



DOWLAD G. PUNTLAND EE SOOMAALIYA

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PUNTLAND STATE OF SOMALIA

Ministry of Interior Affairs, Local Government & Rural Development

Human Resource Management for Local Governments



HRM 2: RECRUITMENT AND APPOINTMENT

PARTICIPANT BOOK (DRAFT)

October 2014



SUPPORT PROVIDED BY UNITED NATIONS SOMALIA

DRAFT

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Foreword

Insert if required

Acknowledgements

Insert if required

Abbreviations Used

HR	Human Resources
HRM	Human Resource Management
MILGRD	Ministry of Interior, Local Government and Rural Development

Introduction

Aims and Objectives

Aim of the overall HRM training program

The aim of the HRM training program for local governments in Puntland is to support understanding and application of the procedures and forms outlined in the newly drafted 'Human Resource Manual for Local Governments', to ensure that the manual is correctly and consistently implemented.

The overall goal of improving HRM procedures in districts is to enable district administrations to *better undertake their mandated functions and more effectively deliver services to their communities.*

Specific training objectives

By the end of this training module HRM 2, participants should be able to:

- Explain the benefits of impartial, neutral, merit-based recruitment processes.
- Outline the recruitment and appointment process according to the HRM manual.
- Identify the key documents needed for a correct recruitment and appointment procedure, and the timelines for different activities.
- Prepare a job description and person specification according to the HRM manual.
- Conduct a shortlisting, examination and interview process according to the HRM manual and using the relevant forms.
- Undertake an appointment process according to the HRM manual and using the relevant forms.

Anticipated training outcomes

As outcomes of the HRM training program, it is anticipated that participants will feel:

- Motivated to put into practice what they have learned about the new HRM procedures.
- Confident about their understanding of the new HRM procedures and their ability to put them into practice.
- Enthusiastic about how the new HRM procedures can assist their district to better deliver services to communities.

Target Participant Group

This training is designed for the following participants:

- All district personnel with a HR related role, such as HR Officers.

- Other relevant staff for example, from the Department of Administration and Finance.
- Members of the Recruitment Committee, which includes: Mayors, District Executive Secretaries, District Department Directors.

A summarised version of this module will be made available for other groups such as:

- Members of the District Council.
- Representatives of MILGRD/central government.

Overview of HRM training materials

Module	Relevant Sections of the HRM Manual
HRM 1. Introduction to Human Resource Management	1. Introduction 2. Roles and Functions of HR Units 13. Recruitment Committee: Dispute Resolution
HRM 2. Recruitment and Appointment	7. Recruitment
HRM 3. Life Cycle of HRM	5. Uniform Conditions of Service 6. Health and Safety 8. Transfer, Promotion, Demotion and Discipline 9. Separation 11. Leave
HRM 4. HR Budgeting and Payroll Management	3. HR Planning and Budgeting 4. Payroll Management
HRM 5. Higher HRM Functions	10. Performance Management 12. Training and Development
Optional Components	Office Communication
<i>(to be advised)</i>	Establishing and Maintaining a Filing System Preparing an Effective CV

Glossary & Resources

- There is a **Glossary** of relevant terms and their meanings included at the end of this Participant Book.
- You will find a list of useful **Resources** for further information at the end of this Participant Book.

Timings & Methods

This HRM 2 training has been designed as a **one-day** training session. The training aims to be interactive and participatory. In addition to lecture/presentations, the following training methods will be used:

- Group and plenary discussions
- Group exercises
- Brainstorm questions
- Review questions
- Action plans

Module Overview

Session	What is covered?
Getting Started	<ul style="list-style-type: none"> • Welcomes, Introductions • Aims, Objectives • Expectations, Ground Rules
Session 1: Principles and Overview of Recruitment	<ul style="list-style-type: none"> • Discussion of recruitment principles. • Flow chart of the recruitment and appointment process.
Session 2: Preparation Stage	<ul style="list-style-type: none"> • Recruitment request • Job description • Prepare Advertisement • Approval of recruitment
Session 3: Interview Stage	<ul style="list-style-type: none"> • Advertise vacancy • Shortlisting • Examination • Interview
Session 4: Appointment Stage	<ul style="list-style-type: none"> • Select candidate • Conditional offer • Formal offer • Induction
Conclusion	<ul style="list-style-type: none"> • Summary • Action Plan • Assessment Task • Evaluation

Introductory Session

Getting Started

Session Objectives:

- Create a comfortable and encouraging learning environment.
- Provide an overview of the training, including aims and objectives.
- Understand participants' expectations of the training.
- Set some agreed ground rules for the training.

! In this session you will get to know your trainer/s and the other participants. You will find out what the training involves and what you are expected to do.

Here are some topics your trainer is likely to cover in this session:

- Welcome, Introductions and 'Housekeeping'
- Aims and Objectives of the Training
- Training Overview and Timetable
- Expectations and Ground Rules



'Icebreaker' Questions:

Briefly discuss the following with your neighbour:

- What are your **expectations** of this training?
- What do you think you can **contribute** to this training?
- Which **core HRM functions** (listed below) are important for this training in recruitment?

Suggestion: Include some time for discussion and/or a Fact Sheet/FAQs around what the HRM manual means for staff in general, to allay any concerns about current position, salary, conditions. (Someone senior e.g. ministry to lead this?) For example, will everyone need to reapply for their own positions? Will their current salary and benefits be diminished? etc.

Core HRM Functions for all District Councils

- a. Establish and maintain a personnel file for each officer.
- b. Issue advertisements, interview appointments, examination sittings and results for all recruitment in collaboration with the Executive Secretary.
- c. Issue appointment and probation letters to staff in collaboration with the Executive Secretary.
- d. Prepare and Manage establishment register.
- e. Manage monthly attendance registers.
- f. Prepare and sign off monthly pay sheet.
- g. Manage changes to the payroll.
- h. Submit above documents to the relevant Head of Department (e.g. Director of Finance and Administration or Executive Secretary) and submit cover memo signed by the Head of Department as necessary.
- i. Finalize approved pay sheet for printing and submission to Finance Section or other responsible section.
- j. Ensure all documents for record of monthly salary payment are filed.
- k. Ensure the next month's pay sheet register forms are printed and distributed, in collaboration with the Payroll Officer.
- l. Manage the filing and archiving of hard copy payroll information.
- m. Safeguard employee contracts.
- n. Coordinate and support disciplinary hearings and action findings.
- o. Leave administration.
- p. Pension administration.

