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MANAGING EMPLOYEE RECRUITMENT PROCESSES IN THE MINISTRY OF HEALTH IN BOTSWANA

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MANAGING EMPLOYEE RECRUITMENT PROCESSES IN THE MINISTRY OF HEALTH IN BOTSWANA

ZHIRO, KEDIBONYE

A Research Report submitted to the Faculty of Commerce, Law and Management, University of Witwatersrand, Johannesburg, South Africa, in partial fulfilment of the requirements for the award of degree of Masters of Management (in the field of Public and Development Management) by Course work and Research Report.

November, 2010

ABSTRACT

Employee recruitment plays a key role in attracting workforce to organizations. However, fulfilling recruitment objectives is never an easy task for many organizations especially those in the public sector. The Ministry of Health in Botswana is not an exception as evidenced by its inability to reach its targeted vacancy rate of 2% on a quarterly basis over time. This study undertook to explore challenges encountered by the Ministry of Health in Botswana in its effort to recruit adequate qualified number of employees with a focus on the recruitment methods used. In addition, the recommendations were made on how the Ministry can improve its recruitment processes and hence acquire the desired number of employees.

A qualitative research approach and a case study research design were employed. Purposive sampling was used. Seven respondents well-versed on recruitment issues were interviewed and vacancy rates reports were reviewed. The study established that although the Ministry uses a variety of recruitment methods, it is constrained by several challenges. The identified challenges range from procedural requirements, recruitment methods shortcomings and organizational factors. The study recommends a review of the procedural requirements, active use of informal methods alongside advertisement, review of the pay structures and establishment of dedicated recruitment enquiry desk(s). A similar research with a broader focus is proposed for future investigation.

DECLARATION

I declare that this research report is my own unaided work submitted in partial fulfillment of the requirements of the degree of Masters of Management (in the field of Public and Development Management) to the Faculty of Commerce, Law and Management, University of Witwatersrand, Johannesburg. It has never been submitted before for any degree or examinations in any university.

_____

Kedibonye, Zhiro

November, 2010

DEDICATION

This study is dedicated to my late grandmother who showed me the value of education at an early stage of life and to my friends Elisa Mosesane, Molly Rammipi and Olivia Mogotsi for their unwavering support during the period of my study.

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I would like to express my sincere gratitude to Dr. Johnny Matshabaphala my supervisor for his guidance and support throughout the study. I also wish to thank Mr. Dumisani Ntombela for his helpful comments and suggestions at the early stages of this study. My gratitude also goes to Lucy Gaithi for her assistance in editing this report and to all my friends in general for their encouragement.

Last but not least, my heartfelt gratitude to my employer, Ministry of Health, Botswana for having afforded me a fully sponsored study leave. I also thank the Administrative Recruitment Officers in the Ministry headquarter departments who willingly shared their experiences on recruitment with me. Above all I am grateful to God who 'opens doors that no one can close'.

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LIST OF ABBREVIATIONS

BHPC	Botswana Health Professions Council
CPMS	Computerized Personnel Management System
DPSM	Directorate of Public Service Management
HRM	Human Resource Management
MOH	Ministry of Health
PPADB	Public Procurement and Asset Disposal Board
RJP	Realistic Job Preview

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CHAPTER ONE

1.1 INTRODUCTION

This chapter introduces the study, presents the study background, problem statement, purpose of the study, research questions, significance of the study, limitations encountered and structure of the research report.

The study focuses on management of employee recruitment processes in Ministry of Health (MOH) in Botswana with particular emphasis on the recruitment methods used. The study seeks to explore challenges encountered by the Ministry as it implements its recruitment methods in an effort to attract adequate numbers of employees. Reference is made to the Ministry of Health's vacancy rate level reports for the period of 2001, June to 2010, June. Recruitment is crucial for any organisation to attract adequate number of employees to feel up vacancies or job openings (Rynes & Barber, 1990). Breaugh & Starke (2000), in their article: '*Research on Employee Recruitment: So Many Studies, So Many Remaining Questions*' point out that despite that many studies have been conducted on employee recruitment issues there are still many questions which remain unanswered.

Amongst many unanswered questions on employee recruitment, are issues pertaining to organizational viewpoint on employee recruitment activities as noted by Rynes & Barber (1990) among others. The duo point out that many research studies mostly focus on employees' point of view hence neglecting the employers' perspective. Many times, the recruitment methods used by organizations to attract employees are alleged to be limiting and hence fail to enable organizations to attract the desired number of employees.

Due to a rise in the number of organizations finding it challenging to attract adequate number of employees, workforce shortages has become a global issue. In response to the global shortages of health care workers, International Health organizations such as the World Health Organization, Global Health Workforce Alliance, International Council of Nurses and American Society for Healthcare Human Resources Administration among others organised a Global Health Care Workforce Conference in Geneva Switzerland in 2007. Botswana participated in this conference. The conference main agenda was to discuss the worldwide shortages of health care workers and to explore the limiting factors as well (Christmas & Hart, 2007).

A key observation from the deliberations of the conference was that the developing countries have a bigger challenge due to enormous brain drain resulting from migration of their skilled workforce to developed countries in a quest for better remuneration. This factor topped the list of challenges and some participants proposed that a solution could be that developed countries should refrain from this kind of 'poaching'. However, the conference also acknowledged that regardless of the effects of skilled workforce migration to the developed countries and the willpower to end it, reversing it would not be easy as long as the remuneration in developing countries remain low (*Ibid*). Consequently, organizations especially in the public sector are left in a precarious situation in regard to attracting and retaining employees. The health sector, charged with the critical responsibility of providing health care services, is thus largely affected.

The inability to attract adequate staff is common in government institutions unlike in the private sector. These institutions inevitably operate with inadequate numbers of employees and are still expected to deliver efficient services. Consistent with this observation, Lewis & Frank (2002) in their article; *'Who Wants to Work for the Government'* contend that the world today is highly competitive, leaving people with no option but to strive to become as rich as possible. As such, this can possibly account to why it is difficult for the public service sector to attract and retain adequate employees.

This situation inevitably calls for a research investigation to ascertain what can be done to attract prospective employees to organisations or to the public service sector in the midst of the global challenges (*Ibid*).

The Ministry of Health in Botswana, over and above being a government institution, has not been spared from the problem of employee shortages. Over years, the ministry has endeavoured to fill all vacant positions without much success. A lot of effort on employee recruitment has been made with everyone involved in recruitment such as administrative-officers and department directors working together tirelessly and utilizing different recruitment methods in an attempt to fill up vacancies as soon as they occur. Nevertheless, the Ministry has been unable to attract the desired numbers of employees. In view of the importance of health care services to the country's economic growth and development the shortage of staff in the Ministry is certainly of much concern and hence the need to investigate the contributing factors.

While attrition is viewed as one of the leading factors to shortage of staff, this study has not focused on attrition issues. Several studies, formal and informal, have been done in Botswana on attrition and the Ministry has as a result put several initiatives, such as overtime and professional allowances in place to cadres considered to have scarce skills in an attempt to retain them (Attraction and Retention Policy for Public Service, Republic of Botswana, 2008). Despite these initiatives there are still other lingering challenges such as prolonged unfilled vacancies. Having dealt with attrition to an extent, it can be alleged that the recruitment methods used are not adequately facilitating the MOH to achieve its intended recruitment objectives. This therefore necessitates an exploration of the challenges that the Ministry faces in executing its' recruitment methods as well as making recommendations on how identified problems can be addressed.

1.2 BACKGROUND

The Botswana government system is made up of several ministries which are charged with different responsibilities in regard to public service delivery. Each ministry is responsible for recruitment of its own workforce under the guidance of Directorate of Public Service Management (DPSM). For the purpose of this study's focus, the discussion will lay emphasis on the Ministry of Health. The Ministry of Health in Botswana exists to provide a comprehensive quality health care service to the nation at large (Ministry of Health Botswana, Poster of Standards, 2009). The health care service delivery system is characterized by primary, district and referral hospitals spread across the country. The Ministry of Health's mandate include amongst others recruiting employees for these health facilities. As of July 2009, the Ministry had an employee positions' establishment of 11, 774 distributed amongst its facilities across the country (Ministry of Health Computerized Personnel Management System, July, 2009). However, the employee positions establishment is not static as it increases over time depending on the recurrent creation of new positions (*Ibid).*

The Ministry is composed of six departments of which five act as sub-heads of the health facilities spread over the country while the sixth, the department of Corporate Services, is a an overseer of the five departments and the whole Ministry at large. The sub-headship responsibility played by the five departments is in accordance with speciality functions assigned to the facilities. As sub-heads, each department manages established employee positions of the facilities under their jurisdiction. The distribution of established employee positions per department was recorded as follows: 9, 709 positions in the Department of Clinical Services, 61 positions in Health Sector Relations and Partnership, 121 positions in HIV/AIDS Prevention and Care, 1, 144 positions in Corporate Services, 83 positions in Policy Planning Monitoring and Evaluation and 656 positions in department of Public Health (Ministry of Health Computerized Personnel Management System, July, 2009).

Over and above the supervisory responsibilities over other departments, the department of Corporate Services is responsible for the recruitment function of the whole Ministry. In carrying out this function, the department recruits for higher positions under the guidance of the DPSM and coordinates other departments as they execute a delegated function of recruiting for lower salary scales positions. In executing this function, the Ministry has a monitoring tool, the Computerized Personnel Management System (CPMS), which measures its recruitment progress by regular checks of staff on employment against existing number of vacancies.

For the Ministry of Health to effectively deliver on its mandate, it needs to have the desired number of employees such as doctors, pharmacists, public health specialists, nurses, health educators and laboratory scientists among others. Employee recruitment holds an important role in any organization as failure to attract adequate employees hampers its ability to perform its core business optimally. However, despite its much concerted effort to attract the desired number of employees, the Ministry of Health in Botswana, has in most cases been challenged making it difficult to timely fill existing vacancies. The Ministry keeps track of the vacancy rate trends (see Figure 2.1 on chapter two) but has not formally investigated the organizational perspective on possible limitations encountered in recruitment activities.

Ployhart (2006) notes some of the problems experienced by organisations in employee recruitment. In his article; *'Staffing in the 21st Century: New Challenges and Strategic Opportunities',* he cites that leaders of organizations view the ability to attract adequate number of employees as one of their main challenges. He further reveals that though much is known about employee recruitment issues, there are still some key recruitment knowledge gaps which have been neglected and need further investigation. Ployhart (2006:877) cites that "it is known that organizations struggle with finding best ways to attract a diverse applicant pool". One can then ask a key question, if much is known, then what should be done to overcome such struggles? In what seems to be an answer

to this question, Ployhart identifies the need to investigate how organizations can best attract and retain a diverse pool of applicants and the most effective recruitment practices for enhancing diversity. The questions raised by Ployhart are closely related to this study's investigation.

1.3 PROBLEM STATEMENT

The Ministry of Health's mandate is to deliver comprehensive health care services to the nation. This includes amongst others recruiting adequate health personnel for all health facilities. For years, the Ministry has been engaged in rigorous recruitment processes utilizing different methods of employee recruitment. In 2007 the Ministry underwent a business recruitment re-engineering process in liaison with other ministries with an objective to accelerate recruitment processes. Despite all these efforts, acquiring the desired number of employees has remained a challenge for the Ministry. For the period of 2001, June - 2010, June, the Ministry barely achieved its targeted vacancy rate of at most 2% (Ministry of Health Computerised Personnel Management System, July, 2009). Recruitment methods used by the Ministry were frequently alleged as some of the contributing factors to the inability of the Ministry to acquire the desired number of employees. However, little has been done to establish why it is difficult for the Ministry to meet its targeted number of employees. This study therefore seeks to explore the challenges encountered by MOH in implementing its recruitment methods and further to find out how identified challenges can be possibly addressed.

1.4 PURPOSE STATEMENT

The purpose of this study is to explore challenges encountered by the Ministry of Health in Botswana in executing its recruitment methods. The data collected is presented,

analysed and interpreted. Based on the findings of the study; conclusions, recommendations and areas for possible future research are presented.

1.5 RESEARCH QUESTIONS

To address the research problem, the following research questions are used as a guide:

a) What are the current recruitment methods used by the Ministry of Health in Botswana?
b) What challenges do the Ministry of Health encounter in executing its methods of recruitment?
c) What would the Ministry of Health do to overcome its recruitment challenges?

1.6 SIGNIFICANCE OF THE STUDY

Literature reveals that though much has been researched on recruitment issues there has been limited focus on factors affecting organizational perspective on employee search (Andrews, Bradley, Stott & Upward, 2008). Their findings point out that the fact that organizations encounter challenges on their employee search activities, leading to organizations' inability to acquire the desired number of employees and consequently carrying vacancies longer than expected have somehow received little attention. Similarly, this is evident in the Ministry of Health in Botswana. Previous investigations carried out on recruitment issues have mostly focussed on the employees' perspective encompassing on issues like employee retention and attrition (Chilume, 2008).

As such, this study's focus, unlike other previous investigations done by the Ministry, is directed towards exploring factors from the employer's perspective in implementing recruitment methods. The study interrogates recruitment methods used by the Ministry of Health to find out any limiting factors encountered. Hence the study contributes by

unearthing challenges faced by the Ministry in its efforts to acquire desired numbers of employees. Based on the findings of the study, solutions on how the Ministry can overcome its recruitment challenges are proposed.

1.7 LIMITATIONS OF THE STUDY

This research study was confronted by several limitations. The Ministry of health carry a large employee establishment of about 11, 774 (Ministry of Health Computerised Personnel Management System July, 2009). Being responsible for this large establishment which continue to enlarge with time, the officers charged with recruitment responsibilities are overwhelmed and were only available for a short period for the interview. Some interview sessions were frequently interrupted and some had to be conducted hurriedly in order for the officers to attend to duty errands. This happened despite the fact that the researcher had booked for appointments in advance in order to avoid interviews clashing with other scheduled division activities. The limited time and possible lack of concentration by interviewees on the interview may have negatively affected the quality of data collected.

