AN INVESTIGATION INTO THE RECRUITMENT PROCEDURES IN THE PUBLIC SERVICE

A CASE STUDY OF THE MINISTRY OF LABOUR, PUBLIC SERVICE AND HUMAN RESOURCE DEVELOPMENT - REPUBLIC OF SOUTH SUDAN-JUBA

JANUARY-2013

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A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER IN PUBLIC ADMINISTRATION

AT THE UNIVERSITY OF FORT HARE

SUPERVISOR: DR. NZEWI

DATE: JANUARY   2013

DEDICATION

I dedicate this thesis to my parents; my caring father Abusingia Khamis and my late dearly and loving mother Alice Timatio Udinga. It is because of the strong foundation and basics in life that you laid in me that have made me ascend up to this level. I still pray to continue further and realize more dreams and hope that you had in me. I also dedicate this work to my beloved daughter Ida Comfort Abusingia whose time I always interfered with in concentration for this study. To all of you my brothers and sisters from the family I come from, my achievements are through your inspiration, Iam proud of you.

ACKNOWLEDGEMENTS

DECLARATION

I, Emmanuel Abusingia Khamis do hereby solemnly declare that this thesis is my own original work achieved through my commitment and dedication. It has not been submitted by me for evaluation, examination and approval at any other University other than the University of Fort Hare, School of Public Management and Development, Faculty of Management and Commerce, Department of Public Administration. Therefore, it is the product of my work through the professional Guidance and competence of my supervisor Dr. Ogochukwu Iruoma Nzewi. I reserve the right of permission for printing or photocopying.

CANDIDATE'S SIGNATURE,   **SUPERVISOR,**

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LIST OF ABBREVIATIONS

CPA   Comprehensive Peace Agreement

HRM   Human Resource Management

HRD   Human Resource Development

HR   Human resources

GOSS   Government of South Sudan

GoNU   Government of National Unity

MPA   Master of Public Administration

UFH   University of Fort Hare

RSS   Republic of South Sudan

MLPHRD   Ministry of Labour, Public Service and Human Resource

          Development

FMs   Frequency Modulations (Radio Stations)

ABSTRACT

This document is a research report (Thesis) on the topic an Investigation in to the Recruitment Procedures in the Public Service a case study of the Ministry of Labour Public Service and Human Resource Development Republic of South Sudan. In line with the objectives, the study established a significant number of policies and legislations that guide recruitment in the ministry and in the South Sudan Public Service. The findings of the study revealed that recruitment procedures exist in the public service of South Sudan amidst challenges. The researcher provided recommendations to the challenges in the last chapter of this thesis. However, there will be a need for further research on some of the issues that affect recruitment in the ministry as provided by the respondents of this study. These issues are discussed in chapter four. Thus recruitment is very important to research on further in the Public Service of South Sudan so as to ensure efficient and effective service delivery through recruiting competent staff.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION

The Republic of South Sudan was proclaimed and inaugurated as an independent sovereign state on the 9th of July 2011. This was witnessed and recognized by the international community and agencies such as the UN, the EU and the African Union among others. As the newest country in the world, it is faced with a plethora of challenges; one of the most prominent among them is the delivery of public services to the South Sudanese (citizens) who have been marginalized from colonialism (colonial era) up to the 21st century. The delivery of these public services is dependant on financial and Human resources amongst others. Therefore, the manner in which these Human Resources (personnel) are acquired to serve in the public institutions is important to be established. This is because failure to follow recruitment procedures may result in paying for unproductive employees who may not contribute towards achieving effective and efficient service delivery. Thus recruitment procedures in the public service need to be studied or investigated.

1.2. THE ROAD TO INDEPENDENCE

South Sudan emerged during the Anglo-Egyptian Condominium colonial rule from 1898-1955 upon the break-up of the Ottoman Empire. In this condominium, Britain and Egypt colluded to occupy Sudan with separate administrative arrangements for the north and south.

According to the Republic of South Sudan Factsheet (2011:04), it is stated that, after the Mahdist army in 1898 during the battle of Omdurman, North Sudanese accepted the

rule of the new Anglo-Egyptian regime. However, South Sudan rejected the regime and continued to fight for their independence.

The struggle for liberation continued for several years, even after Sudan obtained independence in 1956. This was because of the continuous marginalization of the South Sudanese (the Black) by the northern successive oppressive Governments centered in Khartoum.

Precisely, the extent of South Sudanese marginalization by the North was in the areas such as unemployment, lack of social services and lack of education and capacity building among others. With regards to these, Garang (1992:20) pointed out that, a few of system crisis problems in Sudan include among others:

Amounting unemployment that resulted in social instability and immigration; and

An acute inadequacy & deterioration of social services in the whole country and particularly in rural areas. In this case, the South was mostly rural with poor infrastructures.

Sadly, 17 of the past 56 years have been wasted on major civil conflicts; the first from 1955 -1972. According to Kanyane, Mai and Kuol (2009:20) the civil conflict lasted for 17 years which ended with the Addis Ababa Agreement. The second was from 1983-2005 which lasted for 21 years. It ended on the 9th of January 2005 when the Comprehensive Peace Agreement (CPA) was signed between the Sudanese People Liberation Movement (SPLM) the political wing of the Southern Sudanese Liberation Organization and National Congress Party (NCP) the ruling party of Sudan Government. The CPA three milestones amongst others included the Census which was conducted in April 2008 and whose results were controversial, the Elections at Federal, South Sudan and State levels of Government which was conducted in April-May 2010 and finally the Self Determination through referendum. In fulfillment of a provision of the CPA on self determination, South Sudanese voted for total independence during the January 2011 referendum. According to South Sudan Business Review (2011:14), the total vote for independence was 98.83%. Finally, South Sudan was declared an independent sovereign state on 9th July 2011.

1.3. THE ESTABLISHMENT OF THE MINISTRY OF PUBLIC SERVICE.

The formation of the government of South Sudan and the establishment of the ministry of Public service among others fall in the realm of public administration. Specifically put, the establishment followed the generic processes of public administration which according to Du Toit and Van Der Waldt (1999:10) include policy making, organizing, financing, personnel provision and utilization, work procedure and control.

In this regard, organizing was done in which structures and positions were created for the ministry. Procedures were made for filling the vacancies that exist in the structure, that is to say personnel provision (recruitment).

The procedures include, MANUAL OF THE PUBLIC SERVICE PROCEDURE, A POLICY FRAMEWORK FOR THE PUBLIC SERVICE OF SOUTH SUDAN and PUBLIC SERVICE REGULATIONS to mention but a few. According to the public service policy framework (2007:02) the public service is made up of Civil Administration for the New Sudan (CANS) employees, the South Sudanese staff of Government of Sudan (GOS) the demobilized SPLA soldiers, and the regular employees to be recruited and the specialized temporary employees – South Sudanese experts from the Diaspora. According to a daily news paper in South Sudan, the Citizen (Saturday 8 September, 2012), the Government of South Sudan (GOSS) brought together the south Sudanese workers who had been working under CANS and Southern Sudan coordinating Council (SSCC), where two working groups were merged together to form GOSS employees.

The CANS came into effect during the liberation struggle in 1994 1st SPLM convention in Chukudum, Budi county, Eastern Equatoria State. Since the adoption of resolutions by the SPLM in this first convention, efforts had been on-going to bring about the establishment of public service and civil governance structures for South Sudan. With the signing of the Comprehensive Peace Agreement (CPA), and the formation of the Government of South Sudan subsequent to the interim constitution, the stage had been reached wherein a formal, organized, well managed, transparent and accountable

public service was established. The establishment of the ministry of Public Service is therefore a key step in organizing to deliver services to the people of South Sudan. However, CANS differ from the current public service in that it operated voluntarily without proper budget during liberation struggle before the CPA, while the current public service operates within budget and control of an established government system. The aim of CANS was to provide civil administration and services such as education and health amongst others and to enhance civil support in the liberation struggle.

1.4. MOTIVATION FOR THE RESEARCH

Despite the procedures put in place for recruitment, there is still high incompetence and existence of inadequate service delivery. There are also malpractices in the recruitment processes such as the practices of technical know-who as opposed to technical know-how. As a civil servant with over five years of experience in the Public sector, the researcher deems it important to study the recruitment procedures in the Public service. The purpose is to find out the extent to which recruitment procedures are followed and how effective do they contribute to people's welfare through service delivery as the key purpose for which recruitment is done.

1.5. PROBLEM STATEMENT

The Republic of South Sudan needs competent public sector personnel. The need for skilled, knowledgeable and competent civil servants is quite indispensable for the effective and efficient service delivery to South Sudanese. This need is also crucial for the development of this young nation. The formation of the government of South Sudan in July 2005 subsequent to the signing of the CPA on 9th of January 2005 resulted in the creation of government structures such as the establishment of Ministry of Labor, Public service and Human Resource Development. The structures have been filled with staff since 2005 to date. However, no study has been conducted on procedures followed in recruiting staff to fill the vacant posts in the structures. Therefore, the procedures followed in recruiting public servants warrant investigation or study, because it is

through recruitment that the new entrants should join the government employment to serve the people.

1.6. OBJECTIVES OF THE STUDY

1. To establish the legislative frameworks that govern recruitment polices and procedures for government employees in South Sudan.

2. To establish what the recruitment policies and procedures for the government employees in the Ministry of Labour, Public Service and HRD in South Sudan are.

3. To examine the extent of their application (compliance and implementation) in the Ministry of Labour, Public Service and HRD in south Sudan.

4. To find out the problems in applying these methods

5. To give recommendations.

1.7. RESEARCH QUESTIONS

1. What is the legislative framework that governs recruitment policies and procedures for government employees in South Sudan?

2. What are the recruitment procedures and policies in the Ministry of Labour, Public Service and HRD?

3. To what extent are these procedures and polices applied /followed?

4. What are the problems encountered in applying the recruitment methods?

5. How can these problems be addressed / solved?

1.8. SIGNIFICANCE OF THE STUDY

Human Resource is the only resource with the exception of which a public institution can not function. This means that with the exception of human resources, all other resources are static or dormant since they derive their dynamic character from human resources. This therefore depicts the importance of human resources in any organization and in particular the public institution.

This study is important because it generated information on the ways and procedures followed in recruiting civil servants (Human Resources) into the public institutions. By doing this, the study has attempted to build a framework for future research on recruitment, selection and their relation to performance of employees towards adequate, efficient and effective service delivery. Furthermore, the study has provided possible recommendation on solving problems that have been identified in the research.

1.9 DELIMITATION OF THE STUDY

The purpose of demarcating a study is to specifically gear it towards a focused direction and make it manageable. This present study was limited to the ministry of Labor, Public Service and Human Resource Development in the government of the Republic of South Sudan, at national Level Headquartered in the capital Juba. It covered all the directorates in the ministry. Its focus and emphasis was on the procedures which are followed in the recruitment of civil servants to serve in the public service. The purpose of placing this emphasis is that recruitment and selection determines the success of a public institution in terms of achieving objectives. This means that, proper and well conducted recruitment and selection provides the organization with competent and skilled employees whose effort will result in the organization's quality productivity.

1.10. ETHICAL CONSIDERATION

In a research that involves people as respondents, there must be a careful awareness of ethical consideration. In this study therefore, agreement was reached between the

researcher and the informants (respondents) in accordance with ethical procedures. Ethical guidelines served as standards and basis on which the researcher ought to evaluate a conduct. Specifically put this study among others:

Observed confidentiality, informed consent and voluntary participation of respondents in the research;

Permission was sought from the ministry's authority before conducting the study;

All respondents were assured of anonymity that the information collected from them was only to be used for academic purposes.

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1.11. CLARIFICATION OF CONCEPTS

Public Administration (as a discipline)

As a discipline, Public Administration is an academic study which is acquired in tertiary institutions. According to Fox, Schwella & Meyer, (1991:02) it a system of structures and processes operating within a particular society as the environment with the objective of facilitating the formulation of appropriate government policy and the effective and efficient execution of the formulated policy.

Public administration (Activity)

As an activity, Public administration is the practice of government. This practice is meant to improve the living condition of the people (Peoples welfare). Bayat & Meyer (1994) defined it as the Management of public affairs geared towards meeting the needs of the citizens of a Country.

Human Resource Management

Refers to the Management of employees (Civil Servants) or personnel for the achievement of the objectives of the organization as well as meeting the needs of the employees. According to Hall and Goodale, (1986:05) it refers to the process through

which an optimal fit is achieved among the employee, job, organization and the environment so that the employees reach their desired level of satisfaction and performance and the organization meets its objectives.

Human Resource Planning

French (1994) defines Human Resource Planning as the Process of evaluating the institution's current and future human resource needs in terms of organizational objectives, and taking active steps to ensure that a competent and stable personnel corps is employed in the institution.

Recruitment

The practice of generating capable applicants to apply for employment Fox & Meyer, 1995:111). According to the Civil Service Act 2011 chapter 1 section 7, recruitment means the process through which new appointments to the civil service are made.

Selection

The primary aim of selection is expressed as "selecting the best candidate for the post" Erasmus *et al* 2005:234).

Public Sector

That portion of an economy whose activities (economic and non economic) are under the control and direction of the state (Fox &Meyer, 1995).

1.12. PRELIMINARY FRAMEWORK/CHAPTERS OVERVIEWS

This study is made up of five chapters. With respect to the format and timeframe, the study period was determined by length of time that data collection and analysis took, but it did not exceed February 2013. The breakdown therefore is as follows:

CHAPTER ONE: INTRODUCTION/OVERVIEW OF THE STUDY

This chapter provides the background of the research and the problem as to why the research was conducted. The chapter also detail on the objectives of the study, research questions and the significance of the study among others.

CHAPTER TWO: LITERATURE REVIEW

This chapter presents the reviewed literature with respect to and in relation to recruitment procedures in the public service. It is made up of three theoretical major frameworks namely: the conceptual, theoretical and legal frameworks. It also provides comparative analysis between the Republic of south Sudan and the republic of South Africa on the recruitment practices.

CHAPTER THREE RESEARCH METHODOLOGY

In this chapter, the approach or design followed in the study is described. That is to say the reasons for choosing qualitative and quantitative approaches are explained. The data collection instruments and methods, validity and reliability of data, limitations of the study and scope as well as the target population, sampling method and ethics followed during the study have been discussed.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the findings, discusses and analyses them with respect to the research objectives and the literature reviewed on the topic of the study.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

The conclusions drawn and the recommendations that emerged from the findings are discussed or presented in this last chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

In this chapter of the dissertation, attention is given to the ideas, thinking, empirical explanation and legislation that encapsulate the topic under study. In specific order however, this chapter is structured into three key headings or sections which are: the conceptual framework, the theoretical framework and the legal framework. The conceptual framework provides general ideas or concepts on the topic while the theoretical framework identifies and explains specific theories that underpin the study, for instance, the scientific management and bureaucratic theories among others.

The legal framework deliberates on the existing laws that regulate and guide recruitment in the public service of South Sudan. Since the country is young and lack many laws and policies, some related laws to the topic from countries with similar liberation struggle such as South Africa are considered.

2.2. CONCEPTUAL FRAMEWORK

In this section of the literature review, attention is given to concepts on HRP, Recruitment, Selections and its methods and the relationship between selection and recruitment amongst others. This is because; recruitment starts with planning which must spell out the need for future and even current HR for the organization and therefore, selection follows the recruitment where desirable candidates with required competences are identified and given the job offer. Hence, it is important to note that Recruitment procedures in the Public Service fall in the realm of Public sector Human Resource Management. Human Resource Management as a process consists of four consecutive and related steps, namely: The provision, maintenance, training and utilization of Human Resources. Therefore, the recruitment procedures under this study

mean that, the ways in which the ministry of public service conducts its provision of Human Resources (Personnel provision) for rendering of public services. Generally, the section focuses on the concepts and steps that must be followed when recruiting employees for the Public Service Institution from various points of view.

Clegg, *et al* (2008:172) described Human Resource Management as "the process and practice of managing and advising management on the recruitment, selection, retention, and development of staff in an increasingly complex legal and social environment with the aim of achieving the organization's objectives as they are made sense of by its managers or consultants". In relation to the above point of view on HRM, Hall and Goodale, (1986:05) refers to it (HRM) as the process through which an optimal fit is achieved among the employee, job, organization and the environment so that the employees reach their desired level of satisfaction and performance and the organization meets its objectives.

