



MINISTRY of HEALTH  
REPUBLIC OF BOTSWANA

RECRUITMENT  
AND SELECTION  
GUIDELINES FOR  
MINISTRY OF  
HEALTH

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# FOREWORD

Recruitment guidelines are provided to guide departments to efficiently and effectively discharge the recruitment responsibilities decentralized to Heads of Departments and facilities.

The importance of consistency in executing recruitment functions cannot be overemphasized. Directors should personally ensure that their human resource officers apply the guidelines consistently since any deviation may result in disgruntlement of employees due to failure to accord them fair treatment.

As more and more functions of Corporate Services are decentralized to departments, frequent monitoring is desirable to ensure that any grey areas are thoroughly thrashed out so that clarity and understanding reigns.

Where there is confusion, guidance should be sought from Corporate Services (Ministry Headquarters) to prevent inconsistencies, which can place the Ministry in embarrassing situations that may lead to litigations.

Lastly I urge all Directors and Heads of facilities to ensure adherence to these guidelines in order to handle recruitment issues consistently, efficiently and effectively.



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# 1. BACKGROUND

The Ministry of Health (MOH) exists to provide Comprehensive Quality Health Services to the nation. It consists of five Departments viz: Corporate Services, Clinical Services, Public Health, HIV/AIDS Prevention & Care, Health Policy Development Monitoring & Evaluation and Health Inspectorate.

The ministry had an employee establishment of 12412 for financial year 2009/2010 and for the current year establishment stand at 18,996 (Computerized Personnel Management System, 18 June 2012). Such a growth establishment calls for development of guidelines for ensuring consistency and transparency in recruitment processes.

Recruitment plays a major role in attracting and retaining qualified human resources in any organization. It is a process, which is aimed at attracting

a pool of potential employees from which the organization can select the required numbers in accordance with job specifications. In order to attract competent candidates, it is important to have guidelines, which spell out objectives of the recruitment processes and provide guidance in carrying out these activities.

Recruitment guidelines are aimed at enabling management to attract the most competent candidates for every job and to fill positions with the best qualified human resources. To achieve this, human resources planning and forecasting should be done before any recruitment action. This will assist in ensuring that recruitment is non-discriminatory hence it attracts qualified and competent candidates in accordance with the Government policies.

## OBJECTIVES

- To recruit, select and place competent and suitably skilled personnel who will contribute to the achievement of the Ministry's strategy.
- To ensure full utilization and development of human resources.
- To ensure that all recruitment activities are handled professionally and according to the best practice.
- To assist departments to handle recruitment responsibilities consistently.
- To apply consistency in executing recruitment functions.

## 2. RECRUITMENT PROCESSES/ PROCEDURES

### 2.1 Vacancy

A vacancy is a position that is not occupied by an employee.

Occurrence of vacancy

Vacancies occur due to various reasons as listed below:

- Newly created position
- Resignation
- Promotion
- Transfer
- Retirement
- Dismissal
- Death
- Termination of contract
- Job profile

### 2.2 Declaration of a vacant post

- Upon occurrence of a vacancy the department under which the vacancy occurs has to declare it using DPSM 1 form (Vacancy Report), which should be submitted to the department of Corporate Services.
- After confirming that the vacancy exist, the Human Resources Division of Corporate Service should allocate a vacancy number using DPSM 53 Form and provide the acknowledgement report with a vacancy number to the originating department.

## 3. METHODS OF RECRUITMENT

### 3.1.1 Internal

Internal recruitment indicates that the organization will turn inward when recruiting a candidate for a vacant post, these include among others;

#### •Promotion

This is an appointment of an employee to a higher rank position and salary scale. This is usually based on the recommendations from supervisors. This should be guided by the following; The minimum required qualification and experience as guided by the Scheme of Service.

Officer's performance and possession of required skill and competencies.

#### •Transfer

A vacant position may be filled by transferring a qualifying candidate from one location to another.

#### •Re-designation

A position can be filled by re-designating an officer in recognition of additional qualifications.

Ministry/Departments should consider eligible serving officers within their organization before resorting to external applicants.

### 3.1.2 External

It is where there are no qualifying officers for the vacant position within the Ministry. It could be done through;

- Advertisements, which can either be on newspapers, television, notice boards, online and etc.
- Walk – ins/ Direct application
- Recruiting agencies
- Head hunting

## 4. ADVERTISEMENT OF POSITIONS

In the event the Ministry is unable to fill the post from within; the vacancy should then be advertised.

