

PUBLIC SERVICE STAFF RULE B.II

RECRUITMENT

PART I

RECRUITMENT POLICY FRAMEWORK OF THE PUBLIC SERVICE OF NAMIBIA

1 PURPOSE

The purpose of the recruitment and selection policy is to provide guidance on the recruitment of staff members suitable to execute the mandate of the O/M/A in alignment with its strategic plan. In so doing, the provisions of the Labour Act, 2007 (Act 11 of 2007), the Public Service Act, 1995 (Act 13 of 1995) and the Affirmative Action Act, 1998 (Act 29 of 1998) are adhered to and the mainstreaming of the Disability Act, and the HIV/Aids Multi Sectoral Response. It is aimed at –

- (a) promoting the image of the Public Service through the recruitment process by creating a climate conducive to improving the attractiveness of the Public Service as employer; and
- (b) satisfying the current and future people resource needs by recruiting persons to the Public Service that will ensure a professional, dynamic, cost and service based organization efficiently able to serve the citizens of Namibia.

2 REGULATORY FRAMEWORK

These rules are issued in terms of Section 35 of the Public Service Act, 1995 (Act 13 of 1995), and were approved by the Prime Minister on the recommendation of the Public Service Commission in terms of Section 5 of the said Act.

3 SCOPE OF APPLICATION

This policy applies to staff members recruited for permanent, temporary and contract appointment from outside or within the Public Service.

4 IMPLICATIONS

Because of the many legal provisions that have to be met, recruitment and selection is a highly formalised process. The effectiveness of the process is dependent on the efficient manner in which it is executed and managed.

5 STAKEHOLDERS

In terms of Section 5(1) of the Public Service Act, 1995, the appointment of any person in the Public Service is made by the **Prime Minister** on the recommendation of the Public Service Commission. The approval and recommendation of appointments at certain levels have been delegated (See Delegations of the Prime Minister) in order to support the speedy filling of posts.

5.1 The Public Service Commission

The **Public Service Commission** is the arbiter of transparency and fairness of recruitment and selection in the Public Service. The Public Service Commission will continue to assess the level of transparency and fairness in the application of the process. Any part of the process, including the style used in an advertisement, medium of advertising, etc. can thus be ruled unfair by the Public Service Commission. It may as a result withdraw any delegation at any time if it is deemed appropriate.

The **Public Service Commission Secretariat** is responsible for submitting cases on levels not delegated and deviations to the Public Service Commission where specific circumstances so require.

5.2 The Directorate Benefits and Industrial Relations

The **Directorate Benefits and Industrial Relations** in the Office of the Prime Minister is responsible for submitting general adjustments, revision and updating of the recruitment policy to the Public Service Commission for recommendation and the Prime Minister for approval.

5.3 The Directorate Human Resources Planning and Development

The **Directorate Human Resource Planning and Development** in the Office of the Prime Minister is responsible for the monthly internal advertisements.

5.4 The Permanent Secretary

The **Permanent Secretary** is responsible for recruiting appropriately with due regard to transparency and fairness to ensure the successful staffing of his/her O/M/A and success with his/her affirmative action plans.

5.5 The Human Resources Practitioner

The Human Resource Division/Sub-division is the custodian of the recruitment process. The **Human Resource Practitioner** must provide expert guidance and support to supervisors and managers (including internal and external advertising) and as driver of the process ensure that each step (from the moment the post becomes vacant to the actual assumption of duty) is executed in the shortest period of time without compromising the integrity of the process.

5.6 The Supervisor

The **Supervisor** is ultimately responsible to ensure that all the posts under his/her supervision are appropriately filled at all times.

6 POLICY

6.1 Introduction

The recruitment and selection process consists of two distinct but dependant parts namely (a) the advertising of posts and (b) the interviewing and selection part. The structure of the policy hereunder thus reflects this separation.

6.2 Management Plans

It is important to highlight the direct relationship between fulfilling the mandate of the O/M/A as articulated in its mission, expressed in its strategic plan and cascaded into its management plan and the recruitment and selection of staff members. Through the appointment of the right person for the job, the functions and responsibilities identified as critical to achieve the set goals and objectives are met. This means that a post must be filled as soon as it becomes vacant.