2.2.1. HUMAN RESOURCE PLANNING

As stated earlier in the beginning of this conceptual framework, HRP is the starting point of recruitment of HR. It is therefore of essence to discuss HRP and its important components in relation to recruitment in the public sector. This is because it provides recruitment authorities and departments the type of personnel the institution may need, in what numbers and at what times hence facilitating recruitment procedures.

Human Resource Planning (HRP), like any other form of planning, is a means to an end (Cole 2005:168). In this case, the end is to secure the Human Resource for the organization in order to achieve cooperate objectives. Human Resource Provision (recruitment) therefore, commences with Human Resource determination, a process that follows organizing. Human Resource Planning in effect, is a systematic approach to ensure that the right people will be in the right place at the right time (Chatterjee, 1999:71). It may be looked upon as a strategy for the organization, utilization, improvement and preservation of an enterprise or public institution's Human Resources. The Purpose is to evaluate a process by which a public institution can move from its

current Human Resource position to its desired Human Resource position, and doing things which result in both the institution and the individual receiving maximum long – run benefit. In brief, HRP then can be seen as a set of activities designed to make available the necessary number of people with the necessary qualifications in order to realize the organization's goals along with the interests of individual employees. In line with this explanation of HRP, Dolan and Schuler (1987:41) provides that HRP can be viewed as the process of developing and implementing plans and programs to ensure that the right number and types of individuals are available at the right time and place to perform the work necessary to achieve a public sector institution's objectives.

In reference to the above context, it can be deduced that HRP may be viewed as serving two broad, yet interrelated, functions. In the first instance, it is clearly an attempt to prepare for the future. Secondly, HRP gives to the organization, valuable knowledge about present resources which it needs to adapt quickly and adequately to sudden changes in such factors as technological advances, new markets, political and economic pressures, etc. (Chatterjee 1999:70). In conformity to this point, Anderson (1994:36) stated that environmental changes (technological, political, social and economic) mean that HRM is becoming more complex and challenging, which makes planning essential.

2.2.2. KEY COMPONENTS OF HUMAN RESOURCE PLANNING

Human Resource Planning may on one hand be viewed as foreseeing the human resource requirements and their future supply and, on the other hand, making the necessary adjustments between the two, while foreseeing the possibility of developing the supply of human resources. Essentially, three sequential steps are involved:

   (i)   Forecasting demand for manpower
   (ii)   Analyzing human resources supply
   (iii)   Matching HR requirements with availability

After forecasting the demand for Human resources in the future, analyzing human resources supply from the labor market and matching the two with the availability of

manpower, it is important to consider job analysis because it is form it that job description and job specifications are derived. In brief, the information emanating from job analysis will help in identifying potential candidates for recruitment and selection.

2.2.3. JOB ANALYSIS

As described in the last paragraph above, job analysis is important it provides job information on which recruitment, selection and placement heavily depend. In reality, the most fundamental knowledge a public institution recruiter needs is information on the job they are recruiting for and it requirements. Thus, analysis becomes vital before any recruitment process is put into gear.

Before any advertising campaigns can be put into operation, one has to make sure that the posts are properly analyzed to ensure that recruitment attempts are non-discriminatory and that recruiting takes place in line with inherent requirements of the relevant post (Erasmus et al 2005:2005) this means that, proper completion of human Resource Planning and job analysis processes provides an overall impression of the post. In other words, the human Resource planning and job analysis provides employers with the job profile that describes the post in terms of the task requirements (Job description) and the requirement for the person filling the post. According to Cole (2002:169), the Basic demand for people springs from the organizations need to supply goods or services to its customers (citizens).

2.2.4. FACTORS THAT LEAD TO THE SUCCESS OF HRP

It is important to note that, a failure to plan strategically for HR can lead to significant costs for the public sector. For instance an overstaffed public sector usually has negative consequences for the budget. Once a particular public sector institution becomes overstaffed in practice, an imbalance immediately arises between budgetary allocations and the different functions to be executed. In addition overstaffing can cause redundancy. This scenario occurred in South Sudan public sector after CPA was signed. The public sector was overstaffed and when the government realized, downsizing was introduced to rectify the situation. But still to day the government is of

the opinion that the number of ministries be reduced. This was evident in the speech of the president during the 1st anniversary of the Independence of South Sudan on July 9th 2012 where he talked of reducing the size of the government in order to spare many for services because most of the money goes to pay salaries. Not only that, understaffing also result in temporary staff having to be employed. According to Erasmus et al (2005: 126) in most of he cases, temporary staffs are not only expensive but are demanding in terms of training and additional requirements. For this reason, the following factors are critical to the success of HRP.

(i) Integrated Strategic HR planning

Strategic HR planning implies that HR planning must be dealt with as an integral part of a public sector institution's corporate strategic planning process and the outcomes of the strategic PSHRM process. Erasmus et al (2005:127) emphasized that those employees who are involved in HR planning must have a proper understanding of the overall corporate and HR strategic plan, vision, mission, objectives, values and the way in that the environmental factors influence the process. In other words there must be a link between corporate and business planning and HR planning.

(ii) Commitment from senior management

It is essential that senior management must give the lead in emphasizing the importance of human resources as a strategic asset and the way it links up with HR planning. Indeed, they should take the lead in the HR planning process.

(iii) Establishment of central HR planning unit

In larger institutions such as the public service, a central HR planning that is responsible to senior management needs to be established for each institution. Erasmus et al (2005:128) stated three objectives in establishing this unit: (1) to co-ordinate and reconcile the demands of human resources from different sections; (2) to standardize assessments of requirements from the different sections; (3) to produce a comprehensive organizational HR plan.

(iv) Allocation of adequate resources

Because so many people are involved in the process, as well as a great deal of time, it is important that adequate resources be made available to undertake HR planning. It is also important to define the time span to be covered by the plan.

2.2.5. RECRUITMENT

Recruitment can be said to be that set of activities an institution uses to attract candidates to a specific post; candidates who have the abilities and attitudes needed to help the institution achieve its objectives (Gleuk, 1979:117). The Recruitment of Human Resources can be seen as persuading candidates with the required qualifications to join the public service. In other words, it is meant to convince them (candidates) to apply for a post and to accept the appointments. That is to say, a candidate cannot be seen as recruited until they have accepted the appointment.

According to Erasmus et al (2005:207) recruitment can be described as those activities in Human Resources Management which are undertaken in order to attract sufficient job candidates who have the necessary potentials competences, and traits to fill job needs and to assist the public sector institution in a achieving its objectives. The definition tends to summarize the staffing process (currently referred to in this study as the recruitment procedure). It mentions the attraction of candidates and links it (candidates) to assisting in achieving public institutions objectives. Recruitment is defined by Startling (1977:3670) as follows: "Recruitment is the process of matching individual skills and aptitudes with job specifications". Recruitment can be said to be that set of activities an institution uses to attract candidates to a specific post; candidates who have the abilities and attitudes needed to help the institution achieve its objectives (Gleuk, 1979:117).

2.2.6. RECRUITMENT POLICY AND PROCEDURES

The recruitment policy and procedures are manly discussed in the legislative framework section of this chapter. For the purpose of this section the conceptual framework, the

recruitment policy stipulates broad guidelines on the way in which public sector institution intends to deal recruitment. In very brief terms the recruitment policy must indicate the institution's position concerning: (1) the general objectives of recruitment and (2) the principle of equal job opportunities in recruitment (van der Westhuizen 2000:100) in keeping with these objectives therefore, one has to undertake the following steps:

1- Secure a pool of acceptable candidates for the vacancies;

2- Ensure that all the recruitment efforts will establish a positive image of the institution;

3- Make sure that all recruitment activities efficient and cost effective;

4- Conduct the recruitment process in a fair and equitable manner; and

5- Enable the institution to attract those potential employees who have the necessary knowledge, skills and competencies relevant to the requirement s of the post (Foot and Hook 1996:53-54).

2.2.7. EXTERNAL AND INTERNAL FACTORS INFLUENCING RECRUITMENT POLICY

Various factors influence recruitment policy. It is crucial for public sector personnel managers or HR managers to acquaint themselves with them so as to strike a balance in the recruitment. According to Gerber, Nel, & van Dyk (1992: 176) these may divided into two broad categories, namely external and internal factors.

The External Factors

The external factors are factors outside a public sector institution, such as the Labour market conditions, government policy and legislation, and trade unions. For instance if there is an abundance of qualified candidates who meet the job specification requirements, a limited recruiting effort may generate many applications. If the job

market is tight, more creative and expensive effort will be necessary. Skills shortages will require larger compensation packages to attract the right candidate.

The Internal Factors

The internal factors influencing recruitment are those decided by the public sector institution. They include the strategic plans, institutional policy, and recruitment criteria. It can be emphasized that, Recruitment must not be seen as an isolated activity. The long term plans are the basis for the shorter term plans on which the recruitment efforts are based.

2.2.8. SELECTION

Swanepoel et al (2003:284) defined selection as the process of trying to determine which individuals may best match particular jobs in the public sector institutional context taking into account individuals differences, the requirements of the job, and the institutions internal and external environment. The primary aim of selection is usually expressed as "selecting a best candidate for the post" Erasmus et al (2005:234). With this primary aim in mind, Selectors during the selection process try to determine a candidate's future work performance and the value, knowledge, skills, and competencies that can be added to the public sector institution. Of equal importance is that, public sector selectors must make sure that the relevant post is acceptable so that the candidate does not leave the institution after a short period of employment (Foot and Hook 1996:78; Van Der Westhuizen 2000:113).

Not only that, Cole (2005:342) states that selection is very much a two- way process – the candidate is assessing the organization, just as much as the organization is assessing the candidate. According to Erasmus et al (2005:933), selection process commences after the closing date of the advertisement, and the selection process is successfully concluded after a candidate has been given a job offer and it is accepted. In the opinion of the researcher, selection does not commence only after the advertisement expires. It commences right with the advertisement, this is so because

the advert specifies the job title, the experience and qualification needed. This therefore targets people of specific profession, experience and competence among others. For example, if a vacancy occurs for a medical doctor a lawyer will not apply for that post. Thus the indicated post on the advert is able to select who to apply for further selection such as short listing, interviewing and other methods of selection as may be deemed appropriate.

As with most of the human Resource (HR) activities, selection is an enormously complex task. A practical expression of this complexity is presented in the fact that selection requires predicting future work performance based on information that comes from the past. Erasmus et al, (2005:236) stated that a considerable segment of work performance is determined by the so-called hard skills such as technical knowledge of job-related abilities and another component of work performance lies in the so-called soft skills, which include such variables as interpersonal relations and motivation.

2.2.9. SELECTION METHODS

Andrews (1987) wrote that, depending on, amongst other factors, the nature of the job and the number of applicants for the position, the selection process could involve any of the following: The perusal of application, forms, preliminary sifting, preliminary interviews, selection and testing by assessment centres. With reference to Andrews' points above, one of the most common assessment method used for selecting employees is the employment interview. The aim of the interview is to determine an applicant's degree of suitability for a job by matching the information given by the applicant to the job requirements (Erasmus 2005:250). Interviews usually range from unstructured to structured. The instructor's interview referred to the coincidental, poorly organized type of interview where there is no attempt to explore specific areas for information about the applicant.

Structured interview provides for a more organized approach and amore stable basis for assessment of the different candidates. The procedures of the structured interview

provide guidelines for the general framework of questions. The specific questions that will be asked remain the responsibility of the interviewer and develop from the interview situation. In public sector organizations, most interviews fall between structured and unstructured (Interviews).

Another well-known selection method is the assessment centre, which is a technique that uses multiple approaches to test for knowledge, skills, and abilities that are needed in the post. As Erasmus et al (2005:248) put it; generally, assessment centres include excursuses such as simultaneous stressful decision making situations, small group activities that test leadership skills, in-basket exercises that require certain managerial skills such as delegation of authority, and assignments that test communication skills.

As Cascio points out, "By using multiple assessment techniques, by standardizing methods of making inferences from such techniques, and by pooling the judgment multiple assessors in rating each candidate's behavior, it is felt that the likelihood of successfully predicting the future performance is enhanced considerably (Cascio 1991:327). Assessment centres are most often used in the selection of public sector managers or other personnel required to plan, guide, control and make decisions about operations.

Besides interview and assessment centres methods of employment, there are other employment, there are other employment tests that include cognitive ability (intelligence), aptitude, personality tests, performance tests and psychological testing among others.

The purpose of performance test is to assess the applicant's performance on specific tasks that are representative of the actual job. As performance tests are designed for a specific job, there are many different versions. Examples would be a typing test (for typists), mechanic toll identification, editing skills, and many others. Performance tests appear to be good predictors of job success, and studies have revealed that these tests are more valid that written tests (Scarpello and Ledvinka 1988:340).

Regarding psychological testing, recently, there has been quite a debate surrounding the status and value of psychometric testing in

2.2.10. RELATIONSHIP BETWEEN SELECTION AND RECRUITMENT

Recruitment and selection are closely linked with each other. They both form part of the hiring process. It is true that both these Human Resource activities are directed towards obtaining suitably qualified public sector employees (Erasmus et al 2005:207). The focus of recruitment is on laying the ground work for the selection process. In other words, the recruitment process provides the pool of applicants from whom the selectors may choose. Cole (2004:338) states that, the aim of recruitment is to ensure that the organizations demand for employees is met by attracting potential employees (recruits) in a cost-effective and timely manner; while the aim of selection is to identify, from those coming forward, the individuals most likely to fulfill the requirements of the organization. To put it in another way, recruitment is concerned with assembling of the raw materials and selection is concerned with producing the right blend for the organization, at a particular point in time. Although the two activities are closely related, each requires a separate range of knowledge, skills, competences, and expertise. In addition, each activity may in practice be expected by different staff members (Foot and Hook 1996-53).

2.3. THEORITICAL FRAMEWORK

Public Administration as a theory is informed by many theories that strengthen its development. In relation to HRM, as one of the generic processes of PA under which this topic falls, these theories among others include the scientific management theory, bureaucratic theory, human relation theory to mention but a few. Thus it is imperative to provide the ways in which these theories inform and contribute to the topic of the study.

2.3.1. THE SCIENTIFIC MANAGEMENT THEORY:

The word scientific management was first used in 1910 by a writer Louis Demfitz Brandeis. In the earlier days, Taylor usually referred to these techniques (scientific

management) as the taste system or taste management. Latter, Taylor welcomed the more appealing nomenclature and declared management is a true science resting upon clearly defined laws, rules and principles (Gross 1964:127).

He felt that his work covered the entire sphere of industrial management. He was convinced that same principles could be applied with equal force to all social activities, that is, to the management of homes, farms, business, government to mention but a few (Sahni and Vayunandan 2010:135). From the Taylor's scientific management principles, one of them directly links to the topic of this study. It is therefore identified and explained as under:

(A) SCIENTIFIC SELECTION AND PROGRESSIVE DEVELOPMENT OF WORKERS.

Based on this principle, the theory explains that, workers should be scientifically selected keeping in view the physical, mental and physiological attributes. In relation to this principle, Sahni & Vayunandan (2010:139) concurs that, "if the one best way of shoveling coal is to do it in twenty – one-pound loads, then a worker who has the physical strength and stamina to perform this operation would be selected."

The view of Taylor on the scientific selection of workers, as also emphasized by Sahni and Vayundaudan, implies that there should be open competition for jobs in the public sector. In the practical sense, it stresses on the importance of hiring through scientific methods such as advertisements recruitment, selection, orientation, placement, and appointment of workers (personnel). These steps or methods are crucial if Service delivery is to be achieved or enhanced in the public service.

In the time and motion study, Taylor recognized the need for selecting the right men for the right job by applying scientific methods, and by taking into consideration the workers' initial qualifications and potential for future learning. The idea behind selecting the right men for the right job was that, a worker can be effectively supervised if he is put in the right place. Thus, it can be stated that Taylor laid down the fundamental

principles of personnel management that is, matching man with the job (Sahni & Vayunandan 2010:139).

It can be agreed / admitted by the researcher of this study that, Taylor's Scientific Management theory greatly contributed to the current Human Resource Management in which recruitment procedure or hiring process is a key component.

Matching men with the job that result in selecting the right man for the right job is necessary in the recruitment procedure and should be a key objective in South Sudan Public Service recruitment. In the researcher's view, matching a man can be interpreted as man specification which includes the skills, knowledge, attitudes and aptitude required for a particular job. While the job aspect in the matching, calls to mind the aspect of job analysis or process in which contents of the job are examined properly one by one in order to identify the skills required to perform or execute it.