*Source: Human Resource Manual for
Local Governments, Puntland State, 2.3.1*



Links to the HRM Manual

For more information, see your
HRM Manual:

**2.3.2 Higher level HRM
functions**

Session 1

Principles and Overview of Recruitment

Session Objectives

By the end of this session participants will be able to:

- Explain the benefits of impartial and neutral recruitment processes.
- Outline the recruitment and appointment process according to the HRM manual.
- Identify the key documents needed for a correct recruitment and appointment procedure.



Questions for Discussion

- How is the recruitment and appointment process currently carried out in your district? What is good about the process? What could be improved?
- What are the key elements of a successful recruitment process?

Principles and Policy of Recruitment

- Recruitment and promotion in local governments is through transparent and accountable competition to ensure the most meritorious person is selected.
- As prescribed by law, selection should not be based on discrimination due to gender, belief, political affiliation, clan, family, or economic class.
- The recruitment process must be documented as evidence of a 'transparent, uniform and consistent' process.
- Key elements of successful recruitment include an identified need for the position based on:
 - an updated and accurate staff roll
 - available funds for the position in the district budget
 - a clear and accurate job description.
- Where possible, vacancies should be filled from existing employees within the District Council.
- Recruitment grades are listed in Section 5.6 of the HRM manual.



Links to the HRM Manual

For more information, see your HRM Manual:

- 7.1 Recruitment Policy**
- 7.2 Recruitment Classification and Grades**
- 7.4.1 General Principles**
- Annex 25: Recruitment, selection policy and procedure for Puntland Civil Service**

Someone senior (e.g. ministry, mayor) to talk on this?

Diagram 1: Recruitment Committee

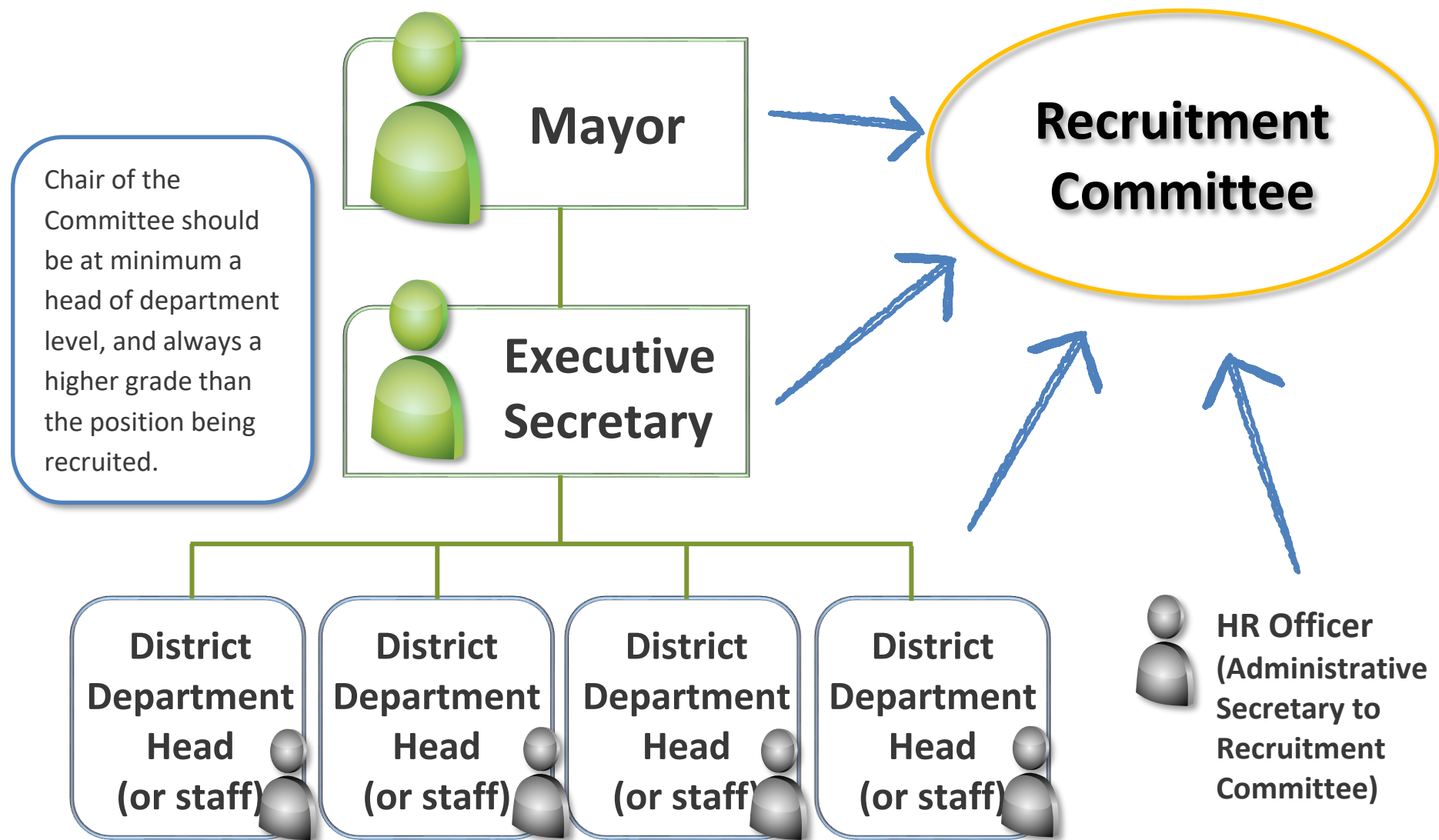
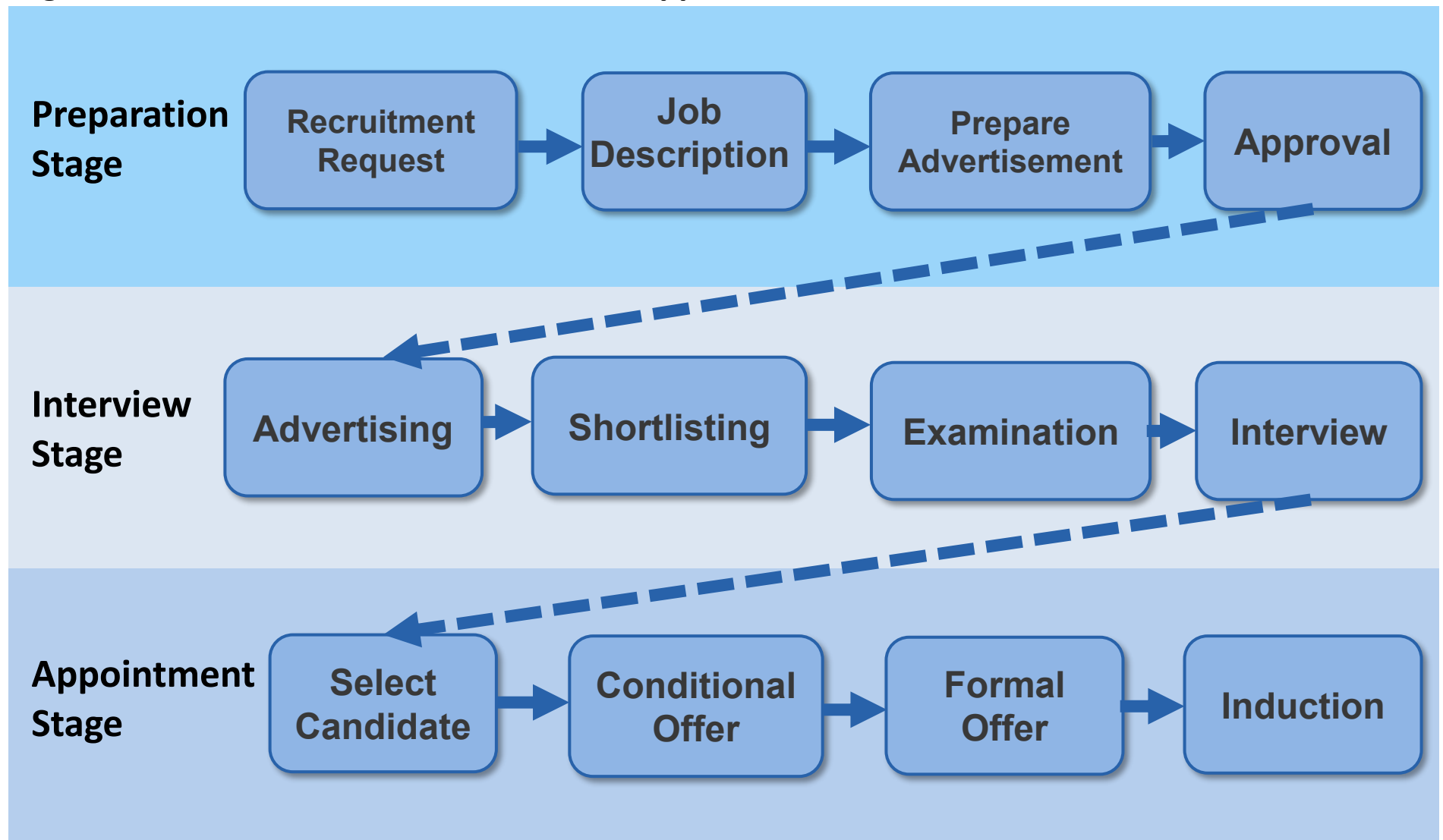