6.3 Recruitment from abroad

If specific skills or qualifications are not available in Namibia and an O/M/A needs to recruit abroad (outside Namibia) to obtain persons with the required skills or qualifications, the Public Service Commission must be approached to approve the recruitment campaign. If the standard provisions are not sufficient any additional requirements deemed necessary (special salary, transport provisions etc.) should be explained and motivated for consideration by the Public Service Commission. Possible financial implications and the availability of funds must be included in the request.

6.4 Advertising

6.4.1 General

Advertising is the medium with which vacant posts in the Public Service is made known. A Permanent Secretary has the choice as to the advertising model s/he regards as the most suitable to meet staffing needs. As recruitment must be open to all Namibians who may qualify, advertising must express the following characteristics:

- (a) All promotion posts must be advertised.
- (b) The areas of search and the medium for advertising must be fairly determined and should allow for all Namibians within the area of search to have a reasonable opportunity to compete for the position.
- (c) A balanced structuring of the Public Service must be achieved, reflecting the diversity of the Namibian population.

6.4.2 Open competition

All posts are filled through open competition meaning that posts that become vacant are filled through the advertising thereof and selection of the best suitable candidate from those applied. There are **two limitations** in this regard:

- (a) A staff member may only apply for a post on the next higher ~~functional level~~ **grade** than the one s/he is on within the job category concerned. This limitation does not apply to advertised positions for appointment in terms of Section 19 of the Public Service Act, 1995 (Act 13 of 1995).
- (b) The probation of a staff member must have been confirmed in the posts s/he is in before s/he may apply for a higher post. This means that the probation must have been confirmed at date a post is advertised.

6.4.3 Post Designation, Grading, Qualification and Experience Requirements

- (a) Posts are advertised under official designations coupled to the grade, level and scale of salary of the post as approved by the Public Service Commission and provided in the relevant PAM. If "household" designations are preferred, the

official designation, grade and level must be placed in brackets following the household designation e.g. Transport Manager (~~Clerk Grade SP2~~) (**Chief Administrative Officer Grade 8**). Where necessary sub designations are specified to indicate specialization in a particular field or occupation e.g. ~~Development Planner Grade 3B Level 1~~ (**Senior Development Planner Grade 7** (Economics)).

- (b) The appointment requirements for an advertisement may be expanded on those prescribed but may not be less. The Public Service Commission must recommend a relaxation of appointment requirements. This also applies to the running time of the advertisement of 4 weeks which can only be deviated from on the recommendation of the Public Service Commission. Where legislation other than the Public Service Act, 1995 (Act 13 of 1995) prescribes any appointment requirements such as professional registration, specific educational qualifications, training, experience etc, the Public Service Commission cannot be approached for relaxation of these requirements as it fall outside the Public Service Commission's authority.

6.4.4 Advertising times and closing dates

Vacancies are advertised within and outside the Public Service, as far as is possible, at the beginning of each month with the closing date by which applications must be received within four weeks. Advertisements in the media should be placed on days of maximum circulation (usually Fridays) to achieve maximum exposure.

6.4.5 Requests for advertising

The following general measures apply:

- (a) To ensure that vacancies are included in the internal vacancy circular, the request must reach the Department of Public Service Management not later than the 10th day of the month. Requests received thereafter will be held over until the next issue.
- (b) If the posts are to be advertised with relaxation of requirements, the date and reference number of the Commission's recommendation must be indicated on the request.
- (c) As advertising is an expensive process, re-advertising which does not attract suitable applications must be guarded against. As a general rule a particular post should not be advertised more than once in any year or more than once in the same medium.
- (d) In the event of a need arising that justify the re-advertising of a post, such a request must be submitted to the Public Service Commission for consideration and recommendation, with full explanation and motivation as to why the post is being re-advertised.

6.4.6 Areas of Search

A Permanent Secretary can choose whether the post should be advertised internally or externally as the O/M/A has its own budget for advertising and affirmative action plans that need to be achieved and reported on. However, all promotion posts must be advertised to support equal opportunity and transparency.