Another notable limitation was that the researcher is an employee of the Ministry of Health and currently attached to the department responsible for recruitment. This had a possibility of the researcher conducting the study with pre-conceived ideas on recruitment issues in the Ministry.

1.8 ORGANIZATION OF THE RESEARCH REPORT

This research report consists of six chapters which are organized as follows:

Chapter One: Introduction

Chapter one presents an introduction to the study. The chapter includes background information on the study, statement of the problem, purpose statement, research questions, the significance, limitations and structure of the study.

Chapter Two: Literature Review

This chapter focuses on literature review. The chapter presents an introductory overview of literature review, definition of operational key terms and the theoretical framework. The literature review is based on pre-existing literature on recruitment processes relevant to the study. The information was obtained from books, journal articles and government documents.

Chapter Three: Research Methodology

This chapter presents the research methodology and methods used in the study. These include the research approach, research design, data collection, sampling and data analysis.

Chapter Four: Data Presentation

Chapter four presents data findings collected through interviews and review of vacancy reports. Data presented on this chapter is used to authenticate the discussion and the interpretation in chapter five.

Chapter Five: Discussion and Interpretation of Research Findings

Chapter five presents a discussion and interpretation of the raw data thus drawing meanings from raw data presented on chapter four in an attempt to answer the research questions.

Chapter Six: Conclusions and Recommendations

Chapter six is the final chapter of this research report; which sum up the findings, deduce general conclusions and presents recommendations and areas for possible future research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents a review of relevant literature. The section includes an introductory overview of the literature review, definition of operational key terms, a theoretical framework including theories which inform the study, and any other literature from related previous studies.

Literature review plays an important role in research study because it uncovers contributions previously made which relate to the topic under investigation (Obasi, 1999). It is a tool which gives the researcher an opportunity to examine pre-existing knowledge in relation to the intended subject of inquiry in a quest to find out what is already known about the topic in order to avoid duplication (Neuman, 2006). Furthermore, pre-existing knowledge provides a knowledge foundation on which to build on. As the researcher gets a chance to find out which research areas already have solutions, he or she is also able to find other areas that may also need to be investigated by "identifying knowledge gaps from pre-existing literature" (Obasi, 1999:102). Drawn from identified knowledge gaps, a case can be built that indeed the present study is necessary. In so doing previous literature can be cited to justify the current study. For instance, Rynes & Barber (1990) in their study article *'Applicant Attraction Strategies: An Organizational Perspective'* they point out that previous research studies on recruitment focused more on applicants or employees and neglected factors that affect organizations in their effort to attract new employees. In the Ministry of Health challenges encountered in implementing recruitment methods have not been previously investigated. Furthermore, Andrews *et al.* (2008:455) notes that "one particular issue that has received little attention is that employer search is not always successful, resulting in vacancies being withdrawn from the market without

being filled". The Ministry of Health of Botswana is not any exception though in most cases due to the importance of the vacant positions, the Ministry does not necessarily withdraw vacancies but rather vacancies take longer to be filled. This results to the Ministry operating with inadequate numbers of employees and at the same time creating a higher vacancy rate that exceeds the targeted level of at most 2%.

Drawn from the above assertion, it can be reiterated that regardless of the importance of organizational recruitment activities, previous research studies have tended to neglect the organizational perspective on employee search. As such it could be said that organizations have been deprived chances to possibly uncover underlying limiting recruitment issues pertaining to organizational perspective. In the same light, Ployhart (2006: 877) states that though much is known about recruitment, there are still knowledge gaps pertaining to "what organizations should do to overcome challenges of shortage of staff"? Further, Breaugh & Starke (2000) draw attention to the fact that indeed several studies have been done on employee recruitment and yet there are so many questions which remain unanswered. Hence, it may be argued that these unanswered questions are associated with the organizations' inability to attract desired number of employees.

Sound knowledge of pre-existing literature about the topic can as well trigger the researcher's thinking and subsequently set a new different direction of the study possibly for better results (Obasi, 1999). This provides the researcher with an opportunity to fit the current study to related existing literature and previous studies. Literature could as well serve as a source of definition of operational terms and theoretical framework for the study.

2.2 DEFINITION OF OPERATIONAL KEY TERMS

Recruitment

Recruitment is described as "those activities in human resource management which are undertaken in order to attract sufficient job candidates who have necessary potentials, competencies and traits to fill job needs and assist an organisation to achieve its objectives" (Swanepoel, Erasmus, Van Wyk & Schenk, 2003: 259*)*. These authors view recruitment as a process of activities directed towards luring prospect employees to an organization. This study undertook to explore recruitment methods or processes of the Ministry of health for any limiting factors.

External recruitment

External recruitment is referred to as a form of recruitment where an employer recruits employees from outside an organization (Nel, Van Dyk, Haasbroek, Shultz, Sono & Werner, 2004). However, in the MOH in Botswana, external recruitment refers to recruitment processed outside the country. Recruitment from within the Ministry and outside but in the country is referred to as local recruitment.

A Vacancy

A vacancy is defined as a job opening that exists in an organization which in most cases an employer would wish to fill within the shortest time possible (Van Ours & Ridder, 1992). These scholars also assert that long-standing vacancies in an organization indicate that the employer's capability to attract new employees is challenged. Hence, it can be argued that the inability of MOH to frequently reach its targeted vacancy level

rates is an indication that the Ministry is somehow challenged in its effort to attract adequate employees.

2.3 THEORETICAL FRAMEWORK

A Theoretical framework is defined as “a system of assumptions, expectations, beliefs and theories that supports and informs a particular research study” (Maxwell, 2008:222). A framework is viewed as “a simplification of the world aimed at clarifying and explaining some aspect of how it works” (Maxwell, 2008:223). The theoretical framework is expected to explain what is happening about the phenomenon under investigation and as well as provide a justification of why things happen the way they do. Over and above this, a well formulated framework should expose what is intended to be measured. A theoretical framework may revolve around the researcher’s perceptions of direct occurrences or happenings surrounding the phenomenon under investigation. As such the framework’s assumptions could be closely associated with the researcher’s brainstormed ideas about the topic drawn from preconceived ideas (*Ibid*). In line with this assertion, Leedy & Ormrod (2001) reveal that a qualitative researcher may come up with a hypothetical judgement of the occurrences surrounding the phenomenon through observations. Obasi (1999:44) reveals that the background information gathered through observations give context to the research question more especially because an investigated phenomenon is never an entity or “a stand alone” but is rather dependent on other variables. The above noted, (Maxwell, 2008) goes on to reveal that a pre-existing theory amongst others could be an important source from which a theoretical framework could be constructed.

2.3.1 Motivational Theories

Motivation is defined as an emotional force within individuals which stimulates and continues to enforce a will to undertake deliberate actions that are purposeful oriented

(Mitchell, 1982). Drawn from the above definition it may be said that motivational stimulants within individuals are the driving forces behind individuals' behaviour in their day to day activities. It can further be claimed that it takes a motivational drive of some sort for prospective applicants to apply for employment. Greenhaus, Callanan & Godshalk (2000), and Swanepoel *et al.* (2003) assert that the motivational drive in individuals can be traced as far back as early childhood stage when school going children express what they wished to become when they grow up. As such, it can be argued that though interests may have changed over time, similar drives may continue to incite individuals to apply for employment after they have acquired qualifications for the professions they always wished for at some stage in life. Lee (2007) contends that human behaviours can be explained better by emotional forces within individuals which are central to motivational theories. This is a demonstration of how motivational theories are important in individuals' day to day lives.

There are many motivational theories discussed in literature. However, for the purpose of this study's focus emphasis is made on Goal setting and Vroom's Expectancy theories of motivation. Each theory is discussed to show how each supposedly explains or influences activities of recruitment at the Ministry of Health in Botswana. An attempt is also made to indicate how the theoretical assumptions would as well possibly explain or affect prospective employees' behaviour in their job seeking activities. Prior to the discussion a brief overview of the Goal setting and the Vroom's Expectancy theories is presented in the next section.

2.3.1.1 Goal Setting Theory

Goal setting theory was founded by Locke & Latham (1991). According to them, the Goal setting theory can be applied broadly to different situations of employee motivation. However, the brief is narrowed to an angle of the theory which is applicable to the study focus.

The goal setting theory was intended to be a motivational means for employees in organizations. The theory was founded upon the idea that deliberate human behaviour is result oriented or is tickled by purpose or goals set to be attained (Latham & Locke, 1991). The goal setting theory's strength is build around the "goal setting" concept. A goal represents a purpose of what an individual(s) intends to achieve and can be viewed as a performance measuring tool in which case the performance is evaluated against the set goals (Locke, Shaw, Saari, & Latham, 1981). This argument impresses one that goals can be motivational tools that drive individuals to willingly pursue their day to day tasks at work or in day to day activities. In emphasis on this goal theory assumption aspect, Locke *et al. (*1981:126) asserts that "goals are immediate regulators of human actions". Notwithstanding the argument that the will to attain goals can serve as a motivational force, it has also been argued that unfulfilled goals can demoralise or de-motivate individuals. Schunk (2001) cites that indeed an inconsistency between the expected outcome and the actual results of performance can bring discontentment, but can as well boost individuals' moral to work harder to eventually achieve the set goals. This view point is indicative of strengths of the goal setting theory assumption.

2.3.1.2 Vroom's Expectancy Theory

The Vroom's expectancy theory is another motivational theory founded by Victor H. Vroom in the early 1960s. The theory was especially meant for peoples' motivation at work (Vroom, 1964). Though, it is evident that the expectancy theory is one of the earliest founded theories, the theory is still highly regarded to date for its precise explanation of individuals' inspirational forces (Lee, 2007).

The Vroom's expectancy theory comprise of three components which are; "Valence, Instrumentality and Expectancy" (Vroom, 1964:15). However, not all the three components are discussed in this section but rather a choice is made to emphasize on the expectancy component. Expectancy is described as a form of conviction that an

action will be followed by favourable results (Vroom, 1964). The Vroom's expectancy theory assumes that an individual's actions are driven by anticipation that performance of an activity has a possibility of resulting in an achievement or a reward. As such it can be argued that being driven by an expectation that hard work is a means to attaining pleasing results can highly incite individuals to exert more effort towards an activity.

Based on the Goal setting and the Vroom's expectancy theory assumption a hypothetical discussion of an employer and prospective employee perspective is presented in the next section. The choice to concentrate the discussion on the employer and prospective employees is mainly because they both have a lot at stake in recruitment. The two have an inevitable decisional influence over the other as while the employer seeks to attract new employees to the organization the prospective employees seek for employment from various organisations (Lievens, Decaesteker, Coetsier & Geirnaert 2001). In view of this inevitable influential relationship between an employer and a prospective employee, Gerber, Nel & Van Dyk (1998:90), state that "recruitment is a two-way process in the sense that, just as organisations are searching for potential applicants; prospective employees are also searching for suitable organisations". In the next section the discussion first focuses on the Ministry of Health as an employer and thereafter shifts to the prospective employees whom recruitment methods of MOH are intended to attract.

2.3.1.3 The Employer

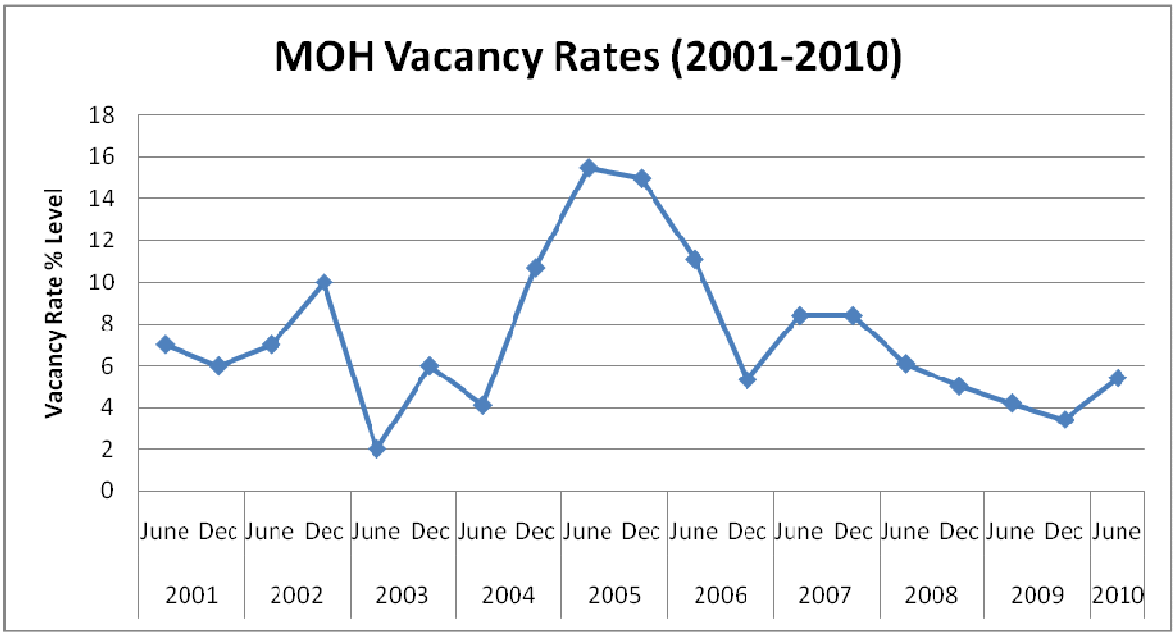
The Ministry of Health as an employer has its recruitment methods processes driven by set goals, targets and an expectation that exerted effort will lead to attainment of such goals. The Ministry undertakes to attract and recruit appropriately qualified and desired numbers of employees within a reasonable space of time each year. In an effort to ensure that the Ministry has an adequate number of employees, a quarterly vacancy rate of at most 2% has been set (Corporate Services Balance Score Card Review

Report, September, 2009). The discussion herein revolves around efforts exerted on recruitment activities by the employees charged with recruitment responsibilities of the Ministry of Health. These employees also make up the population from which the study's respondents were purposefully selected and interviewed.