Diagram 2: Flow Chart of Recruitment and Appointment



Overview of Recruitment and Appointment

Preparation Stage

Activities include:

- In principle support for recruitment
- Conduct job analysis
- Staff recruitment request form (**Annex 8**)
- Job description form (**Annex 9**)
- Prepare recruitment advertisement
- Recruitment Committee approval



Links to the HRM Manual

For more information, see your HRM Manual:
7.4 Position Establishment
7.5.1 First Step
 ...through to...
7.5.8 Approval

Interview Stage

Activities include:

- Advertise the vacancy
- Establish selection panel
- Conduct shortlisting
- Shortlisting Record form (**Annex 10**)
- Develop and conduct examination
- Conduct interviews
- Interview assessment form (**Annex 11**)



Links to the HRM Manual

For more information, see your HRM Manual:
7.5.9 Advertising the Vacancy
7.5.10 Selection Panel
 ...through to...
7.5.16 The Recruitment Interview

Appointment Stage

Activities include:

- Recruitment Decision Summary form (**Annex 12**)
- Record of Appointment Decision form (**Annex 13**)
- Conditional and Formal offer
- Notify unsuccessful candidates
- Appointment letter (**Annex 14**)
- Personal Record form (**Annex 15**)
- Induction program
- Probation and Confirmation (**Annex 16**)



Links to the HRM Manual

For more information, see your HRM Manual:
7.5.17 Recruitment Committee's Actions after Interview
 ...through to...
7.5.20 Formal Offer of Employment
7.5.21 Induction

Exercise 2.1: Recruitment Scenario 1

Asha is a HR Officer within the Administration and Finance Department of Abyan District Council. The current Accounting Officer is moving to take up a position in another organisation.

The Mayor has asked Asha for some advice on how to ensure an effective recruitment process for a new Accounting Officer, according to the procedures set out in the HRM manual. Previously all recruitment for Abyan District Council has been undertaken informally, through the Mayor's Office.

What advice should Asha prepare for the Mayor regarding the upcoming recruitment? Refer to the relevant places in the HRM manual (7.1–7.4) to address the following areas:

- Which body has responsibility for the recruitment process, and which individuals would be involved?
- What grade should the position be advertised at, and should the position be advertised internally or externally?
- What key elements should be in place before recruitment can commence?
- What are the different stages of the recruitment process and which forms are needed?

What advice should I present to the Mayor?



Review and Action

- We have discussed some key points about the recruitment process for districts. In the following sessions we will look in more detail at the activities taking place within each stage of the recruitment process.
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace. An example has been provided for you.

Preparation Stage

Session Objectives

By the end of this session participants will be able to:

- Explain what happens in the Preparation Stage of recruitment and who is involved.
- Identify the key features of a well-designed recruitment advertisement.
- Prepare a job description and person specification according to the HRM manual.

