessors should be proficient in converting raw scores to scale or norm scores and in using cut-points to interpret or classify test performance.
- Assessors should consider contextual factors and relevant data during test administration and interpretation.
- Both quantitative and qualitative interpretations can be used, with qualitative interpretation restricted to cases where there is sufficient supporting evidence.

E. Reports and Feedback

Feedback may be provided to the manager and candidate in the form of a written report and/or through a verbal feedback session. Assessors should:

- Report assessment results in clear, non-technical terminology, avoiding overgeneralisation, value-laden comments, and derogatory language.
- Present results accurately to the person being assessed, avoiding negative labels and discouragement.
- Ensure that computerised assessments present test interpretations in a comprehensible and meaningful form.
- Express the implications of the results in terms of opportunities rather than restrictions, with due consideration to the margin of error associated with any assessment method.
- Edit computer-produced reports, where possible, to include information from other sources, ensuring a comprehensive integration of the candidate's background, behaviour, ability, aptitude, and personality.
- Report only relevant results to the purpose of the assessment and, where applicable, the job specification.
- Explain the significance of the results, rather than supplying unexplained scores that could lead to an uninformed or inaccurate interpretation.
- Include directions on how to access support and other information where appropriate.

F. Use of Assessment Results

Assessments results can be only applied for a purpose for which they were requested for.

G. Confidentiality and Storage of Assessment Results and Information

- Information collected during the assessment process must be accurate, up-to-date, and stored confidentially.
- All test results should be stored securely by the Assessor in a locked space.
- Assessors should not be required to divulge personal information about the candidate that is not relevant to the purpose of the assessment.
- Any written interpretation of assessment results will be filed on the individual's Personnel file and destroyed after five years.
- Retaining assessment results over a period may be useful in assessing how an individual has progressed or adapted in their working style over the course of their employment. However, assessment results over 12 months old are invalid for selection and promotion purposes.

G. Re-Testing

- For selection purposes, a candidate's test results are valid for any similar position for 12 months from the original date of assessment.
 - For unsupervised assessments, candidates may request or be requested to take a supervised verification at CAD.
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11. COPYRIGHT

Copyright legislation forbids the reproduction of assessment materials. It is an infringement of copyright to copy assessment materials without the express permission of the assessment's publisher.

12. POLICY REVIEW

The Director of CAD will formally review the function of this policy after six months initially and then every two years. Suggestions for changes and amendments should be addressed directly to the Director of CAD.

13. RELEVANT LEGISLATION

- The Lesotho Constitution 1993
 - Labour Act 2024
 - Public Service Act 2005
 - Public Service Regulations 2008
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14. OTHER ASSOCIATED POLICIES, PROCEDURES & GUIDANCE

- Recruitment and Selection Policy
 - Human Resource Policy Manual
 - Training and Development Policy
 - Performance Management Policy
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15. HANDLING GRIEVANCES AND COMPLAINTS

In cases where a candidate or any other person is aggrieved by the assessment process administered at CAD, the grievance procedure outlined in the codes of good practice should be followed.