The Ministry of Health's recruitment division continually engage on aggressive recruitment activities, utilizing different recruitment methods. The sole objective is to attract an adequate number of employees to work in the health facilities throughout the country. Adequacy of staff is measured by attainment of the set vacancy rate levels of at most 2%. Driven by a desire to achieve the set targets, the Ministry employees work so hard with an expectation that they will achieve the expected outcomes. Subsequently, it can be argued that though the Ministry of Health of Botswana has not consciously set to be driven by the Goal setting and the Vroom's Expectancy motivational theories, its activities are to a greater extent driven by assumptions of these two theories. The Ministry's performance is much influenced by a will to accomplish set goals and an expectation that efforts exerted on day to day duty activities will lead to attainment of the expected outcomes.

However, despite of all the effort exerted in recruitment, the Ministry is still challenged in acquiring intended number of employees. This is evidenced by the Ministry of Health's vacancy rate trends illustrated on Figure 2. 1. The trends indicate that, the MOH vacancy rate rarely reached the targeted vacancy rate of 2%. Therefore it can be said that theoretical application at work can provide a basis for evaluating performance. Furthermore what is learned from the two theories offers a revelation of how powerful motivation is in regulating day to day activities of individuals in organizations.

Figure 2.1: MOH Vacancy Rates (2001, June - 2010, June)



2.3.1.4 Prospective Employees

In this study, prospective employee is used to refer to applicants who are likely to apply for employment in an organization. Prospective applicants are also used interchangeably with prospective employees to mean the same thing. Whilst this study does not directly explore possible factors that may influence prospective employees' decisions about which job they may wish to apply for and which they eventually take up, possible effect of the two theories assumptions on prospective applicants are noted. Equally important, it deems appropriate to reiterate that prospective employees are core stake holders in recruitment activities without whom recruitment process objectives might never be realized.

Drawn from the motivational theories discussed earlier, it can be hypothetically said that prospective employees like any other individuals are rational beings whose actions are driven by purpose. Enthused by purpose, prospective employees are likely to set goals

to seek for employment which would suite their aspirations. Furthermore, driven by a will to achieve these goals, the prospective employees can consequently be encouraged to apply frequently to different organizations with an expectation that they will subsequently get employment. In the article, *'Vroom's Expectancy Theory and the Public Library Customer Motivation Model',* Lee (2007) asserts that individuals engage in an action with hope that such action will result in an outcome. He argues that if library users were unable to get their expected library product from a certain library, the possibility is that they would be discouraged to frequent such a library. In a more or less similar point of view, it has been argued that attractiveness of the possible outcome matters more in determining individuals' choices with the possibility that individuals will compete for opportunities with more favourable outcomes (Lawler, Kuleck, Rhode & Sorensen, 1975).

Based on the latter assertion, it can be assumed that failure of a job opening to provide competitive financial prospects and other aspired factors may sway potential employees to direct their job search efforts elsewhere. Proponents of expectancy theory anticipate that individuals' preferences are much influenced by attractiveness of an outcome of the effort and reliability of the product. This study investigated recruitment methods used in the Ministry of Health in Botswana for any limiting factors. The attractiveness of salary pay structure of the Ministry of Health and other job choice determinant factors were to be explored to determine whether they pose challenges to the Ministry in its recruitment processes. However, it's worth noting here that attractiveness of salary pay structure would be only explored from an organization's (MOH) point of view.

As noted in the discussion in this section, both Goal setting and Vroom's expectancy theories have their basis on motivation of employees at work. Based on what was gathered from the discussion of the two theories, it can be said that these theories are closely linked to one another and in a way complement each other. For instance, individuals set themselves goals and in return live by expectation that the effort they

exert on day to day activities will result in pleasing outcomes. Moreover, it can be claimed that both theories are better used concurrently to expand our understanding about individuals' motivation at work.

2.4 RECRUITMENT PROCESS

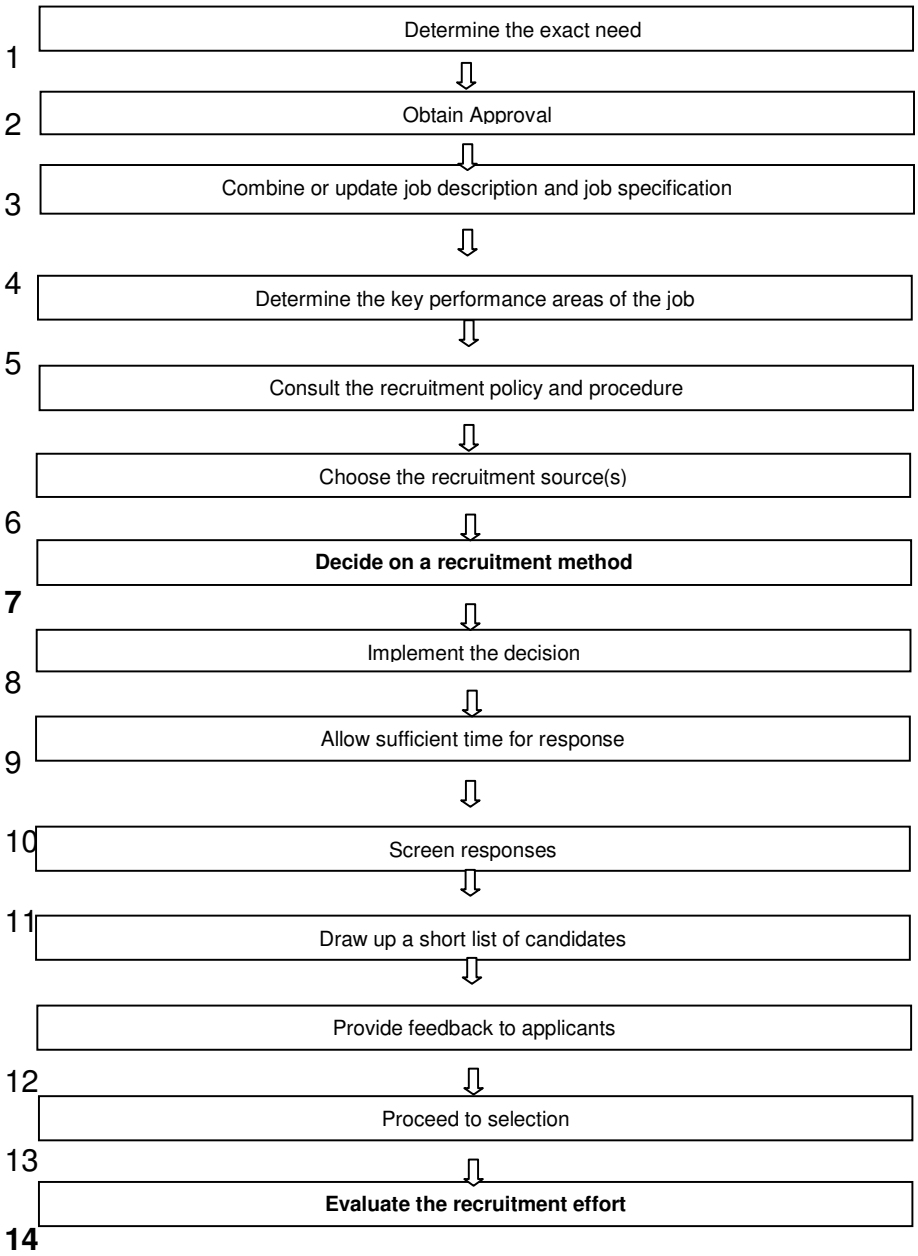


Figure 2.2: The Recruitment Process

Source: Adapted from Swanepoel *et al.* (2003) *South African Human Management, Theory and Practice, 3rd edition.* Lansdowne: Juta & Co. Ltd.

Employee recruitment is a broad subject as evidenced by detailed steps outlined on the recruitment process on Figure 2.2 above. However, for the purpose of this study's focus emphasis is laid on recruitment methods, the attraction modes used by organizations to attract prospective employees, and on the evaluative part of the recruitment processes. In this study, documented reports on vacancy rates levels were evaluated and the results were used to back up the study findings.

2.4.1 Recruitment methods

Recruitment methods are modes or techniques used by recruiters to attract applicants to an organization. It can either be internal or external. Internal recruitment refers to filling of vacancies with deserving employees from within the organisation while external recruitment refers to a form of recruitment where applicants are attracted from outside the organization (Nel, *et al.,* 2004). However, the Ministry of Health refers to external recruitment as recruitment conducted directly from other countries and local recruitment as all recruitment conducted from within the Ministry and in the country (General orders Botswana, 1996).

Further, recruitment methods are either formal or informal. Formal recruitment methods are those which are run transparently such that any eligible applicant may have access. An example of a formal method of recruitment covered in this study is an advertisement (Swanepoel *et al.,* 2003). Informal methods are those dependent on social nets and speculation.

2.4.1.1 Advertisement

An advertisement is the most commonly used method of recruitment. Swanepoel *et al.* (2003) describe advertisement as a means of relaying information to prospective applicants. For an advert to meet its intended purpose, it should be designed in an out-

standing manner such that it draws attention of the targeted population. Advertisements are not necessarily linked to one form of media but rather to multiple forms which include regular magazines, various newspapers, notice boards, radios and online among others (*Ibid*). Apart from advertisements being accessible in different forms of media, an advertisement can as well reach-out to various places within the country and across nations or internationally (Nel *et al.,* 2004).

Formal recruitment methods are viewed as transparent in that any eligible candidate has an opportunity to access. Nel *et al.* (2004:222) points out that "a non-discriminatory advertisement is a pre-requisite". This means that advertisement should be transparent and equally accessible to all intended applicants' population. In affirmation, Swanepoel *et al.* (2003) also view transparency and accessibility of an advertisement as equally important. They cite that transparency and accessibility of a job posting to the intended population depends on the language and mode of advertisement used among other things. The language of an advert should be understandable to all possible candidates. Another equally important factor they reveal is that transparency and accessibility depends on the mode of advertisement used. For example, an online advertisement intended to equally attract people from both urban and remote areas will in most cases exclude those on remote areas due to their inaccessibility to technology. In an elaboration to an earlier citation, Nel *et al.* (2004) suggest that a job advertisement should be posted in a media equally accessible to all intended groups of prospect applicants, with all essential supporting information legibly stipulated. Further, a well designed advert draws attention of only eligible 'core' candidates whilst at the same time deters unsuited individuals from applying (*Ibid*). In such a case as the latter, it could be argued that enormous time would be saved since incoming applications will only be limited to those of qualified candidates and hence lesser paper work for recruiters.

2.4.1.2 Informal Methods

Informal recruitment methods are methods of convenience or availability whereby a chance of availability of a prospective applicant is made use of as it arises. These methods are dependent on social nets and speculation. Examples of informal methods

of recruitment include: referrals or recommendations or word of mouth, head-hunting and walk-ins (Swanepoel *et al.,* 2003). These are viewed as external sources of candidates' attraction whereby applicants are attracted outside an employing organization (Gerber *et al.,* 1998). The following sub-sections present a brief overview of some informal methods of recruitment.

2.4.1.2.1 Referrals

Referrals are also known as word of mouth or recommendations (Swanepoel *et al*., 2003). In this approach, the recruitment information to candidates is not solely conveyed by human resources management recruitment officers but other current employees in an organization may be asked to assist in contacting qualified individuals that they know. Proponents of word of mouth methods of recruitment are of the view that in so doing current employees may not wish to tarnish their image by recommending inappropriate candidates and so would rather refer suitable candidates hence strengthening this method of recruitment (Gerber *et al.,* 1998).

2.4.1.2.2 Head-hunting

According to Gerber *et al.* (1998), head-hunting only differ from the referrals in that it is mostly used to lure high powered officers who in most cases have a traceable reputation else-where. The head-hunting organization is well-informed about the candidate's achievements or what a candidate is capable of. Further, head-hunting can also be through an advertisement in which case the advert is then tailor-made to suit some specific known qualified candidates curriculum vitae (Swanepoel *et al.,* 2003).

2.4.1.2.3 Walk-ins

Walk-ins, unlike other informal methods of recruitment discussed, are not dependent on social networks but rather speculation through direct applications which are either sent through the post-office or physically delivered to the organization (Gerber *et al.,* 1998). These applications are not in response to advertisement but are based on speculation of the probability of availability of a job opening. Moreover, the continuous flow of direct applications presents an organization with an opportunity to accrue a pool of qualified candidates at a minimum cost **(**Grobler, Warnich, Carrell, Elbert & Hatfield, 2006). However, regardless of this method accruing a large pool of eligible candidates, organizations often go ahead and advertise for fear of excluding other prospective applicants who for various reasons may not have applied (*Ibid*).

As noted in the discussion, informal methods of recruitment are predominantly facilitated through social connections of some kind. In regard to social networks, Granovetter (1974) in Granovetter (1995: xi) identifies an influential factor to candidates' exposure to job openings which serve as an attraction in the informal methods of recruitment. He argues that what matters most in job searches is the type of social networks one operates and thus "having the right contact in the right place at the right time is of paramount importance in connecting individuals to job opportunities". Furthermore, as a fairly elaborative approach to Granovetter's argument Lin (2004) suggests that underprivileged or lowly rated communities whose social networks are less recognized in relation to job linkages should rise beyond their local confinements and intermingle with upper class communities who are likely to offer significant information in relation to job availability. As such social networks are likely to generate beneficiary information flow on job opportunities.