Key Points about Job Description and Person Specification

- A job description must be developed for every position, which:
 - Provides a snapshot of the job at a given time.
 - Defines the job purpose and principal accountabilities of the job.
 - Indicates where the job sits within the organisational structure.
 - Outlines reporting relationships.
- A person specification is designed to identify the qualifications, experience, knowledge, skills/competencies and personal qualities required of the successful candidate to ensure the job is carried out effectively.
- The person specification should be divided into 'essential requirements' (pre-requisites) and 'desirable requirements' (nice-to-haves).
- Care must be taken when devising the criteria used in the person specifications to ensure that these do not unlawfully discriminate against particular groups of people, either directly or indirectly.



Links to the HRM Manual

For more information, see your HRM Manual:

7.5.1 First Step

7.5.2 Commencing Recruitment

7.5.3 Job Description

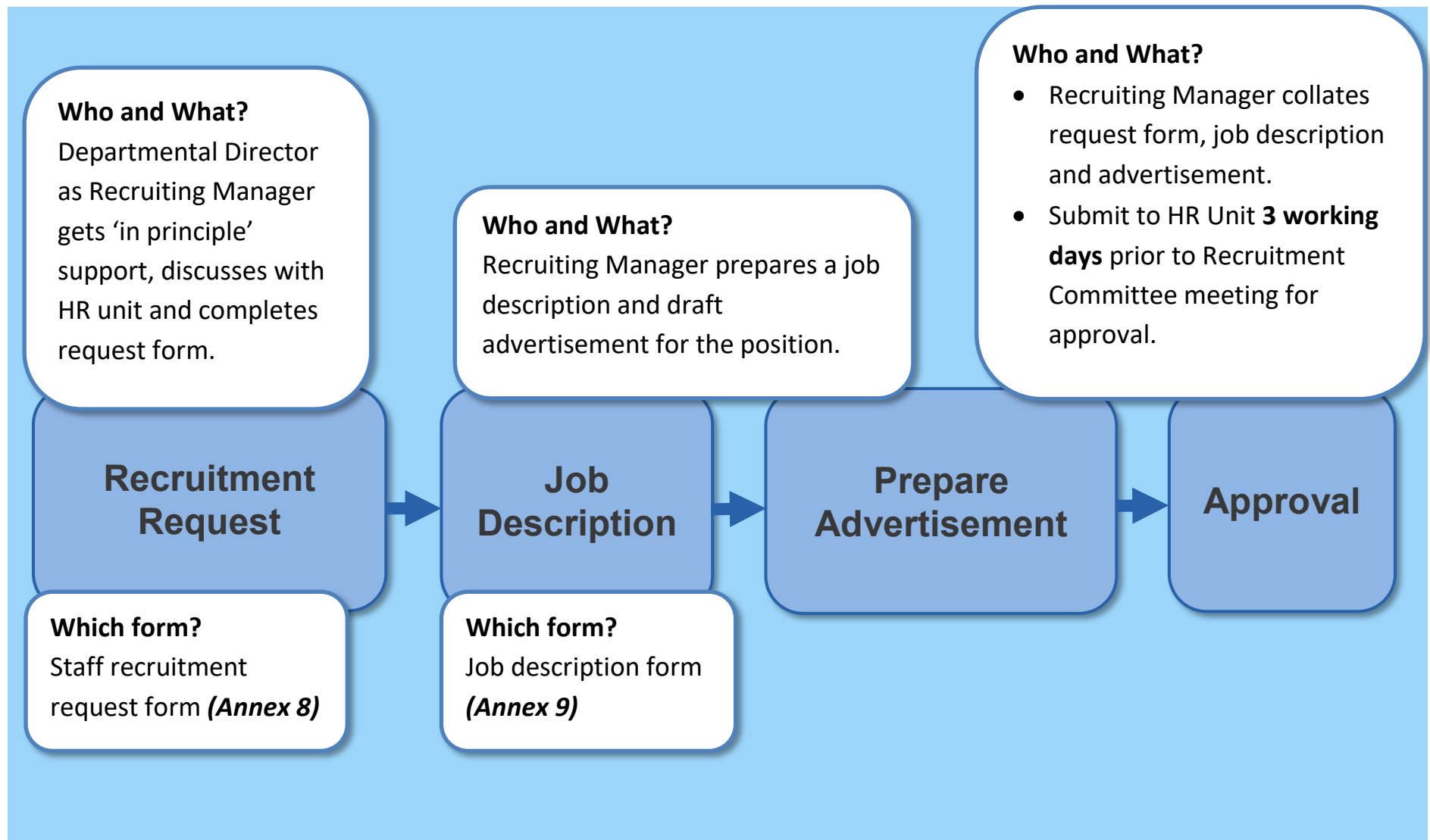
7.5.4 Person Specification

7.5.6 Recruitment Advertisement

7.5.7 Format for Advertisements

7.5.8 Approval of the Recruitment Committee

Diagram 3: Preparation Stage



Exercise 2.2: Develop a Job Description

In this exercise you will practice developing a job description and person specification form, according to the model form provided in the HRM manual.

You will work in groups to provide details about the likely skills, qualifications and experience that are required for the Accounting Officer role in Abyan District.

Refer to Sections 7.5.3 and 7.5.4 of your HRM manual and use **Exercise Sheet 1** below to fill in the necessary information. The form is based on the model form provided in **Annex 9** of the HRM manual. Your trainer will provide you with further information about the exercise.

Exercise 2.3: Job Advertisement

Now that the job description is prepared, it is important to have a good job advertisement that clearly states the information needed for potential candidates.

The draft job advertisement in **Exercise Sheet 2** was prepared by the Head of Administration and Finance Department in Abyan District. However, there is some important information missing from this draft advertisement.

In groups, study the draft advertisement in **Exercise Sheet 2** and identify what information is missing. Then try to provide that information in a succinct way.

Refer to Sections 7.5.6 and 7.5.7 in your HRM manual to help you. Your trainer will also provide you with further guidance.

Exercise Sheet 1: Job Description Form—Abyan District Council

JOB DESCRIPTION & PERSON SPECIFICATION	
ABYAN DISTRICT COUNCIL	Address: Sandy Rd, Abyan Town Tel: 222-946 Email: Abyan@Abyandistrict.com
RETURN THIS FORM TO THE HR UNIT	
Job Title:	
Number of Positions:	
Status of Positions (Permanent, casual etc):	
Department:	
Section/Unit:	
Grade:	
Reporting to:	
Subordinates if any:	
<p>MAIN PURPOSE AND SCOPE OF THE JOB</p> <p><i>Provide a brief couple of sentences summarising the purpose of the job and an outline of what you want the role to achieve.</i></p>	
<p>DUTIES AND KEY RESPONSIBILITIES</p> <p><i>Outline the three main duties the position would require.</i></p> <ol style="list-style-type: none"> 1. 2. 3. 	