### The adverts should follow the following format:

- **Mandate:** The advert should have an introductory statement stating the mandate for both the department/division recruited for.
- **Key Performance Area:** The Department should select the critical performance areas from the Job Effectiveness Description (JED).
- **Relevant qualification and experience:** Qualification and number of years of experience should be stated as laid in the respective Scheme of Service unless prior approval was sought.
- **Competencies:** The set of competencies identified as essential for positions must be included in the advert.
- **Publication:** Adverts should run for two (2) consecutive weeks.

### Pre-requisites of an advertisement

- An advertisement should be non-discriminatory.
- Should clearly state job specification
- Job title must stand out prominently
- Brief job description and required competencies must be clearly outlined.
- Qualification must be specific.
- It must be specific how to apply and to whom the application must be directed.
- Name(s) of three referees who can be contacted must be indicated.
- Closing date for application must appear prominently.
- The advert must have the names and telephone numbers of contact persons, fax numbers and email addresses.
- The advert should advice for routing of applications through supervisors and / or Head of Department in case of serving Public Officers.

### 4.1 Internal Advertisement

Internal advert is used when a group of employees meet requirements to compete for limited vacancies. Positions should first be circulated internally. The advertisement

should be for a maximum of ten (10) working days.

### 4.2 External Advertisement

Positions, which cannot be filled through internal selection and placement, will be advertised externally and the advertisement should run for a maximum of ten (10) working days. The processes entailed in external advertisements to the selection process shall be handled by departments. However, in situations whereby departments are experiencing difficulties to recruit good calibre of candidates, they shall liaise with Corporate Service to agree to make use of Recruitment Agencies. The use of the Recruitment Agencies shall be considered as the last option and after attempts have been made internally and externally.

### 4.3 Walk in /Direct Applications

This is where prospective employees walk in and inquire about vacant positions, or where applicants submit applications without responding to any advertisement, or applies directly to the organization.

### 4.4 Employment Agencies

Employment agencies are viewed as playing a liaison role between an employer organization and potential employees in the recruitment processes (Gerber et al., 1998). In this approach, an organization may choose to contract a recruitment agency with pre-requisite skills where the agency takes full responsibility of the recruitment processes. Another option is that the employer may opt to be involved at some stage of recruitment, such as during the interview and selection stage, to possibly offer professional guidance (Swanepoel et al., 2003).

### 4.5 Online Advertisement

Curriculum Vitae and applications could be submitted electronically using e-application. The Government Portal is now part of mainstreaming of recruitment practises.

## 5. SELECTION PROCESSES

### 5.1 Screening/short listing

All applicants should be screened and selected through the following guidelines;

- i. Name.**
- ii. Qualification:** Minimum required qualification as stated in the advert.
- iii. Post qualification Experience/Career Profile:** The number of years of experience should be calculated from the date the candidate obtained the minimum required qualification. The career profile should clearly show the candidates employment history and capture only the substantive and period served.
- iv. Additional Training:** Training acquired should have supporting documents (certificates).
- v. Comments:** Indicate whether the applicant meets or does not meet requirements of the position as stated in the advert.

Short listing must be done in line with the requirements of the advert and there should be no shifting of goal posts to accommodate candidates who otherwise do not meet the stipulated requirements. Applications should be shortlisted according to the set selection criteria. The number of candidates on the shortlist should be restricted to those who meet the essential criteria. In cases where a large number of applications meet the essential selection criteria a competency-based interview (CBI) may be used for pre-selection purposes.

It is important that short-listing is done immediately when the advert closes, and should not take more than five (5) days to complete.

## 6. INTERVIEW GUIDELINES

### 6.1 Preparation for the interview

Subsequent to the short-listing processes, interview should be scheduled with the chairperson and panelists and should be conducted within two weeks of the closing date.

#### The following should be observed:

- I. Interviewers should know the vacancy and its requirements.
- II. For quality assurance standard interview questions shall be formulated by the relevant department in conjunction with Corporate Services.
- III. Set the date and arrange venue for the interview.
- IV. Invite potential candidates for interview at least one week prior the set date of the interview.
- V. Inform the candidate about the type of interview (Oral/written /psychometric).