In addition to that, Sherman, Bohlander and Snell (1998:722) defined job analysis as a process of obtaining information about jobs by determining what the duties are. Not only that, Cox iii, Buck and Morgan (2004:67) states that, the job analysis serves as the foundation of a position classification and pay scheme by relating and grouping jobs. Additionally, the job analysis is the organizing structure of all recruitment, selection and training activities.

None of the above activities would be possible in the modern context without the information generated by a job analysis. (Cox, Buck and Morgan 2004:67).

2.3.2. BUREAUCRATIC THEORY

The responsibility of the development of the concept of bureaucracy to its fullest sense is largely dependent on the work of max Weber a German Psychologist. He was born in 1864 and died in 1920 from Pneumonia at the age of 56. Weber's area of specialization included *inter alia* legal institutions, religious systems, economics, sociology, political science and authority (Hanekom, Rowland and Bain, 2001:73). Weber considered organization as an integral part of running society in terms of provision of goods and

services. However, the contemporary usage of the term bureaucracy has become vague and ambitious and has negative connotation these days. As a result of some authors prefer the term public organization or administrative agencies (Lane 1986:3).

According to Cole (2004:04), the distinguishing features of bureaucracy were a definition of rules within hierarchy, where job-holders were appointed on merit, were subject to rules and were expected to behave impartially. As identified in Scientific Management Theory, one of the key components / elements of the theory of Bureaucracy that links to the topic is the promotion and selection based on technical competence:

(a) PROMOTION AND SELECTION BASED ON TECHNICAL COMPETENCE

Sahni and Vayunandan (2010:286) referred to this as spheres of competence, while Bote et al (1992:281) refer to is as a merit system of appointments and promotion. Thus, this element of the bureaucratic theory implies that, a candidate must qualify and have competence for a particular job to be offered to them. In other words, the public service of South Sudan must recruit civil servants based on their competence to deliver services to the people of the country. It should not recruit based on favoritism or tribalism referred to here as technical know who.

To determine the suitability of a candidate for the job offer, it is therefore important to consider specific procedures. Some of these procedures have been provided in the legal Framework section of this chapter.

Weber (1947) felt that bureaucracy was indispensable for the needs of large scale organization, and there is no doubt that Weber (1947) felt that bureaucracy was indispensable for the needs of large scale organization, and there is no doubt that this form of organization has been developed in one way or another by practically every enterprises of any size the world over. Weber identified that the most significant factors in growth of bureaucratic forms of organization are undoubtedly size and complexity.

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With reference to the Weber's view (theory), the South Sudan public service as a bureaucratic organization is big in size and complex in nature. This also conforms to the fact that Cole (2004:26) pointed out that Public institutions are bureaucratic in nature and practice. It constitutes of over 30 ministries and many commissions at the national level of government, amongst these institution is the ministry of Labour, Public Service and Human Resource Development, a case study of the research.

Cole (2004:26) further shaded light on the Weber's view of complexity and size by stating that, once on organization begins to grow, the amount of specialization increases, which usually leads to an increase in job levels. In other words, new jobs are created and old jobs redefined. Thus, recruitment from outside becomes more important. Hence, this recruitment from outside must focus on the potentiality of the candidates to perform well. It should also focus on the Equal Employment Opportunity and Affirmative Action such as the 25% of women representation and participation in government Granted by CPA in 2005.

2.3.3. THE PRINCIPLES OF MANAGEMENT

The celebrated French industrialist and theorist Henry Fayol (1841-1925) listed the 14 principles of management. He began his working life as young mining engineer at the age of nineteen. He spent his working life with the same company, rising to managing director at age of forty-seven, and only retiring at his seventy-seventh birthday. This means that, Fayol was not only a management scholar but also a practical life time manager with huge managerial experience. Under Fayol's leadership, the company grew and prospered despite its near bankrupt state when he took over (Cole 2005:13). Further more, Cole noted that, the publication of administration industrial et general in 1916 brought to light the distillation of lifetimes experiences of managerial work. The publication was after translated into English by Constance Storrs in 1949 under the title general and industrial management. Amongst the 14 principles, the principle of order and the principle of equity apply to the recruitment procedures / hiring process, which is the main topic of this research.

(a) ORDER AND SCALAR PRINCIPLE

Order means that, "a place for everything and everything in its place; the right man in the right place (Cole 2005:15). In conformity to this explanation of the principle, Sahni and Vayunandan (2010:151) interpreted the order principle which they also referred to as placement, that it is the rational arrangement and placement of things and people – a place for everything and everything in its place. In the fourteen principles, Fayol (1916) listed equity. Meaning that a fair play and justice combined with friendliness should prevail in the entire organization. This is likely to generate to loyalty and devotion among the employees. Briefly put, Cole (2005:15) described, equity as "A combination of kindness and justice towards employees.

In the researchers view, the element of justice in the Fayol's principle of equity can be applicable in the recruitment and selection process of the personnel in the public sector. In this context, it means that, each job candidate should be treated fairly and equally in both the recruitment and selection processes and techniques. It also seeks to prevent discriminatory practices in the hiring process and provides adherence to policies such as affirmative action and gender equality related programmes.

(b) ORGANIZATION

To organize an industrial firm or government agency is to provide it with everything required for its functioning that is, building the structure: raw materials, tools, capital, personnel etc. (Fayol 1916). Fayol categorized these activities into two categories, namely the material organization and the Human organization. The latter includes both personnel leadership and organizational structure.

In relation to the topic of this research, the human organization applies. In specificity, Sahni and Vayunadan (2010:149) described one of the elements under organization by stating that, every organization has to perform, managerial function such as "Arrange for efficient selection and appropriate placement of the employees". Define duties clearly;

and see that the human and material organization is consistent with the objectives, resources and requirements of the concern.

In contribution to the topic, the mentioned functions mean that, before recruitment, selection and placement, adequate arrangements must be made. In other words, planning must be done for the needs of the organization's Human Resources. It further includes clarity on duties for which new recruits are needed and the consistency of the Human Resources (Personnel) in achieving the organization's objectives.

2.3.4. THEORY X AND THEORY Y

SOFT AND HARD MODELS OF HRM

The models are underpinned by Douglas McGregor's conception of theory X and Y people. Theory X refers to managers who take a hard orientation towards managing and motivating people at work, and theory Y refers to leaders who take a soft orientation.(Pitsis, 2008).

The Soft Model of HRM

In the soft Model of HRM, it is assumed that, work is an integral part of life and should provide a fulfilling, empowering, and positive experience for people. People will be attracted to jobs that provide opportunity for growth and advancement; they will stay in jobs that invest in them as valuable assets (Clegg, Kornberger and Pitsis 2008:176). In brief, this Soft Model of HRM takes a humanistic approach to HRM; it then implies that typically, soft HR managers have a theory Y orientation.

The Hard Model of HRM

In the hard model of MRM, it is assumed that people do not want empowerment; they simply want to be told what is required of them, given the resources and training to

achieve these requirements, and be remunerated if they go beyond those requirements. People will be attracted by good pay, clear objectives and unambiguous job duties (Clegg, Kornberger and Pitsis 2008:176). In practice however, the Hard model of HR managers tend to have a theory Y orientation and believe most people would rather not be at work; for this reason management monitoring and control is integral.

RELEVANCE OF THE THEORY X &Y AND MODELS SOFT & HARD OF HRM TO THE RESEARCH TOPIC.

The McGregor's X and Y theories, coupled with the Soft and Hard Models of HRM have significant contribution to the recruitment procedures in the public service. Its contributions focus in two specific aspects of the topic of the study namely: Selection orientation, Performance orientation and Retention orientation. The contributions are elaborated upon as under:

Selection Orientation

In the **hard model**, it emphasizes that selection should focus on the best people for the task. The emphasis is on the fit between person and the task. Meanwhile in the **soft Model**, it is stressed that selection should focus on people who can enhance the organization and bring in new knowledge and expertise. More important than the fit between people and task is the fit between person and organization. To add to this, the researcher is of the opinion that, the soft approach or model is important for public institutions such as the Ministry of Labor, Public Service and HRD. This is so because it emphasizes on identifying and recruiting personnel who will be able not only to match their jobs but also to commit to the organization's objectives, goals and vision.

Performance Orientation

In **Hard Model**, Management ultimately drives and sets performance outcomes. Always measured at the individual level and always on the meeting of specific job-related outcomes. Poor performance is due to poor management of control of employees.

In **soft Model**, Performance outcome are usually decided as a team. Performance evaluation is measured not only on task performance but on ability to work as a team player. Hence tasks that are directly related to the specific job might also be part of measured performance outcomes – for example, social responsibility by volunteering time to charity events.

Retention Orientation

With regard to the **Hard Model**, The retention of staff is less important than maintaining productivity and efficiency. Low-level jobs are easier to fill, so staff retention is not an underlying concern. Whereas the **Soft Model** asserts that, retention is achieved through building social networks in the organization. Commitment and identity with the organization is critical.

2.4. LEGAL FRAMEWORK

2.4.1. TRANSITION CONSTITUTION OF SOUTH SUDAN

The transition constitution of the republic of South Sudan Section 138 (2) provides that, civil servants, including the under-secretaries, at all levels of government shall be recruited, appointed, and promoted on the basis of educational qualifications, professionalism, training, experience and merit. This means that, for any person to enter the employ of public service or to serve in public institution, they must have necessary qualification required to perform the task they are recruited for. Professional training, coupled with experience demonstration and having high competence is mandatory as these will form the basis of future performance in the job. The performance expected includes better and improved service delivery, fairness in rendering the services, competence and good conduct.

In light of this, section 139(1) (d) of the constitution, provides that, services shall be provided to all persons impartially, fairly, equitably and without bias or discrimination on the basis of religion, ethnicity, region, gender, health status or physical disability. In

order to provide services to the people of South Sudan in a manner described in the article mentioned above, sub section 1 (i) of section 139 of the constitution enshrines that, civil service shall be broadly representative of the people of South Sudan, with employment practices based on ability, objectivity, fair competition for jobs, and the need to redress any imbalances of the past to achieve broad representation through affirmative action.

In agreement with these sections of the constitution, it is indeed important for South Sudan Public Service to be representative because the country is made up of many ethnic groups with diverse and multi cultural background. This representation will also help to reduce conflict amongst the communities with the government at various levels. That is, national state and local levels of government.

Not only that, the representation of the disabled and women is also crucial in affirmative action policy. It is essential because the two decade civil war left many people disabled specially those who participated in the war/battles and others from illness. However, many of such people can still work (are economically active). For example, a person who lost one of their legs but has skills in accounting or is an IT specialist must be considered in the recruitment and selection process irrespective of their physical disability. Women in particular constitute over 55% of the South Sudan population (census 2008), but still, women in employment especially during the period before independence were under represented in the public service. However, the government of South Sudan in the CPA granted women 25% representation in the government.

In conformity of the Republic of South Sudan Constitution section 139 sub sections 1(i), the USA Act 1990 for Americans with disabilities, prohibits discrimination in employment against persons with physical or mental disabilities or chronically ill, enjoins employers to make reasonable accommodation to the employment needs of the disabled, covers employers with fifteen or more employees. In interpretation of this, America Act of 1990, Sherman, Bohlander & Snell (1990:49) described disabled individuals as any person who has a physical or mental impairment that substantially limits one or more of such

persons major life activities; has a record of such impairment or; is regarded as having such an impairment.

In relation to the South Sudan Constitution Section 139 sub section 1 (i) on broader representation in the public service, the constitution of the Republic of South Africa Act 108 of 1996, sets the requirements for equality and representativeness in the workplace in general, and specially in the public service subsection 195 (1) (i). the general ruling of section 9, sub section 195 (1) (i) of the constitution of the Republic of South Africa Act 108 of 1996, is very explicit about the necessity of the public service being governed by the principle of broad representative ness and personnel management practices that are based on the need to redress the imbalances of the past. In addition to the constitutional provisions on representativeness and personnel management practices that are based on the need to redress the imbalances of the past. In addition to the constitutional provisions on representative public service, the white paper on the transformation of the public service, 1995, focus, among other things, on representative and affirmative action in South Africa Public Service. The document can be regarded as the first of a series of official government policy on affirmative action. The point of departure for this document's chapter on representativeness and affirmative action is that "representativeness is a necessary precondition for legitimizing the public service and driving it towards equitable service delivery (Republic of South Africa 1995: chapter 10). In the South Africa context. Erasmus et al (2005:176) provided that, the main target group of people with disabilities have been identified as black people, women, and people with disabilities. Similarly, in the South Sudan context, affirmative action programme target women and people with disabilities.

Important lesson to learn from the South Africa Affirmative action program is the establishment of targets and timeframes for affirmative action. To shed light on this, the Republic of South Africa (1995:6 section 10.6) states that, with in four years all departmental establishments must endeavor to be at least 50% black at management level.

During the same period at least 30% of new recruits for the middle and senior management echelons should be women. Within ten years, people with disabilities should comprise two percent of public service personnel.

2.4.2. THE CIVIL SERVICE ACT 2011

Section 28 (1) of the Republic of South Sudan Civil Service Act 2011 provides that recruitment or promotion is a procedure through which a selected person is appointed to a vacant post in the Civil Service, for the performance of the duties of a civil servant, official or employee. In order to avoid discrimination in the recruitment procedure and enhance better service delivery through recruitment based on ability & suitability, section 28 (2) states that recruitment or promotion shall be exclusively dependent upon the applicant's suitability for the post and shall not be decided on grounds of race, creed, sex or religion etc, unless specified otherwise by the constitution, relevant government policy on gender or any other law. In relation to latter subsection, the employment equity Act 55 of 1998 of the Republic of South Africa attempted to provide meaning of suitably qualified". For the purpose of the Act, a person may be suitably qualified for a job as a result of any one of or any combination of that person's formal qualifications, prior learning, relevant experience, or capacity to acquire, within a reasonable time, the ability to do the job. Erasmus et al (2005:188) refer to this meaning as every generous conception of "suitably qualified, and further stated that if the limitations place on Psychological Testing and assessment, as well as the fact that an employment may not un fairly discriminate against a person solely on the grounds of that person's lack of relevant experience are taken into account this aspects of the Act may well give managers some cause for concern.

Furthermore, one of the principles of recruitment and promotion provided in section 28 (4) of the South Sudan Civil Service Act States that, Appointment whether by recruitment or promotion shall only occur after the decision by the relevant Head of unit that recruitment or promotion of staff to a vacant post in necessary. In order for a post to be filled it must be vacant, have funds allocated to it in the budget, and be in the

approved nominal roll. Not only that, section 31 (1) of this Act spells out that, where the selection competition is opened to competitive promotion across the civil service or recruitment from outside the civil service, the selection process shall take into account the principles of freedom to apply, equal conditions and opportunities for all applicants, and fair procedures. On the contrary, many South Sudan public institutions do not follow such procedures. People in authority recruit their close friends or associates putting aside the need for skills, knowledge and competence. As a result the public is not performing as expected, hence, adequate service delivery is not in practice.

In summary, the procedures should include a widely advertised announcement of the vacant post in all media over a period of at least two weeks. Impartial ministerial or departmental appointment method and criteria be applied, participation of a representative of the ministry of Public Service to ensure compliance with the law; and the applicants right to appeal an appointment or promotion decision.

(a) SELECTION CRITERIA

Section 32 of the civil Service Act sets out the selection criteria in descending order of importance in all promotion, recruitment selection and processes. The criteria are as below:

a. Year of experience in the post (or its equivalent) to be filled or service in the SPLA (Sudan People Liberation Army).
b. Satisfactory reference or another assessment of past performance (e.g service in the SPLM/SPLA)
c. Relevant education (as appropriate to the post to be filled).
d. Gender balance
e. Functional literacy in English
f. Geographic balance and
g. Computer literacy

Under relevant education specified in © above, key areas of consideration in descending order are: University /Higher institute degree / Diploma, vocational training, secondary school certificate, primary & informal training.

(b) APPOINTMENT

Section 33(1) of the civil service Act states that, No appointment, promotion or terms of service for any appointments at any levels above grade II shall be effective before the insurance of a formal letter of clearances and appointments by the Ministry of Public Service.

This means that, the Ministry has been granted power on contracting or appointing civil servants to work in public institutions.

In additional, section 33 (4) spells that, before a formal letter of appointment is issued, the Ministry of Public service shall verify whether, the selection process has followed the approved selection criteria or not. The internal Audit section of the Ministry of Finance and Economic Planning shall be served with a copy of the letter of appointment.