- (a) Vacancies may be advertised **internally** (within the Public Service) by means of the PSM vacancy circulars. These circulars are posted on the **e-Service** website

www.eservice.net.local) on a monthly basis. Candidature is restricted to staff members.

- (b) **External** advertisements are placed in the public media. In this case staff members as well as persons from other sectors may apply. This is normally the second area of search if an internal advertisement has been unsuccessful. It is also the area of search for job categories where critical technical and professional or specialized expertise is needed and very few if any staff members may qualify. External advertising is also appropriate where a balanced structuring of the Public Service needs to be achieved and the desired designated group needed for the balanced structuring is under-represented in the Public Service.
- (c) Advertisement can also be restricted to a **particular O/M/A** where the job category in question only occurs in that O/M/A. In this case the Public Service Commission must be approached for a recommendation. If so recommended the particular O/M/A is responsible for advertising such vacancy and must ensure that candidates in its employ who may qualify have a reasonable opportunity to apply.

6.4.7 Advertising Media

- (a) **Internal** advertisements are published in monthly vacancy circulars. These are coordinated by the Office of the Prime Minister and all requests must be submitted, completed and ready for publication by the 10th day of any month for that month's vacancy circular. Each O/M/A must ensure that the vacancy circular is distributed internally so that all staff members who may qualify have a reasonable opportunity to apply.
- (b) A Permanent Secretary has the discretion to decide on the authorized media for **external** advertisements. The major source would be daily or weekly newspapers which have high circulation figures and are successfully distributed to all regions within Namibia to achieve a broad job market penetration across the country. This is important to prevent candidates from the regions from being isolated in the recruitment process.
- (c) Other media that may be considered:
 - Advertising on a website is a possibility. It may be very useful for recruiting target groups who ordinarily use the electronic media or where professional websites for this purpose are available.
 - Advertising in professional publications is another medium worth considering for professional target groups.
 - Radio advertising may also be used as a possibility.
- (d) Advertisements may be placed in more than one media. The importance is a strategic approach that balances effective recruitment with the high cost involved.
- (e) For advertising outside Namibia consult PSSR B.II/III refer to **Paragraph 6.3**.

6.5 Applications

6.5.1 Application forms and procedure

- (a) All applications must be done using the prescribed application form **156043** and health questionnaire **156094 (Annex A and B)**. This must be submitted together with Curriculum Vitae reliably stating qualifications, experience and skills. The application form and the curriculum vitae will be used as source

documents in the selection process. If an applicant applies for more than one post s/he must submit separate applications for each post.

- (b) The application of a staff member applying for a post in another O/M/A must be submitted via the HR Office of the O/M/A s/he is employed at. Such an application must be forwarded under cover of form **ZO/352(1) – Annex C**.
- (c) If time or distance may prevent the application reaching the destination before the closing time, applications may be accepted per fax, telegram, telex or e-mail.
- (d) Certified copies of highest educational qualifications and certificates of service from previous employers must accompany applications from outside the Public Service. If it was so stated in the advertisement, applicants failing to meet this requirement need not be considered in the selection process. Recommendations by the Public Service Commission or offers of employment are made subject to the submission of such documentation and on condition that these are found to be satisfactory in terms of the standards applicable in the Public Service.

6.5.2 Representations for retention of services

The movement of staff members between O/M/A's is considered sound HR practice. An application for the retention of a staff member will only be considered by the Public Service Commission in exceptional circumstances. Representations in this connection must, at the time when form ZO/352(1) is forwarded, be directed to the Commission. A remark to this effect in the remarks column is not permissible. The Commission will not consider representations received after it has already made a recommendation for filling a post which involves a transfer between offices/ministries/agencies. Once approved, the transferred staff member is in the employment of the new office/ministry/agency and under the authority of that permanent secretary. Any temporary arrangements between the affected two permanent secretaries for the short-term retention of the staff member will be by mutual agreement between those permanent secretaries. If necessary, formal secondment can be resorted to if the situation so dictates. (Vide PSSR B.VII/IX on secondment).

