



# NAPTOSA Northern Cape

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TO THE NAPTOSA Northern Cape UNION REPRESENTATIVE

*Please make this communication available to ALL NAPTOSA members at your respective sites*

## GUIDELINES FOR THE SHORTLISTING AND INTERVIEW PROCESSES

In Northern Cape the process for interviewing candidates to posts advertised in the Vacancy List has begun. An integral, and important, part of the process is the involvement of NAPTOSA Union Representatives. The information listed below is given in an attempt to assist members who will be performing 'observer' duty for the Union and its members.

### 1. OBSERVERS' RIGHTS

As an observer you:

- Will be representing NAPTOSA through the CTU-ATU
- Should be the only observer from the CTU-ATU at an institution
- Must have access to all information
- Must see and scrutinise the applications
- Must attend all meetings and interviews
- Must comment on the set criteria and the procedure
- Must give your opinion if you disagree with the process
- Must comment on summing up of interviews
- Must comment on nomination decision
- Must advise the committee of your opinion on fairness, or otherwise, of the process
- Must not discuss aspects of the process with any of the interviewees
- Must not take part in interviews
- Must not attempt to influence the committee in their decision.

It is very important to remember that you are not at the meeting to ensure that a specific person is recommended for the post. Members often expect that where an observer is present, they will be recommended. You may not disclose any information to a member and you may not, even as a friend or colleague, comment on anything – see 5.11 below. No other observer (whether from another union or the department) may advance the agenda of a particular individual. If this occurs it is sufficient cause for a grievance to be declared.

### 2. CRITERIA SETTING

The Interview Committee is required to set the criteria. If the criteria have been set prior to your arrival, ask the Chairperson who had set the criteria, when, and according to which guidelines. Carefully go through the criteria and do not hesitate to point out that are not in keeping with the following guidelines:

- The criteria must be in line with the advertisement. (i.e. a school advertised a Maths post, but has Science qualifications as criteria – this would be unacceptable).
- The criteria must be in line with the post level. (i.e. for a post level 1 position the person should not be required to have knowledge of school management or financial management).
- The criteria may not be discriminatory (such as the person must be male; Christian, etc.). Certain posts, however, will require sensitivity, and discrimination such as appointment in a physical education post at a girl's school may be acceptable (i.e. fair discrimination).
- The criteria may not be unreasonable (i.e. for post level 1 the applicant need not necessarily have any prior experience

unless there are inherent requirements such as Grade 12 teaching).

- Additional criteria may be set: the union observers must agree on the use of the additional criteria (i.e. the recommended subjects/abilities such as computer literacy).
- It must be made clear how the criteria will be assessed (i.e. will be applicant need to have a qualification and/or experience?).
- All criteria must be set and evaluated whenever possible, BEFORE the committee considers the applications.

If the criteria are not in keeping with these guidelines and the governing body/interviewing committee is not prepared to alter the criteria, make a note of these criteria and be especially diligent as to how it affects shortlisting.

### 3. SHORTLISTING

A list of all the applicants' names should be provided by the District Office. The names of all educators who have applied, but did not meet the departmental requirements should also appear.

The Chairperson must verify that all the applications listed, are included in the envelope. If there are errors please advise the Chairperson to contact the district office.

Different shortlisting and interview committees have different ways of sifting the applications.

### 4. INTERVIEWS

As an observer your role is to observe that the process is fair to ALL candidates.

It is most important that you and the committee are aware of the amendments to the Employment of Educators Act of 2005 regarding the appointment of teachers.

Arrange for time before the scheduled time for the interviews, to look at the questions – if there are unreasonable questions, point these out and request that the questions be changed. The questions should be in line with the criteria, the advertisement and the duties and responsibilities of the post.

The aim of the question should be to ascertain knowledge and experience, not to try and trick the candidates. Read the questions as if you were the candidate and check whether you understand what the question asks. If not, request that the question be rephrased.

The questions must be constitutionally fair – i.e. no questions about marital status, planned pregnancy, religion, sexual orientation, how much time the person plans to spend at school after hours, etc. The questions must pertain to the expected role the person will play at school i.e. in the classroom/on the

sports field/in cultural activities/in organisation of camps and activities/in maintaining discipline/as part of management/managing the school.