PERSON SPECIFICATION

In this section you should detail the qualities, skills and experience you are looking for in the person you would like to employ.

SKILLS & EXPERIENCE	CRITERIA
<p>SKILLS AND ABILITIES <i>In this section please list what skills the applicant would need to do the job.</i></p>	<p><i>For example: Clear and concise written and spoken communication skills</i></p>
<p>EXPERIENCE <i>In this section please list what experience the person would need to do the job.</i></p>	<p><i>For example: Minimum 3 years' experience in Accounting Officer role or equivalent</i></p>
<p>MINIMUM QUALIFICATIONS <i>In this section please list what knowledge this person would need to do the job? Please include any specific qualification or training requirements.</i></p>	<p><i>For example: Degree in Accounting Studies</i></p>
<p>SPECIFIC COMPETENCIES REQUIRED <i>In this section please list specific skills that are necessary from the applicant.</i></p>	<p><i>For example: Must have good knowledge of Excel and accounting software</i></p>

Exercise Sheet 2: Job Advertisement—Abyan District Council



Accounting Officer

Abyan District Council

Abyan District Council is seeking a motivated and experienced Accounting Officer to work within its Administration and Finance Department.

The position will report to the Head of Administration and Finance. The successful applicant is required to have a Degree in Accounting Studies, and a minimum of three (3) years' experience in an Accounting Officer role or equivalent.

Please submit your CV and letter of application to Asha S., HR Officer, Abyan District Council Office.

Applications are due by CoB, **Thursday 11 December 2014**. Late applications will not be considered.



This looks interesting. If only I knew...



Review and Action

- According to **Diagram 3**, once the job description and draft job advertisement have been prepared, the next step is for approval by the Recruitment Committee. This requires submitting all relevant information to the HR Officer or HR Unit well in advance, so that quality assurance can take place. For example, to ensure the job information is correct and that there is indeed available budget for the position.
- What this means for recruiting managers (such as Heads of Department) is that it is essential to have all necessary information available and the relevant forms completed (**Annex 8, Annex 9**) so that the approval process will run smoothly and recruitment can commence.
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace. An example is provided below:
 - *Review the most recent job description or job advertisement that I have prepared in terms of its alignment with what is specified in the HRM manual. Identify the strengths and areas for improvement. Ensure that the next job description or advertisement that I prepare is more in line with the HRM manual.*

Session 3

Interview Stage

Session Objectives

By the end of this session participants will be able to:

- Explain what happens in the Interview Stage of recruitment and who is involved.
- Prepare a model timeline for the shortlisting, examination and interview process.
- Conduct a shortlisting, examination and interview process according to the HRM manual and using the relevant forms.



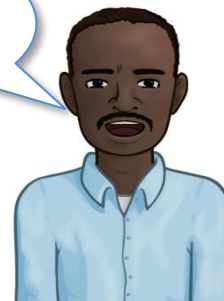
Questions for Discussion

- How is the process of candidate shortlisting, examination and interview usually conducted in your District Council?
- What do you think 'gender representation' on a selection panel should look like?

Introducing Ali...

- We briefly met Ali at the end of Session 2.
- Ali is a qualified and experienced Accounting Officer and he is preparing an application for the advertised position of Accounting Officer for Abyan District Council.
- We will follow Ali's progress through the Interview Stage, once he has submitted his application.
- Fortunately for Ali, he meets all the essential selection criteria for civil service employment in Puntland, as outlined in 7.5.4 of the HRM manual.

Pleased to meet you.