6.5.3 Candidates who do not qualify

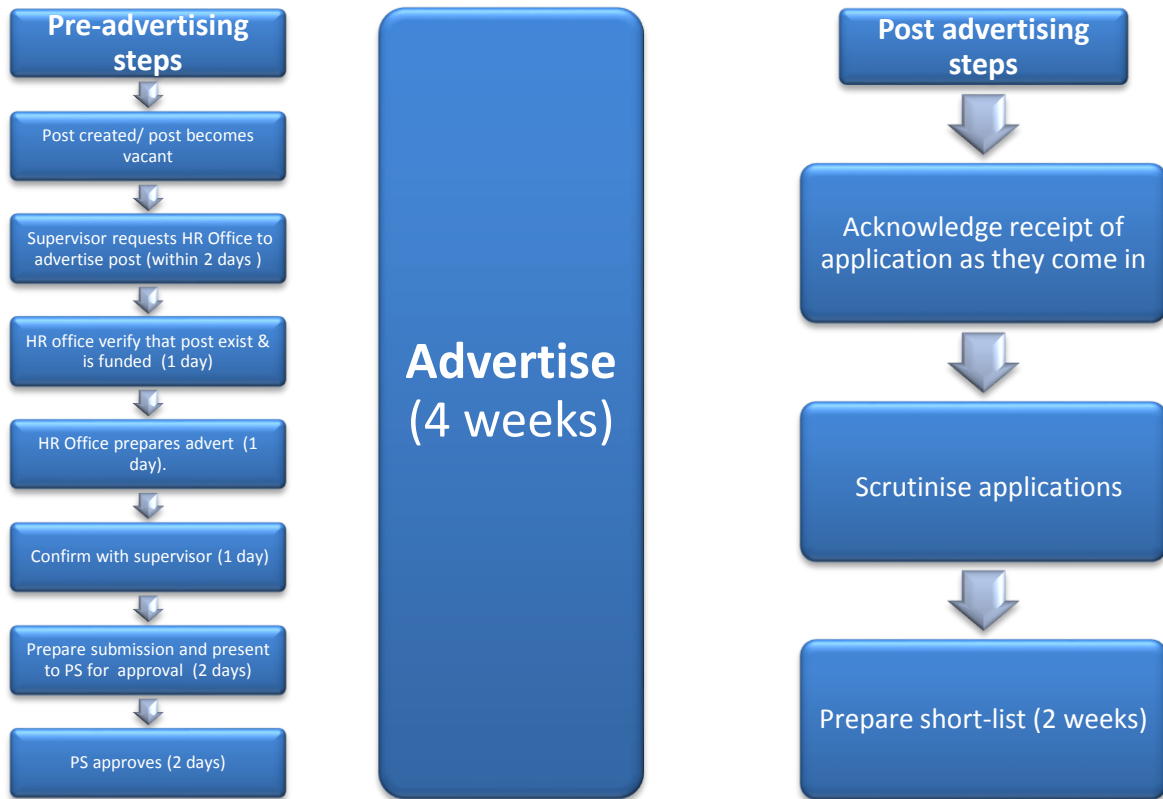
Candidates who do not comply with the advertised requirements must be appropriately informed on receipt of their applications. Such applications may not be considered at all for nomination. (To do so would mean that the requirements in the applicant's case are relaxed. Other possible candidates with the same or superior qualifications and experience but who abided by the stipulations laid down would be eliminated. This would be in conflict with the principles of fairness.) Should such an application be received from a staff member for a post in another O/M/A it must not be processed further and the staff member informed accordingly. If no applications are received which comply with the requirements, consideration may be given to re-advertising with relaxation of requirements.

6.5.4 Correspondence with Applicants

Applicants need to be informed that their applications have been received so that they are aware of being part of the competition. This is important to maintain transparency and fairness in the process. However, no further correspondence needs to be entered into, except with the successful candidate(s) unless the O/M/A chooses to invite candidates for interviews in writing. It is important to inform candidates accordingly, so that they know what to expect.

6.6 Process

The timely filling of vacant post is a real concern. In the flow diagram hereunder the time it should take for the normal process is indicated and all efforts must be done to ensure that these limits are not exceeded. The supervisor is the one that should drive the process meaning that s/he should ensure that the post is advertised in the shortest period of time.