2.4.3. SOUTH SUDAN PUBLIC SERVICE POLICY FRAMEWORK

This policy establishes the framework for the principles standards and processes for all government employment decisions in the government of South Sudan. However, states in the republic will, as a natural part of their autonomy granted in the comprehensive peace agreement (CPA) and transitional constitutions have flexibility to set policies on the levels and terms of employment and other matters of personnel management which are best suited for their particular responsibilities and circumstances. However, state policies must fully conform to the standards contained in the policy framework and particularly those set out in section 12 of the document.

To begin with, Article 1 of the policy framework outlines the core values of the public service. These values are referred to section 139 of the transition constitution. These

values are impartiality, integrity, professionalism, transparency and accountability, responsiveness to the client, inclusiveness (non-discrimination);

Equity and affirmative action (including gender and minority ethnic groups and efficiency.

Section 2 (1) of the policy framework stipulates that the overall recruitment and appointment policy shall be mindful of the social goal of broad representativeness of the various population groups in South Sudan, and gender considerations, and of the criteria of equity and affirmative action mentioned in the core values of the Public Service. However, individual recruitment into the new public service of GOSS shall be based exclusively on individual merit and qualifications directly relevant to performance under the job for which the individual is being considered. The public service policy framework in its section 2.7 further provides that, New employees (below the level of Deputy Director) will be selected and recruited by each concerned ministry in accordance with general criteria and procedures established by the Ministry if Labour, Public Service and Human Resource Development (MLPSHRD).

The ministry issued instructions on interim selection and appointment procedures (circular PS01)/2006 of 23rd January 2006) that are to be utilized until arrangements can be adopted under the new public service legislation.

In other words, this section also means that selection and appointment to super grades from 4 to 1that is Deputy Director, Director General and the Undersecretary or secretary General are exclusively the responsibility of the Ministry of Public Service. As a General Principle therefore, section 2.8 of the policy indicates that selection and appointment of personnel into the public service will be through free and fair competition and merits and in accordance with approved criteria. However, given the particular post-conflict circumstances of the current situation in South Sudan, interim procedures have been adopted that may be less exacting in requirements for competitive appointment process than international best practices would usually demand. The criteria for selection are laid out in descending order of importance. In this review, the criteria are outlined in Civil Service Act 2011.

In brief, the top three from the seven criteria include: Year of experience in the post to be filled or service in the SPLA/M, satisfactory reference of assessment of past performance and; education, as appropriate to the post to be filled. However, preference to service in SPLA/M as part of criterion 1 has tended to dominate consideration of candidates in selection and appointment in the public service of South Sudan.

This is because many who contributed in the liberation struggle expect better treatment and higher positions compared to other citizens. Given that such individuals draw from the SPLM – the Ruling party, it is common that their political ideology is incorporated into their civil service endeavors, which is supposed to be apolitical in its operation.

2.4.4. MANUAL OF PUBLIC SERVICE PROCEDURES (2007)

This manual sets out the overall administration and public service policies and procedures of the government of South Sudan. These Procedures are intended to standardize practices, operationalize the policy framework for the public service of South Sudan, guide and assist management in handling day to day administration and human resources matters for the smooth running of the public service of South Sudan.

According to the manual, it is indicated that, the policies laid out in the manual establish the principles, standards and framework for all government of South Sudan.
However, the states are granted by the law as part of their autonomy to set policies and procedures that best suits their responsibilities and situations.

(a) GUIDING PRINCIPLES ON RESCRUITMENT AND APPOINTMENTS

Section 1.(2) (i) of the Manual provides that, recruitment, appointments or promotion should only take place after a careful assessment of the need to employ or promote such permanent or contract staff has been made, and deemed to be absolutely necessary. Sub section 2.2 of the manual stipulates that, where possible, vacancies

should be filled by internal departmental transfer or promotion. Where no suitable candidate(s) is or are not available, all vacant posts must be advertised through available public media. Further more, 2.4 of the manual provides that, recruitment will be related solely to the applicant's suitability for the post and will not be influenced by race, creed, sex or religion, etc. unless specified otherwise by the relevant laws in force.

(b) SELECTION AND APPOINTMENT

Section 1.3.5 of the manual indicates that promotions and appointment to the post of secretary General, Undersecretary and other special category positions will be subject to special requirements or qualifications, experience and suitability for variety of assignments.

These positions will be appointed by the president of the Republic of South Sudan after recommendations by the Ministerial sub committee for the appointment and promotion of Super Grade posts of the GOSS under the Chairmanship of the Minister of (LPSHRD).

According to sub section 3.6., appointments to ordinary super grade posts shall be made by the approval of the council of ministers of the GOSS – upon recommendation of the ministerial sub committee mentioned earlier and working in consultation with concerned ministry/s.

As enshrined in sub-section 3.8, appointments to the positions of administrative and professional staff are the responsibility of the concerned ministry/institution subject to endorsement by the MLPSHRA. The endorsement will be confirmed whether the concerned ministry or institution followed procedures and criteria for selection or not.

(c) THE RECRUITMENT BOARD

Before the appointment, and where the vacancy can be filled through internal promotion, a ministry appointment board must be formed to undertake the selection process. The Board shall be chaired by a senior staff member of a grade above the post being filled. Sub-section 3.10 of the manual stipulated that, selection will be confirmed

by the concerned minister and the under-secretary or ahead of department will forward the papers to the ministry of labour, public service and Human Resource Development for Final Approval of the appointment.

Incase of recruitment and appointment of new employees sub section 3.12 provides that the Ministry or Departmental recruitment Board will conduct interviews of short–listed candidates derived from an evaluation of responses to advertisements, provided by the labour department or a list provided in the context of demobilization of the SPLA. The departmental recruitment board is usually composed of three – five persons of whom at least one is a knowledgeable person from outside the recruiting institution.

In addition to that, subsection 3: 16 of the manual of Public Service Procedures prescribes that, all new employees must undergo the induction course or program before taking over posts. Not only that, sub-section 3.16 provides that the new employees must initially serve on probation for a period of three (3) to twelve (12) months depending on the levels of positions filled in the Unit/Institution.

Where necessary the probationary period may be extended for a further period as directed by the respective supervisor in consultation with the Head of Relevant institution / Unit.

2.5. CONCLUSION

As stated in the introductory part of this chapter, the researcher has attempted to discuss the prevailing issues in Recruitment procedures under conceptual, theoretical and legal frameworks. The view held in the conceptual framework is that Recruitment Procedures starts with HR planning that emanates from the strategic plan of an institution. It provides the way for recruitment, selection and placement among other HR activities. The theoretical framework provided the basic theories that inform the practice of recruitment and their relevance in the South Sudan Public Service. Lastly, the Legal framework deliberates on the existing laws that protect and guide the recruitment

procedures in the public sector institutions. Thus the following is chapter three that focuses on research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

In order to ensure and establish the reliability and validity of data, the research approach to this study included both qualitative and quantitative designs and approaches. In light of this, Straus and Cerbin, (2001:01) write that, research methodology can be described as a scientific process that seeks to provide answers to questions through a systematic approach with the support to credible data. Meanwhile, Dawson (2007:15) states that research methodology is a philosophy or the general principle which guides a researcher. Dawson further writes that, to start thinking about a research methodology, requires the researcher to think about the difference between qualitative and quantitative research. Therefore, the study adopted a mixed method approach in order to investigate the recruitment procedures in the public service in various dimensions. In brief, this mixed method means that questionnaires and interview guide as well as observation were used through both qualitative and quantitative approaches in the study. Therefore, they are further described as follows:

3.2 QUALITATIVE AND QUANTITATIVE METHODOLOGIES

3.2.1. QUANTITATIVE APPROACH

With quantitative methodology, questionnaires were constructed and distributed to the respondents to complete and give back to the researcher. This is because answers of statistical nature were expected from the respondents by the researcher in response to the questions designed in the instrument. This conforms to Dawson (2007:16) point that, quantitative research generates statistics through the use of large-scale survey research, using methods such as questionnaires or structured interview. In that point of Dawson, the difference is that not only in large-scale research that quantitative designs are used but also in small research such as this MPA mini dissertation. The purpose of

using this design was to find out the number of respondents as compared to the predetermined answers in regards to recruitment procedures in the Ministry of public service. This links to Kumar (2005:17) idea on quantitative design that in it approach to inquiry, it is structured, rigid and with predetermined methodology. It was also meant to find out the demographic information wit regards to Gender, Age, Qualification level and marital status distributions of the respondents. In short, Babbie and Mouton (2001:49) points out that, the best way to measure the properties of phenomena is through quantitative measurement, which is by assigning numbers to the perceived qualities of things.

3.2.2. QUALITATIVE APPROACH

In this approach, interview guide was used in collecting data from sampled group of senior staff of the Ministry of Public Service, such as the Directors, deputy Directors and Senior Inspectors. As put by Mouton and Marais (1990:175) qualitative research is characterized in a way that a researcher is trying to ascertain multiple meanings and interpretations than to depend on one sided results. In other words, this is a way of collecting information based on knowledge, values, feelings, attitudes, beliefs and behaviors of the target population. In regards to this, the data collected using this design was based on the knowledge and beliefs of the respondents regarding the procedures followed in the recruitment of employees for the MLPHRD Juba South Sudan.

3.3. INSTRUMENTS /METHODS

For this study, interviews, questionnaires and observation was used. Effective research requires research resources or instruments (Brynard and Hanekom 2006:35). They further asserted that the most frequently used research methods (qualitative and quantitative) are Review/Scrutiny of relevant literature, interview, questionnaires and observation. In brief, these methods were used as described below:

3.3.1. INTERVIEWS

In this study, face-to-face interviews were used. The researcher made use of structured interview with a planned and detailed checklist of questions. The structured interviews

targeted the Directors general of various directorates, directors and deputy directors of various departments including the department of Establishments and Human Resources or Personnel and other role players in the recruitment processes of the ministry.

This was done in order to obtain information on the methods and generally on how civil servants are recruited. Appointments for the interview were arranged earlier through face-to-face or telephone contacts. The duration of each interview lasted depending on the willingness of the respondent's in answering the questions posed by the researcher. However, Interview method was chosen by the Researcher for the following advantages:

The interviewer (researcher) can explain matters that are not clear to the interviewee. It is also possible to observe the behavior of interviewee or respondent (Brynard and Hanekom 2006:46). However, the disadvantage of this method among others is that many persons may fear to commit themselves to telling the truth. Hence, the researcher managed to encourage the respondents to be free and committed to answer the interview questions.

3.3.2. QUESTIONNAIRES

In this study, structured self-administered questionnaire were designed by the researcher and completed by the target respondents that include the Human Resource Personnel, Directors, inspectors and other classified employees at even the low cadre of the Ministry of Labour, Public Service and Human Resource development in which the study was conducted.

Both closed and open ended questions were used. One of the most advantages for which this instrument (questionnaire) has been chosen is that, the respondent would have time to think about answers to questions resulting in more possible honest answers and permits anonymity (Brynard and Hanekom 1997:38). However, the disadvantage is that the researcher could not be available always to explain questions which the respondents may not understand. Such uncertainties have been managed by the researcher to minimize chances of biased or distorted answers by the participants.

In addition, this method can not be applied to illiterate respondents. That is why unclassified staff of the ministry such as cleaners and messengers have not been selected for this study since most of them are illiterate.

3.3.3. OBSERVATION

This study also utilized a non participant observation method. Using this method, the researcher kept eyes on the recruitment and selection processes to observe and record what takes place as compared to the written procedures of recruitment in the public service or government laws. The behaviors in relation to the documented procedures have been also observed.

Bless (2000) points out that observation technique seems straight forward but must be pursued in a systematic way and scientific rules needs to be followed, if usable quantitative data are to be obtained. The advantage of observation is that real-life behavior can be observed, studied and verified (Brynard and Hanekom 2006:47). The disadvantage of the observation is that the target group may feel that an outsider is interrupting them in their work and may become uncomfortable; this is incase of participant observation. Hence results of the observation method may not represent a true picture of real-life behavior (Brynard and Hanekom 2006:47).

3.4. TARGET POPULATION

In this study, the target population consisted of the selected or sampled ministry's management officials, the various sampled directorates of the ministry; the directorates of Administration and finance, Directorate of Capacity Building and Human Resource Development, Directorate of Establishments and Budget, Directorate of Labor and Industrial Relations, and Directorate of Pension. Junior employees in the respective directorates who are classified were included. Since it is not always possible to collect data from every respondent in the categories to be researched, thus, the study based

on a portion of the target population, and therefore, sample was selected for the purpose of this study. Below is a table indicating number and category of respondents and the data collection methods that was applied in each category to collect date:

TABLE 1: OUT LINE OF SAMPLE AND DATA COLLECTION METHOD

RESPONDENTS	NUMBER	DATA COLLECTION METHOD
Director General	O5	Interviews
Directors	10	Interviews
Senior Inspectors	15	Interviews
Inspectors	15	Questionnaires
Assistant Inspectors	10	Questionnaires
Establishment officers	04	Questionnaires
Clerks officers	15	Questionnaires
Total	**74**	

The table above details the respondents and the sample sizes used for the research.

3.5. SAMPLING METHOD

The sample of the study was made up of the HR officials especially those responsible for recruitment, selection and appointment, the senior civil servants and the junior ones in the selected ministry in the Republic of South Sudan headquarters Juba. Sampling was applied in this study for the following advantages:

Sampling enables the researcher to study a relatively small section of the population and still be in a position to collect data representative of the whole. Not only is that, collecting information on a sample is less costly and less time consuming for the researcher. Sample may also produce more accurate data economically and it is feasible to use a sample because a complete coverage of the total population is seldom possible.

In this study, a non probability sampling method was used. This sampling method is chosen because; non probability sampling procedure is a samplings procedure where the odds of selecting a particular individual are known to the researcher because one does not know the population size of the members. In addition, purposive/judgmental and snowball sampling were also used.

3.6. SCOPE AND LIMITATION OF THE STUDY

3.6.1. Scope of the study.

The topic of this study which is investigation into the recruitment procedures in the public service was focused on the Ministry of Labor, Public service and Human Resource Development only. The results of the study were limited to the ministry at the national level in Juba, but the results could also be representative to some extend of the Public service at the National level. This is because most recruitment attempts, laws, and procedures are similar across the Public service. And also, most recruitment attempts are directed by the Ministry of Labor Public Service and Human Resource Development. In short, the purpose of demarcating this study was to specifically gear it towards a focused direction and make it manageable. In this case, the selected ministry was representative of the rest at the central level because of its central role in the recruitment of civil servants. Its central focus was on the recruitment procedures or processes that are followed to fill vacant positions in the ministry and how the processes result into adequate service delivery through the appointed civil servants.

3.6.2. LIMITATIONS OF THE STUDY

Given the nature of the study with reference to the topic, some respondents would not be willing to provide information on how they were employed or appointed. Others would give false information and such may lead to biasness. Because of negative attitude towards reading or writing some employees (respondents) could not complete the questions and return them as expected. Based on the researcher's experience, some employees hardly cooperated some were hesitant with the researcher in the process of the research in their departments. Another challenge was the length of time

it took for the ministry authority to approve the Researcher's introduction letter to conduct research. It almost made researcher stranded while time was going fast for the study to be completed.

3.7. CONCLUSION

This chapter discussed the methodologies and the instruments utilized in conducting the research. The tools utilized are the questionnaire, the Interview and the observation. The target population focused on the employees at the ministry of public service and the scope was limited to that Ministry only. Thus follows chapter four.

CHAPTER FOUR

DATA ANALYSIS INTERPRETATION AND DISCUSSION

4.1. INTRODUCTION

This chapter analyses, interprets and presents the data that has been collected using the prescribed methods described in chapter three. That is to say, qualitative and quantitative methods, in other words, through questionnaires and interviews. The collected data has been classified, transformed into understandable patterns, interpreted and presented for use or consumption. The data presented has been broken into manageable themes for easy interpretation and presentation. Data collected from the quantitative techniques have been analyzed in form of numbers and percentages in tables, pie and bar charts. While the qualitative data was directly interpreted in the text where appropriate since most of the questions in methods were aiming at same answers. Analysis of the observed phenomena has been incorporated in the discussion of these findings. In relation to the objectives of the study, the first two of them have been established the in Literature review mainly under the legislative and conceptual frameworks sections of that chapter.

4.2. DATA ANALYSIS AND INTERPRETATION

The data collected was relatively established from all information relevant to the topic: recruitment procedures in the public service. However, the literature obtained reflects in various ways recruitment is conducted, the laws supporting the process and the theories underpinning its planning and implementation. In particular South Sudan Public Service have been focused on, the challenges and the practice there.

