

PERSONNEL MANAGEMENT OFFICER

DRAFT RECRUITMENT POLICY

2020

PREPARED BY

PERSONNEL MANAGEMENT DIVISION

PERSONNEL MANAGEMENT OFFICE

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1.1 BACKGROUND OF THE POLICY

The Personnel Management Office (PMO) was set up by Government of The Gambia in February 1988 as part of the Administrative Reform Programme (ARP) to improve the management of the Human Resources (HR) of The Gambia's public service. The mandate and responsibilities of the Personnel Management Office as stated in the Public Service Act 1991 stipulates that; The Personnel Management Office (PMO) shall be the principal adviser to the secretary General and also the Minister for the Civil Service on this Act and shall be responsible for the personnel function such as recruitment in the Public Service.

The PMO however had never had a Recruitment Policy, with recruitments mainly conducted based on the experience, knowledge and expertise of the PSC/PMO at any given time in the recruitment process, such as notification of vacancies, publication of vacancies, shortlisting and interviewing etc. One of the ultimate objectives of the PMO is to achieve an effective and efficient Civil Service by making it more professional and streamlined with improved in performance of staff. In order to attained this, the PMO deems it necessary to develop a recruitment policy to guide it recruitment of staff in the Civil Service.

It is important to note that the development of a recruitment policy is in accordance with the PMO Strategic plan 2017 -2027.

1.1 OBJECTIVES OF THE POLICY

The recruitment policy seeks to set out standards to ensure consistency, promote fairness and transparency in process of attracting a competent work force. The policy will also enable the Personnel Management Office to align its practices in accordance with its core values, national recruitment related legal instruments (Public Service Act 1991) and best practices. The policy will also avail the image of PMO as an institute of equal employment opportunity regardless of gender, tribe, race physicality etc.

1.2 POLICY PURPOSE

The aim of the policy is to outline the relevant steps in the recruitment process and to assign individual responsibilities for each of these steps.

1.3 POLICY SCOPE

This policy is intended for all staff who are involved in the recruitment process within PSC/PMO and the entire Civil Service.

1.4 POLICY STATEMENT

The Personnel Management Office want to constantly improve performance in the Civil Service and to make this a reality, it needs to recruit from the widest pool of talent. The PMO aims to attract and recruit people with diverse background, skills and abilities, who will enhance the quality of service and contribute to the success of the Gambia Civil Service.

1.5 TARGET GROUP AND RESPONSIBILITIES

The policy shall be used by:

1.Public Service Commission: Shall be responsible for review and approval of the policy.

2.Secretary General: Shall review the policy and make recommendation. The SG shall also endorse the policy for approval by the PSC

3.Permanent Secretary-PMO: Shall review the policy and submit to the PSC for approval.

4.Senior Management: For review, information and retention.

5.Personnel Management Division (PMD): To lead the process of developing the policy (from review up to validation) and recruitment.

1.6 VISION OF THE PMO

To be the center for human resources management and development in order to maintain a highly motivated, professional, effective and efficient civil service responsive to national development goals and objectives.

1.7 MISSION OF PMO

To attract, develop and retain a highly skilled workforce through a merit-based system for quality service delivery.

2.1 TYPES OF APPOINTMENTS

1. Permanent and pensionable appointment
2. Temporal appointment
3. Contract appointment (fixed)
4. Contract appointment on month -to-month
5. Appointment on special term
6. Technical assistant appointment
7. Month-to- month appointment

2.2 CATEGORIES OF APPOINTMENTS

- 1.Appointment in grade 3-12
- 2.Appointment in grade 1-2
- 3.Appointment in fixed grade

2.3 RECRUITMENT AND SELECTION PROCESS

2.3.1 NOTIFICATION OF VACANCIES

2.3.1The policy shall ensure, where a vacancy exists and it is not filled by promotion, the appointing authority(PMO/PSC) shall be notified about the existence of such vacancy by the head of department where the vacancy exists.

2.3.2. Upon receipt of the vacancy notification, the appointing authority shall scrutinize it to certify that the requirements of the relevant scheme of service have been met.

2.3.2 Before proceeding with recruitment, it will also be necessary to check with PMO that no excess staff is available elsewhere in the service to fill the vacancy.

2.3.3 Finally, the appointing authority shall make sure that the post which is desired to be filled has been authorized and funded in the approved budget estimates.