6.7 Selection

6.7.1 After a post has been advertised and the application received, a selection process has to be conducted in order to identify the most appropriate candidate for appointment. Interviewing is the principal method for selection in the Public Service. The aim of interviewing and selection is to reach a considered decision concerning the suitability of a candidate for a particular post. Realistic standards must be set in respect of the appointment requirements, personal qualifications and capabilities which candidates should have and care must be taken that these standards are not relaxed injudiciously during labour shortages. This part provides the policy framework within which interviewing and selection must take place to organize the provision of staff systematically. Attached are guidelines with regard to the under-mentioned elements of the process which may be expanded upon:

- (a) Criteria for short listing candidates;
- (b) How to determine the profile of an "ideal" candidate;
- (c) Qualities of effective selection criteria
- (d) Development of interview questions
- (e) Question techniques
- (f) Purpose of an Interview check list;
- (g) Development of a score sheet;

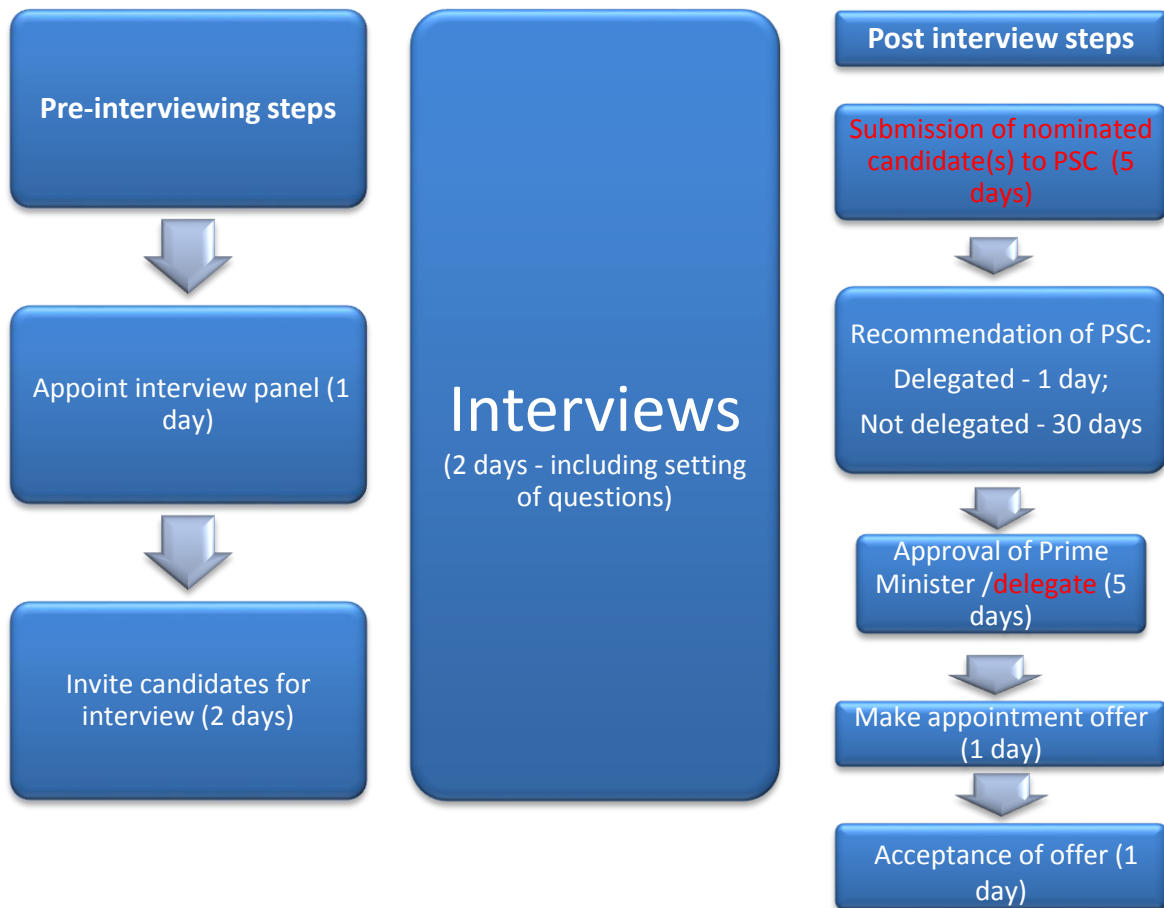
6.7.2 Prerequisites in interviewing and selecting