The data are organized into sections A, B, C & D as were organized in the questionnaires and interview guide (see attached as annexure). Therefore, the following are the responses as derived from questionnaires and interviews:

(A) DEMOGRAHIC DATA

Table 4.1. GENDER OF THE RESPONDENTS

S/NO	SEX	NO. OF RESPONDENTS	PERCENTAGE %
01	Male	55	79%
02	Female	15	21%

Figure 4.1 GENDER OF THE RESPONDENTS DESCRIBED IN THE PIE CHART BELOW:
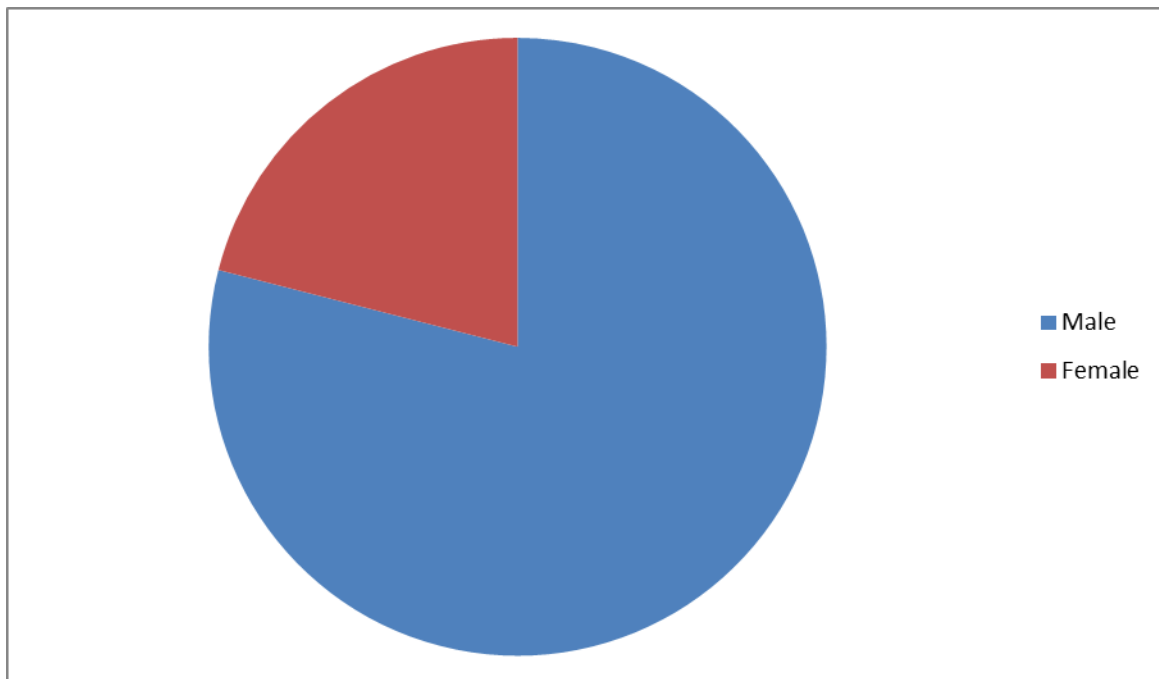
From the above chart, 79% were men and 21% women. This may be attributed to my method of sampling where majority of the respondents were biased to be men. However the 21% women cannot really be representative enough to say that there are fewer women in the Public Service Ministry.

Figure 4.2 AGE DISTRIBUTION OF THE RESPONDENTS
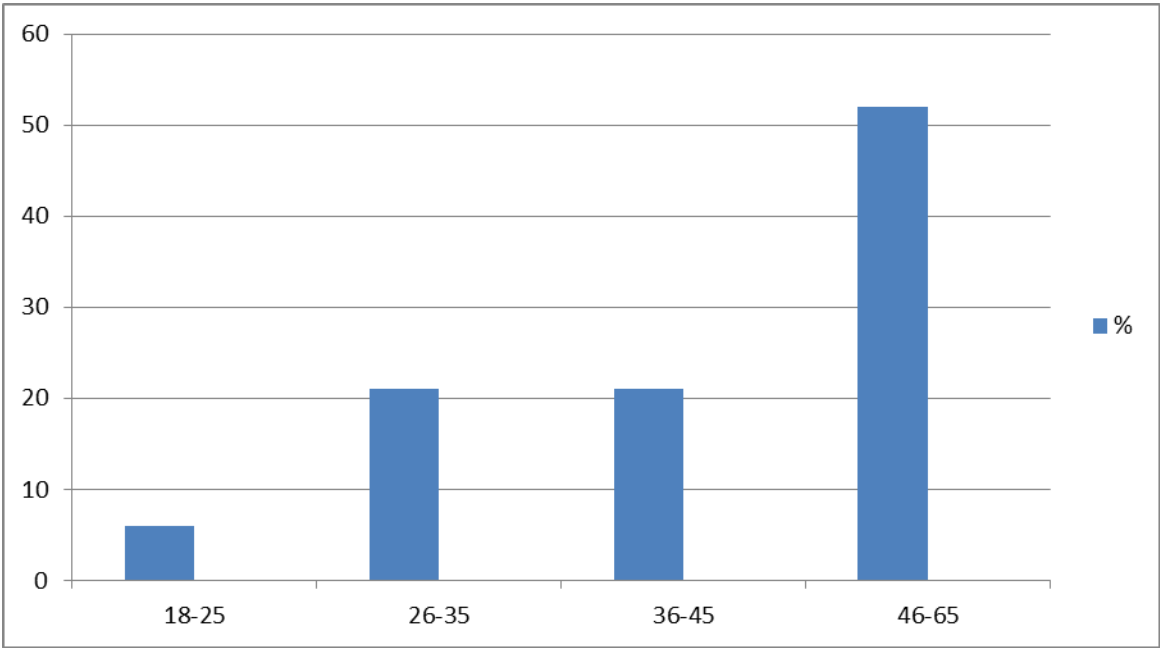
The age groups used in the study are presented above and show that respondents were between the ages of 46-55 and a partly 15% between ages 26-35 and 36-25 respectively. While this may not be a representative sample of the age range in the public sector, it is significant to note that based on the researchers experience in the public sector, there is more likelihood of finding officials with ages above 45 years as shown in the chart. This is in line with Erasmus (2005) that in situations where the proportion of older employee is skewed, one has to forecast future human resource requirements as well as availability of both qualitative and quantitative outcomes.

Figure 4.3 EDUCATION QUALIFICATIONS DISTRIBUTION OF THE RESPONDENTS
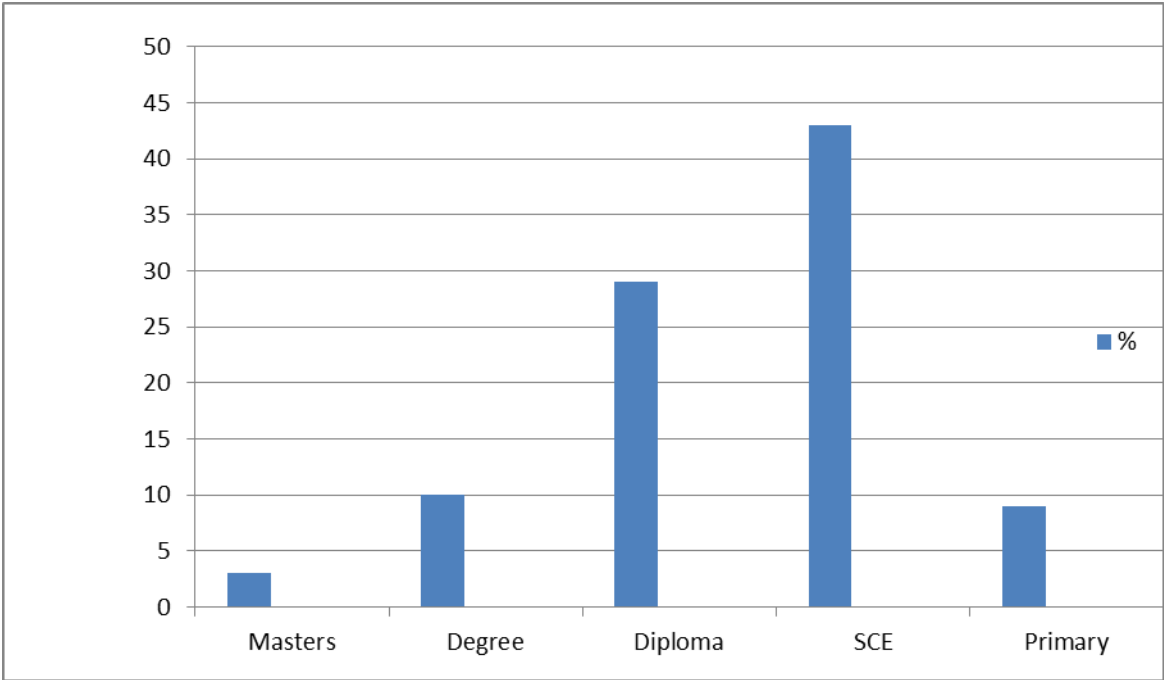
Majority of the respondents are of Secondary School Certificate (43%) and Diploma (29%) and only 3% Masters and 10% Degree. It is worth noting that most of South Sudanese abandoned learning at the heart of the civil war and at independence and formation of the Government, quite a number had not had tertiary education. This could be the reason why many respondents were basically School Certificate. However, this sample may not be representative of a cross section of the public service.

Figure 4.4 MARITAL STATUS OF THE RESPONDENTS
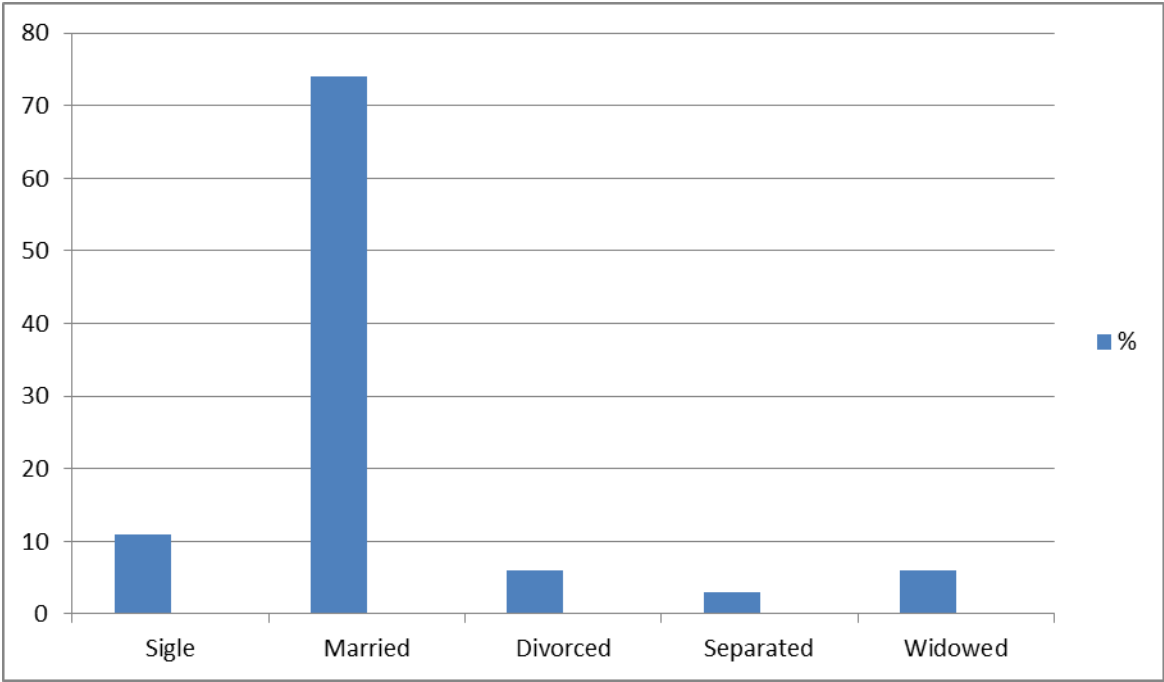
While this question had nothing to do with the research topic, I felt it would be crucial for the future work and thus 74% were married, 11% single, 6% divorced, 3% separated and widowed 6%.

(B) DATA ON THE PROCEDURES FOLLOWED IN THE RECRUITMENT

Table 4.2. ADVERTISEMENT OF POSITIONS

S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	46	66%
02	NO	24	34%

Figure 4.5 ADVERTISEMENTS OF POSITIONS
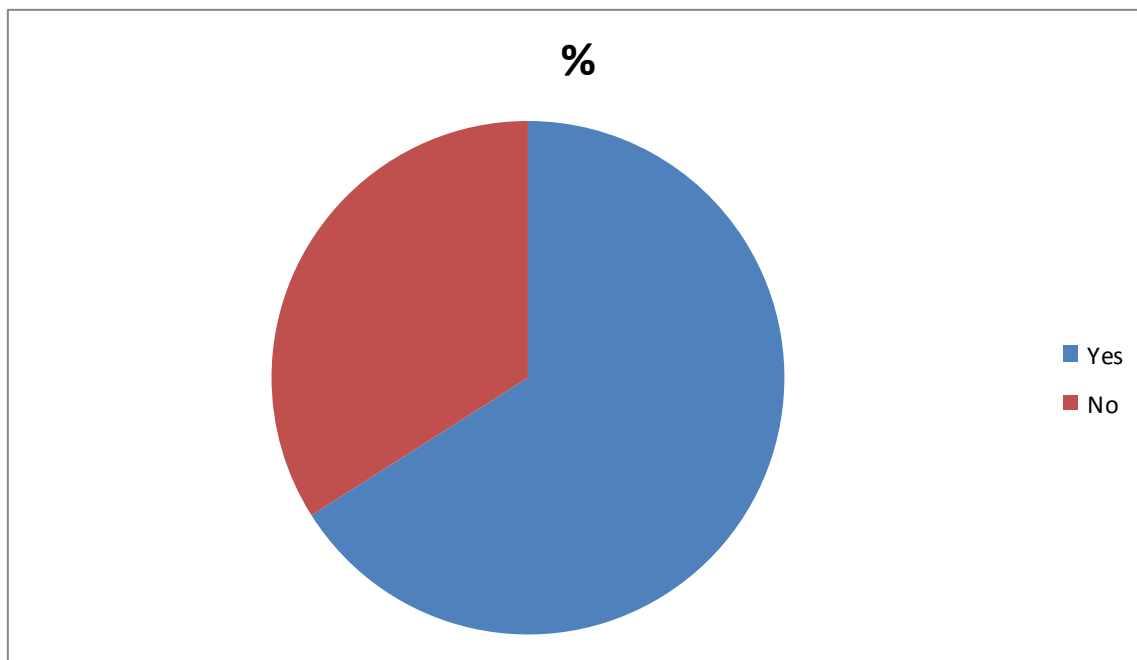
From the above chart it is clear that most of the positions are advertised (66%) and a good number (34%) are not advertised. This could mean that there are some positions that are filled internally through recommendations by the heads of departments based on performance appraisal and hence not advertised. Recruitment of human resource can be seen as persuading candidates with the required qualifications to join the public service. This is in line with Erasmus et al (2005) views that advertisements are

undertaken to attract sufficient job candidates who have necessary potentials and competences to fill job vacancies in order to assist the public sector achieve the set objectives.