Keep your own notes during the interview. It often becomes important to be able to refer to what the candidates said or how they answered a question. Destroy these after the process has been completed. As with sifting, each Governing Body has its own style of conducting an interview. You should accept the style that prevails provided that it is reasonable and check that each candidate is treated fairly. The following is a possible style which you may suggest, if the Governing Body needs assistance, but ensure that you are not, and do not appear to be, prescriptive.

- The candidates are met on arrival, stagger arrival times, and if possible have a comfortable venue where candidates can wait.
- When the candidate is called in, he/she should be shown where to sit and introduced to members of the interviewing committee.
- The candidate may be given a copy of the questions to refer to during the interview (this is not essential) – provided that the questions are short and to the point.
- If the questions are made available, the candidate must not be allowed to take the questions away after the interview.
- The candidate may ask for clarification of certain terms and it may not be held against the candidate in any way.
- The candidates must be told how much time has been allocated for the interview and should be given approximately the same amount of time for their interviews. However extensions to questions may result in some interviews being longer than others. The important requirement is that each candidate is given an opportunity to answer the set questions.
- The candidate should not be interrupted while answering a question.
- At the end of the interview the candidate must be given an opportunity to ask questions.

**PLEASE NOTE: EVEN IF SOMETHING GOES WRONG DURING AN INTERVIEW THE OBSERVER MAY NOT INTERJECT, BUT YOU MAY COMMENT AFTER THE INTERVIEW.**

## 5. RECOMMENDATIONS

After the conclusion of the interviews, each member of the interviewing committee should reflect on the interviews.

Different methods are used to rank the interviewees. It is usually by means of a scoring system.

Each member of the committee should be allowed to give his/her opinion on the interview of each of the candidates.

Please be vigilant during this process. The members of the interviewing committee may transgress here. You may object if discriminatory comments are made. For example:

- 'A White/Indian/Black person will not fit in with our school'.
- 'She is newly married and will surely want to start a family soon'
- 'He is obviously a member of the (\*\*\*) political party and most of our parents are in the (\*\*\*) party. He will not be accepted'.
- 'Our pupils will never accept a Black/White/Asian female principal'.

- 'The parents will only accept a married person'.

Be on the lookout for any attempts to advance a particular candidate unfairly. In particular make certain that no other body or union attempts to have a specific candidate recommended.

Please be careful not to try and influence the interview committee. You may object to the unfair treatment of a candidate, but may not suggest which of the candidates you rate as the best person to be recommended. An inexperienced interview committee may well ask you for your opinion – please do not give it! Should an unsuccessful candidate phone and ask why he/she was not recommended, an inexperienced chairperson could use your opinion to strengthen his/her answer.

Please note that the interview committee must rank the candidates and must present the ranking and recommendation to the Governing Body for ratification.

It is important that the minutes must reflect the details. The Department requires that the Governing Body completes a preference list of at least three names, ranking the interviewed candidates. This list must be submitted with all the other documents that need to be returned to the Department.

Once the recommendations have been made and you are completely satisfied with the process, you need to sign the appropriate document if you believe that the process has been procedurally correct and fair.

**If it has not met the required levels either procedurally, or in terms of fairness, you will be required to indicate as such to the panel and to submit a report to the NAPTOSA Office [Fax: 053 832 9312].**

All information pertaining to the interviews is confidential. You may not comment on anything said or discussed and you may not give your impression of the proceedings or the outcome of the nomination process. You may refer the individual to the NAPTOSA Office regarding comment on the process provided you have sent a report to the office.

## 6. RECOMMENDATIONS / APPOINTMENTS

The Governing Body is the competent authority to make the final recommendations to the Department of Education. Governing Bodies may no longer make an offer of appointment to an applicant – this function is now performed by the Department (District Office).

The Department of Education (Provincial) issues the placement letter which is followed by the appointment letter.

**PLEASE NOTE: APPLICANTS MUST CONTACT THE UNION WITH REGARDS TO AN OBSERVER. THE OBSERSER MUST HAVE A 'LETTER OF AUTHORITY' FROM THE UNION. IF THE SITE REP IS UNABLE TO IDENTITY AN OBSERVER, HE/SHE MUST INFORM THE BRANCH CHAIRPERSON.**

**Greg Titus**

**ACTING: PROVINCIAL CHIEF EXECUTIVE OFFICER**