

Recruitment System in Public Service in Malawi: Recruitment in Education Institutions

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***Abstract:** Education remains the center for success of any country. Because of this it is the desire of every government to have a good education system. For a country to have a good education system that will help in its development there is a need of having well trained qualified teachers in its institutions. The government of Malawi just as any country depend much on its development, the availability of educated personnel, because of this the government makes sure that in its education institutions, there are qualified and competent teachers, by following good recruitment policies. It is therefore the aim of this paper to elaborate how Malawian government through its Human Resource Management (HRM) recruits its staff in educational institutions.*

Keywords: recruitment system, public service, Malawi, education institutions

INTRODUCTION

Human resource management deals with the plans in an organisation to ensure the proper use of human resource in an organisation. This means that in an organization, there is a need to recruit, compensate, train, and develop the human resource by the management. It is the management of people from recruitment to retirement.

HRM has two functions which are managerial and also operative functions. Some of the duties in operative functions of HRM are procurement, development, compensation, integration and maintenance. The first part of the HRM function is procurement which has to do with recruitment of human resource.

Recruitment is defined as “a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that

manpower in adequate numbers to facilitate effective selection of an efficient working force” Yonder D, et al, (1792). Flippo EB, (1980) defined recruitment as a process for searching prospect employee and stimulating and encouraging them to apply for the job. “Recruitment is the process of tracing and inspiring possible candidates to apply for available or expected job opening.” (lectures notes, 2019). Breugh, (2008) “defined employment recruitment as activities that influence the number and types of applicants who apply for a position, stay in the applicant pool, and accept a job offer.”

GENERAL PUBLIC SECTOR POLICY OF MALAWI

Commendable appointments, promotions and deployment of officers to specific posts and grades in the public service ensures that the right people are placed in the right positions to contribute to the delivery of the mandates of MDAs. The President of the Republic of Malawi has legal powers to appoint all senior officers in the civil service from above P5/F grade to Chief Secretary. The rest of the employees are recruited through the Public and other Service Commissions while industrial class employees are employed directly by MDAs, through Appointments and Disciplinary Committees. The democratic dispensation has also seen appointment of non-career civil servants into the public service. Recruitment and selection of public officers is based on the principles of competition, merit, equity and transparency.

Recruitment in Public Sector

The commission makes recommendation, to the Governor-General on the following.

- A. “Appointments, promotion and transfers of public officers in respect of whom powers of appointment are vested by Article 108 of the constitution in the Governor- General acting in accordance with the recommendation of the commission.” (Malawi Public Policies)
- B. “Before recommending the appointments of a person to be a permanent secretary or a Head of Department (or to be holder of any such office of similar status as the Governor-General may, after consultation with the prime minister, specify by notice in the Gazette) the commission shall consult the prime minister, in accordance with the provisions of subsection (3) of Article 108 of the Constitution, and shall state in its recommendation to the Governor-General that the Prime Minister has been so consulted.”
- C. “In order to discharge its duties under the provisions of regulation 15 the commission shall exercise supervision over and approve any scheme of admission to any public office

by examination or for the award of any scholarship for training for the public service, and over any other method of recruitment including the appointment and procedure of any Board for the selection of candidates.”

Vacancies advertisement

If any job opening is not occupied by promotion, such vacancies if the commission does not direct, have to be informed to the community by announcement in public medias on time to allow interested applicants to apply based on requirements in the advertisement. (Malawi public policies).

Internal recruitment

Promotions

- Merits, ability, seniority, formal qualification and experience are taken into account for consideration for any qualified civil servant for promotion.
- Any name submitted to the commission for promotion, should include the explanation of the persons' position if she/he is holding a higher position in the section or his/her position is qualified to be promoted, and if it is not like this, then through explanation need to be submitted to why the person should be promoted. (Malawi Public Policies)

Transfers

The procedure for transfer is, where there is any increase in payments involved the procedure for promotion will be followed and, in any case, the prescribed procedure for appointments will be followed.