Figure 4.6 METHODS OF ADVERTISING
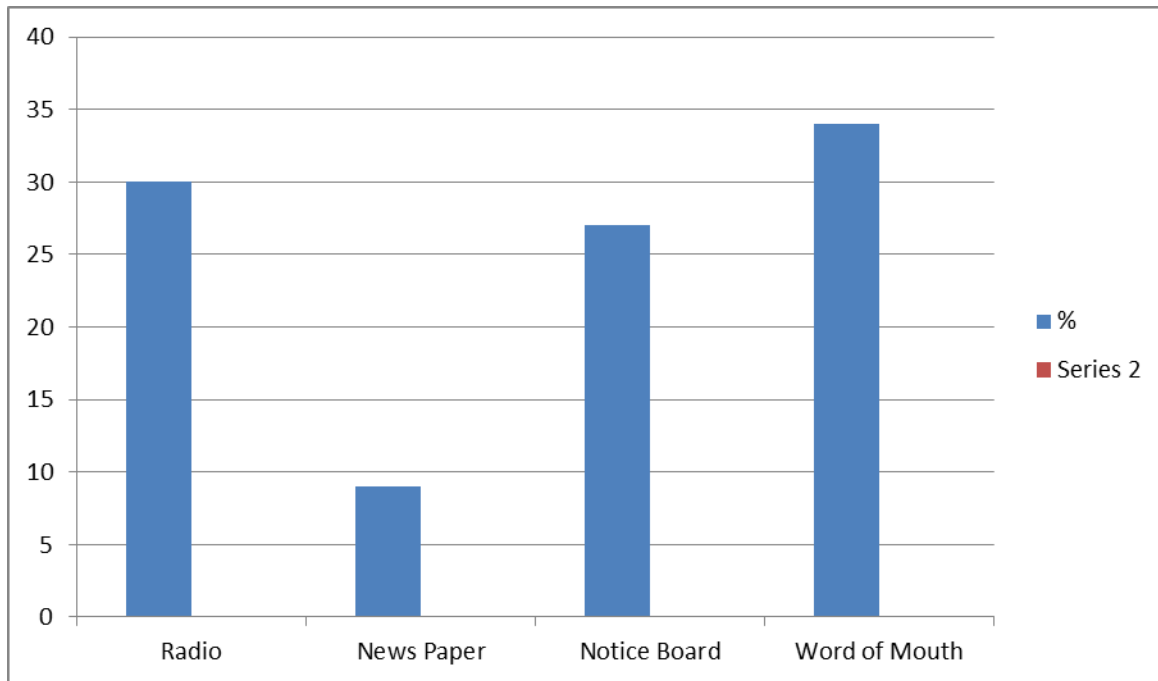
From the table above, 34% of the job adverts are done by word of mouth and 27% through notice board, while 30% and 9% through radio and Newspaper respectively. This tells a lot. The use of word of mouth as a method for job advertisement has some implications for recruitment practices in the public service. For instance it raises some legal and good governance issues. Word of mouth as one sees in the chart, constitutes the most used method for job advertisement, this has limitations in terms of provisions of law (Constitution) which is based on equal opportunity and rights to all potential applicants for the job. In terms of good governance, there is a transparency and accountability issue. Transparency and accountability as prescripts good governance will indeed require that as much as possible there is sufficient openness and credibility

within the recruitment process. Word of mouth is suspect in this regard as it has the potential to be abused by officials of government for their own personal use.

Notice boards advertisement also limits the adverts to certain areas and South Sudan being so large in size and counties being far apart; this may deny able and competent job applicants' opportunities for application.

Table 4.3 APPLICATION FOR POSITIONS

| S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	46	66%
02	NO	24	34%

Figure 4.7 APPLICATION FOR POSITIONS WITHIN PUBLIC SERVICE
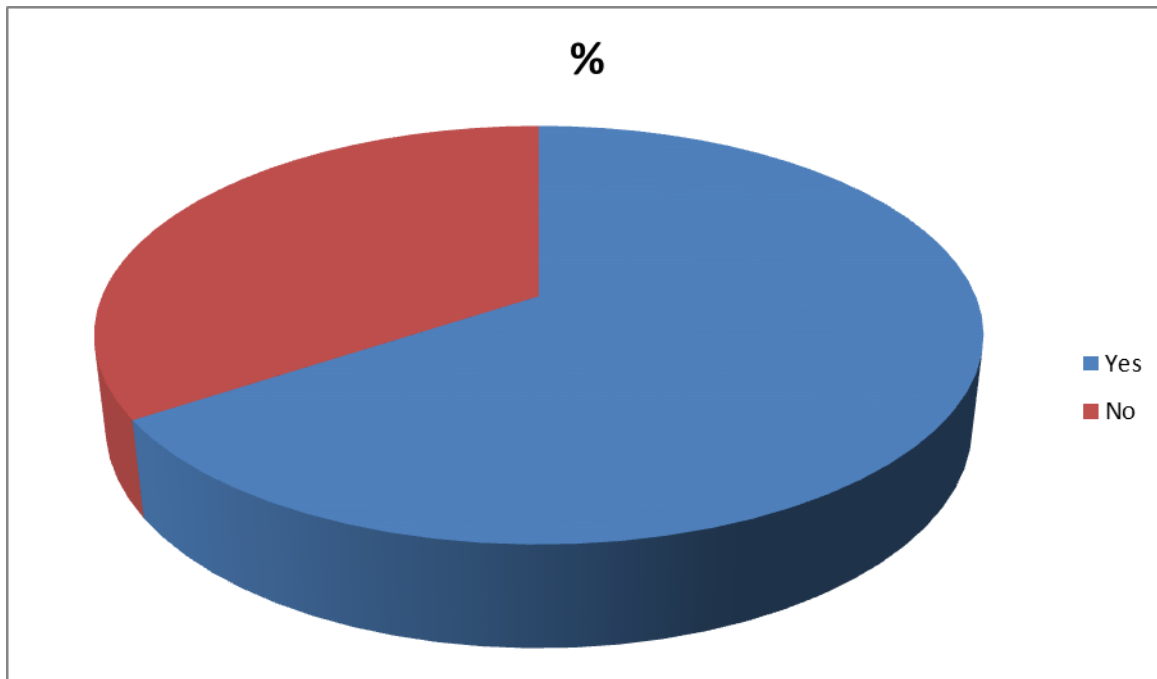
The chart shows that 66% of the respondents applied for the positions and 34% did not apply. While it is a common phenomenon for employees to be promoted internally (within departments) to senior positions without application, it is equally important that

the practice of applying and going through the recruitment process before being promoted takes place. This gives a chance and a level field for competition and hence sharpens and improves competences.

Table 4.4.EXISTENCE OF RECRUITMENT PANEL BOARD

S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	56	80%
02	NO	14	20%

Figure 4.8 EXISTENCE OF THE RECRUITMENT BOARD
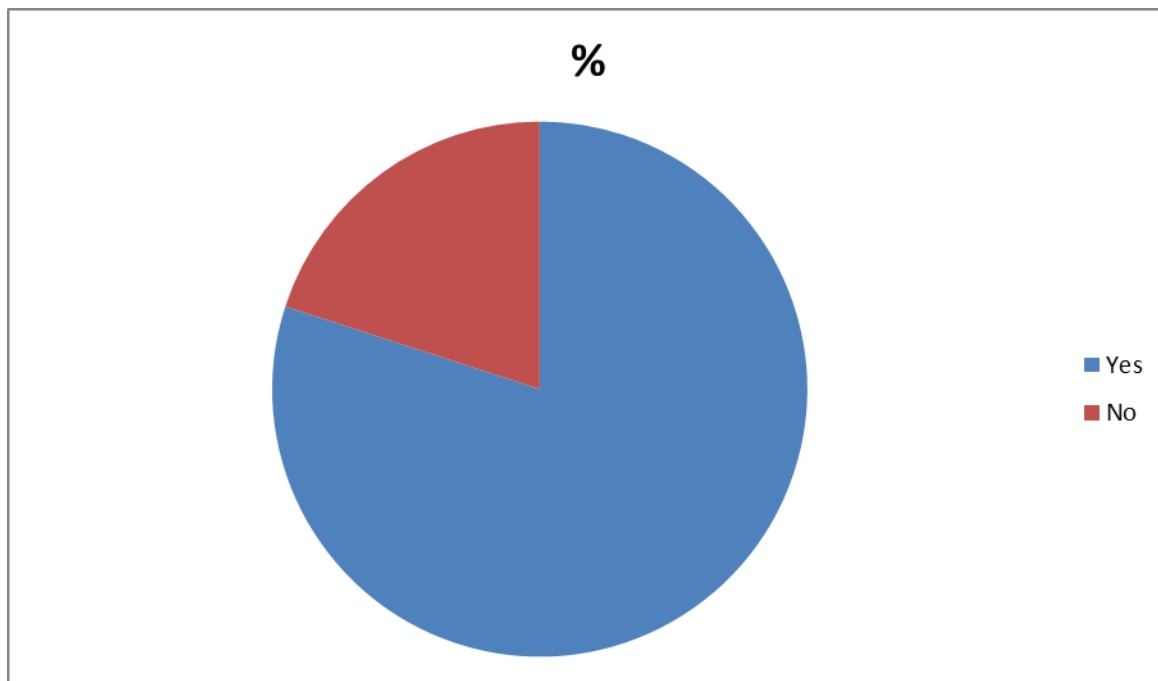
While 80% say there is a recruitment board, 20% say there is no Board. Constitution of a board is crucial in recruitment of competent and qualified persons. This is line with Public service procedures (PS manual 2007). However, the 20% respondents may not be aware of its existence. This is because the board carries out recruitment for Grades2

to grade14 only. Grades 15 to 17 can be employed without going through the board as these are unclassified staff.

Table 4.5. ATTENDED PANEL INTERVIEW FOR THE POSITIONS

S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	23	33%
02	NO	47	67%

Figure 4.9 ATTENDED PANEL INTERVIEW FOR THE POSITION
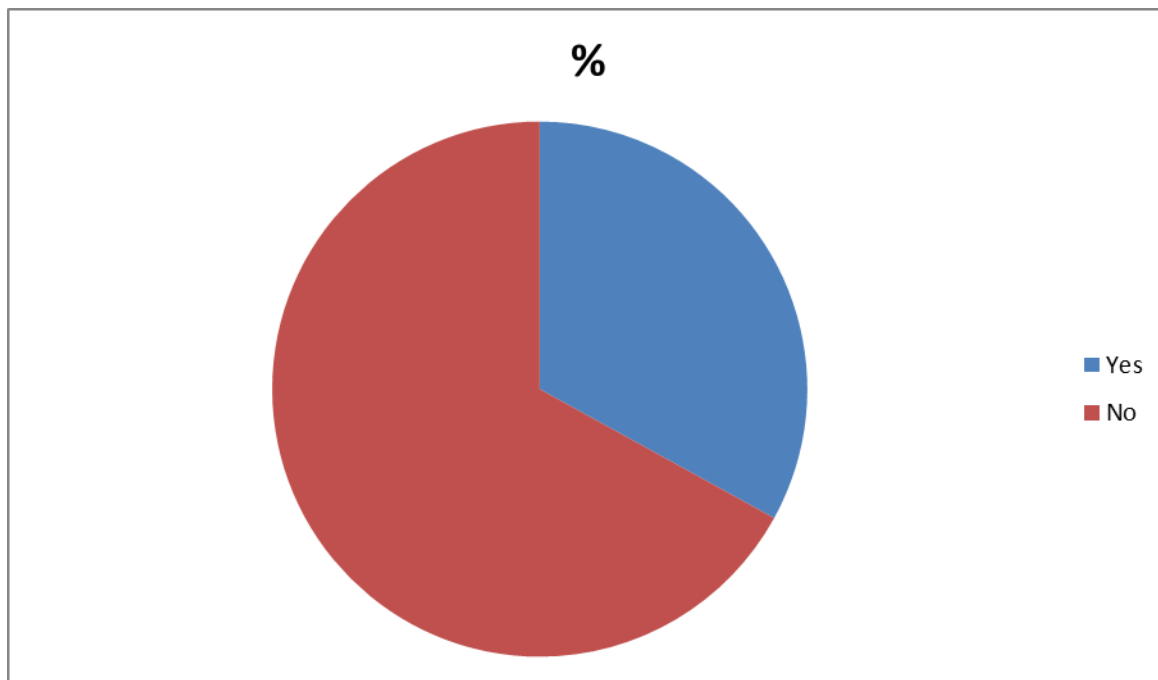
 67% of the respondents were not interviewed by the board and 33% were interviewed. It is possible that the board may have had logistical problems including finances, diversity of the states in bringing the board together coupled with insecurity. However it a good practice for the Ministry to carry out interviews to get the best candidates and also have a level field for all prospective interviewees. This is in line with Taylor on

scientific selection of workers, and emphasized by Sahni and Vayunandan (2010) that there should be open competition for jobs in the public sector.

Table 4.6. ADHERENCE TO THE RECRUITMENT BOARD DECISIONS

S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	31	44%
02	NO	39	56%

Figure 4.10 ADHERENCES TO THE RECRUITMENT BOARD DECISIONS
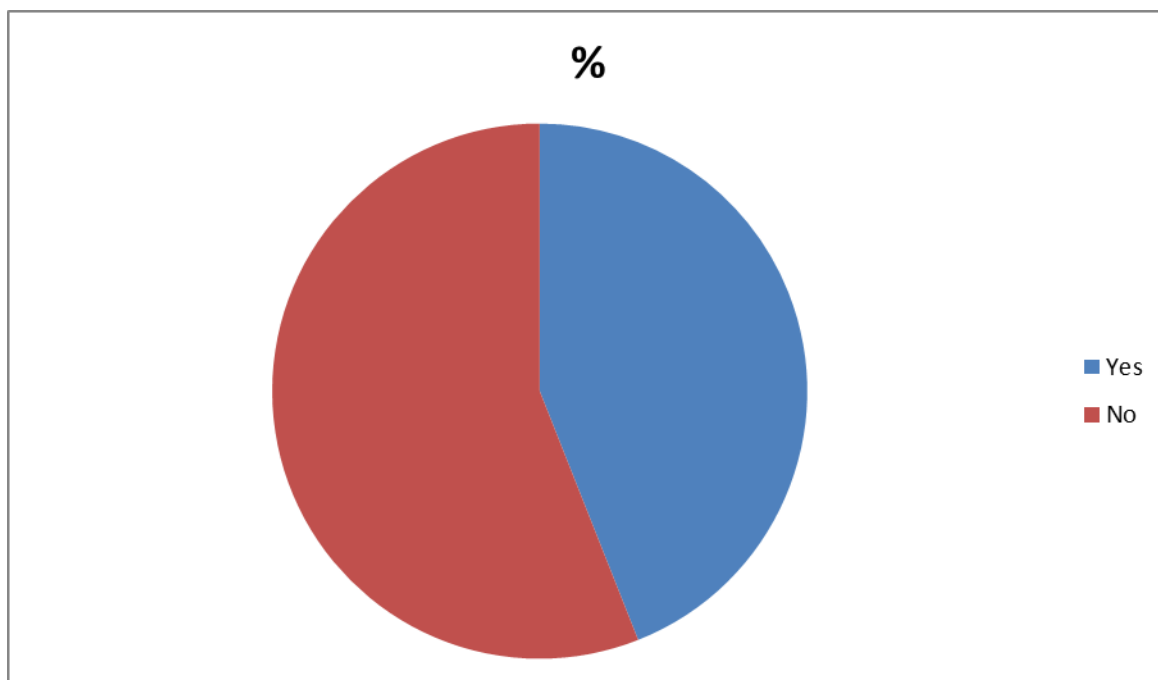
From the above one see that 56% of the respondents say the decisions of the board are not adhered to. Only 44% say the decisions are adhered to. Since the decisions of the board are not communicated to everyone in the office it is not possible to wholly say that the sample was representative enough as no member of the recruitment board was interviewed for justification. However it is good practice of good governance to respect

the decisions of the recruitment board unless there were flaws in the recruitment process which may involve petition to the judiciary.

