## CONTENTS

1.0 FOREWORD ................................................................. 3

2.0 ABBREVIATIONS .......................................................... 4

3.0 INTRODUCTION ............................................................ 5

4.0 STRATEGIC FOUNDATIONS ........................................... 6

5.0 HUMAN RESOURCE PLANNING ..................................... 6
   a. Manpower Budget ......................................................... 6
   b. Recruitment and Selection ............................................. 6
   c. Succession Planning Strategy .......................................... 6
   d. Promotions ................................................................. 7

6.0 PERFORMANCE MANAGEMENT SYSTEM .......................... 7
   a. Rewards Menu ............................................................. 8
   b. Increments ................................................................. 8

7.0 PERSONNEL MANAGEMENT ............................................ 8
   a. Probation and Confirmation ........................................... 8
   b. Salary Upgrading ........................................................ 8
   c. Progression along multi-titled positions ......................... 8
   d. Re-designation ............................................................ 9
   e. Acting appointments .................................................... 9
   f. Transfers ................................................................. 9

8.0 CONDITIONS OF SERVICE ............................................. 9
   a. Overtime ................................................................. 9
   b. Entitlements in the Public Service .................................... 9
   c. Terminal Payments to Officers in Debt to the Government .... 10

9.0 HUMAN RESOURCE DEVELOPMENT .............................. 10
   a. Induction and Orientation ............................................. 10
   b. Training and development ........................................... 10

10.0 EMPLOYEE RELATIONS ............................................... 10
    a. Disciplinary Procedure ............................................... 10
    b. Grievance handling .................................................. 10

11.0 HEALTH AND SAFETY ................................................ 10

12.0 CONCLUSION ........................................................... 11
1.0 FOREWORD

This Human Resource Management (HRM) manual consists of procedures and guidelines that are compiled from relevant policies and legislations, awards, agreements and guidelines relating to human resource management and includes terms and conditions of employment in the Ministry of Health.

These guidelines and procedures are intended to serve as a helpful guide to the Permanent Secretary, Heads of Departments (HoDs), Hospital Superintendents, Hospital Managers, Human Resource Managers and Administration Officers, as well as all employees involved in the execution of human resource functions within their respective departments, facilities and district health management teams. It also aims to ensure that terms and conditions and related policies are correctly implemented. As a result, the Ministry of Health will be able to:

- Monitor its employment policies
- Improve its monitoring capability and role to ensure better accountability and reporting
- To monitor the exercise of delegated powers
- Report not only on adversities, but to report objectively on the proper exercise of delegated powers

Furthermore the HRM manual is not meant to be used solely by corporate services. It requires the cooperation of all the stakeholders and their collaborative effort to make it work effectively and to ensure that its objectives are realised and also to determine the level of assistance that the users may need in addressing areas of priority needs. Lastly I urge all heads of departments and facilities to ensure adherence to these guidelines in order to handle recruitment issues consistently, efficiently and effectively.

Kolaatamo C.S. Malefho
PERMANENT SECRETARY
2.0 ABBREVIATIONS

MoH - Ministry of Health
PS - Permanent Secretary
ARS - Attraction and Retention Strategy
HRM - Human Resource Management
HRG - Human Resource Guidelines
DPSM - Directorate of Public Service Management
PMS - Performance Management System
PBRS - Performance Based Reward System
MPIC - Ministerial Performance Improvement Committee
PDP - Performance Development Plan
BHPC - Botswana Health Professions Council
NMCH - Nursing and Midwifery Council of Botswana
GO - General Orders
PR - Public Relations
RMU - Records Management Unit
MTC - Ministerial Tender Committee
PPADB - Public Procurement and Asset Disposal Board
BOTA - Botswana Training Authority
TEC - Tertiary Education Council
BPOMAS - Botswana Public Officers Pension Fund
BHC - Botswana Housing Corporation
HODs - Heads of Departments
FLEX - Focused Leadership Experience
HRHP - Human Resource for Health Plan
3.0 INTRODUCTION

The Ministry of Health in its quest to improve performance and be an employer of choice came up with an Attraction and Retention Strategy (ARS) for the health sector. One of its recommendations was to strengthen human resource management systems and practices. Human Resources guidelines will be one of the strategies that will contribute in attracting and retaining competent human resources. HRM is therefore critical because managers and employees need to share a clear understanding of what is and what is not acceptable behavior, what can be said and what can’t be said within the organization. Therefore there is need to set clear and specific standards, procedures and guidelines in the form of policies.