Informal methods of recruitment have both strengths and limitations. Carroll, Marchington, Earnshaw & Taylor (1999) in their article; *'Recruitment in Small Firms:*

Processes, Methods and Problems', point out that informal methods are less costly both on time and expenditure as compared to the formal ones; moreover new employees generated through informal methods means tend to adjust to the new system quicker and are likely to stay longer in the organization due to the already existing social connections they have established within the organisation. Nevertheless, informal methods have limitations which seem to outweigh the mentioned strengths. These form of recruitment methods lack wider accessibility to prospective applicants and as such do not offer fair or equal employment opportunities to a wide range of eligible applicants hence creating a likelihood of some suitable applicants being left out (*Ibid*). Nel *et al.,* (2004), citing fear of exclusion of other qualifying applicants, asserts that informal methods of recruitment should not be dominantly utilized in an organization.

Lessons drawn from the this discussion are that though informal recruitment methods appear to be less costly as well as offering quick results, the possibility of leaving out other potential applicants, who may be even more qualified than the identified candidates, may carry a higher price for an organization. On the other hand, it is evident that exclusion of other deserving candidates by informal recruitment methods is rarely a primary intention of the recruiter but rather an inevitable phenomenon which is highly attributed by the subjectivity nature of informal recruitment methods. For instance, it is impossible that a word of mouth could be transmitted to a wider range of prospect candidates' population but rather information will only reach those contacted. Possible exclusion of other deserving candidates can only be avoided by refraining from using these methods.

2.4.1.3 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 the necessary pre-requisite post details as per organization's requirements and let the

agency have the entire 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). The participation of the employer at some stage in recruitment makes the option a better one since participation by professionals of sought after professions offers an employing organization a chance to guide the recruitment processes and consequently take responsibility of incoming employees. This is especially critical in the health care sector where a minor mistake in screening and selection may cost health care services recipient's their lives due to possibility of malpractice by unsuitable candidates. Similar sentiments are raised by Murphy & Neistadt (2009) in their emphasis on importance of hiring competent environmental health practitioners. Murphy & Neistadt asserts on how work of environmentalist affects every individual's lives hence the importance of ensuring that qualified professional environmental health practitioners are hired to render satisfactory services to the community. This scenario relates well with the issue of prospective health employees whose competencies can be picked by other professional experts through vetting.

The recruitment agencies use both formal and informal recruitment methods. Therefore, an agency can use advertisement or any of the informal method discussed earlier. However, Nel *et al.* (2004) points out that head-hunts are often used by recruitment agencies amongst other recruitment methods to pursue qualified individuals.

2.5 RECRUITMENT IN GOVERNMENT ORGANIZATIONS

Recruitment in government organizations is guided by government policies, government regulatory acts and directives. Based on this guidance, detailed recruitment policies are formulated. Recruitment policies, labour relation acts and legislative procedures in place lay emphasis on issues of transparency, fairness and non-discriminatory practices among others in the recruitment processes. These statutory guidelines guard against unduly preferential treatment of certain candidates at the expense of other deserving potential candidates (Swanepoel *et al.,* 2003*)*. According to Gerber *e*t *al. (*1998: 91),

"recruitment policies spell out objectives of the recruitment process and provide guidelines for carrying out the recruitment activities". While regulation in recruitment is meant to protect public rights and minimize lawsuits, it is at times seen by human resources practitioners as imposing bottlenecks such as unnecessary controls and conditionality among others to recruitment processes (Breaugh, 1992).

2.5.1 Factors influencing recruitment

2.5.1.1 External factors

External factors that influence recruitment range from labour market conditions, government policy and legislation among others (Swanepoel *et al.,* 2003).

Under labour market conditions, it is important for an employer to take heed of issues of availability of labour on the market; where by a market saturated with qualified work-force may signify that less recruitment effort may produce desired numbers of employees. However, in case of labour market shortages and possible competition over limited numbers of qualified people organisations may require a conscientious effort (Swanepoel *et al.,* 2003). Findings by Vandenabeele, Hondeghem & Steen (2004) support the above assertion though at a different angle. Their findings reveal that labour market theories hypothesize that a saturated labour market affords an employer more authority over applicants; the power to choose the best whereas in case of labour market shortages the power of choice shifts to prospective employees.

Government policy and legislation protects against discriminatory and unfair recruitment practices. Legislation constitutional statutes protect underprivileged groups of communities, such as expectant mothers or certain ethnic groups who are somehow disadvantaged due to factors such as place of origin or ethnicity, from possible exclusion (Swanepoel *et al.,* 2003). There are various forms of discrimination in

recruitment practices. It is argued that discrimination may be practiced subconsciously such as in the wording of advertisement for positions with less authority tending to invite female applicants and on the other hand advertisement for powerful positions calling for male applicants (Erasmus, Swanepoel, Schenk, Van der Westhuizen & Wessels, 2005).

2.5.1.2 Internal Factors Influencing Recruitment

Certain internal factors within an organization such as organizational commitment and the pay structure are among other organizational characteristics which influence attraction of new employees (Swanepoel *et al.,* 2003). Organizational characteristics inevitably influence implementation of recruitment methods activities. Of interest to this study are organizational characteristics influential to recruitment activities identified by Rynes & Barber (1990) which include legal considerations and the ability of an organization to pay.

- **Legal considerations and ability of an organization to pay**

Legal consideration entails the political atmosphere and government regulations on organizations which have a bearing on organizations' ability to pay. The political regulation of salary pay structures in the public sector may negatively impinge on government organizations' ability to competitively attract new employees (Rynes & Barber, 1990). Precisely, unattractiveness of government openings is possibly perpetuated by politically central wage regulation of which individual organization cannot autonomously reverse, unless it is re-considered at a parliamentary sitting. Vandenabeele *et al.* (2004) also notes lack of competitiveness of government job openings as a major drawback to governmental organizations' ability to attract new employees. Government organizations' ability to competitively attract desired number of employees is sometimes limited due to political regulations.It can be said that Government organizations experience competition for employees from the private sector whose pay structures can be adjusted accordingly to fit the prevailing situation or conditions of labour market supply at a given time. Lawler *et al.* (1975), contends that

the ability of an organization to pay can serve as a motivational drive. They argue that attractiveness of an outcome matters more in determining individuals' choices which implies that applicants could possibly be more attracted to higher paying jobs in comparison to lowly paying ones.

- **Organizational Commitment**

In this study, organizational commitment refers to human resource recruitment officers' capacity and empowerment to effectively deliver on recruitment duties. It is evident that depending on the prevailing labour market conditions, the prospective employer and employee have in one way or another an inevitable control over the other. Swanepoel *et al.* (2003) highlights a more important side of this influential relationship between the two. They argue that for this relationship to be effective, an employer should play an upper role to enhance the relationship. Indeed, in recruitment processes stakes are higher on organizations' side as they have a mandate to deliver services. Organizations find themselves under enormous pressure to lure in 'the machinery' or workforce to assist them to realize their set objectives. Wanous (1980) in Greenhaus (1987) notes that for organizations to attract new employees, they set goals to lure a desired number of eligible prospective employees and as such have to build and sustain an organizational attractiveness to the outside world. Furthermore, it is worth noting that an employer can only play an upper role successfully in recruitment processes if the current employees, in particular the recruitment officers, play their respective roles effectively given that organizational success is dependent on their inputs. Sandico & Kleiner (1999), in their article; *'How to Hire Employees Effectively',* argue that it is important to recruit workforce effectively because employees are crucial to an organization's success. The organization's overall effectiveness and efficiency is a resultant of employees' contributions. In support of this view, Sandico & Kleiner (1999:33) cite that "people make up an organization; people are the lifeblood of a company". As such it can be argued that an organization can only manage to play an upper role in recruitment processes through an effective contribution of its human resources employees.

Greenhaus (1987) proposes desirable traits which if displayed by human resource personnel, especially recruitment officers, can possibly create a good impression about the organisation upon prospective employees.

Greenhaus (1987) suggests the following attributes of recruiters amongst others:

- Recruiters should display good command of knowledge about prevailing job openings and as well be informed about the organization at large. This will enable them to readily answer questions or queries posed by prospective candidates. The confidence exuded by the recruiters may create a good impression about the organization as a whole.

- A recruiter should give realistic job previews (RJP) so as to avoid creating unrealistic expectations by applicants. Realistic job previews are recommended because RJPs offers honest information about both positives and negatives of organizations to job seekers (Gardner, Reithel, Foley, Cogliser & Walumbwa, 2009).

- A recruiter should display humility when dealing with candidates. Normally, people resent arrogant behaviours and as such candidates are likely to be lured to the organization by the positive attitude that they observe.

Indeed, it can be contended that people make up an organization. They are the 'heart beat' of the organization as it is not an organization's admirable structures that matter most but its people's contributions. Rynes & Boudreau (1986) in Rynes & Barber (1990) emphasize this point by noting that amongst other attributes humility and confidence displayed by recruiters are powerful tools in building candidates' positive impression about an organization. As such, investing in training and grooming of recruiters to acquire these qualities or characteristics would be beneficial since the recruiters play a key role in drawing new employees to organizations.

2.6 CONCLUSION

This chapter presented a review of literature relevant to the study. The key areas covered and presented included:- an introductory overview of the literature review, definition of operational key terms, a theoretical framework including theories which inform the study, and other literature from related previous studies. Two motivational theories, Goal Setting Theory and Vroom Expectancy Theory, which informs this study, were discussed. An emphasis was laid on how these theories supposedly influence the Ministry of Health's recruitment as well as prospective applicants while they seek jobs. Further, the recruitment process in general and recruitment in organizations were also discussed.

Lessons drawn from the motivational theories are that individuals' are by nature rational beings whose actions are driven by purpose. In an attempt to fulfil their purpose they set themselves goals and live by expectation that their actions will lead to favourable outcomes. As such, a more attractive outcome is more likely to be influential. These assumptions were observed as also likely to be influencing the Ministry of Health Botswana and its prospective employees' actions in recruitment processes and job searching respectively.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section outlines the research methodology and methods used in this study. Methodology refers to an approach which a study uses to investigate a topic whilst methods refer to techniques used to gather data in a study (White, 2002). For a study to be credible, an accurate methodology and methods of data collection should be used (*Ibid*). Kaplan in Obasi (1999) asserts that the aim of a methodology is to help us understand the processes of a research inquiry. In particular this section discusses the research approach, design, and data collection methods and data analysis.

3.2 RESEARCH APPROACH

This study sought to gain a comprehensive understanding of the challenges encountered by the Ministry in its effort to recruit adequate number of employees. The study used a qualitative research approach so as to gain an in-depth understanding of the topic (Merriam, 2002). An extensive understanding of the topic was necessary so as to enable the study to yield comprehensive useful results. A key advantage of the qualitative research approach is that the researcher is an insider being the primary instrument of data collection and analysis in the study. The methods used in qualitative approach allowed the researcher and data source to interact and to take into consideration the participants' sensitiveness (Creswell, 2003). The researcher's presence provides an opportunity to expand understanding of the phenomenon through non-verbal and verbal communication. This allows for counter checking with respondents for accuracy of relayed information or need for clarification of interview questions.

The approach was suitable for this research, as not much research has been done on recruitment methods challenges and issues that need to be focused on for interrogation are not well known (Creswell, 2003). Qualitative research is also defined by the method of data collection, where the researcher builds a concept from analyzing dialogue and reports and conducts the study in a natural setting. The approach provides for researcher flexibility (Neuman, 2006) and allow for participation by both researcher and respondents. This flexibility allows the modification of research questions and accommodates the responses of persons interviewed. A qualitative approach was also used because it gave the researcher an opportunity to understand respondents better. This is supported by Patton (1990) who asserts that, when a qualitative approach is used, it gives the researcher a detailed description of the respondents' activities, behavior and actions which underpin the conclusions reached.

3.3 RESEARCH DESIGN

A research design is a plan which specifies how data should be collected and analysed. Like the research approach its choice is guided by aims of the study. The purpose of a research design is to dictate boundaries of research activity and enable the investigator to channel energies in a specific direction (Obasi, 1999). In this study the researcher used a case study, the Ministry of Health in Botswana. The study undertook to investigate recruitment methods of MOH for any limiting factors. White (2002: 40) defines a case study as an "extensive study of a single situation such as an individual, family or organization". The position goes on to point out that the results of a case study cannot be generalized (*Ibid*). The researcher chose to use the case study design partly because the results of this study are not intended for generalization or application to other sectors of civil service or organizations in Botswana but rather to address the recruitment processes of Ministry of Health only. Some of the reasons which led to the choice of this design are that a case study takes place in a day to day atmosphere hence investigation takes place in a real work situation which is absent in surveys. In addition, the researcher may see the activities as they happen allowing for reliable data

collection. Above all, the design is cheaper as it is not dependent on expensive technology and can be carried out by a single researcher (White, 2002).

In addition, a case study was used to allow the researcher to get an in-depth description and analysis of the underlying challenges in the recruitment processes in the Ministry of Health Botswana (Merriam, 2002). In support of this, Leedy & Ormrod (2005) states that the aim of the case study is to get a detailed description of issues that are not generally known before the study is undertaken. It should be noted that though this study employed a single case study; two or more different cases could as well be studied at the same time in a qualitative research. A single case was used because of its unique characteristics so as to obtain an in-depth understanding that will inform practice in similar situations (Leedy & Ormrod, 2005). The use of "a multiple or collective case study" usually happens when the researcher wishes to compare results of the study or recommend generalizations of results of the studied cases (Leedy & Ormrod, 2001: 149).