- (a) The initial contact between employer and prospective employee is important and every endeavour must be made to present a favourable but true picture of the Public Service. Orderliness in offices and polite reception of all candidates are essential. It is thus important for staff members involved in the process to be thoroughly conversant with the functions of the particular O/M/A concerned and also the duties attached to the post to be filled.
- (b) During the interviewing and selection process it is usually necessary to supply the applicant with information. In such a case, the interviewing panel must also be familiar with the provisions of those Chapters which govern the filling of posts, salary determination and conditions of employment and service benefits.
- (c) The selection process aims to recruit the best candidate in terms of the employment criteria for the job to ensure as far as possible the recruitment of the person most able to do the job. To over-emphasize one aspect e.g. qualifications may result in highly qualified candidates being recruited but unable to do the work. Having qualifications or experience in itself does not guarantee capacity to deliver. Interviews must thus aim to test the knowledge, skills and attitudes that will ensure work delivery and leave basics such as qualifications and experience to advertisement and the shortlisting criteria.

6.7.3 Interview and selection process

As stated in paragraph 5 above, all appointments in the Public Service are done by the Prime Minister on recommendation of the Public Service Commission. In both cases delegations have been issued to assist efforts to improve efficiency. These delegations have an impact on the process to be followed which require those involved (especially the HR Practitioner) to be informed of the delegations.

The interviewing and selection process has been identified as being the primary cause for delays in filling vacancies. The time limits indicated in the flow diagram underneath thus serve as a benchmark to work towards.



6.7.4 An interview guideline is attached (**Annex D**).

6.8 Nomination of candidates

6.8.1 Nominations for filling of advertised posts must be finalized as a matter of priority.

6.8.2 The submission of a nomination to the Public Service Commission for a recommendation, must comply with the following:

- (a) Nominations must be submitted in writing under the signature of the Permanent Secretary.
- (b) If a post is advertised both within or outside the Public Service or in various media, all applications of those who meet the advertised requirements must be submitted simultaneously.
- (c) Synoptic particulars of the applicants separately scheduled on form ZO/353(1) in respect of each advertised post or a number of advertised posts with the same designation, must be submitted together with the nominations. The applicants must be grouped as follows on form ZO/353(1):
 - (i) Applicants from within the Public Service in sequence of higher to lower grades/levels.
 - (ii) Applicants from outside the Public Service.

- (d) Complete documentation in respect of applications which have been received must accompany the nomination.
- (e) If possible, more than one nomination (in order of preference) should be made for filling posts in order to obviate delays if the services of the nominated candidate should for one reason or another no longer be available. If the Public Service Commission declines a nomination and requests that an alternative candidate be nominated, an office/ministry/agency must provide such response within 30 consecutive days, from the date of such request.

6.9 Period of notice – release of staff members

Where a staff member is the successful candidate upon application of an advertised post, the notice periods that must be served are as follows:

6.1.1 One month, if it is within the same OMA and the duty station remains the same.

6.1.2 Two months if he/she transfers on promotion from one OMA to another.

6.1.3 A quarter or semester in respect of educational or training institutions which periodically close down completely.

7 IMPLEMENTATION

The Human Resource Office in each OMA is responsible for the administration of this policy in so far as implementation and provision of expert advice, guidance and support to staff members are concerned.

8 COMMUNICATION

This policy is available on the Eservice. However, as not all staff members have access to the Eservice, HR Practitioners in each OMA must ensure that all staff members are informed of this policy and have access to a hard copy if required.

9 MONITORING

As the need arises, the respective stakeholders shall make proposals and suggestions to the Office of the Prime Minister regarding possible changes and amendments to this policy.

10 EXCEPTIONAL CASES

In the event of circumstances arising that justify a departure from the provisions of any parts of this Chapter, the Permanent Secretary may approach the Public Service Commission with a fully motivated request for a recommendation and approval by the Prime Minister.