### 6.2 Interviews format

The government has now moved forward in using assessment centres and competency based interviews, and these form the basis for interviewing approaches from C to F band.

#### Three approaches to assessment currently used are as follows:

- Competency based interviews (CBI) are used for all C-band and above posts.
- On the basis of the results, all successful candidates for posts of D1, E and F bands are further subjected to Assessment Centers.
- For B band and below vacancies, candidates are subjected to traditional type of interviews and questions are based on job effectiveness descriptions (JEDs).

### 6.3 Interviewing panel

- The panel shall consist of a minimum of four (4) members.
- Any member/s of the interviewing and selection panel who has a personal interest in an applicant being appointed/or not being appointed shall recuse himself or herself from the interviewing and selection panel.
- At the start of the interview, the purpose of the interview must be clearly made to the applicant.
- Interviews must be conducted in an atmosphere, which is designated to make the applicant being interviewed feel at ease and should be conducted without interruption.
- The minute's recordings of all interviews for all positions shall be signed by the chairperson and the secretary; and shall be retained in confidential files.
- At the end of the interview, a recommendation shall be made to the appointing authority as to who is the most suitable applicant for the position.



# 7. APPOINTMENTS

## 7.1 Appointment to Public Service

**Appointment to the public service shall be on the following terms:**

- a) Permanent and pensionable
  - b) Contract
  - c) Temporary
  - d) Part time
  - e) Casual
- Entry and advancement in the public service shall be based on a proven record of performance, skills and competencies. However, academic requirements determined from time-to-time, shall apply (Public Service Act No 30 of 2008).
  - Appointment /promotions should follow the approved channel i.e through the appointment and promotions board.
  - Provision of Medical fitness certificate

## 7.2 Appointments of recommended applicant

- A letter of appointment will be prepared and signed by the appointing authority.
- The letter of appointment shall be sent to the successful applicant within 14 days after interview.
- The applicant has the option to accept or reject the offer as set out in the letter of appointment within seven days from date of receipt of offer.
- Response will be issued to all candidates who applied but failed to secure the position, whether or not the applicant was granted an interview within fourteen days after interviews are held.

## 7.3 First Appointment

The following documents are required to generate appointment letters for candidates selected to join public service for the first time;

- i. Application letters - to verify names and addresses.
- ii. Certified copies of certificates – prove of qualifications.
- iii. References - to verify previous experience for proper notching, letter/certificate of good standing, active registration with Professional Councils in the case of nurses, doctors, pharmacists, dieticians etc.

## 7.4 Promotions

**The following documents are required for consideration of promotion;**

- i. Copy of Appointment/Promotion letter – to confirm the last promotion date.
- ii. Performance Appraisal ratings for the past two consecutive years - to verify past performance.
- iii. Recommendation letter from Head of Department/Division/Unit – to support the recommendation.
- iv. Names of any other officers who would be superseded and the reason for the supersession of competing candidates.
- v. Promotion letters and minutes of the boards should be done within ten working days of the board sitting.

## 7.5 Renewal of Contract

- i. Officer's notification letter to terminate/intention to renew the contract
- ii. Copy of Appointment letter to present post
- iii. Memorandum of Agreement, in case of expatriate
- iv. Copy of advice slip
- v. Copy of Casualty Return
- vi. Recommendation letter from Head of Department/Division
- vii. Performance ratings for past two consecutive years
- viii. Names of any other officers who would be superseded and the reason for the supersession of competing candidates.
- ix. Renewal letters should be done within 10 working days of the board sitting.

## 7.6 Localisation

Appointment of expatriates should be made only where there are no qualifying locals (Batswana) to fill the posts.

On the basis of this, Appointing Authorities are expected to identify locals to understudy the expatriates and make sure that these employees are trained on the job.

It is the duty of every expatriate employee to transfer the skills to his counterpart for future take over.

The same principle should apply where positions are filled by retired employees. Permanent and Pensionable employees should be encouraged and trained to take over the responsibilities at the end of contracts.

## 7.7 Medical examination

Candidates appointed for the first time are required to undergo and pass medical examination including x-ray of the chest by Botswana Government Medical Officer or by arrangement with the Director of Health Services by some medical practitioner whose fee shall be payable by the Government.