3.4 DATA COLLECTION

In a qualitative approach, the researcher is usually referred to as "a research instrument" because he or she participates directly in data collection for the study (Leedy & Ormrod, 2001:102). The qualitative approach uses interviews, observation and document reviews as the instruments for data collection (Merriam 2002). A qualitative researcher collects primary data through interviews and observations and secondary data from document reviews. This study however, did not utilize observations but rather collected data through face to face interviews and review of documented vacancy rates records.

3.4.1 Primary data collection

Primary data is data collected from the field by the researcher for the first time for a specific study. In this study, interviews were used as the source of primary data. An

interview refers to an interaction between the interviewer and the selected person, the interviewee, in order to gather data from the latter's responses to questions asked by the former (Neuman 2006). Obasi (1999) describes interviews as resourceful information tool which affords an interviewer a face to face means of information gathering. The face to face nature of an interview is considered a strength since it allows the researcher an opportunity to observe non-verbal expressions and an opportunity to probe further or possibly restructure questions to suite the situation at hand (White 2002). As such, misunderstandings from each side may easily be raised and clarified right away. In this study, seven key people directly involved in recruitment were interviewed. Semi structured interview questions were used as a guide (see appendix 1).

3.4.2 Secondary data collection

Secondary data refers to data collected by other people and is contained in documents. It includes documented information from books, reports, articles, journals in libraries and public offices. In this study, Secondary data was sourced from the documented vacancy reports generated from the Ministry of health computerized personnel management system. The vacancy rate reports used by the Ministry to measure the level of outcome of the recruitment activities were reviewed (see appendix 5). These documented reports from the system were reviewed to establish the trends of vacancy rate level of the Ministry over the period of 2001, June to 2010, June.

3.4.3 Sampling

A qualitative research approach mostly employs a non-random population sampling (Merriam, 2002). In most cases purposive sampling is used and the resulting sample is selected with ultimate purpose of learning much of the phenomenon under investigation from the selected sample (Maxwell, 2008). Similarly, Merriam (2002) states that a purposive sampling is a sample from which much information can be learned. A Small number

of well informed participants on the phenomenon under enquiry are deliberately picked. A lot can be learnt on the subject from this group which otherwise could not have been learnt from a random sample. Neuman (2006) asserts that purposive sampling is used when the researcher uses a particular case for in-depth investigation, for purposes of getting a deeper understanding of issues. As such, an informed sample makes it easier for a wider understanding of what is sought to be known. Based on the above argument this study therefore adopted purposed sampling. The researcher selected a maximum of seven participants directly involved in recruitment processes with an intention to learn as much as possible. The data from this deliberately selected population sample would be an attempt to answer the research questions.

In this study, the actual sample size selected from each department was proportional to the size of the employee establishment the department carried and the level of responsibility in recruitment. As such administrative-recruitment officer's research participants from department with larger establishment were more than those with lesser established employee positions. Three participants were picked from the department of Clinical Services which has the largest establishment of 82%. Three respondents were also picked from the department of Corporate Services which though has a much lesser employee establishment of 10% as compared to department of Clinical services, it is charged with the overall responsibility of the ministry's recruitment function. As such the department is critical regardless of its smaller number of established employee positions. Lastly, one candidate was picked from the department of Public Health which carried 6% of the established posts.

3.5 DATA ANALYSIS

This data analysis stage of the research involves compilation, analytical assessment and interpretation of the gathered data. It involves a review and interpretation of the data collected to generate findings, make conclusions and recommendations on the

issue under study. However, Merriam (2002) argues that, in qualitative approach, data analysis begins and continues through and after the data collection process. Further, it is at this stage where the researcher makes sense out of the gathered information, and in so doing, the researcher identifies emerging themes, ideas, concepts and as well find out whether there are particular relationships in emerging themes (Merriam, 2002). At this stage, data will be separated into component parts and further arranged chronologically such that meaningful induction will be made with some theories possibly drawn. This stage summarizes the main methods for interpreting the results of the study (White, 2002).

The data collected in this study was through interviews and documents was analysed. General concepts were formed at the beginning of data collection and were refined as the analysis continued and relationships were established (Neuman, 2006). As recommended by Creswell (1998), this study adopted a data analysis spiral in which one goes through the data several iterations. The data in this study was first organized and then scrutinized to identify relationships, patterns or trends. The data was then synthesized and the identified themes, were used as the basis for and categorizing the data. The resulting categories were presented as the study findings.

3.6 VALIDITY AND RELIABILITY

For a study to be considered valid the research design should fully address the research questions and the targets that the researcher wishes to achieve (White, 2002). Since the study adopted a qualitative approach where-by the researcher was a primary instrument of data collection; an internal validity was observed to ensure validity of the study. Merriam (2002) proposes the use of triangulation as a form of ensuring internal validity. In this case, multiple methods of triangulation were used. The researcher collected data through interviews and validated the obtained data by reviewing documents such as the CPMS reports. The implication here is that interviewees'

responses checked against documented vacancy reports. The researcher also used 'member checks' approach by verifying collected information with the candidates. This also enhanced the validity of the findings.

Reliability is all about consistency. In other words, if the study is replicated would it yield the same results or would the study findings be relied upon by other researchers and other information users. However, Merriam (2002) points out that replicating of a qualitative study is unlikely to come up with the same results. She indicates that rather a most important question to address here is whether the results are consistent with the data collected.

3.7 ETHICAL CONSIDERATIONS

Ethical issues are crucial in any research study, since ethics lay emphasis on the rights or ethical protection of the researched population (Merriam, 1998). Ethics are defined "as moral principles and values that govern the way individuals or groups of people conduct their activities" (Churchill, 1995 in White, 2002: 27). In this study, the researcher first obtained a clearance from the University of Witwatersrand Graduate School of Public and Development Management. Thereafter permission was sought from the Ministry of Health in Botswana's Health Research Unit. Thereafter, the Human Resources Manager in the department of Corporate Services forwarded a support memorandum to departments so as to support the researcher during data collection sessions.

The British Psychological Society (1996) in Hollway & Jefferson (2000) argues that ethical considerations in social science are of absolute necessity to protect respondents' right of choice. Pertaining to participants, the researcher acquired an informed consent from each participant as a commitment to ensure that their right to privacy was

respected. Participants were notified of the nature and purpose of the study, and were accorded the right of choice to participate or otherwise. Further, participants who acceded to participate were assured of confidentiality and anonymity. This was made possible by maintaining anonymity of participants' identity and treating information obtained as confidential. Moreover, participants were assured that the research report would be made available to them after completion (Leedy & Ormrod, 2001). Finally, data was only collected after ethical requirements were met.

3.8 CONCLUSION

This chapter discussed the research methodology and methods of data collection employed in this study. The study undertook to explore challenges experienced by MOH in implementing its recruitment activities. As such an in-depth investigation was a necessity. Hence the study employed a qualitative approach and a case study research design with MOH in Botswana as a case study. The study used interviews and document reviews as methods of data collection. Seven respondents directly involved in recruitment were interviewed and vacancy reports for the period between 2001, June and 2010, June were reviewed to verify background data. Also discussed in this chapter were ethical considerations. The next chapter presents the data collected.

CHAPTER FOUR

DATA PRESENTATION

4.1 INTRODUCTION

This chapter presents data collected during this study. The data transcribed as gathered from respondents. Data was mainly obtained through interviews which were conducted in MOH in Botswana. Seven respondents from three departments were interviewed. The sample size from each department was proportional to the size of the department and level of recruitment responsibility the department carried. Three respondents were picked from the department of Corporate Services, three from Clinical Services and one from the department of Public Health. The vacancy report records were reviewed with emphasis laid on vacancy rate trends for the period of 2001, June to 2010, June. However, this review is not presented here but is rather reflected on chapter two. The data presented in this chapter will be later analysed and discussed in the next chapter as the study findings and will be used to draw the study conclusions and recommendations. Precisely, data presented is a source from which evidence is drawn to authenticate discussions, conclusions and recommendations in a study (Leedy & Ormrod, 2005). The data in this study was collected in an attempt to answer the following research questions:

a) What are the current recruitment methods used by the Ministry of Health in Botswana?

b) What challenges do the Ministry of Health encounter in executing its methods of recruitment?

c) What would the Ministry of Health do to overcome its recruitment challenges?

4.2 INTERVIEWS

Data was mainly collected through interviews. To ensure anonymity, respondents were identified by alphabetical letters as follows: - A, B, C, D, E, F and G. In addition, extra care was taken when reporting to avoid exposing the gender of the respondents and departments they work for. This is because in a small sample, identification of gender and department might lead to speculation on which respondents might have been. In an attempt to answer the first research question, respondents were asked to describe the methods of recruitment used by MOH, with an emphasis on the ones commonly used with reasons. Secondly respondents were asked to describe the challenges they encounter in executing recruitment methods. Finally, the respondents were asked to come up with possible salutary proposals to address the challenges encountered.

4.2.1 Recruitment Methods

On methods of recruitment used by MOH, interviewees[1] cited advertising through local newspapers and MOH website and external advertisement by agencies recruiting in other countries. Also mentioned were internal promotions and departmental transfers within the Ministry and from other ministries, referrals or word of mouth, head-hunting and walk-ins or direct applications from local applicants within the country and from other countries. Advertisement was cited by all interviewees as the most commonly used method of recruitment by the Ministry of Health, Botswana[2]. Reason given by most interviewees was that advertisement is preferred by the Ministry because it is transparent and open to a wider range of eligible candidates[3]. By giving a fair and equal opportunity to prospective applicants, advertising limits discriminations and other

[1] Responses from candidates A, B, C, D, E, F & G on the 12 to 16th April, 2010

[2] Responses from candidates: A, B, C, D, E, F & G on 12th to 16th April, 2010

[3] Responses from candidates: A, B, C, D, E, F & G on 12th to 16th April, 2010

chances of corruption practices such as hiring by association[4]. One respondent mentioned that besides accessibility to a wider range of applicants, "an advertisement allows easier follow-ups by applicants since contact persons' particulars are reflected on an advert".[5] Another respondent mentioned that "accessibility of an advertisement to a wider range of prospect applicants attracts a diversified pool of applicants unlike referral methods of recruitment which limit candidates to only those contacted".[6]

Some respondents also revealed that direct applications or walk-ins generate many applications for the Ministry. However, these applications receive less attention compared to applications received in response to an advertisement which are considered immediately after the closing date of an advert. The respondents went on to reveal that direct applications receive less attention mainly due to fear of excluding other qualifying candidates who for some reasons may not have applied. Moreover, these applications are not regularly considered and by the time they are considered some applicants would have been employed elsewhere while others may have changed their contact addresses making it difficult to contact them and hence making the method to be less popular.[7]

Another respondent laid emphasis on external recruitment. This is recruitment conducted by the Ministry from other countries due to the limited local labour market supply and tight competition with private sector. This warrants extending the search for employee on the international labour market[8].

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[4] Responses from candidates: B and C on 15th & 16th April, 2010

[5] Response from candidate: C on 16th April, 2010

[6] Response from candidate: D on 16th April, 2010

[7] Response from candidate: B on 15th April, 2010

[8] Responses from candidate E, F, and G on the 14 and 15th April, 2010

4.2.2 Challenges identified in executing recruitment activities

4.2.2.1 Procedural Requirements

When probed to relate their experiences regarding the recruitment methods used by MOH, respondents mentioned that though it is acknowledged that advertisement has strengths over other recruitment methods, its processing takes long. In elaboration, respondents revealed that for an advertisement to be posted on local newspapers the recruitment division has to work in liaison with the supplies division of MOH. Thereafter, the supplies division invites local papers to bid for advertising and the lowest bidder wins the tender to advertise.[9] Respondents pointed out that tendering process requirement in choice of the advertising papers is liable to lower accessibility to the intended potential applicants. These candidates cited that potential applicants for lower or entry positions may not afford to buy expensive papers. The respondents further revealed that high profiled professionals on the other hand are likely to read expensive papers; hence an advert posted in a free or cheap paper would unlikely get to them. Failure to take the above into cognizance often leads to advertisement not reaching the targeted population.[10]

Another procedural requirement is that for advertised jobs, interested serving public servants should route their applications through their supervisors. Applications that are not routed as required are automatically disregarded leaving out some qualified interested candidates. In certain instances, applications signed before the closing date but received after the closing dates are also left out. Respondents were of the view that this leads to unnecessary re-advertising thus 're-inventing of the wheel'[11] .

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[9] Response from candidates: A and C on the 12 & 16th April, 2010

[10] Responses from candidates: A, B and C on the 12, 15 & 16th April, 2010

[11] Responses from candidates A, B and C on the 12th, 15th & 16th April, 2010

4.2.2.2 Recruitment Methods

Other than procedural requirements sometimes an advertisement is worded in such a way that it unintentionally discriminates other candidates.[12] In elaboration, the respondent gave a scenario where an advertisement for typists had a condition of a typed letter as a pre-requisite for consideration. This disregards the fact that one may be a qualified typist but have no access to technology at the time of the advertisement and hence an effort to get the application typed may be tantamount to someone missing the advertisement deadline.