2.4 ADVERTISEMENT OF VACANCIES

2.4.1 Where the request is to fill a vacant post, it will be necessary for heads of departments to first draw up a term of reference for the post before attempting to draft the advertisement.

2.4.2 A term of reference describes the responsibilities and duties, key qualification and competencies required to perform a job satisfactorily.

2.4.3 The terms of reference shall spell out list of knowledge, skills and attitude that are essential for the job. Where there is a scheme, the job and person specification shall be drawn from the relevant scheme.

2.4.4 In producing the draft advertisement, the following additional features shall be borne in mind: station, salary scale and closing date. The following set of guidelines should also be observed:

1. study the job specification to extract relevant information

2. the best-selling points of the job shall feature in the advertisement. These might include salary, nature of the job or location.

3. the job description shall be indicated in the advertisement to achieve the desired response.

2.4.5 Except in special cases, the final result should include in a suitable concise form: job title, description of the Ministry, Department or Agency, job description and person specification; salary scale and the instruction on the requirements.

2.4.6 When the advertisement has been approved by the appointing authority, a copy shall be sent to electronic and print media in the country as well as published in the PSC/PMO websites and other relevant sites to attract both domestic and international applicants.

2.4.7 The advertisement shall spell out the closing date by which completed application forms must be received.

3.1 RECRUITMENT TIMETABLE

3.1.1 Bearing in mind that the recruitment process can take a long time. The appointing authority shall keep applicants informed of their progress in the selection procedure.

3.1.2 As soon as a decision is made to fill vacancy by the public advertisement, a recruitment timetable shall be drawn up by the personnel section and approved by the appointing authority. The personnel section shall then be responsible for seeing that dates are adhered to. The following timescales for the advertisement shall follow in the below orders.

Notification of vacancy	Date to be fixed
Preparation of advertisement	Week 1
Approval of advertisement	Week 2
Placement of advertisement	Week 2
Closing date of advertisement	Week 3
shortlisting	Week 6

interview	Week 7
Approval of interview result	Week 7
Issue of appointment letter	Week 8

3.1.3 Thus, in the normal course of events it should be possible to complete the recruitment exercise, from start to finish in (two) 2 months.

4.1 APPLICATION FORMS

4.1.1 A candidate for appointment shall be required to submit an application in his/her own handwriting or in typed version supported by evidence that he/she fulfills the minimum requirements for the post for which he/she is applying.

4.1.2 The required supporting documents shall be attached to all application forms, a birth certificate or an affidavit providing evidence of the applicant date of birth, academic qualifications, such as transcript, testimonial, leaving certificates etc.

4.1.3 The primary purpose of the application form is to aid good selection. The secondary purpose is to provide personal information when the application will be able to take up appointment.

4.1.4 There are two types of application forms in general use for recruitment by the appointing authority:

- a.** Form 16A is for vacancies in the junior Grades [3 to 6]
- b.** Form 16B is for direct entry to the senior Grades [7 and above]

4.1.5 These forms shall be available and applicants can access them from PSC's records Office or on the following websites: www.pmo.gov.gm/ www.psc.gov.gm/.

4.1.6 The objective of recruitment should be to produce a shortlist of candidates who are worth interviewing.

4.1.7 Immediately after the closing date, all the application forms shall be forwarded to the Ministry or Department where the vacancy exists for them to schedule a date for shortlisting jointly with the PMO.

4.1.8 The PSC shall finally review the list of shortlisted candidates and if not satisfied shall refer it back to PMO for verification.

4.1.9 In the event that very few candidates apply, even those application forms shall be examined to see if they meet the requirements of the specification. It is a waste of everybody's time to interview people who are clearly not suited to the vacancy.

4.1.10 Information on the application forms shall be matched against the job specification and applications sorted into (two) 2 categories.

1. Suitable candidates for the post

2. Non- Suitable candidates for the post

4.1.11 The shortlist will then be made up from the two categories. It shall be maintained that those involved in the shortlisting process shall be extremely objective.

4.1.12 The Head of Department shall be requested to return the application forms to PMO by a specific date. On return, the Personnel Management Division of PMO shall be amended as necessary, if the guidelines in the shortlisting process has not been followed.

2.1.13 The final short list should provide a ratio of roughly 3:1 between the number of candidates and the number of vacancies.