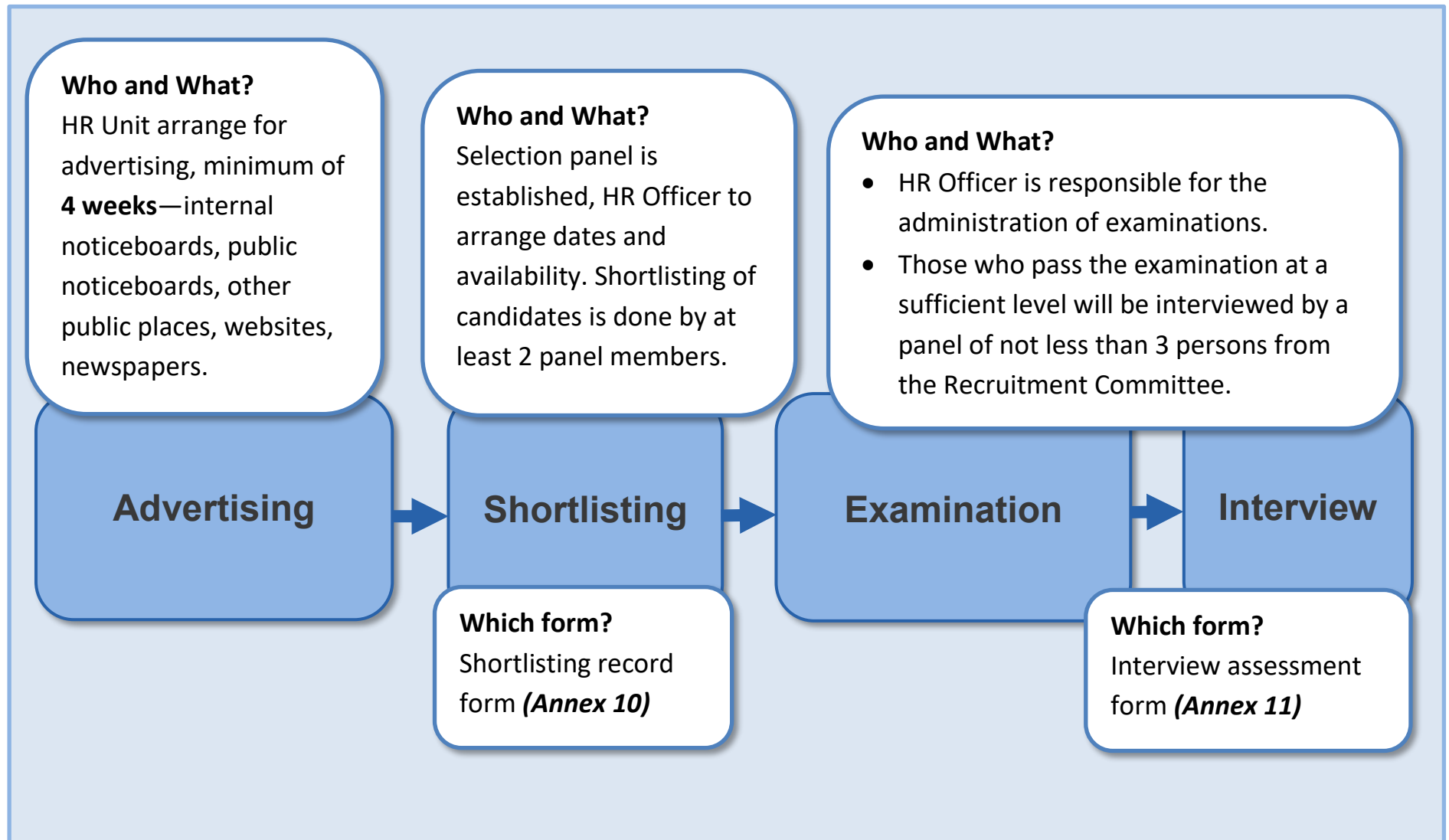


Links to the HRM Manual

For more information, see your HRM Manual:

- 7.5.9 Advertising the Vacancy**
- 7.5.10 Selection Panel: Recruitment Committee**
- 7.5.11 Shortlisting**
- 7.5.12 Selection Administration**
- 7.5.13 Examinations**
- 7.5.14 Examination Development**
- 7.5.15 Examination Administration**
- 7.5.16 The Recruitment Interview**

Diagram 4: Interview Stage



Example 1: Shortlisting Record Form (See *Annex 10* of the HRM Manual for a blank form).

Each member of the Panel should complete this form.

Title of Post..... *Accounting Officer*.....

Essential criteria to short list against—these must include the essential skills, qualifications and experience needed for the job in order to meet the requirements for the position. (please note: the actual form in Annex 10 says something different here, but I'm not sure it is what is intended, so I have made a minor adjustment for training purposes. Please refer to my question in HRM manual).

Please choose the essential criteria from the Person Specification:

1. *Degree in Accounting Studies*
2. *Minimum 3 years' experience in Accounting Officer role or equivalent*
3. *Good knowledge of Excel and accounting software*
4. *Clear and concise written and spoken communication skills*

Name	Assessment against selection criteria				Total Score	Please state clearly the reasons for selection or deselection and give reasons why <i>each candidate</i> was or was not shortlisted. This will enable clear feedback to be provided.	Shortlisted? (Yes/ No)
	1	2	3	4			
<i>Ali M.</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>1</i>	<i>7</i>	<i>All criteria met or partly met.</i>	<i>Yes</i>
<i>Abdi H.</i>	<i>2</i>	<i>2</i>	<i>1</i>	<i>2</i>	<i>7</i>	<i>All criteria met or partly met.</i>	<i>Yes</i>

Note: Scoring System, 0 = not met; 1 = partly met; 2 = met

Name: *M. Hassan* Job Title: *Head, Administration and Finance*

Date: *14 Dec 2014*

(please indicate if Chair of the Panel)

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Example 2: Interview Assessment Form (See *Annex 11* of the HRM Manual)

INTERVIEW ASSESSMENT FORM	
ABYAN DISTRICT COUNCIL	Address: Sandy Rd, Abyan Town Tel: 222-946 Email: Abyan@Abyandistrict.com
CONFIDENTIAL	
Panel member name: M. Hassan	District Council: <i>Abyan</i>
Job title: <i>Head of Department</i>	Department: <i>Admin and Finance</i>
Interview date: <i>28 Dec 2014</i>	

Each panel member must complete one of these forms for *each* candidate.

Applicant name: <i>Ali M.</i>		
Selection Criteria	Ranking 1-10 10= highest	Reasons and comments for decision and feedback
<i>1. Degree in Accounting Studies</i>	<i>8</i>	<i>Obtained good grades throughout his studies.</i>
<i>2. Minimum 3 years' experience in Accounting Officer role or equivalent</i>	<i>7</i>	<i>Has 3 years' experience but not more.</i>
<i>3. Good knowledge of Excel and accounting software</i>	<i>9</i>	<i>Spoke very knowledgably about this software.</i>
<i>4. Clear and concise written and spoken communication skills</i>	<i>7</i>	<i>Spoke well but at times found it hard to express himself.</i>
Appointable or not & rank order (10 = most appointable)	Yes and rank order OR Not appointable	<i>Yes, total score 31</i>

Any other comments for feedback:

Ali was very friendly and polite, although a little nervous.

Exercise 2.4: Recruitment Timeline

The HRM manual specifies timeframes within which certain recruitment activities must be carried out, such as shortlisting, examination and interview.

In groups, refer to Sections 7.5.9 to 7.5.16 of your HRM manual and use **Exercise Sheet 3** below to help you fill in a timeline of activities to assist Asha the HR Officer of Aryan District Council to manage the process for the recruitment of a new Accounting Officer in the required timeframe. Your trainer will provide you with further information about the exercise.