Respondents further shared how some condition of an advertisement can be frustrating and pose challenges to recruitment efforts. Citing the closing date of an advert, it was noted that applications received after the closing date are left out regardless of whether those who met the deadline meet the requirements or whether the advertisement has attracted an adequate pool of applicants.[13]

Though external recruitment is a necessity, the process is very expensive. Hence it is a challenge to recruit from other countries, as such the process cannot be done regularly. In most cases it is conducted once year.[14] Moreover, external recruitment process is long to an extent that at times some of the appointed candidates never take up appointments. This is due to long periods of waiting while seeking to satisfy certain pre-requisites. For instance, health professionals need to satisfy the requirements of Botswana Health Professions Council (BHPC) amongst others, which may take long, before taking up an appointment. In some cases, those appointed take up the jobs but

[12] Responses from candidate C, on the 16th April, 2010

[13] Responses from candidates: A and C on the 12th & 16th April, 2010

[14] Response from candidates B and F on the 14th & 15th April, 2010

withdraw shortly after reporting for duty due to cultural shocks mainly perpetuated by cultural differences.[15]

4.2.2.3 Organizational Factors

Some respondents cited the non-negotiable government pay salary structure as crippling the recruitment efforts as prospective applicants are more likely to be attracted by competitive salary structures.[16] Elaborating on the latter, one respondent revealed that employees resign or retire early anytime they get offered better wage packages elsewhere making it difficult to attract and retain the desired number of employees.[17] Strict appointment requirements which fail to recognize work experience and additional qualification also make it difficult to attract a wider pool of prospective applicants.[18] Moreover, respondents revealed that it is a challenge to attract cadres who are not covered by scarce skill allowances. It is even more challenging to attract candidates to remote areas as compared to the urban or peri-urban areas.[19] Closely related to this view, one respondent identified the failure to acknowledge long service of applicants as a bottleneck to recruitment efforts.[20]

One respondent pointed out that non adherence to government regulations by some ministries as a challenge. This is especially a problem when other ministries by-pass regulations and offer to pay abolished allowances such as expatriate allowances and

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[15] Responses from candidates B and F on 14th & 15th April, 2010

[16] Responses from candidates: A, B, C, D,E and G on 12th,14th 15th,16th April, 2010

[17] Response from candidate C on the 16th April, 2010

[18] Response from candidate D on the 16th April, 2010

[19] Responses from ccandidates C and E on the 15 & 16th April, 2010

[20] Response from candidate A, on the 12th April, 2010

hence manage to attract more prospective employees than other ministries which adhere to the prescribed changes.[21]

Enquiries

Daily activities are sometimes slowed down by one having to attend to jobs enquiries. A large population of applicants both local and international call to enquire about job prospects[22] . One respondent stated that "I wish there could be a better way to handle or manage enquiries because sometimes a day passes without doing anything tangible other than attending to enquiries".[23]

A respondent raised concerns about filling vacant post by promoting deserving candidates within an organization. Though this may be seen as an incentive to serving officers, it does not reduce shortage problems since the promoted officer leaves a gap. However, this process cannot be abandoned since serving officers deserve to be promoted.[24]

4.2.3 Proposed solutions to challenges

Respondents acknowledged that indeed they encounter some stumbling blocks in executing recruitment activities which frustrate their efforts of achieving the Ministry's recruitment objectives. When asked to propose how these challenges can be addressed, they suggested the following:-

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[21] Response from candidate E on the 15th April, 2010

[22] Responses from candidates A, B, C and D on the 12, 14 & 16th of April, 2010

[23] Response from candidate A on the 12th April, 2010

[24] Response from candidate E on the 15th April, 2010

4.2.3.1 Procedural Requirements

It was suggested that supplies advertisement tendering processes should match quality of paper to the targeted group of applicants. For instance high profiled professionals read certain quality of papers (expensive) just as lower position prospect applicants commonly afford cheaper papers. Disregarding this factor could result in advertisement not reaching the targeted population[25]. Another candidate went on to suggest that "in advertisement there is need to understand the targeted population and use appropriate newspapers which suite different groups of people since different groups of people read different newspapers"[26] The condition that government serving officers should route their applications through their supervisors should be reconsidered if possible be nullified.[27]

4.2.3.2 Recruitment Methods

The current situation warrants that direct applications and any other applications be regularly given attention to complement advertisement in order to reduce the possibility of the Ministry carrying vacancies longer than expected.[28] Applications received after closing date should be given a chance especially where such applications do not disadvantage other applications received on time. In addition, the ministry should consider channelling more funds to external recruitment so that it is done more than once in a year.

4.2.3.3 Organizational Factors

The scarcity of health professionals and tight competition with private sector can be managed by a competitive salary pay structure, because currently MOH just like other

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[25] Responses from candidates A, B, and C on the 12, 15 & 16th April, 2010

[26] Response from candidate D on the 16th April 2010

[27] Responses from candidates A, B & and C on the 12, 15 & 16th April, 2010

[28] Response from candidate B on the 15th April, 2010

government ministries is unable to attract a large population of applicants due to uncompetitive wage packages[29] Furthermore, respondents suggest that scarce skill allowance or incentive allowance should be extended to other cadres and possibly renamed either as a living allowance or accommodation subsidy. Else, if the government wants to attract certain cadres more than others, it should rather differentiate percentage allowance earnings rather leaving out other cadres completely.[30] Respondents went on to suggest that government should consider increasing remote area allowances so as to lure in more applicants to work in remote areas[31].

Pertaining to enquiries it was suggested that an enquiry desk be established to cater for the overwhelming recruitment enquiries made to the departments. On discretional powers, the government should consider re-enforcing government standards and regulations with disciplinary actions taken against ministries which unnecessarily by-pass them[32]

4.3 CONCLUSION

Chapter four presented raw data collected mainly through interviews. Presentation of data was based on three themes which emerged from data collection namely; challenges stemming from the procedural requirements, recruitments methods shortcomings and organizational factors. The tendering process for advertisements requires that the lowest bidder wins the tender to carry out the advert. Jobs advertisements' condition that requires that serving public servants route their applications through their supervisors is also viewed as a hindrance to recruitment. Job application deadlines tend to lock out qualified applicants and job advertisements may

[29] Responses from candidates A, B, C, D and G on the12, 14, 15 & 16th April, 2010

[30] Responses from candidates C, E and G on the 15 & 16th April, 2010

[31] Responses from candidates C and E on the 15 & 16th April, 2010

[32] Response from candidate E on the 15th April, 2010

exclude some people due to the stated requirements. Informal recruitment methods may leave out qualified applicants due to lack of transparency on availability of vacancies. External recruitment is seen as expensive, taking long and at times as wasted effort when people fail to take up appointments. The government salaries structure fail to attract adequate numbers of new employees and job enquiries overwhelm recruiters. Proposed salutary measures by respondents were also presented. Chapter five presents an analysis and interpretation of the data presented in this chapter.

CHAPTER FIVE

DISCUSSION AND INTERPRETATION OF RESEARCH FINDINGS

5.1 INTRODUCTION

This chapter presents a discussion and an interpretation of research findings presented in chapter four. The analysis and interpretation of the results will be preceded by a brief discussion on employee recruitment in general and employee recruitment in MOH Botswana. The discussion will largely centre on the challenges on employee recruitment and also on the proposed salutary measures to improve recruitment processes in MOH.

The data was mainly accrued through interviews and was complemented by a review of documents. It is on this chapter where research findings serve as a source of evidence from which missing information would be detected and such information would be used to substantiate the discussion (Leedy & Ormrod, 2005). This study undertook to explore challenges encountered by MOH in Botswana in an effort to acquire adequate qualified number of employees. Hence, the data is analysed and interpreted in an attempt to expose challenges which may be slowing down recruitment of the Ministry.

This study sought to answer the following research questions:-

a) What are the current recruitment methods used by the Ministry of Health in Botswana?

b) What challenges do the Ministry of Health encounter in executing its methods of recruitment?

c) What would the Ministry of Health do to overcome its recruitment challenges?

5.2 EMPLOYEE RECRUITMENT

This section presents a brief summary of views from related literature on employee recruitment and an overview of a related article on health employee recruitment experiences in Kenya.

Employee recruitment is an important function for any organization's sustenance since it is through recruitment function that organizations attract their 'machinery' workforce. On the same note it can be said that success of an organization mainly depends on an organization's ability to attract qualified and adequate number of employees mainly due to the fact that an organization's success rely entirely on its employees inputs (Sandico & Kleiner, 1999). However attracting qualified and adequate numbers of employees has never been an easy task for most organizations (Grobler *et al.,* 2006).

Organisations use a variety of recruitment methods normally viewed as either formal or informal. Advertising, regarded as formal, is the most commonly used method of recruitment. The key advantage of advertising is that it is open and more accessible to a wide range of prospective applicants. However, it also has some drawbacks which can vary from organisation to organisation. An example of a drawback in advertisement could be the aspect of discrimination such as in a case where an advertisement specifies the preferred gender (Swanepoel *et al.,* 2003). Another aspect of discrimination may result from the geographic focus of the media used. In a situation where the newspaper is the media used, discrimination may arise if the newspaper has a local geographic focus (Breaugh, 2008).

Other recruitment methods, regarded as informal, include head-hunting, referrals and direct applications or walk-ins among others. These methods rely mainly on social networks (Granovetter, 1995) but are in nature an outright form of exclusion since they inevitably exclude other potential applicants. This feature renders the informal methods

unpopular in some organizations. Use of informal methods however is hailed by some scholars on recruitment for offering quick results at a lower cost. Moreover the turnover rate of employees recruited through these methods is much slower compared to that of formal methods (Carroll *et al*., 1999). This is largely attributed to the social connectivity privilege within the organization enjoyed by these new employees (*Ibid*). Basing on the latter it can be said that employees acquired through social networks have an advantage of getting realistic job previews from current employees who connected them to the jobs. RJPs play an important role in influencing individuals' decision on choice of an organization. Mainly because realistic job previews offer honest information about both positives and negatives of an organization to job seekers. As such job seekers make a well-versed choice with a possibility of those not fitting to organizational culture turning down job offers (Gardner, *et al.,* 2009).

Notwithstanding the choice of the methods of recruitment used, recruitment is also influenced by internal and external factors. Internal factors are those within public sector and external factors are outside the public sector's jurisdiction. Commonly cited are recruitment policy and legislative regulations which guide recruitment activities to ensure the rights of job seekers are protected. Labour market conditions, organizational ability to pay and organizational commitment to attracting new employees among others (Erasmus *et al.,* 2005; Rynes & Barber, 1990). With reference to organizational commitment, the capacity of the recruiters within an organisation may affect the recruitment process or the ability of an organization to attract new employees. Consistent to the latter, Greenhaus (1987) points out that the recruiters must have certain attributes such as knowledge about the vacant job(s) and the organization as well as be professional when dealing with applicants. Drawing from the latter it can be said the way applicants are treated when they enquire about the job matters since it has a likelihood of conveying a signal to job seekers of how things would be like should they join that organization. As such, positive treatment by recruiters is likely to create lasting good impressions about an organisation which in return attract applicants to consider taking up offers.

The Kenyan initiative was based on the fact that the health sector in Kenya was confronted by shortage of health workers whence it had become apparent that it was taking longer than expected to fill vacant positions to the extent that health facilities across the country had difficulty in fulfilling their mandate. This was prevalent despite the availability of a large pool of unemployed health workers in the local market as well as financial support (Adano, 2008*)*. According to Adano, the challenges encountered revolved around leadership issues and stakeholders' coordination. Hence it became inevitable that the Kenyan government had to engage a private taskforce to undertake an emergency hiring program which committed to fill up vacancies in less than three months period. The task force successfully fulfilled the assignment and within a shortest time eight hundred and thirty health workers were employed and distributed in public health facilities across the country (*Ibid*).

5.3 EMPLOYEE RECRUITMENT IN MOH BOTSWANA

Employee recruitment in Ministry of Health, Botswana is facilitated and coordinated by department of Corporate Services. This department works in liaison with other departments in an effort to acquire qualified and adequate number of employees for the Ministry at large. MOH in Botswana recruits its employees within the country and from other countries. Recruitment within MOH and in the country is considered local recruitment while that from other countries as external recruitment (General orders, Botswana 1996).

MOH like other organizations uses different methods of recruitment, both formal and informal. From the data collected it surfaced that advertising was the mostly preferred method of recruitment. Advertisements are posted in national newspapers locally and in other countries through recruitment agencies and on the MOH website. Advertisement is mainly preferred because the method is open and transparent to a wider range of prospect candidates; as such it attracts a diversified pool of applicants as compared to

informal methods which are limited to those contacted. Moreover its wider accessibility gives equal and fair opportunity to a wide range of the qualified population and as such is viewed as a deterrent to corrupt practices such as nepotism. Consistent to the above view, previous literature also view advertisement as an open and transparent method of recruitment provided precautionary measures are taken to avoid elements of exclusion of other eligible members of the public. For instance previous literature viewed an open advertisement as an advert drafted in a common language understood by all prospect applicants amongst others (Erasmus *et al.,* 2005 and Nel *et al.,* 2004).

The Ministry of Health also uses informal methods such as direct applications or walk-ins, referrals and head-hunting among others. Direct applications are always coming in continuously throughout the year. As such the method generates a large pool of applications for MOH at a lower cost than advertising. However, applications received through this method are not commonly considered for fear of excluding other eligible applicants who may not have applied.

The MOH also recruits some of its employees from other countries. This type of recruitment is considered by MOH as external. External recruitment is facilitated by recruitment agencies and the Ministry only comes in to offer technical expertise at the screening and selection stage. In most cases external recruitment is carried out annually because the process is expensive for the Ministry.

5.4 CHALLENGES IN EMPLOYEE RECRUITMENT IN MOH BOSTWANA

Prevailing literature points out that attracting employees to organizations is in many a times not without challenges. The health workers recruitment experience in Kenya among others provides such evidence (Adano, 2008). The Ministry of Health in Botswana is not any exceptional as indicated by the persistent vacancy rate trends

report presented in chapter two on Figure 2.1. The report reflects the inability of the Ministry to reach the targeted vacancy rate of 2% for the period of 2001, June to 2010, June. However, contrary to the Kenyan experience, in Botswana it has not been formally investigated whether the local market has a large pool of unemployed health professionals. This study did also not explore the availability of the workforce locally but rather undertook to explore challenges encountered in executing recruitment activities or methods in general. Hence the question of availability of unemployed health workforce in the market remains an open window for future research.