4.1.14 Candidate who have not been included in the shortlist shall be notified as soon as possible.

4.1.15 In the case that none of the applicants meet the requirement of the job specification, it will be necessary to re-advertise the post or to consider whether, in the light of experience, the job specification of the advertisement needs redrafting.

4.1.16 Before doing so, the Head of Department concerned may also be given the opportunity to headhunt for a suitable candidate elsewhere.

5.1 SELECTION

5.1.1 Selection represents the final stage of the decision-making in the recruitment process. Shortlisted candidates shall be required to attend an interview or take a written test as part of the selection procedure.

5.1.2 If it is decided to hold an interview, the shortlisted candidate shall be informed either by telephone, email, text or through public announcement requiring them to attend an interview on a given date, time and place.

5.1.3 Those involved in the interviewing shall include the appointing authority, head of department which has declared the vacancy to PMO. The following points shall be borne in mind by the selection interviewers:

1 Prior to the interview, the panel shall compare the job specification with the information on the application form and plan the interview to gather information about critical aspect of the applicant's career history.

2 The structure of the interview shall cover key areas such as knowledge, skills, attitude, motivation and any special circumstances.

3 Attention will be paid to the impact the candidate is likely to make on others, including appearance, manner and bearing.

5.2 THE SELECTION INTERVIEW TOOLS AND PROCEDURES

5.3 The following are the summary procedures and tools for the selection interview:

1. **Interview Panel:** A panel of interviewers shall be used to rate and record candidates' performance with each panelist independently rating and recording candidates' response during the interview.

2. **Interview question:** the interview questions shall be standardized to guarantee that each candidate is asked the same questions in the exact same order and helps to ensure that the same information is gathered from all candidates thus, ensuring fairness in the process.

3. **Rating Scale:** A developed rating scale shall be available for scoring answers with examples and illustrations to provide interviewers with consistent and systematic scoring procedure to maximize the reliability and validity of their judgements of the candidates. Whatever procedure is used to develop the rating scale, it shall ensure consistency and objectivity of scoring to check on reliability.

4. **Interview summary:** The panel shall set the stage for the interview by letting the applicant know what is going to happen and what is expected of him/her.

5. **Closing the interview:** The Interview panel shall allow the candidate to ask any question that is of interest to him/her regarding the job in question. Example, "Is there anything else that you wish to say before we finish"?

6. **Written record of the interview:** Immediately after the interview, the actual decision shall be made whether or not to select the candidate for appointment. It is important that interview take notes to support the final decision.

5.3.1 After the completion of the interviewing of all the candidates the representative shall be granted the chance to make views and comments regarding each candidate to help the panel in their final decision.

5.3.2 When the results of the interview are known, the Personnel Management Division (PMD) shall quickly inform both successful and unsuccessful candidates of the outcome. Successful candidates will be sent an offer of appointment letter, while unsuccessful candidates shall be sent a courteous message.

6.1 RECRUITMENT OF GRADE 1& 2 POSTS

6.2 Heads of department are mandated to appoint such category of staff, following a clearance with the PMO's Human Resource Information System (HRIS)

6.3 Heads of departments shall follow the step of interview by PSC. After the appointment, the head of department must complete the PMO-HRIS data sheet and submit to PMO for inputting by HRIS staff.

7.1 APPOINTMENT LETTERS

7.2 Every letter of appointment shall specify:

1. the precise designation of the post to which the appointment is being made
2. the terms of the appointment, whether it is contractual(temporary/fixed) or permanent and pensionable or not, and the period of notice required to terminate it.
3. the Grade applicable to the post
4. the salary payable
5. the effective date of appointment
6. the length of probation
7. a statement that the appointment will not take effect unless it is accepted in writing.

8.1 TERMS AND CONDITIONS OF EMPLOYMENT

8.1.1 Where applicable personnel sections shall ensure that officers appointed sign a Declaration of Secrecy.

8.1.2 Payroll arrangement: Upon appointment, the Accountant General's Department shall input salaries by completing the relevant standard forms. In the case of officers appointed on a grade point higher than the appropriate entry point, the Accountant General's Department shall be informed accordingly.

8.1.3 Incremental dates: If the effective date of an officer's appointment falls between the 1st and 15th day of the month inclusive, his/her incremental date shall be the first of the month. However, if the effective date of appointment falls on the 16th of the month, his/her incremental date shall be the first of the following month.

8.1.4 Personnel Records: Upon appointment, the staff of PMO-HRIS Division shall be required to input the relevant bio information of the newly recruited employee into the Personnel Management Information System (PMIS) and the (IFMIS).