Detailed procedure for appointments, promotion and transfer

As per Malawi public policy, below is the procedure followed in case of promotions, appointments and transfers.

“The appointment (not being an appointment delegated by the Governor-General under article 110 of the constitution), promotion and transfer of the public officers shall be made by the Governor-General acting in accordance with the recommendation of the commission and, subject to the provision of regulation 23 of these Regulations, the following procedure shall be followed”

- a. “As soon as it is known that a vacancy will occur in the post of “Head of Department” the holder of the post without delay report the matter to the permanent secretary and make recommendations. If for any reason the Head of Department is unable to report the vacancy, the officer acting for such Head of Department or the next senior officer in the department shall make the required report and recommendations.” Malawi public policy
- b. “Upon the receipt of a report referred, to in paragraph (a) of this regulation the S.I. 79/1971. Permanent Secretary shall forward the report together with his observations thereon to the Director of Public Personnel, who shall communicate to the Chairman in writing his recommendations regarding the filling of the vacancy.”
- c. “The Head of Department shall report to the Permanent Secretary without delay the creation of any new post or any impending vacancy in an existing post in his department. The report shall include a recommendation as to how the post should be filled and whether or not the post should be advertised. If it is recommended that the post should be advertised. If it is recommended that the post should be advertised the Head of Department shall forward a draft advertisement with the report.”
- d. “Upon receipt of a report referred to in paragraph (c) of this regulation, the Permanent S.I. 79/1971. Secretary shall forward it to the Director of Public Personnel, who shall verify that there is no Establishment or Financial objection to the filling of the post and that the terms of the advertisement, if any, are correct, and shall forward the report to the Chairman, together with his own recommendation in the matter.”
- e. “In the case of vacancies among miscellaneous officers to which this regulation applies, the necessary report shall be made to the Chairman by S.I 79/1971. The Director of Public Personnel.”
- f. “If the Commission decides that a post should be advertised, the Commission shall arrange the publication of the advertisement and shall receive the replies to the advertisement.”
- g. “The commission may interview the candidates for any post or it may appoint a Selection Board for this purpose and the Selection Board shall take into

consideration the recommendations by the Head of Department and the permanent Secretary on the candidates.”

- h. “If the commission is unable to recommend any candidate for appointment to the post, the commission may propose such arrangements as may be necessary for recruitment to the post from outside the Bahamas.” (copied in Malawi Public Policy document)

Recruitment in educational institutions in Malawi

Recruitment in Malawi’s educational institutions follows the same general procedures.

Recruitment in institutions of higher learning (tertiary education)

Normally the universities do not have staff establishments. So, recruitment decisions are based on emerging needs or replacement due to attrition, retirements, death, accidents. In universities the recruitment can also be done due to the introduction of the new programmes and other new projects.

When a gap is established the HRM department check with the finance department if funds are available or budgeted for to fill the gap. If the funds are available for the recruitment process then the Vice Chancellor or University Registrar approves that recruitment should proceed.

The HR department of recruitment then drafts the advertisement with the recommended job description and specifications. The advert is published in all main newspapers in Malawi, and on the university boards, and sometimes even on TV stations for a period of not less than two weeks depending on the seniority of the position.

Once the applications are received the HR facilitates shortlisting with the recruiting department or any expert in the field. In the process of shortlisting of qualified candidates, the applications are screened to see if they are fitting the job description. And the successful candidates are called for interview with at least two weeks notices. For one position at least five qualified candidates are shortlisted for interviews.

The interviews are chaired by the Vice Chancellor or Deputy Vice Chancellor or delegated officer depending on position. The committee do the selection and the secretariat do minutes with recommendation to the VC through UR. And then offer made which is valid for 90 days to the successful number one candidate recommended by the committee. If the

offer is turned down by the number one candidate, the offer may go to the second-best candidate depending on recommendation of the committee and his/her performance during interviews.

When the post is accepted, the section head is responsible for the process of induction and orientation.