Figure 4.11 TYPES OF SELECTION METHODS
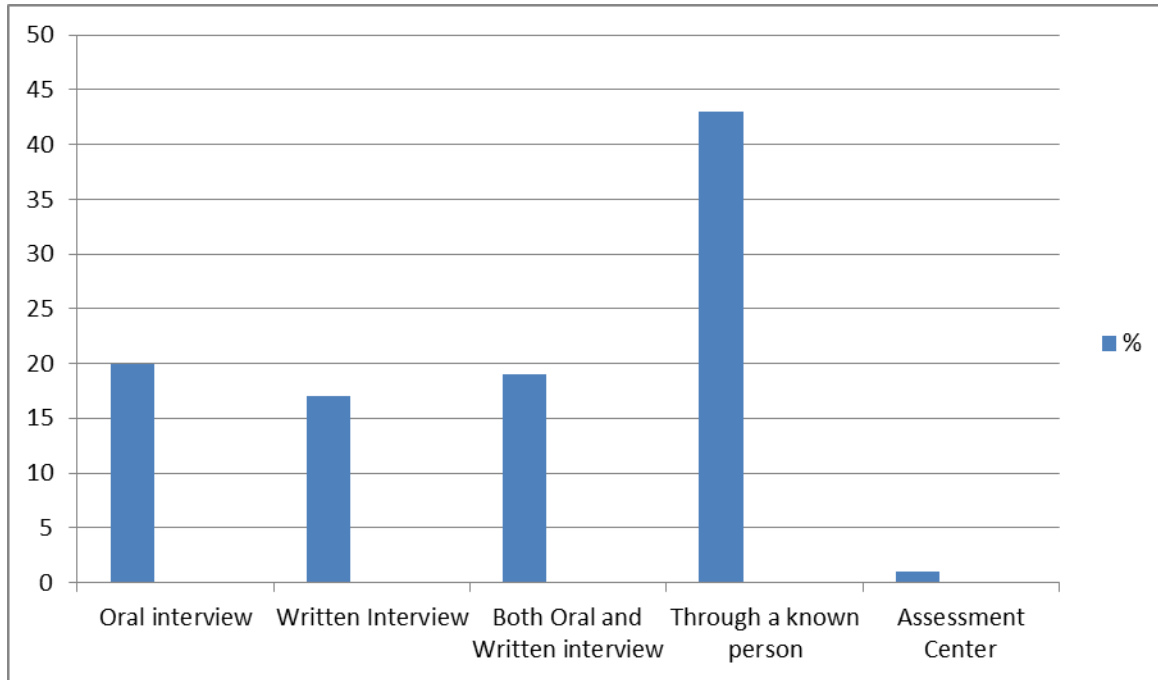
From the above chart, 43% said through a known person, oral interview 20% Written 17% both oral & written 19% assessment center 1% respectively. Over 57% of the respondents put together affirm that selection methods used concur with the procedures of the public service used. However, one can also argue that 43% of respondents who said through known person, is equally a significant enough number to be concerned about selection processes within the department. However more evidence and research needs to be done in this area to provide greater insight into this practice where it exists.

Table 4.7. INDUCTION/ORIENTATION PROGRAM

S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	41	59%
02	NO	29	41%

Figure 4.12   INDUCTION/ORIENTATION PROGRAMME
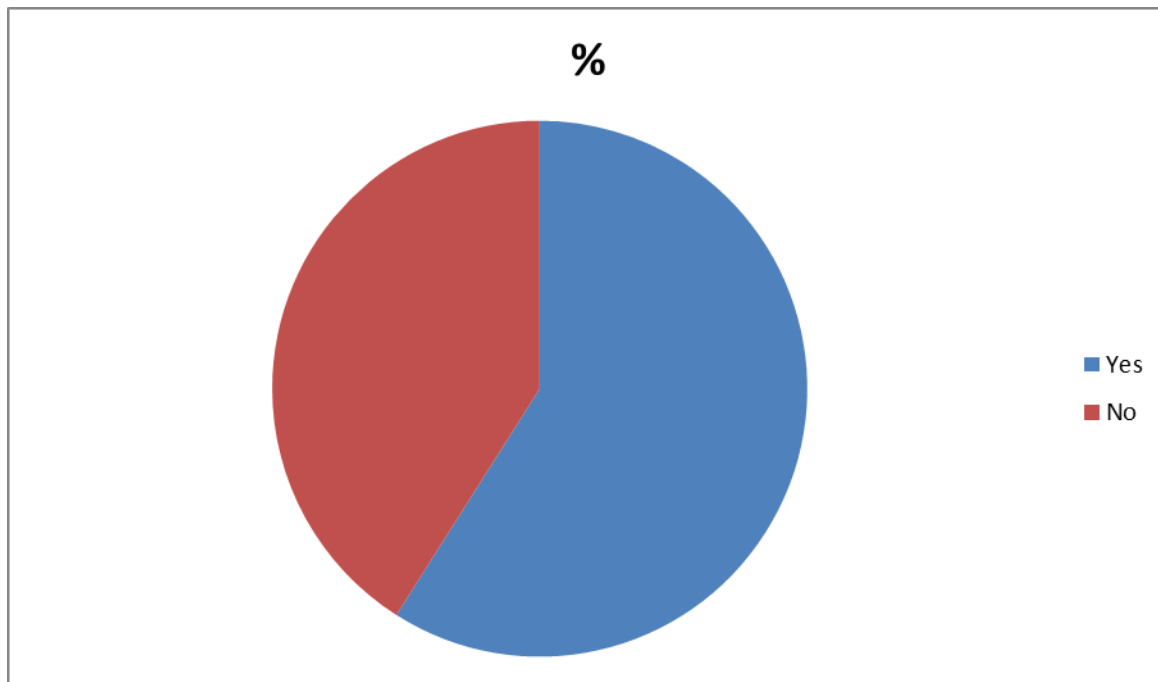
The chart illustrates that (59%) of the respondents say that they were given induction and orientation course after appointment. This is a good practice and is in line with the policy of Human Resource Development, that induction for newly employees is crucial.

Orientation is key to a good start of employment. It gives the employees confidence in their areas of discipline. This is in line with subsection 3:16 of the manual of Public Service Procedures that prescribes that all new employees must go through induction course before taking over posts. However, (41%) of the respondents say they were not given induction. Although 41% is a substantial percentage, the limitations of the sampling method of this study may mean that this number may be subject to further interrogation. However, it is still evident that there are challenges in implementing induction programmes.

Figure 4.13 APPOINTMENT AFTER PROBATION
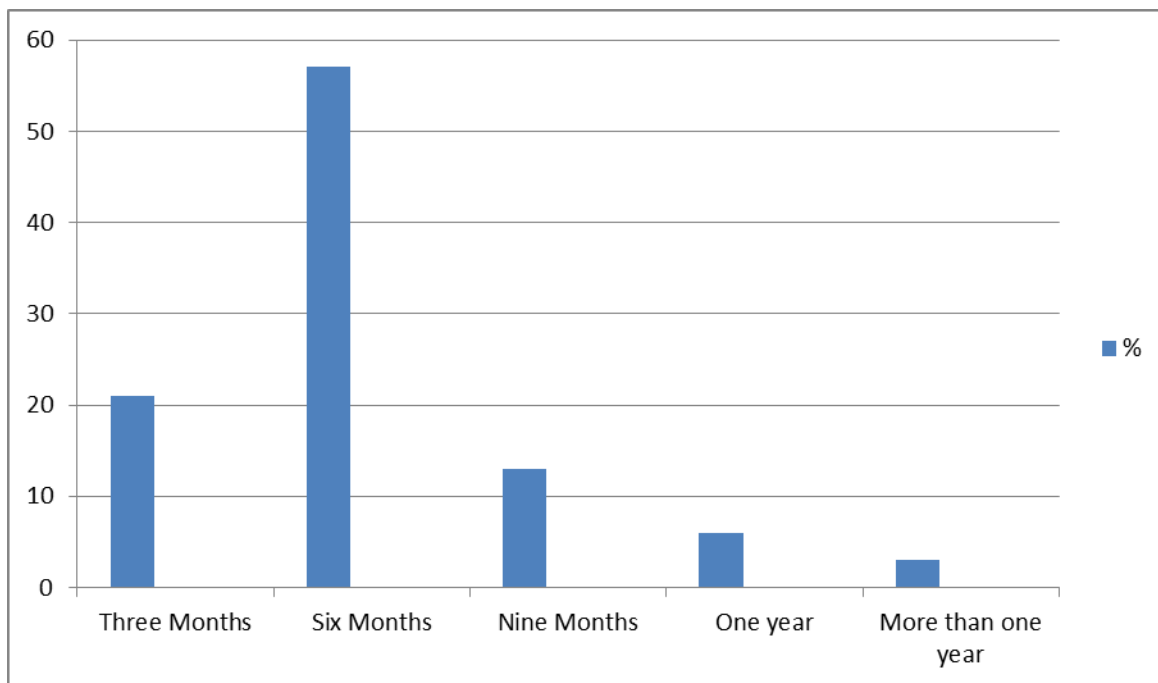
Over (57%) of the respondents do agree and concur with Subsection 3.16 of the public service manual which provides that new employees serve on probation for a period of three months to Twelve months depending on the levels of positions. However a small 3% of the respondents revealed that probation period last for over one year. Either they are not aware of the probation period or did understand hence just ticked on the item. However probation can be extended based on your performance or behavior

(C) CHALLENGES ENCOUNTERED IN THE RECRUITMENT PROCESS

Table 4.8. RECRUITMENT CHALLENGES, YES OR NO

| S/NO	RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
01	YES	56	80%
02	NO	14	20%

Figure 4.14 RECRUITMENT CHALLENGES, YES OR NO
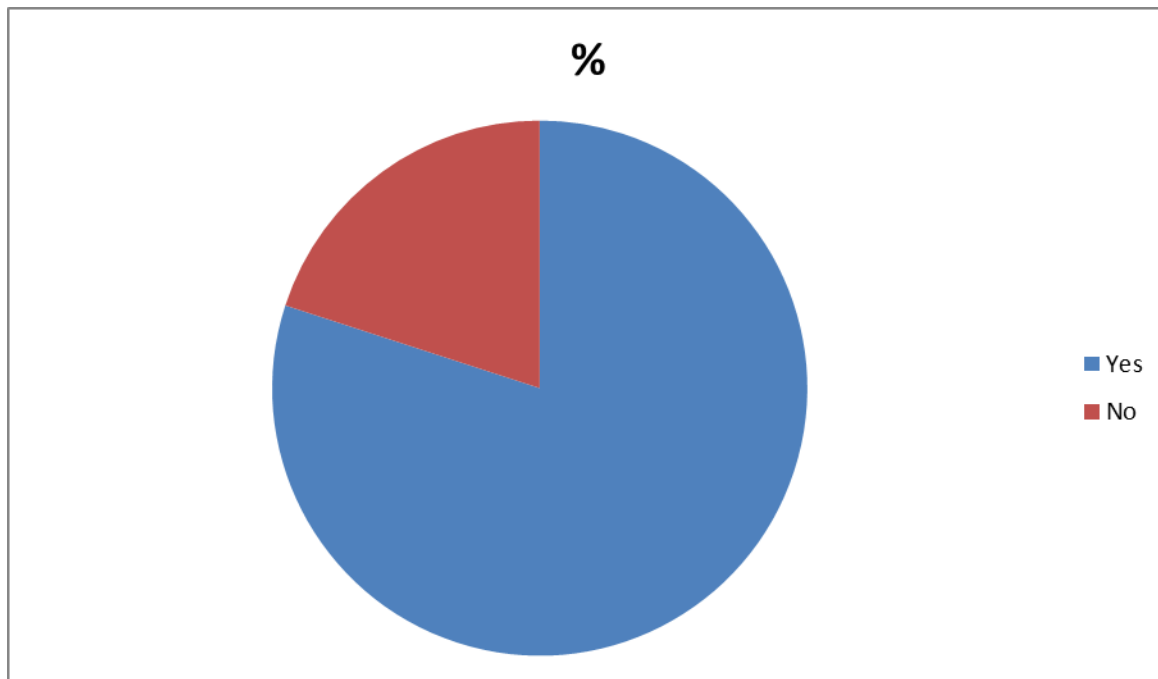
Some 80% of the respondents agreed that recruitment process had/has many challenges. Among the challenges included:

- Handpicking of candidates who are mainly relatives: While 80% of the respondents claim that candidates are handpicked this is subject to greater probe and research for more evidence. However, with such a large percentage of respondents having this perception, it means that there is indeed a problem of handpicking candidates. There may be reasons for this. However this research

did not focus on finding out reasons for this. Moreover, it is good governance practice to create an equal level ground for competition for all candidates. Handpicking of candidates can easily be abused as emphasized by Sahni and Vayunandan (2010) that there should be open competition for jobs in the public sector

- Advertising for posts as a formality: Advertising for posts as formality similarly will call for another piece of research into the extent of this problem.

- Arabic pattern candidates find English as a barrier: The issue of Arabic candidates finding English as a barrier could be a genuine problem as English became an official language of South Sudan in 2005 after the signing of the CPA from Arabic. However, all job adverts by the ministry are rarely in both languages.

- Presentation of forged documents (candidates during interview bring only photocopies of the documents instead of original certificates): On forged documents, it is the duty of the board to verify the certificates during interviews.

(D) RESPONDENTS VIEWS ON THE RECRUITMENT PROCEDURES OF THE MINISTRY

Figure 4.15 RESPONSES WITH REGARDS TO THE VIEWS
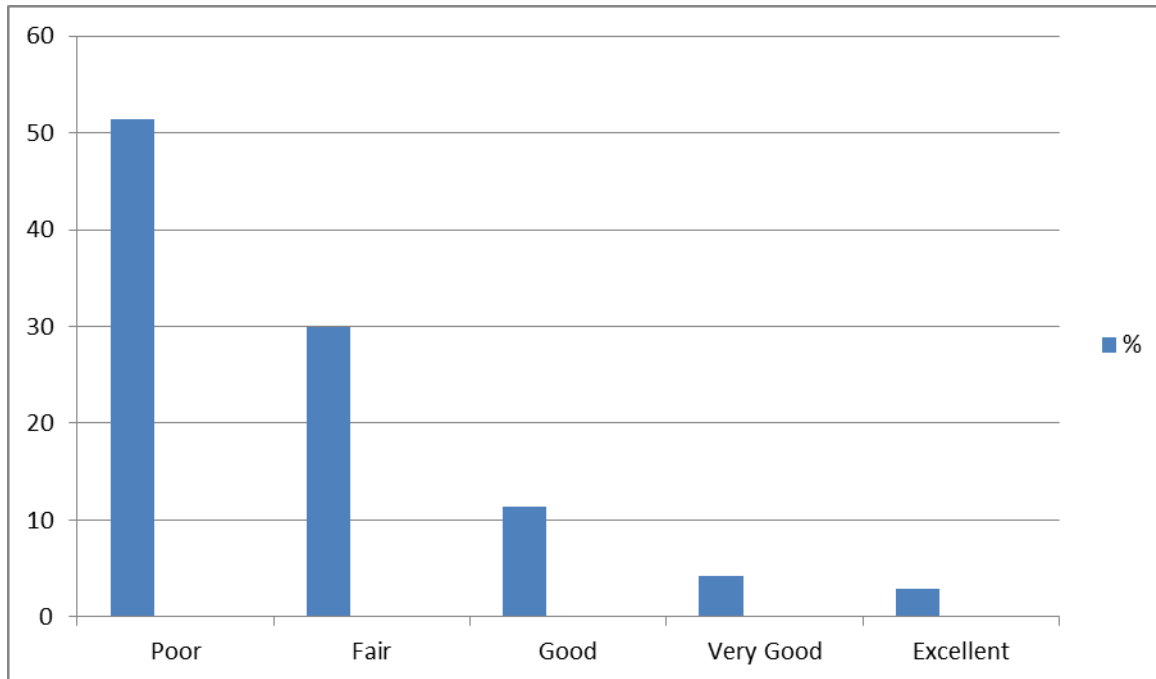
From the above rating of the Ministry of Public Service, 51% of the respondents rate it as poor, 30% as fair and remaining 20% rate as good, very good and Excellent. The high percentage of rating poor could be out of bias since this is small sample that cannot be judgmental of the whole Ministry of public service.

Finally, when asked the respondents to put forward some recommendations to improve recruitment practices, Some expressed the need for the ministry's recruitment practices to be harmonized. They asserted that there should be regular trainings of the recruitment board to make it run the procedures of the ministry's recruitment well. The respondents also, emphasized that, an independent body should be established to work in with the recruitment board in recruiting civil servants for the ministry. They reiterated that, advertisement should be through the media to reach as many candidates as possible to apply for the positions there. The respondents also emphasized the need of

producing original certificates during interviews for verification and conformation of candidates' eligibility.

4.3. DISCUSSION OF FINDINGS

In conclusion, the collected data shows that recruitment procedures as established in the literature review are similarly applied in the Ministry of Public Service. As analyzed from the responses of the respondents, it shows that personal interests such as favoritism, nepotism and tribalism exist in the recruitments however these issues are subject to more in depth research. .. The respondents also manifested that, adverts are made by the ministry to genuinely attract the job candidates and avail them for competitive selection process, but still they often see that new employees are being appointed without undergoing the recruitment procedures. This could bring in the issues of good governance in terms of transparency in operational activities such as recruitment. It could also be that the respondents do not know that there some employees sourced from the labor market based on their unique expertise and placed on the jobs without undergoing all the recruitment procedures. In addition to that, 34% of the respondents showed that information on job vacancy reach candidates by word of mouth while 27% through notice board and 30% through radio and 9% through newspaper. Since South Sudan is large with the 10 states far apart from each other and from the capital Juba this Ministry of Public service is, it may not be possible to reach prospective candidates by word of mouth and notice boards only.