# 8. COMPOSITION OF THE APPOINTMENT/PROMOTION/INTERVIEW BOARDS

Following the decentralization of Human Resource functions to Ministries, Boards were introduced to consider recommendations for Interviews, Appointments, renewal of contracts and Promotions.

**The boards are constituted as follows:**

### 8.1 Ministry Headquarters

#### **Board I (Salary grades D2 – E1)**

**The board shall comprise of the following members;**

- i. Permanent Secretary, as Chairperson
- ii. Deputy Permanent Secretary, Corporate Services
- iii. Deputy Permanent Secretary, Preventive Health Services
- iv. Senior Manager, Corporate Services
- v. Head of Department under which the post being considered falls,
- vi. Deputy Manager (HRM) serving as Secretary.

#### **Board II (Salary grades C1 –D3)**

**The board shall comprise of the following members;**

- i. Deputy Permanent Secretary, Corporate Services as Chairperson
- ii. Deputy Permanent Secretary, Preventive Health Services
- iii. Senior Manager, Corporate Services
- iv. Manager HRM and Admin
- v. Head of Department under which the post

- being considered falls
- vi. Assistant Manager(HRM ) serving as Secretary

#### **Board III (Salary grades C4 –C2)**

**The board shall comprise of the following members;**

- I. Senior Manager, Corporate Services, as a Chairperson
- II. Manager, Human Resources and Administration
- III. Deputy Manager HRM
- IV. Assistant Manager HRM
- V. Head of Department under which the post being considered falls
- VI. Princ/Snr Administration Officer HRM serving as Secretary

#### **Board IV (Salary grades A3 –B1)**

**The board shall comprise of the following members;**

- i. Manager Human Resources and Administration as Chairperson
- ii. Deputy Manager Human Resources Management
- iii. Assistant Manager Human Resources Management
- iv. Head of Department under which the post being considered falls
- v. Principal/Senior Administration Officer , HRM, serving as Secretary

### 8.2 Departmental/ DHMTs Boards

**(Renewal of Contract C1 and below & Appointments of B-band scale)**

**The board shall comprise of the following members;**

- i. Hospitality Superintendent I/Head of DHMT, as a chairperson
- ii. Hospital Manager/Head of Corporate Service at DHMTS.
- iii. Head of Division, under which the post is being considered falls
- iv. Chief/Principal/Senior Administration

Officer, serving as secretary

**Board (A-band scale)**

**The board shall comprise of the following members;**

- i. Hospital Manager/Head of Corporate Services of DHMTS, as chairperson.
- ii. Chief/Principal/Senior Administration Officer.
- iii. Head of Division under which the post being considered falls.
- iv. Principal/Senior/Administration Officer, serving as a secretary.

Boards are to be chaired by designated chairpersons. Authority to sign Appointments,

Promotions and Renewal of Contract letters is delegated to only Board chairpersons.

Appointing Board shall meet once a month to consider the recommendations. The effective date of promotion shall be fixed by the promotion board. However, the board shall not fix the date of promotion, which is earlier than the following dates:

1. The dates upon which the vacancy occurred.
2. The date upon which the officer became qualified for promotion
3. The date upon which the officer assumed the function of the office.

## 9. REFERENCE CHECKING

- Reference checking is an essential part of the selection process. It should be carried out for applicants recommended by the interviewing panel.
- The following information should be checked
  - o Name and designation of the candidate
  - o Confirmation of the applicant employment history

- o Applicant position and remuneration details, job requirements and key performance areas of the applicant's current position.
- o An assessment of the employee's performance and conduct.
- o Be given his or her Job Effectiveness Description (JED)

## 10. INDUCTION

Induction is a process meant to help the new employee settle down quickly into the job. Newly recruited, promoted and transferred employees should undergo orientation at their respective work places.

**These should include inter alia:**

- Shown around the facilities and to other officers.
- Taken through the organizational structure and Departmental strategy
- Induct employees on the regulation i.e. Public Service Act, General Orders, Supplies & Financial regulation etc to read and to understand.
- Inform newly appointed employees on

available benefits/incentives for instance Medical Aid, Contributory Pension Scheme and etc.

- To be oriented on what is expected from her/him e.g. Job expectation.

**10.1 Responsibility for induction shall be upon**

- Human Resources - office operations office.
- Training and Development office
- Departmental head/DHMT Head
- Line managers /supervisors
- Employee representative