8.1.5 Placement and Orientation: All new employees upon assumption of duty shall be exposed to the following protocols and procedures; reporting arrangement, orientation (initial briefing, including the issuance of the personnel procedures Manual for civil servants, job description, General Orders and Code of Conduct).

8.1.6 Probation/Confirmation in Appointment: Upon initial appointment, employees are subjected to a probationary period of one year. Confirmation of appointment shall be subject to satisfactory reports on the officers performance, conduct, physical and mental wellbeing. These reports will be submitted at the end of the probation period. If the reports are unsatisfactory, the officer shall be informed of his/her shortcomings and the period of probation shall be extended or, at worst, the appointment could be terminated.

9.1 RECRUITMENT OF TEACHERS

In the case of the appointment of teachers in the civil service, the Public Service Commission has dedicated some of its powers to the Committee for Promotion, appointment and Discipline of Teacher (C-PADT) in Grade 6-8. The PSC shall grant the same authority in the event another sector wish to do so by having a "Service Commission".

9.2 APPOINTMENT ON SPECIAL TERMS

9.3 Officers appointed on temporal basis for period of notice in excess of (one) month, and who are not a Gambian National, shall be regarded as being employed on special terms.

9.4 All officers on special terms are subject to all Government rule books regarding appointment contracts, unless if such special terms contain different conditions, the provision contained in special terms shall apply.

10.1 TYPES OF CONTRACT APPOINTMENT

There are basically two types of contract appointment currently being practiced in the Civil Service, which are.

- (a) Fixed contract and
- (b) Month to month contract.

10.2 FIXED CONTRACT APPOINTMENT:

This type of contract appointment does attract contract gratuity. Upon satisfactory completion of fixed contract appointment, an officer shall be entitled to the payment of 25% (twenty-five percent) contract gratuity at a rate of aggregate emoluments.

After the end of the contract period, an officer is required to make a written application addressed to the Permanent Secretary, Personnel Management Office through the concerned head of department for endorsement for payment of his/her contract gratuity, which shall be processed by the Personnel Management Office with the Accountant General's Department. Workers under this category shall include retired employees of critical or special skills which shall be deemed lacking in a particular entity.

10.3 TERMS AND CONDITIONS OF FIXED CONTRACT APPOINTMENT

- 1.** Officers considered for fixed contract appointment must first reached the statutory retirement age of 60years.
- 2.** The officer shall observe a cooling period of (three) 3months after his statutory retirement before he/she may be considered for contract appointment.
- 3.** Any officer applying/recommended for contract appointment is required to submit a complete contract appointment form together with his/her retirement letter.
- 4.** The officer concerned must have possessed knowledge, skills and competencies that are deemed lacking in ministry, Department or Agency.
- 5.** A contract appointment shall be granted for an initial period of (one)1/(two)2 years, which may be renewed/extended for a maximum period of not more than (six) 6 years in certain special cases.
- 6.** Any other extension of contract appointment shall depend on the satisfactory performance of the officer concerned.
- 7.** After the satisfactory completion of each contract, the officer shall be entitled to a (twenty-five Percent) 25% contract gratuity.
- 8.** Any officer who is granted a fixed contract appointment shall be entitled an annual leave of certain number of days which commensurate with his/her grade.
- 9.** The granting of contract appointment to any officer shall be used as a means of succession planning process, whereas other officers are required to

understudy the contracted officer to ensure knowledge, skill and expertise are being transferred.

10.The officer appointed on contract shall be required to indicate in writing the acceptance of the offer within 14 days or otherwise.

11. An officer appointed on a fixed contract shall not have his/her contract under any circumstance be converted to an appointment in the permanent and pensionable post.

12. Should in case a contracted officer dies before the completion of the contract he/she shall be entitled to his/ her 25% contract gratuity.

13. The contract appointment is terminable either by Government or by the contracted officer, upon giving a month's notice or on the payment of one month's salary in lieu of notice.

14.The appointment is subject to the provisions of the General Orders, Code of Conduct, Financial Instructions of the Government and the Public Service Commission Regulations.

10.4 MONTH -TO-MONTH CONTRACT APPOINTMENT:

This type of contract appointment is granted to officers who have retired voluntarily (medical, marriage etc) and are non-Gambians. A month -to- month contract appointment that exceeds 12 (twelve) months' continuous service, a paid leave may be granted at the rate applicable to the post, to the officer concerned.