This study's respondents revealed that in an attempt to execute recruitment activities they encounter stumbling blocks which frustrate their efforts of timely recruiting qualified and desired numbers of employees. In light of this, this section presents a discussion on challenges experienced by MOH in Botswana based on the data presented in chapter four. Commonly referred to by the respondents were challenges stemming from procedural requirements, recruitment methods shortcomings and organizational factors. These will form the key themes under which the challenges are discussed.

5.4.1 Procedural Requirements

As established from the participants, most challenges in this study stem from rigid regulatory procedures whose effects trickle down to slow down recruitment activities in MOH. In advertising vacant positions, the newspaper to be used is not simply picked by the HRM recruitment division as found suitable but is rather selected through a tendering process which is guided by the standards of Public Procurement and Asset Disposal Board (PPADB). The tendering process is handled by the supplies division of MOH and the paper which satisfies the requirements of procurement wins the tender to carry the advert. The tendering process requirement is that the lowest bidder wins the tender to carry the advert and this may result into misdirected targeting as different prospective applicants groups read different papers. Prospective applicants for high

profile jobs are likely to read expensive newspapers while those for low profile and entry level jobs are likely to read cheaper or free newspapers. In a scenario where an expensive newspaper wins the tender to advertise a low profile or entry job creates chances that the targeted prospective applicants would not get to see the job advert and vice-versa. Consequently, failure to take cognizance of the targeted prospective applicants in a newspaper job advertisement may frequently lead to failure of an advert reaching the targeted population fully. This relates to Breaugh's (2008) assertion that newspaper geographic focus may alienate potential applicants. Furthermore he argues that certain quality of papers may carry more prestigious positions than other papers leading to various papers attracting different types of applicants (*Ibid*). In application to this study, the indiscriminate use of newspaper to carry the advert can be equated to the geographic focus or quality of newspaper. As a result, in most cases a re-advertisement is inevitable. Apart from the cost implication, this slows the recruitment processes.

Another procedural issue which relates to job advertisements' is the condition for serving public servants. Vacant positions adverts are required to stipulate that interested serving public servants' route their applications through their supervisors or else their applications will not be considered (See appendix 2). This requirement is a necessary measure for planning purposes by the incumbent ministry or department. However, due to unavoidable circumstances not all applicants manage to route their applications and meet the deadlines hence some applications are left out. An example cited was the inability of officers serving in remote areas to timely route applications through their supervisors. It was revealed that applications from such officers were eventually disregarded mostly because of having missed the closing date of an advertisement. This always locks out a good number of eligible candidates for the position. This may worsen the already existing situation of high vacancy rates especially in a case where left out applications are employees of MOH who had wished to advance their careers, such employees are likely to leave the Ministry upon failure to realize their wish. In a case where applications by employees from other government

sectors are left out, the MOH is likely to lose a chance of getting qualified applicants who wish to transfer to the Ministry from other public sectors.

Though administrative procedural regulatory conditions may differ from place to place, Breaugh's findings of (1992) are more or less in harmony with the above raised challenges. He highlights that though regulating recruitment practices is a necessity, observing such regulations may slow down recruitment activities. Besides, it can be said that shortcomings in procedural regulations are not easy to rectify since doing so may create other new challenges. A balance should be sought to ensure that the solutions result to more benefits than losses.

5.4.2 Recruitment Methods

5.4.2.1 Advertisement

As noted in the previous section, the MOH mostly uses newspaper advertisements to invite applications for vacant positions. However, this approach is not devoid of any shortcomings. Having discussed the Ministry's procedural issues relating to advertisement in the previous section, this section discusses shortcomings specific to advertisement as a recruitment method.

A limiting factor of an advertisement which surfaced from the data collected was the possible unintentional exclusion of some prospective applicants. An interesting case cited during the interviews was an advert for a typist which required a typed letter as a pre-requisite for consideration. What can be deduced from such a case is that whilst it may appear as a credible way to establish whether candidates can type, it may also exclude qualified typists without access to the necessary technology in good time. An effort to access typing facilities may take time and hence delay a prospective candidate

to a point of missing the deadline of an advertisement. This may also result to an advert failing to draw a reasonable number of prospective applicants. As argued by Maurer & Howe (1989) in Rynes & Barber (1990) it is critical that recruitment attracts the required number of employees within a shortest time possible. Literature also puts forth a precautionary assertion against possibilities of an unintentional discrimination by an advertisement. An example cited is an advertisement invitation of male candidates for a powerful job opening and on the other hand an invitation of females for less powerful job openings (Pons & Deale, 1989 in Erasmus *et al.,* 2005).

Another limiting condition of an advertisement is that of a closing date of an advert which has to be met otherwise an application is disregarded (see appendix 2). While a predetermined closing date of an advertisement is acknowledged as a necessity for curbing possible unfair practices, there are views that faced with difficulty of inability to timely fill up vacancies, a consideration could be made. Where it can be proved beyond reasonable doubt that a suitable application received after the closing date does not disadvantage applications received on time such an application should be considered. This may avoid unnecessary re-advertisement or otherwise defeats the purpose of timely acquiring desired numbers of employees. Mainly because qualifying applications received after the closing date are left out even where a re-advert is inevitable.

5.4.2.2 Informal Recruitment Methods

This study established that other than advertisement, the MOH uses other methods of recruitment such as direct applications or walk-ins, head- hunting and referrals or word of mouth. Direct applications or walk-ins are reported to be generating a large pool of applications for the Ministry. However, applications accrued from informal methods are not commonly used by the Ministry due to fear of lack of transparency and a possibility of excluding other eligible candidates. Literature as well concurs with this view. Grobler *et al.* (2006) points out that regardless of the available large pools of applications

received through direct applications, organizations still advertise for fear of excluding the group of applicants who will have not applied. Consistent with the latter, Nel *et al.* (2004) contends that the use of informal methods should not be dominant in organizations as they are likely to exclude other qualified candidates. However contrary to this, some authors highly regard informal recruitment methods for offering quick results with a likelihood that employees recruited through informal means stay longer in the organization as they may have had realistic job preview from social nets (Carroll *et al.,* 1999).

5.4.2.3 External Recruitment

The Ministry of Health also recruit some of its workforce from other countries. This form of recruitment is referred to by the Ministry as external recruitment. Recruiting from other countries accrues candidates with different experiences hence viewed in the literature as having "spill-over effects" or rather multiplier effects (Rynes & Barber, 1990:290). It is believed that employees recruited from other parts of the world bring with them different expert views which adds to the existing body of knowledge of practice hence empowering incumbent employees for the advancement of an organization (*Ibid*). Findings from this study indicate that due to a limited number of health professionals in the market within the country, the Ministry, in an effort to fill critical vacant posts, undertakes external recruitment. Though this approach was hailed by interviewees for easing the health professionals' shortage in the Ministry, some of the respondents share concern that it takes long hence defeating the purpose of timely attracting adequate employees. Besides the process of external recruitment taking long, it is also very expensive and is hence done once a year. Consequently, the latter factor slows down the effort of timely acquiring the desired numbers of employees. More-especially that scarcity of health professionals in the local market was mentioned as one of the limiting factors.

Another short-coming cited in regard to external recruitment is the possibility of a selected candidate turning down an offer to take up a job. This is attributed to the long intervals taken to appoint externally recruited candidates. For instance candidates have to first satisfy requirements of Botswana Health Professions Council (BHPC) among others before they can be appointed (See appendix 3). As a result, candidates will at times have found other jobs elsewhere or have lost hope and changed their minds about the job. In certain cases candidates who had initially accepted offers recede on their decision upon arrival mainly due to cultural shocks. Over and above the failure to timely fill vacant posts, this amounts to a waste of both time and money for the Ministry.

5.4.3 Organizational Factors

5.4.3.1 Salary Pay Structure

A key element that influences recruitment in organizations is the salary. A variety of human resource literature authors support this view. Apart from the external labour market availability issues, internal factors such as organization's ability to pay play a critical role in recruitment (Rynes & Barber, 1990; Swanepoel *et al.,* 2003). Vandenabeele *et al.* (2004) asserts that an organization's competitive pay salary structure adds to an organization's ability to attract prospect employees. As such an unattractive salary structure is a drawback to recruitment efforts. According to Lawler *et al.* (1975), the attractiveness of an end result of an action matters most in determining individuals' job choice, an assumption which possibly implies that job seekers may possibly be attracted to an organization by higher paying jobs in comparison to lowly paying ones. Consistent to these authors' views, respondents in this study cited the pre-determined centralized government salary structure as one of the limiting factors to recruitment efforts. Job seekers seem to be more attracted to competitive salary pay structures offered by the private sector. As pointed out by one respondent, "some of the selected qualified potential employees frequently turn down our appointment offers in preference of better paying jobs elsewhere".

Moreover, it also came to light that some health professional cadres in the Ministry are paid scarce skill allowances. While this is in place to attract and retain employees with such skills there are views that such allowances demoralize employees in other cadres. The respondents' views are that it creates a challenge to attract and retain cadres who are not entitled to the scarce skills allowances. Lewis & Frank (2002) argue that the world today is highly competitive and individuals have no option but to strive to earn as much as possible so as to meet the looming life demands. In light of this view it could be assumed that each and every qualified prospective employee regardless of professional qualification background would be attracted to an organization by competitive pay structures as well as any other financial incentive. As such any opportunity an organization gets to offer incentives to its employees should be extended to all professionals in an organization as a form of attraction to job seekers. On the contrary, a selective incentive may be a drawback to organizational recruitment efforts.

5.4.3.2 Enquiries

Interviewees also cited inquiries made to the recruitment division by the public at large as overwhelming. Job seekers and their close ones frequently call-in or communicate by other means seeking for information about prospective job openings. This was identified as a limiting factor to recruitment activities. Much as respondents view inquiries as a necessary inevitable factor in recruitment they on the other hand felt that inquiries should be handled differently from the way they are handled currently. At present, incoming calls are forwarded directly to recruitment officers as well as walk-ins candidates among others. They are of the view that controlled inquiries would be of less interference to day to day core business. As such multiple unplanned enquiries could destruct attention of recruitment officers from focusing to other day to day recruitment activities hence slowing down recruitment processes and in all hampering productivity.

5.5 PROPOSED SALUTARY MEASURES TO IMPROVE RECRUITMENT IN MOH

This section provides a discussion on proposed salutary measures to improve employee recruitment processes in the MOH. This was drawn from data presented in chapter four in an attempt to draw remedial measures from all three categories of challenges namely: procedural requirements, recruitment methods and organizational factors.

From the discussion, two limiting factors to recruitment activity processes were frequently raised under procedural requirements. These are tendering process requirement for advertisement and regulatory condition for public serving officers. However, counteractive suggestions were also put-forth. The respondents suggested that choice of newspapers in tendering should be matched to the targeted group. Entry job openings should be advertised on less expensive papers and high profiled job openings on newspapers considered to be of high quality. Though routing of applications through supervisors is a necessity for planning purposes by the incumbent ministry, failure to route an application should not be used as an absolute reason for exclusion. Consideration should be made for each individual situation. In any case, once a serving public servant has been made an offer, the transfer letter is routed through the attention of authorities in the incumbent ministry for planning purposes (see appendix 4).

To address discrimination, a non-discriminatory advert should be a pre-requisite at all times in job advertisements. In support of this, Nel *et al.* (2004) asserts that as such precautionary measures should be taken to avoid discrimination. For instance wording of an advert should not have gender preferences and the language used should be common to the majority of intended prospective applicants. It is acknowledged that a specified closing date of an advertisement is a necessity to guard against unfair treatment of applicants. However, it was suggested that where an application received

after the closing date does not disadvantage an application received on time it should be considered. Given that the Ministry struggles with acquiring adequate number of employees, it will be logical to consider an application received after the closing date than opting for a re-advertisement.

Furthermore taking into cognizance the struggles faced by the Ministry in an effort to timely acquire desired numbers of employees, it was suggested that the Ministry should consider active utilization of informal methods of recruitment to complement advertisement. Regardless of costs incurred and the times taken in external recruitment, it is suggested that the Ministry considers channelling more resources in it so as to ease its staffing problems.

In regard to scarce skill allowance, it was suggested that the Ministry should consider extending the allowance to other professions or team players at different rates and rather re-name the allowance as a living allowance or so. It is also proposed that government considers increasing remote area allowance, as a way of attracting prospective applicants to rural areas. Currently, attracting prospective employees to remote areas is in most cases a challenge to the Ministry. To address the issue of unsystematic inquiries, it was suggested that recruitment divisions establishes inquiry desks to handle all inquiries pertaining to recruitment so as to limit interference with day to day activities.

5.6 CONCLUSION

This chapter presented a discussion of the findings from chapter four. A summary of relevant literature on employee recruitment in general, a brief on employee recruitment at MOH, challenges encountered by the Ministry and presented salutary measures to challenges raised. This study established several challenges that confront MOH human resource management recruitment officers as they execute their day to day recruitment

activities. Challenges were discussed under three key categories namely: procedural requirements, recruitment methods and organisational factors. The tendering process for advertisements requires that the lowest bidder wins the tender to carry an advert. As noted, this may result into misdirected targeting as different prospective applicants groups read different papers. Jobs advertisements' requirement that serving public servants route their applications through their supervisors is also viewed as a hindrance to recruitment. Most of such applications fail to meet the deadlines for various reasons and are hence not considered.