These human resources guidelines will help to minimize the time it takes to deal with productivity draining people management issues instead of core business matters. HRM is considered to be the most valuable resource for businesses across the world since it is people who deliver results. People as resources need to be nurtured, developed, motivated and rewarded to ensure business growth. The following are areas that will form part of the HRM guidelines; consisting of information compiled from relevant policies, directives and articles relating to HRM;

1. Human Resource Planning
2. Personnel Management
3. Conditions of Service
4. Human Resource Development
5. Performance Management
6. Employee Relationships
7. Health and Safety
4.0 STRATEGIC FOUNDATIONS
The Ministry of Health Strategic foundations being the Vision, Mission & Values, Strategy Map as well as the portfolio of projects plot the future strategic direction that will drive the attainment of the MoH strategy.

The Ministry’s vision statement
Model of excellence in quality health services

Mission Statement
To promote and provide comprehensive preventative, curative and rehabilitative quality health care service to the nation.

Core Values:
1. Customer focus - consistently meeting customers’ expectations
2. Botho - providing services with respect, kindness and in a friendly manner
3. Timeliness - always delivering services on time
4. Equity - equal service delivery to all, regardless of religion, social status and geographical location
5. Team work - working together for a common goal, appreciating weaknesses and strengths of others, through shared efforts.

5.0 HUMAN RESOURCE PLANNING
The Ministry needs an appropriate number of suitably qualified people to meet its manpower needs so as to fulfill its mission. There is a plan for the provision of adequate numbers of suitably qualified personnel.

Through its Human Resource for Health Plan (HRHP), the Ministry will ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. This will be achieved through forecasting labour demand, analyzing present labour supply, and balancing projected labour demand and supply.

Human Resource retention, rather than recruitment, provides greater long-term benefit thus, the ministry is committed to plan and implement uniform programmes and processes related to the recruitment, retention and development of all staff members.

On an annual basis, the ministry will review its human resources needs and make appropriate recommendations to DPSM for consideration.

A. RECRUITMENT AND SELECTION(Refer to Recruitment and placement Guidelines)
The ministry will ensure that its recruitment and selection procedures are fair and involve an open and transparent process based on the candidate’s job qualifications, expertise and competencies.

Appointments to the Ministry shall be on permanent and pensionable, contract, temporary, part-time or casual terms. All new appointments and promotions for citizens into the Ministry of Health for salary scale D1 and below shall be on permanent and pensionable terms whilst new appointments for E and above salary scale shall be on contract terms.

Recruitment of expatriates shall be done to fill positions that are scarce and technical in nature. This can only be made if there are no suitably qualified local applicants to fill the vacant positions.

B. SUCCESSION PLANNING STRATEGY
The Ministry is currently developing a succession planning strategy for leadership positions at scale D2 up to F2 level. This is part of one of the recommendation in the attraction and retention strategy. The plan is going
to evolve over time to cater for all levels.

The succession planning strategy will enable the Ministry of Health to identify high potential officers and develop them for future career opportunities and responsibilities to ultimately ensure the availability of “placement ready” successors.

To do this, 402 eligible candidates have been selected from D4 scale to F scale across all cadres. These eligible candidates went through an assessment which was conducted by Human Resource Management Consultancy (HRMC).

The candidates were assessed through identified leadership competencies required for the position in order to identify their competence potential. The main purpose is that at the end these officers will be developed in time to acquire the necessary leadership competencies.

D. PROMOTIONS

This refers to the appointment of an officer to a public office that has a higher salary than he/she previously held. The ministry shall be committed to staff progression such that eligible officers are immediately considered for promotions based on the availability of vacant positions and satisfactory performance.

6.0 PERFORMANCE MANAGEMENT SYSTEM

Performance Management System (PMS) was introduced in 1999 to improve public service management and productivity. It was viewed as a systematic way of managing Government business to ensure effective and efficient delivery of service. Prior to PMS, all reform initiatives addressed problems and specific aspects of internal processes rather than providing a holistic view to addressing issues of service delivery and poor performance. Implementation of PMS was a turning point in the transformation of Botswana Public Service. PMS was seen as a viable tool for planning for high performance in the public service. It defined goals and objectives and set targets for improved performance.