Contract employees on month-to-month basis are more short-lived or temporary in nature and are usually considered "at will" employees, whose employment may be terminated at any time for any reason that does not violate public policy. Workers under this category shall include retired employees of low skills or less critical skills and non-Gambians.

10.5 TERMS AND CONDITIONS OF MONTH-TO-MONTH CONTRACT APPOINTMENT

1.Officer who retired voluntarily or on marriage/ medical grounds/a non-Gambian shall be consider for month -to-month contract appointment unless in certain special case which shall be determine by the Public Service Commission.

2.Contracted month -to-month officers shall not be entitled to any contract gratuity after the expiry of the contract.

3.An officer granted month -to-month contract appointment shall not be entitled to paid annual leave.

4.A contract appointment on month -to-month basis shall be granted for an initial period of **(one) 1**year, which may be renewed/extended for a maximum period of not more than (three) 3 years pending the need of concerned ministry/department/agency.

5.The officer appointed on contract shall be required to indicate in writing the acceptance of the offer within 14 days or otherwise.

6. An officer appointed on contract on a month -to-month basis shall not have his/her contract under any circumstance be converted into fixed contract appointment.

7. The contract appointment is terminable either by Government or by the contracted officer, upon giving a month's notice or on the payment of one month's salary in lieu of notice.

8.The appointment is subject to the provisions of the General Orders, Code of Conduct, Financial Instructions of the Government and the Public Service Commission Regulations.

10.6 CONTRACT APPOINTMENTS IN THE LOWER GRADE

All requests for appointment on contract in the Civil Service shall require the approval of the Public Service Commission, except for the following:

1. Heads of departments shall grant approval for contract appointment to officers on grade 1& 2 pending clearance from the Personnel Management Office (PMO-HRIS).

2. Upon granting contract appointment to an individual, heads of departments are required to complete the PMO-HRIS Data sheet on behalf of the officer to enable the PMO to maintain the individual data.

11.1. RECRUITMENT OF TECHNICAL ASSISTANTS AND INTERNATIONAL VOLUNTEERS

11.2 The Government of the Republic of The Gambia through the Ministries, Departments and Agencies shall determine the requirements, approved and coordinate recruitment of Technical Assistants and International Volunteers in the Civil Service.

11.3 Technical Assistants and International Volunteers are not Civil Servants. Therefore, they shall be governed by the terms and conditions of the Memorandum of Understanding signed between the Government of the Republic of The Gambia through the Ministries, Departments and Agencies and their respective Governments as well as the terms and conditions of their contract appointment letters.

11.4 The terms and conditions of Contract of Technical Assistants and International Volunteers, shall include the following as those of contract retired employees:

- 1.** Contract Technical Assistants/ International Volunteers shall be issued with contract appointment letters, which shall clearly state the amount and mode of such payment
- 2.** Technical Assistants on contract appointment basis shall perform their duties as those of regular employees.
- 3.** No other service benefits, in any form, will be admissible at par with regular employees.
- 4.** The contract may be terminated by either party with a prior written notice of 1 (one) month. The Government will be at liberty to terminate the contract at any time with immediate effect by paying the contractual remuneration of one month in lieu of one-month notice.
- 5.** Annual leave may be granted at the rate applicable to the post, should the contract appointment last for or exceeds 12 (twelve) months continuously.
- 6.** An officer may be allowed to take up to **5 (five)** working days leave in advance of the leave year in which such leave would be earned

12.1 REENGAGEMENT OF DISMISSED/TERMINATED OFFICER

11.2 Dismissed officers who wish to be reengaged into the civil service shall serve the required (four) 4-years cooling period before he/she can be eligible for reappointment.

11.3 In the other hand terminated officer who wants to be reappointed and has been paid terminal benefits and pension, shall be granted contract appointment(fixed/month-to-month) depending on need.

11.4 The terminated officer may have his/her contract appointment converted to a permanent and pensionable post pending the refund of the terminal and pension benefits paid to him/her to ensure that he/her service is connected.

REFERENCES:

The Public Service Act of the Gambia (1991)

The General Orders of the Republic of The Gambia, Revised Edition 2013

The Code of Conduct of the Civil Service

The Public Service Commission Regulations

Personnel Management Procedure Manual

Gambia Revenue Authority (GRA) Recruitment Policy