Job application deadlines were also noted as a challenge as they tend to lock out qualified applicants even when there are no sufficient numbers of applicants. Job advertisements can also exclude certain groups of people depending on the specified requirements. Similarly, informal recruitment methods tend to exclude qualified potential applicants who may not be aware of the job or had not made any application for speculation purposes. Despite the important role played by external recruitment, it is expensive and time consuming. In certain cases, recruited employees opt out in the process or reject the offer upon getting other offers or due to cultural shocks once they come into the country to take up the job offer. In regard to organisational factors, the two key issues discussed were salary structure and inquiries. The public sector salaries are centrally determined and regulated making them not easily negotiable. In addition, they are viewed as not competitive when compared to those of the private sector. As established from this study, the recruitment officers feels overwhelmed by job enquiries which impinge on their time for more productive and urgent work.

Several key measures are proposed as solutions to the challenges. These include: a review of the procedural requirements; consideration of late application when adequate number of applications have not been achieved; active use of informal methods alongside advertisement; reviews of the pay structures; and establishment of

recruitment enquiry desk(s) dedicated to handling all job enquiries. The next chapter presents a conclusion of the study report as well as recommendations.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This final chapter presents the study conclusions and proposed recommendations to improve employee recruitment processes in MOH, Botswana. Adoption of these recommendations may accelerate employee recruitment and curb the vacancy rates. This may result to delivery of better health care services and ultimately economic growth and development. In addition, proposed future research areas are also presented.

6.2 CONCLUSIONS

The purpose of this study was to explore challenges encountered by the Ministry of health in its recruitment processes with particular emphasis on the recruitment methods used. The study sought to answer the following research questions: What are the current recruitment methods used by the Ministry of Health in Botswana? What challenges do the Ministry of Health encounter in executing its methods of recruitment?; and what can the Ministry of Health do to overcome its recruitment challenges? The study used a qualitative approach with interviews as the main data collection instrument. Purposive sampling was used. The respondents interviewed were officers directly involved in recruitment in the Ministry. From the study findings, it was established that recruitment officers meet some challenges in their daily recruitment activities. Commonly cited challenges were discussed under three main categories namely: procedural requirements, recruitment methods and organizational factors.

From the study findings, it was established that challenges emanating from procedural requirements that affect recruitment activities slow down recruitment processes. A case in point is the tendering process requirement for advertisements that the lowest bidder wins the tender to carry the advert. This at times leads to misdirection of the advertisement and hence failure to reach the targeted persons due to classification in people's newspaper reading habits. Besides the cost implication, time is lost as this sometimes calls for a re-advertisement. Recruitment methods were also faulted for their shortcomings which slow down the recruitment processes. Advertisement's requirement that interested and qualified public servants channel their applications through their supervisors is viewed as a hindrance to recruitment. Frequently, such applications fail to meet the deadlines for a variety of reasons and are hence not considered possibly locking out a good number of eligible candidates. This notwithstanding the planning purpose by the incumbent ministry, this may create more vacancies if the left out applicants are employees of MOH who had wished to advance their careers. Such employees are likely to leave the Ministry upon failure to get considered for opportunities within.

Advertisement was found to be the most commonly used form of recruitment method. However, the stipulated closing date for applications is at times a hindrance to the recruitment. Many a times, applicants are locked out yet an adequate number of eligible applicants have not been achieved. Taking re-advertisement as an option is not favourable as it has cost implication and is time consuming without a reassurance of success. The use of informal methods was found to be a quick solution to recruitment. However, they tend to be limiting as they lack a comprehensive coverage of prospective applicants. In most instances, the decision to apply for a job is based on optimism for availability of a position in an organization or by social connections. External recruitment is viewed as a solution especially for positions that have remained vacant for long periods due to scarcity of skills locally. This approach is however, expensive for the Ministry to undertake regularly and is hence logical that it is held once a year. Though hailed for the critical role it plays, it is time consuming and at times frustrating due to

some candidates turning down offers due to the delays in appointment or due to cultural shocks once they are in the country to take up the offer.

The government uncompetitive and centrally regulated salary structure was singled out as the key organizational factor hampering recruitment efforts. Moreover, the issue of some cadres not being entitled to allowance incentives makes the salary structure unattractive to such applicants and a reason to get jobs elsewhere for those already on board. Handling of frequent unsystematic and endless job enquiries is another organisational factor hindering recruitment. It was established that, the enquiries are overwhelming and time consuming for those working in recruitment leaving them little time to undertake actual recruitment activities.

This study concludes that, though the Ministry is making efforts to acquire adequate numbers of employees and consequently achieve a vacancy rate of 2% at most, this may not be possible for some time given the challenges facing recruitment. It is therefore important that the challenges brought forth to light be addressed. As such, this study proposes some recommendations which are presented in the next section.

6.3 RECOMMENDATIONS

In view of the advantages cited, advertising should remain as the main recruitment method. However, taking cognizance of the people's reading habits is crucial in advertising to always insightfully predict the targeted prospective applicants so as to try and match advertising newspapers to the target group. For this to bear fruits, the tendering process requirement that the lowest bidder wins the bid to carry the advert should be reviewed to ensure newspapers are directed to bid carry specific adverts depending on the targeted prospective applicants. On the other hand, routing of job applications through supervisor for serving public officers should not be used as an

absolute means for accepting an application. Instead, consideration should be made based on the merit of each individual case to establish that the supervisor was not available or if it is a deliberate effort to thwart the officer's career progression efforts. On the issue of possible discrimination, vigilance should be exercised in drafting adverts so as to avoid wording that may result to discrimination. Further, whilst the importance of closing dates for applications cannot be ignored, flexibility should be exercised to consider late applications in cases which may warrant a re-advertisement.

This study concluded that though informal recruitment methods tend to seclude some eligible candidates, they are a quick source of prospective employees. This is coupled with the general insights gained from literature review that such employees tend to stay longer in the organisation when compared to those hired through adverts or formal methods. To counteract the shortcoming, it is recommended that the Ministry should consider active utilization of the informal methods alongside advertising. Applications for specific job positions received through any of the informal recruitment methods should be sorted and filed accordingly for consideration when the vacancies arise and are advertised. This approach is likely to produce a sufficient number of applications for consideration reducing the possibilities of re-advertising and hence saving on time and costs. In lieu of the prevailing scarce skills in the health sector and the critical role played by the sector in the development of the country, external recruitment should continue despite being expensive. Over and above allocating sufficient funds to conduct external recruitment at least twice a year, proper planning and preparation should be done to mitigate the related identified challenges. To cut on costs, shortlisted candidates should be first subjected to telephonic interview and the last few selected invited to Botswana for face to face interviews. While in the country, the candidates would get to experience the culture prior to accepting an offer and as well attend to issues such as clearance with the BHPC. Furthermore decision on candidate of choice as well as any other paper work should be given urgent attention to reduce on the time.

In light of the weight that a job's remuneration carries in taking up a job and given the importance of the health sector, the salary structure for health care workers thus including all team players in health care should be reviewed. The Ministry should be given some powers to negotiate salaries with candidates especially for experienced candidates. In addition, an extension of allowance incentives to other team players (employees) in health care services should be considered to attract qualified people and improve retention of those on board so as to ease the pressure on recruitment. Finally, to address the delays in recruitment processes due to overwhelming unsystematic job enquiries directed to the recruitment divisions particularly department of Clinical Services and Corporate Services should consider establishing enquiry desks. It is envisaged that people manning these desks will shield the recruitment officers from unnecessary interruptions giving them adequate time to concentrate on recruitment activities.

6.4 AREAS FOR FUTURE RESEARCH

With the insights gained from the study findings, a similar research is proposed but with a broader focus of respondents covering recruiters, newly recruited employees and if possible qualified job seekers on the market. This will provide more broader, concrete and reliable findings.

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APPENDICES

Appendix 1: Interview Questions Guide

Interview Questions Guide

Interviewer: Kedibonye Zhiro

Institution: University of Witwatersrand

Degree: MM P&DM

Research Topic: Managing Employee Recruitment Processes in the Ministry of Health in Botswana

Interviewee profile:

Name

Designation

Department

Role in recruitment process

Interview Questions:

Interview with Ministry of Health Administrative Officers directly involved in recruitment processes

1. What methods do you use to recruit staff in the Ministry of Health?

2**.** Which methods do you use more often to recruit staff and why?

3. What is your opinion regarding the various methods used to recruit staff?

4. What are the challenges faced in the recruitment of staff by the Ministry/Department (if not mentioned above)?

5. What policies and guidelines do you use in the recruitment of staff? (Only if the interviewee did not mention them above).

6. The CPMS reports reflect that your Ministry/Department has many times not met the set vacancy rate target of 2%. What do you think is the reason?

7. What can be done to overcome recruitment challenges?

Appendix 2: Advertisement Draft Sample for MOH

REPUBLIC OF BOTSWANA, MINISTRY OF HEALTH

DATE: 12/03/09 CIRCULAR No. 06 of 2009

VACANCY: HEAD OF DEPARTMENT – PHARMACY PROGRAM

REFERENCE: KB07AA

Applications are invited from suitably qualified candidates for the above position at the Ministry of Health, Department of Health Sector Relations and Partnership tenable at Gaborone Institute of Health Sciences.

Salary scale: D2 (P180, 0840 – P198, 840 per annum). Optional contributory Medical Aid Scheme (Government pays 50% and employee 50%) **Leave:** 25 working days per annum. **Qualifications**: Bachelors Degree in Pharmacy, a Masters Degree in Pharmacy will be an added advantage. **Experience:** A minimum of 5 years experience in the relevant field.

Main purpose of the job: Directs and supervises the planning, coordination, implementation and evaluation of the Pharmacy Program.

Duties: 1. Assume overall responsibility for the administration and management of the Pharmacy Program **2.** Plans, organizes and coordinates the designing, development implementation and evaluation of the curricula **3.** Monitors and evaluates progress of the program, staff and students. **4.** Develops and submits the manpower and recurrent budget for the Department **5.** Perform any other duties as may be assigned by the Head of Institution.

Applications: Quote the vacancy circular number and give the following details: **a)** Full name, address and place of birth **b)** Brief summary of career duties (Curriculum Vitae). **c)** Certified copies of certificates (Academic and professional) and references. **d)** In case of Public Serving Officers/Mission Hospitals employees i) date of first appointment ii) present post and date of appointment there to **e)** Applications should be addressed to :- Permanent Secretary, Ministry of Health, P/Bag BO 81, Bontleng Gaborone, Botswana.

IMPORTANT: All applications from Serving Officers/Mission Hospitals employees must be routed through their Heads of Departments and Permanent Secretaries. Applications not so routed will not be considered.

Closing date: 04 May 2009

For further information contact: **Department of Health Sector Relations and Partnership. Tel: 3632505**

Appendix 3: Offer Letter of Contract Employment (Expatriates) Draft Sample

DPSM 5

Dear Madam/Sir

1. You are hereby offered appointment to the office of _____ on ____ **salary** scale **P**_____ per annum in the public service of the Republic of Botswana. You will commence to draw salary at the rate of ____ per annum.

2. The appointment is offered on contract terms of _**one**_ tour of **24** to **36** month's residential service, in accordance with the provisions of the attached form of Agreement, and is subject to your entering into such an Agreement with the Government.

3.This offer is subject to your passing a medical examination by a Botswana Government Medical Officer or by arrangement with the Director of Medical Services, by some Medical Practitioner, whose fee shall be payable by the Government. Subject to passing medical examination, your conditions of employment will be as set out in the enclosed agreement.

5. If you wish to accept this offer, please complete both copies of the attached forms of agreement by signing at the places indicated in the presence of a witness who should also sign; you and your witness should also initial each page of the Memorandum of agreement. After completion please return both copies to me and I shall send one back to you after signing it.

6. If you accept this offer you should immediately contact the **Director**_____. **This appointment is subject to your Registration with Botswana Health Professions Council.** The position is tenable at …….

Yours faithfully

Director of

For/ PERMANENT SECRETARY

TO:

C.c. Accountant General

Auditor General

DPSM

Source: Adapted from The Republic of Botswana (1996). *General Orders Governing the Conditions of Service of the Public Service of the Republic of Botswana.*

Appendix 4: Transfer Letter Sample from other Ministries

REPUBLIC OF BOTSWANA

Dear Madam

1. In accordance with the powers vested in me under the provisions of Section 6 of the Public Service Act (No.13 of 1998) Cap 26:01, I have pleasure in offering you an appointment on transfer to the post of _____in the Ministry of Health, Department of _____ .The salary attached to this office is on scale _____ per annum.

2. You will commence to draw salary at the rate of _____ per annum. The appointment will take effect from the date of your assumption of duty.

3. This appointment may be terminated by either party giving to the other three months notice or paying one month salary in lieu of notice.

4. You will while serving in the Public Service be governed by General Orders and any Public Service Laws, Rules and Regulations in force from time to time.

5. Your service under the previous employment will be incorporated into the present one for purposes of pension and other benefits.

6. I will be grateful if you would please indicate in writing your acceptance or otherwise of this offer within seven days of receipt of this letter. The position is tenable at_____.

Yours faithfully

For/PERMANENT SECRETARY

TO:

cc. Accountant General
Auditor General
DPSM

u.f.s:- Permanent Secretary of Ministry X

(The letter is routed through Permanent Secretary of Ministry X for planning purposes).

Source: Adapted from The Republic of Botswana (1996). *General Orders Governing the Conditions of Service of the Public Service of the Republic of Botswana.*

Appendix 5: Employment Levels Reports Samples

This appendices present vacancy rate reports whereby the vacancy rate is the percentage variance. Samples were picked from reports reflected on Figure 2.1

Source: Adapted from the Ministry of Health, Botswana (2009). *Computerized Personnel Management System.*