To further the drive for service delivery, Performance Based Reward System was introduced in 2004. PBRS provides a process that allows a linkage between the organisation and individual accountability through the development of performance objectives and employee’s performance reviews in a manner that will encourage continuous improvement. Individual employees’ objectives are aligned to a shared vision, strategies, goals and objectives of the ministry. It assumes that individuals understand what is expected from them and deliver accordingly.

In the Ministry of Health, PMS has now been institutionalized and entails the following:

- Strategy Planning and Management through regular MPIC meetings
- Performance Reviews – PBRS and Departmental Reviews
- Change Management Trainings – Balanced Scorecard, Catalyst, FLEX

It is mandatory for all MoH employees to have performance objectives which derive from/align with Ministry’s strategic goals and to fill out a Performance Development Plan (PDPs) for every financial year which runs from 1st April to the 31st March of the following year. Quarterly performances reviews must be conducted every 3 months throughout the year and are consolidated at the end of each financial year into the annual performance rating for one employee. As a result it is mandatory for all MoH employees to sign performance contracts to ensure that:

- Employees account for their performance
- Supervisors are able to monitor performance
- Management is assisted in decision
making relating to staff development and career advancement

The Botswana Customer Service Standard framework (for both generic and unique standards) was designed and the Ministry of Health subscribes to these customer standards. By adhering to these standards, the Ministry is committed to improved service delivery. The standards guide the clientele on how long one could have to wait for a particular service.

Refer to Botswana Public Service Standards.

A. REWARDS MENU

As per the Botswana Public Service’s rewards programme, the rewards menu is intended to incentify: excellence in work performance in an officer’s particular job function, outstanding initiatives that result in furthering the mission of the Ministry and/or Department, and consistent practice of good governance principles. Rewarding good performance is a challenging task, yet it is one which is necessary to support improvements in performance sought through the Strategic Management Initiative. Rewards are an important component of any effective performance management system.

The Ministry is committed to valuing the contributions of its employees through annual rewards and other employee recognition activities and will therefore, ensure that all deserving officers are selected and rewarded in a manner that is transparent.

B. INCREMENTS

Annual salary increments are subject to satisfactory performance and approval by the appointing authority. The ministry shall, on annual basis compile and submit a list of deserving officers to the Office of Accountant General for award of salary increments.

7.0 PERSONNEL MANAGEMENT

A. PROBATION AND CONFIRMATION

Section 23(1) of the Public Service Act No. 30 of 2008 provides that any person appointed to any public office on pensionable terms, otherwise than on promotion or transfer, he/she shall first serve a probationary period of six months. Before the expiry of the probation the appointing authority shall consider whether the employee should be confirmed in the public office, whether the employee’s probation should be extended to give them time to improve where their work or conduct has been unsatisfactory or whether their service should be terminated.

To this end the Ministry shall ensure that all officers who have completed six months satisfactory performance are confirmed without delay.

B. SALARY UPGRADING

In order to facilitate progression within cadres, and in accordance with existing schemes of service, officers who enter at a lower level of a multiple graded position qualify for salary upgrading to the next level of that position after completion of one year satisfactory performance.

It is the responsibility of supervisors to facilitate salary upgrading by making recommendations to the heads of District Health Management Teams and heads of Departments. Salary upgrading may not be considered in retrospect unless accompanied by thorough justifications.

C. PROGRESSION ALONG MULTIPLE TITLED POSITIONS

The multiple titling and grading of positions at the C band was introduced in May 2007 and this was meant to provide ministries the flexibility in the recruitment and filling of positions at the C Band without the need for ministries to request for additional posts. In this case officers will be considered for progression from one
level to the other every two years upon satisfactory performance.

D. RE-DESIGNATION

In accordance with DPSM Directive No: 4 of 2005 which stipulates direct entry to cadres, officers who acquire qualifications whilst serving will be re-designated to appropriate positions provided vacancies exist into which they can be re-designated. However, the Ministry has no obligation to re-designate officers who did not disclose higher qualifications prior to being appointed.

E. ACTING APPOINTMENTS

No officer should act without prior approval from the appointing authority or whoever the appointing authority could have delegated the responsibility. As per GO 14.11, acting appointments shall not be considered if recommended in retrospect. Heads of DHMTs/Departments are to ensure that officers do not act without prior approval. Chain acting is not allowed in the Public Service. The Ministry will endeavor to promptly fill vacant positions to ensure that acting appointments do not exceed twelve months.