Though there are variations in responses of the sampled population with regards to methods of selection of employees, induction/orientation, periods of probation to mention but a few, the fact is that recruitment procedures in the ministry of public service do exist since a number of respondents admitted being interviewed, underwent probation and appointed to positions. This relates to the literature review section of legislative framework where procedures for recruitment in the South Sudan Public Service have been provided for and established. However, it is obvious that there are short comings in the recruitment process but these short comings can be reduced if the

government continue to device policies and enact and enforce laws that can help in containing recruitment practices contrary to the public interest.

From the data collected from the respondents, it can be deduced that recruitment procedures in the public service are followed amidst shortcomings. Thus, the following chapter constitute of the recommendations that the researcher provided based on the findings.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. INTRODUCTION

This chapter summarizes and concludes the findings thereby providing recommendations based on the findings of this study with respect to the research topic; An investigation into the recruitment procedures in the public service, a case study of the MLPSHRD. Both quantitative and qualitative methods were used in this study to collect and classify data. The research objectives and questions of the study have been the basis for the findings and its presentations. Over 73% seventy three percent of the targeted respondent responded that the recruitment procedures in the public service are not followed. In the researcher's view, this percentage can not be concluded upon that recruitment procedures are not followed. This is because not all employees that can follow all the recruitment procedures, since in a time of urgent need, prominent candidates such as experts may be sourced or handpicked from the labor market and placed on the job immediately to deliver what is needed. However, handpicking may be abused and thus resulting in failure to follow recruitment procedures even when experts are not needed. Therefore, this can also result in the preference of candidates for jobs by the individuals in authority versus competence and qualification of candidates. Hence, this becomes contrary to the Taylor's scientific management principle of putting the right man in the right place as discussed in the theoretical section of the literature review chapter of this thesis.

5.2. RECOMMENDATIONS

Based on the key findings of this study as presented in the fourth chapter of this thesis, the researcher draws recommendations that could be applied to improve on the areas of challenges in the Ministry of Labour, Public Service and Human Resource

Development pertaining to the recruitment procedures there. This is because, recruitment procedure is a key to proper effective and efficient service delivery which is one of the primary mandates that public institutions must strive to achieve. It is also important because the welfare of the people can only be achieved or promoted by the government if the competent people are selected scientifically and appointed to provide services to the people (South Sudanese). As a student of Public Administration with particular interest in Human Resource Management, the researcher therefore provides the following recommendations for considerations by the authority of the Ministry:

5.2.1. REPRESENTATION IN THE WORKFORCE

- It is important that, women must constitute at least 25% of the employees of the Public Service Ministry. This is because they have been underrepresented through out the history of South Sudan before the July 9th historic independence. They are many than men, they kept and grew children during the liberation struggle while men were in front lines, then now they must be considered with equal employment opportunity.

- Youth from the age of early twentieth to fortieth must be recruited so as to work hard and provide services to people. This is because people at this age are considered energetic and active in the labour force. This could also help represent the youth in the government employment hence reducing unemployment.

5.2.2. RECRUITMENT AND SELECTION METHODS

- The ministry's authority must create special application form that any job applicant must fill coupled with a CV, a covering letter and photocopies of academic credentials as may be required by the post. Original certificates of the applicants must be presented during interview.

- Reference to the findings on selection methods which revealed that, the use of oral and written interview and both in the Ministry is high and constitute about 56% of the selection techniques, it is therefore crucial For managerial positions, such as from the posts of Deputy Directors, Directors and Directors General when hired externally to make sure that the selection method should not be limited to interview technique only. But also the use of methods such as the assessment center where a candidate personal attributes and competences needed for the job can be studied and decided upon within a length of time, not only in a day or two as with interview method. This is because this method includes exercises such as role playing, group discussion, amongst others that help identify from the job candidates important managerial skills such as communication skills, decision making to mention but a few.

- The use of advertisement through national radio and FMs as well as News Papers should be promoted to attract job candidates from different parts of the country to select from them competent personnel to serve in the public institutions. This can also avoid biasness and chances of favoring candidates.

5.2.3. RECRUITMENT BOARD

- The recruitment board must be an independent body. Its decisions must be strictly adhered to by all parties involved in the ministry's process. It must be made up of well experienced, qualified and competent senior civil servants whose reputations are corruption free. They must be people of integrity, honesty faithfulness with the future of this young country at heart with. In short, their selection should be on merit.

- The period of service of the board should be fixed to a limited period of time and must be renewed periodically or annually to avoid biasness and chances of conflict of interest.

5.3. CONCLUSION

To sum up this thesis under the topic An Investigation into the Recruitment Procedures in the Public Service, it is important to state that the objectives of the study have been followed and achieved. As stated in the first two objectives, the key policies and legislations guiding recruitment in the Ministry of Public Service and in the South Sudan Public Service at large have been established in the literature review of the study in chapter two. As a young country, many laws are yet to be enacted and enforced with respect to Recruitment not only in the public service but also in the private sector and NGOs. In response to objective three of the study, recruitment procedures in the Ministry of public service are followed amidst challenges as discussed from the respondents points of view in chapter four of the study. In other words, advertisements for jobs are made, interviews are conducted, inductions are conducted and appointments are given after probation. To ameliorate the challenges, the researcher provided recommendations as seen in the second last sections of this chapter. In order to address some of the challenges encountered in the recruitment procedures in the public service as raised by respondents, it is important to conduct further research on issues to do with tribalism in the, advertisement for formality amongst others.

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APPENDICES

School of Public Administration

(SPA)

Faculty of Management and Commerce

RESEARCH QUESTIONNAIRE

Dear Respondent,

My name is Emmanuel Abusingia Khamis. Iam a Master of Public Administration (MPA) student at the University of Fort Hare in the Department of public Administration and Management. Iam currently conducting a research on the topic: Recruitment Procedures in the Public Service, a case study of your Ministry. You are kindly requested to complete the following questions as honestly as possible. Honest completion will help in generating information that will help the researcher to establish the procedures followed in recruiting public servants for your Ministry, identify challenges encountered in applying them and provide recommendation for addressing the challenges. By doing this, the ministry will identify areas that may need improvements on its Recruitment Practices positively and also ensure your active participation in the practice thereby enhancing improved productivity and adequate service delivery. The information being solicited from you is only for academic purposes and will be treated confidentially. Your name and other private information about you are not required.

THIS QUESTIONNAIRE COMPRISE OF THE FOLLOWING KEY SECTIONS:

- **A** Demographic Information

- **B** Procedures Followed in Recruiting Personnel

- **C** Challenges encountered in Recruiting of Personnel

- **D** Your own views on the Recruitment procedures

SECTION A: DEMOGRAPHIC INFORMATION

Please mark with an **X** in the box as appropriate.

1. Gender

Male	Female

2. Age

18-25	26-35	36-45	46-55	56-65

3. Highest Education Qualification

PhD	Masters	Degree	Diploma	School Certificate	Primary

4. Marital Status

Single	Married	Divorced	Separated	Widowed

SECTION B: PROCEDURES FOLLOWED IN RECRUITING PERSONNEL

5. What is your present position in the Ministry?

………………………………..………………………………………………………………………
……………………………………………………………………………………………

6. Was the position advertised? Yes (   ) No (   )

7. Which of the following sources did you learn about public service vacancy from? Tick where appropriate with **X.**

Radio (   ) Newspaper (   ) Notice board (   ) Word of mouth (   )

8. Did you apply for the Post? Tick With **X** where appropriate

   Yes (   )   No (   )

9. Were you interviewed by a panel set by the Ministry? Yes (   ) No (   )

10. Which of the following methods was used to select you for the job with the Ministry? Tick with an **X** where appropriate.

Oral Interview (   ) Written Interview (   ) Both oral & written Interview (   )
in basket technique (   ) Through a known Person (   ) Assessment center (   )

11. Were you given induction/orientation before placement? Tick with an **X.**

Yes (   ) No (   )

12. After how long were you given appointment after Probation?

 Three Months (   ) Six months (   ) Nine Months (   ) One Year (   ) More (   )

SECTION C: CHALLENGES ENCOUNTERED IN RECRUITMENT PROCESS OF PERSONNEL

13. Do you have challenges in recruitment of personnel for your Ministry?

Yes (   ) No (   )

If Yes, State the Problem, …………………………………………………………………….

…………………………………………………………………………………………………

SECTION D: YOUR OWN VIEWS ON THE RECRUITMENT PROCEDURES OF THE MINISTRY

14 How would you rate the Recruitment practices of the Ministry? Tick appropriately.

 Poor (   ) Fair (   ) Good (   ) Very good (   ) Excellent (   )

15. What recommendation can you give on the Recruitment practices of the   Ministry?

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Any comment   …………………………………………………………………………………

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<div align="center">

Thank you!

UNIVERSITY OF FORT HARE

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School of Public Administration

(SPA)

Faculty of Management and Commerce

RESEARCH INTERVIEW GUIDE FOR SENIOR OFFICALS

Dear Respondent,

My name is Emmanuel Abusingia Khamis. Iam a Master of Public Administration (MPA) student at the University of Fort Hare in the Department of public Administration and Management. Iam currently conducting a research on the topic: Recruitment Procedures in the Public Service, a case study of your Ministry. You are kindly requested to complete the following questions as honestly as possible. Honest completion will help in generating information that will help the researcher to establish the procedures followed in recruiting public servants for your Ministry, identify challenges encountered in applying them and provide recommendation for addressing the challenges. By doing this, the ministry will identify areas that may need improvements on its Recruitment Practices positively and also ensure your active participation in the practice thereby enhancing improved productivity and adequate service delivery. The information being solicited from you is only for academic purposes and will be treated confidentially. Your name and other private information about you are not required.

THIS INTERVIEW GUIDE COMPRISE OF THE FOLLOWING KEY SECTIONS:

- **A** Demographic Information

- **B** Procedures Followed in Recruiting Personnel

- **C** Challenges encountered in Recruiting of Personnel

- **D** Your own views on the Recruitment procedures

SECTION A: DEMOGRAPHIC INFORMATION

Please mark with an **X** in the box as appropriate.

2. Gender

Male	Female

2. Age

18-25	26-35	36-45	46-55	56-65

4. Highest Education Qualification

PhD	Masters	Degree	Diploma	School Certificate	Primary

4. Marital Status

Single	Married	Divorced	Separated	Widowed

SECTION B: PROCEDURES FOLLOWED IN RECRUITING PERSONNEL

5. What is your present position in the Ministry?

    …………………………………..………………………………………………………………………
    ………………………………………………………………………………………….

6. Was the position advertised? Yes (   ) No (   )

7. Which of the following sources did you learn about public service vacancy from? Tick where appropriate with **X.**

Radio (   ) Newspaper (   ) Notice board (   ) Word of mouth (   )

8. Did you apply for the Post? Tick With **X** where appropriate.

    Yes (   )   No (   )

9. Were you interviewed by a panel set by the Public service?

Yes (   ) No (   ) others (   )

10. What are the steps used in recruiting personnel in your Ministry? ....

....
....
....
....

11. Do you have a recruitment panel board? Yes (   ) No (   )

12. What is the composition of the Recruitment Board of the Ministry?
....

....
....
....

13. Is the board's decision strictly adhered to by the appointing authority?

Yes (   ) No (   ) If No, Why?

SECTION C: CHALLENGES ENCOUNTERED IN RECRUITING PERSONNEL

14. Do you have challenges in recruiting personnel for your Ministry?

Yes ( ) No ( ) If yes, what are the challenges? ……………………………………….

………
………
………
……

15. How do you address/overcome the challenges?

………
………
………
………
………
…

SECTION D: YOUR OWN VIEWS THE RECRUITMENT PROCEDURES

16. What do you recommend on the recruitment procedures of the ministry?

………
………
………
………

Any comment. ……………………………………………………………………………………….

………
…………………………………………………………

Thank you,

University of Fort Hare

UNIVERSITY RESEARCH ETHICS COMMITTEE

APPLICATION FOR ETHICAL CLEARANCE: HUMANS

Please indicate (x)

New application	**X**
Re-submission	
Renewal application	

SECTION 1: DETAILS OF APPLICANT/PRINCIPAL INVESTIGATOR		
Name: EMMANUEL	Surname: ABUSINGIA KHAMIS	Professional Status: ADMINISTRATOR
University Division / Faculty and Department: School of Public Management and Development, Faculty of Management and Commerce/ Department of Public Administration - Bhisho Campus		
Complete Postal Address: Central Equatoria State- Juba. Real Postal Address Not Available		
Telephone No: N/A	Fax No: N/A	Cell No:+211 (0) 955412436
E-mail address: **abusingiaem@yahoo.com**		
SECTION 2: TITLE OF STUDY		
Title of Research Project: An investigation into the Recruitment Procedures in the Public Service.		
A case Study of the Ministry of Labor, Public Service and Human Resource Development – Juba.		

Republic of South Sudan	
Sponsor's Protocol No (if applicable) N/A	
Sponsor's Details (if applicable) N/A	

SECTION 3: STUDY FOR DEGREE PURPOSES	Not applicable	
Name of Degree: Masters of Public Administration (MPA)	**Supervisor: Dr. Ogochukwu Nzewi**	
Division/Department: Public Administration	**E-mail:onzewi@ufh.ac.za**	
Contact No: +27 825 129 689		

SECTION 4: DETAILS OF SUB-INVESTIGATORS	
Name and Title	**Position**
1.	
2.	
3.	
4.	
5.	
SECTION 5: DETAILS OF COLLABORATING INVESTIGATORS	
Name and Title	**Position**
1.	
2.	
3.	
4.	
5.	
SECTION 6: WHERE WILL THE STUDY BE CONDUCTED?	

1. **Ministry Of Labor, Public Service and Human Resource Development – RSS Juba**	
2.	
3.	
4.	
5.	
SECTION 7: STUDY TYPE	
1. **Industry Sponsored**	
3. **Retrospective Record Review**	

		OFFICE USE ONLY	
		Ref	Date

5. Qualitative Research	X	6. Prospective Descriptive Study	
7. Other		8. Please state type if 'Other':	

SECTION 8: HOW IS THIS RESEARCH FUNDED? STATE APROXIMATE TOTAL BUDGET

1. Industry	R	2. NIH	R
3. Internal/Self	R X	4. Other/ US Fed Agency	R
5. External SA Grant	R	6. Internat. Grant	R

SECTION 9: SIGNING OF APPLICATION

Applicant: *Emmanuel* (signature)

Supervisor:

*Departmental Head:

* Or the Dean of the Faculty or the Chairperson of the Faculty Research Ethics Committee

The following obligatory documentation must be attached to this application form:

PROTOCOL SUMMARY / SYNOPSIS (Obligatory)

Please provide a protocol synopsis or summary of the proposed research, **in addition to the full Protocol**, that is between **800 and 1 000 words** long. The Protocol Synopsis or summary should contain the following:

- Title
- A short introduction, motivation and literature overview (1 paragraph only)
- Research question or hypothesis
- Aims and Objectives
- A concise summary of the methodology
- Description of subject population including characteristics, age range and number of subjects
- Anticipated risks as well as the precautions taken to minimize risk
- Anticipated benefits
- Ethical Considerations
- Intellectual Propert Rights Considerations (IP)

Checklist (Obligatory):	
Investigator Declaration for principal, co- and sub investigators (Obligatory)	

Document approved by UREC: 11 August 2011, V01

5. Qualitative Resear	
7. Other	

SECTION 8: HOW IS T

1. Industry	
3. Internal/Self	
5. External SA Grant	

SECTION 9: SIGNING

Applicant: (signature)

Supervisor:

*Departmental Head:

* Or the Dean of the Fa

The following oblig form:

PROTOCOL SUMMARY

Please provide a protoco that is between **800 and** following:

- Title
- A short introduc
- Research questi
- Aims and Objec
- A concise summ
- Description of su
- Anticipated risks
- Anticipated ben
- Ethical Conside
- Intellectual Prop

Checklist (Obligato	
Investigator Decla	

Document approved

5.	Othe r

SECTION 8: HOW IS THIS RESEARCH FUNDED? STATE APROXIMATE TOTAL BUDGET		
Supervisor's declaration, where applicable		
Questionnaire / list of questions		

Recommendation from the Faculty Research Ethics Committee

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……………………..

Chairperson:………………………………….. Date:…………………………………

Recommendation from the University Research Committee

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……………………

Chairperson:…………………………………. Date:…………………………………

OFFICE USE ONLY

Approved by UREC				Project ID
Conditional				
Provisional				
Final				