Internal filling of the post is a policy matter and usually the universities encourage competitive process of filling vacancies through adverts and both the existing employees and others from outside can apply and compete other than giving preference to internal candidates. Only big positions like deans are saved for internal candidates and if no one is qualifying for the post, then they go for external sources.

In terms of promotions in the universities, the employee has to apply upon fulfilling the recommendations for promotion. The application later goes to the committee in HR department that looks on the promotion and they evaluate the application and recommend.

Recruitment in Secondary Schools

Secondary school teachers are recruited through Teaching Service Commission. Initially the Ministry of Education, Science and Technology will obtain an authority to fill vacant positions from the department of Human Resource and Management. The Ministry of Education Science and Technology will prepare a submission to Teaching Service Commission. The submission will include a draft advertisement, PSR 2, an authority from DHRMD. The Teaching Service Commission will advertise the vacancies in the local media.

The applications will be screened by the team from Human Resource Department from Ministry of Education together with members from Teaching Service Commission and names are shortlisted. Those that meet the requirements of the post are invited for interviews conducted by the Commission. The Commission compiles all the names of the successful candidates and send them to the Ministry of Education headquarters. The ministry will then send names of the successful candidates to the Education Division Managers who will thereafter deploy them to various secondary school in the country depending on the subject need available in schools. Upon reporting for duties at EDM teachers fill all the necessary employment documents, and are also asked to produce a proper medical report from the Government hospital or any recognised health facility. And an employment file is made for

them which is later submitted to the Ministry of Education headquarters for further processing so that they are introduced on the Ministries payroll to start getting their dues.

Recruitment in primary schools

The Ministry of Education prescribes the requisite for the post of primary school teachers, those that meet the prescribed qualification requirements undergo the training program in Teacher Training Colleges for a period of two years and there about. After the successful completion of the training programs from the TTCs the government employ them, and sometimes it may not be immediately after completion of their course, it depends with the financial capabilities of the government, it may take months and even years before the successful candidates are deployed to duty station.

The successful names are sent to the Ministry of Education from the TTCs. And from the Ministry of Education the names are divided into groups depending on the Division's needs. Then the names are submitted to Division Education Managers who then deploy them to different schools in their division. Upon reporting for work the teachers are supposed to fill employment requirements and submit necessary document to the DEM's office for filling, later the file sent to the Ministry of Education for remuneration.

When the recruited teachers report to their duty stations it is the responsibility of the school management to conduct induction and orientation. The head teacher and the head of department does the inductions and even fellow teachers.

Transfers and promotions in primary and secondary schools

Transfers in primary and secondary school happens because of the following reasons;

- a. *Production*: to balance employees, where there are many students in school more teachers are also need for quality education so teachers can be transferred to meet the demand and requirement.
- b. *Replacement*: to fill the gap (subject gap) created by an employee who have left the institution, either by attrition, or death or retirement. Usually the teacher transferred to that school must also be teaching the same subject as the one who left.
- c. *Remedial*: If the teacher was wrongly placed for example given a subject, he /she is not conversant with, that might be corrected by allocating him/her the right subject which requires to shift departments sometimes even schools if there is a lack of such teacher in another school.

- d. *Penalty*: teachers can be shifted to another school as part of disciplinary
- e. *Personal*: teachers can be transferred because of personal reasons like falling to adapt to the school environment sent, healthy reasons, following husband or wife, for furthering your studies etc.

Promotions.

An employee in public service is qualified for promotion and training after serving the government for 4 years and above. The government advertises for the promotions that is change of grade. And those meeting the requirements apply for the post and interviews are conducted by the Teaching Service Commission. The successful candidates' names are submitted to the ministry and the ministry approves and send letters of promotions to the concerned members and a change in their salaries is made.

Other promotions are done upon finishing a course or furthering your education. If you started a job as a diploma holder and you have upgraded yourself to bachelor's degree, you apply for the change of grade and upon recommendations you are granted the promotion.

Conclusion

It can be concluded that the government of Malawi follows its policies in employing its staff. For the education institutions the government makes sure it is staffed by the right candidates both in government and private institutions for good quality education of the nation

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