F. TRANSFERS (Refer to Transfer Guidelines)

The Ministry has developed transfer guidelines that are to be adhered to, to ensure that transfers, redeployments and postings are done in a transparent manner taking into consideration employees’ welfare. Heads of DHMTs and Departments are to ensure implementation of these guidelines.

8.0 CONDITIONS OF SERVICE

In addition to the principles set out in the National vision, the Public Service Charter and any other code of conduct for public officers, it is the duty of every public officer:

- to provide effective and efficient service to the public and to Government and endeavour to give their best to meet performance standards and other organisational requirements.
- to utilize Government resources at their disposal in an efficient responsible and accountable manner.
- to continuously improve their performance in delivering services

A. OVERTIME

Overtime is authorized by the Permanent Secretary only. Authorization will only be considered where the job being performed overtime is urgent with reasons why it cannot be performed during normal working hours. Heads of DHMTs and Departments are to ensure that no overtime is worked prior to approval.

B. ENTITLEMENTS IN THE PUBLIC SERVICE

The following are generic entitlements in the Public Service:

- leave concession
- duty travel and transport
- use of government vehicles
- transport on first appointment
- Allowances such as doctors, paramedics, meal, hotel, subsistence, remote area service etc

However the Permanent Secretary may use his discretion to provide additional entitlements to officers from time to time e.g. provision of laptops, cell phones to certain levels.
C. TERMINAL BENEFIT PAYMENTS TO OFFICERS IN DEBT TO THE GOVERNMENT

Before an Officer leaves the service, the DHMTs heads and Heads of Departments must ensure that the officer is paid all his/her terminal benefits on time (within 66 days of notice), and ensure that all the monies and liabilities due to government are recovered.

9.0 HUMAN RESOURCE DEVELOPMENT

The Ministry subscribes to the Vision 2016 pillar of ‘an educated and informed nation’ hence it is mandated to train and develop its employees for improving performance at individual and organisational levels.

A. INDUCTION AND ORIENTATION

All new employees shall be inducted and orientated. This shall be divided into three components;

- Organisational induction which shall spell out conditions of service to new employees as outlined in the General Orders and other statutes regulating the public service.
- Departmental orientation for both transferred in, new and contract employees on how departments operate
- Managerial Orientation shall be availed to employees assuming new management positions

B. TRAINING AND DEVELOPMENT (Refer to training programme)

The main objective of training is to improve performance and productivity, localize positions and improve officers’ morale and motivation. This should be used as a guiding principle for consideration of any form of training (on the job and in service training). To achieve this objective the Ministry will develop a training strategy that will close competencies and skills gaps identified through the Succession Planning Strategy.

10.0 EMPLOYEE RELATIONS

The Ministry expects satisfactory standards of behaviour, conduct and attendance from all its employees whilst at the same time is committed to enforcing fair handling of grievances. The Ministry shall therefore adhere to all existing disciplinary and grievance procedures.

A. DISCIPLINARY PROCEDURE

The disciplinary procedure provides a framework for dealing with instances where employees are alleged to have contravened the required standards of conduct. The aim is to ensure prompt, consistent and fair treatment for all employees and to assist in enabling both the employee and the Ministry to be clear about the expectations of both parties. The procedure applies to all employees of the Ministry of Health as outlined in the Public Service Act.

B. GRIEVANCE HANDLING

All employees of the Ministry of Health shall have a right to have their grievances heard and be assisted to work towards a resolution. This will be done to ensure consistent, transparent and fair procedures of handling grievances and complaints in the workplace.

11.0 HEALTH AND SAFETY

The Ministry of Health is committed to providing and maintaining a safe and healthy workplace for all staff, and to providing the information, training and supervision needed to achieve this. The Ministry commits to develop and implement a health and safety plan/programme.
12.0 CONCLUSION

Human Resource Management is concerned with employment, development and reward of people in organisations and the conduct of relationships between managers and the workforce. The overall purpose of HRM is to ensure that the organization is able to achieve its mission through its people.

It is therefore very important that Directors, DHMT heads and Supervisors familiarize themselves with the MoH HRM guidelines, in order to resolve HRM challenges at lower levels before they become big issues. Failure to manage our people could result in de-motivated and unproductive employees and lead to failure to achieve our mandate of taking care of the patient.

Furthermore these guidelines are to be widely circulated and cascaded to all levels for purposes of transparency/compliance and ownership by MoH employees and all stakeholders.

For further clarification on these guidelines please contact the Department of Corporate Services-HRM unit.