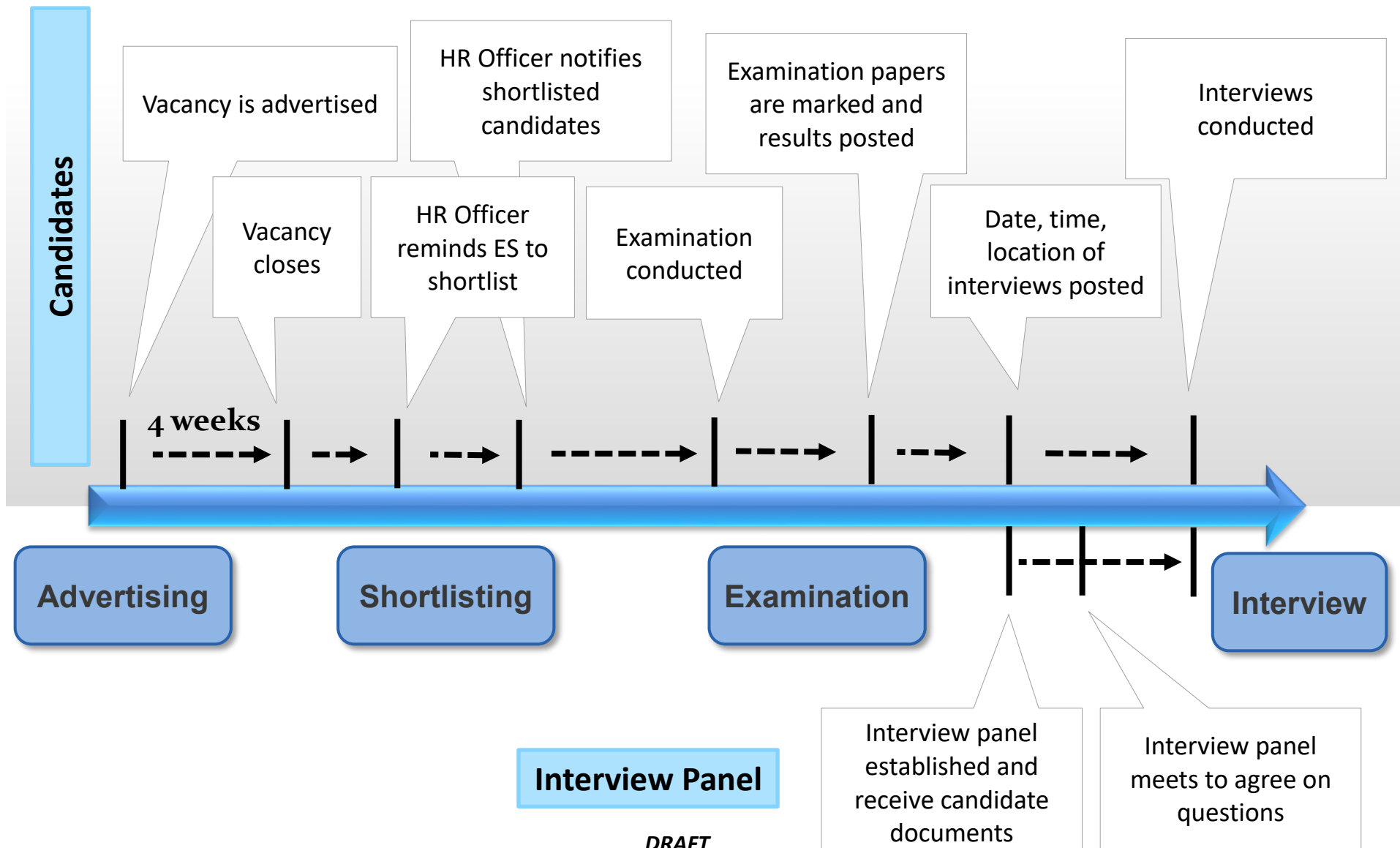
Keeping to the timeframes set out in the HRM manual is important for a successful and smooth recruitment process.



Review and Action

- As we saw from our timeline in **Exercise 2.4**, adherence to timelines in the recruitment process is essential to ensure that recruiting is not delayed unnecessarily.
 - What are some of the problems that are associated with an unnecessarily long or delayed recruitment process (from both employer and candidate sides)?
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace. For example:
 - *Work on ensuring that all possible efforts are made to have gender representation on all selection panels. Discuss this with HR Officer as a part of their role. Identify specific activities that can be undertaken towards this goal.*

Exercise Sheet 3: Recruitment Timelines for Interview Stage



Session 4

Appointment Stage

Session Objectives

By the end of this session participants will be able to:

- Explain what happens in the Appointment Stage of recruitment and who is involved.
- Undertake an appointment process according to the HRM manual and using the relevant forms.

Key points—HR Unit t Actions after Interview

- **Diagram 5** below shows the actions required by the Recruitment Committee panel after the interview.
- Once the panel has made its decision and completed the forms in **Annex 12** and **Annex 13**, Asha as HR Officer must do that following:
 - Unsuccessful external candidates will be informed of the outcome by email issued by the HR Unit, usually within 5 working days of receipt of the Recruitment Decision Summary.
 - Confirmation of the conditional offer of employment will be sent to the successful candidate by the HR Officer, through the Executive Secretary, normally within 3 working days.
 - The candidates will be asked to attend a medical examination.
 - Reference reports from three referees will be obtained and forwarded to the recruiting manager for approval.
 - Essential qualifications from universities and schools will be checked.



Links to the HRM Manual

For more information, see your HRM Manual:

7.5.17 Committee's Actions after Interview

7.5.18 Salary and Conditions of Service

7.5.19 HR Unit Actions after Interview

7.5.20 Formal Offer of Employment

7.5.21 Induction

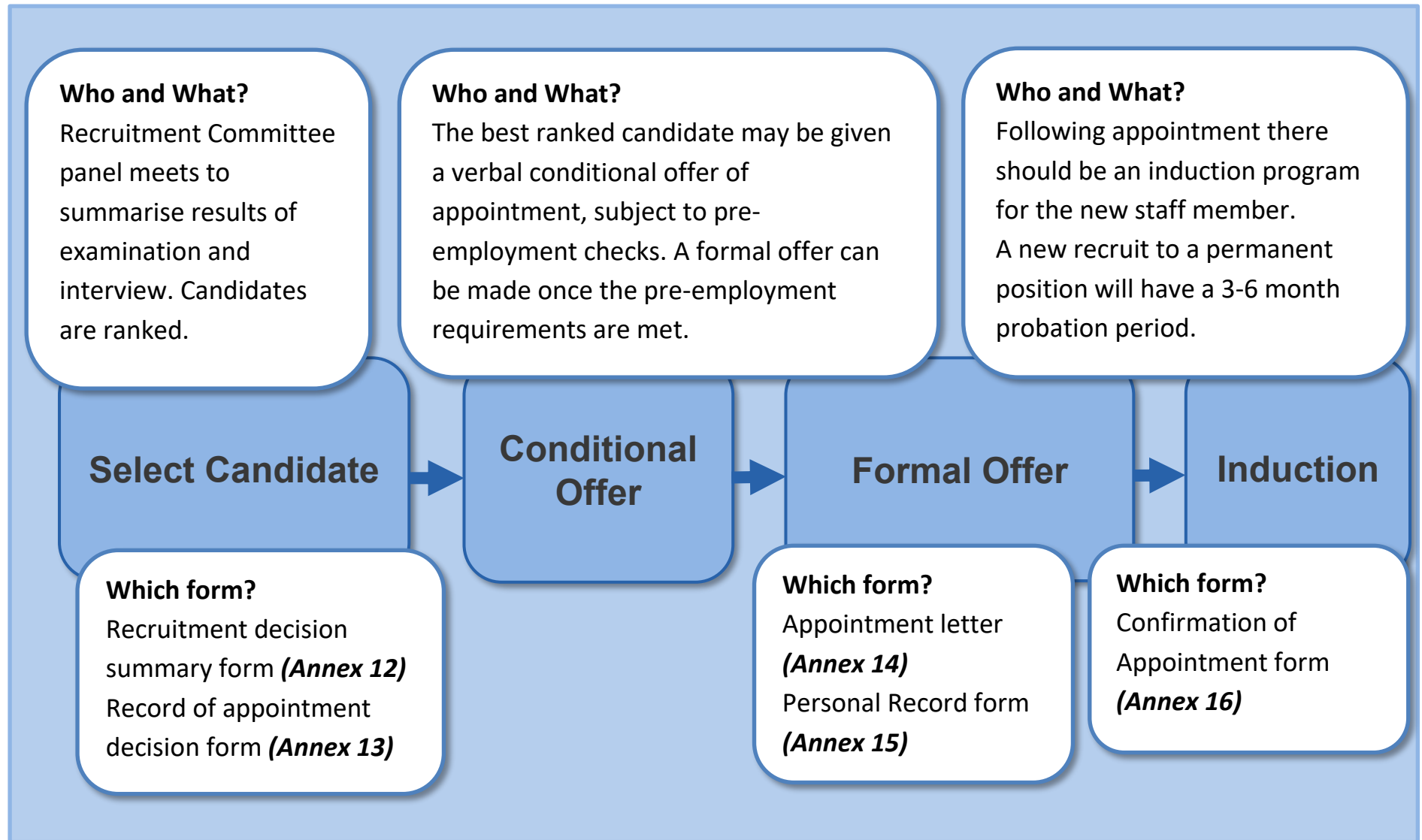
7.5.22 Probation

7.5.23 Performance Evaluation at end of Probation Period

7.5.24 Confirmation in Office or Dismissal

7.6 Establishment of Personnel Files and Records

Diagram 5: Appointment Stage



Example 3: Recruitment Decision Summary Form

(See *Annex 12* of the HRM Manual)

Each member of the Panel should complete this form and submit to the Secretary of the Recruitment Committee

Title of Post:*Accounting Officer*.....

Department:*Administration and Finance*.....

Name of Panel Member:*M. Hassan*.....

Date:*29 Dec 2014*.....

RECORD YOUR SCORES FOR EACH APPLICANT FOR THE EXAMINATION AND THE INTERVIEW FOR THIS POSITION. THE HIGHEST SCORE IS THE BEST QUALIFIED CANDIDATE.

Name	Examination Score	Interview Score	Total Score	RANK
1. <i>Alí M.</i>	<i>89</i>	<i>31</i>	<i>120</i>	<i>1</i>
2. <i>Abdí H.</i>	<i>77</i>	<i>29</i>	<i>106</i>	<i>2</i>
3.				
4.				
5.				
6.				

Note: Scoring System: 0= not met
 5= partly met
 10= Exceeds requirements – exceptional

Example 4: Record of Appointment Decision Form(See **Annex 13** of the HRM Manual)**RECORD OF APPOINTMENT DECISION**

The Recruitment Committee of Abyan District Council, has finalised the recruitment exercise for the positions noted below and has approved the persons below to be appointed to the relevant position.

The Human Resources Officer is hereby directed to execute the appointments in liaison with the relevant departmental director and the Executive Secretary.

Position Title	Department	Date of Decision	Person to be Appointed	Grade and Level of Appointment
1. <i>Accounting Officer</i>	<i>Administration and Finance</i>	<i>29 Dec 2014</i>	<i>Ali M.</i>	B?

WHERE GRADE AND LEVEL OF APPOINTMENT ARE NOT AT ENTRY GRADES, THE JUSTIFICATION IS PROVIDED BELOW.

Person to be Appointed	Justification for Grade and Level of Appointment
1. <i>Ali M.</i>	<i>Due to previous job-related experience, start at level 10 within grade B, in other words, B10</i>
2.	
3.	
4.	
5.	

Signed:

*J Trustworthy*Date: *30 Dec 2014*

Chairman
Recruitment Committee of Local Government
Abyan District Council

Exercise 2.5: Recruitment Scenario 2

Asha has managed a successful recruitment process and a formal offer for the role of Accounting Officer has been accepted by Ali. One of Asha's priority tasks will now be the establishment of a personnel file for Ali.

Refer to the relevant places in the HRM manual (Section 7.6 and Annex 2) to answer the following questions:

- What are the key records that must be kept in Ali's personnel file, according to the HRM manual?
- Referring to the suggested filing system in **Annex 2** of the HRM manual, under which number category would Ali's personnel file be stored?



Thank you, I'm very pleased to be here!

Welcome Ali, to Ayan District Council.



Review and Action

- This session has aimed to highlight the importance of proper recording of steps in the recruitment process, through the use of designated forms in the HRM manual, as part of conducting a transparent and merit-based recruitment process.
- What this means for districts is that it will be a requirement to use these forms and follow the process in the workplace, to the fullest extent possible.
- At the end of this Participant Book there is an Action Plan for further action in the workplace. Taking something you have learned from this session, make an entry in your Action Plan about how to move forward with regard to the implementation of the HRM manual in your workplace.

Action Plan

Prepare an action plan for your return to the workplace, based on what you have learned in this training.

Activity	Who is responsible?	By when?
<i>From Session 1: Follow up in the workplace to ensure that the Recruitment Committee is established and aware of their roles and duties.</i>	<i>Me as HR Officer, as I am also the Administrative Secretary to the Recruitment Committee.</i>	<i>Before the next recruitment process commences.</i>

Conclusion

Summary

In this training module you have learned about the following:

- The overall recruitment and appointment process, starting with a recruitment request and going through to induction of a new staff member.
- The key stages in the process, including the Preparation Stage, Interview Stage and Appointment Stage and the relevant timelines and forms for each stage.
- The need to move towards a transparent and merit-based system of recruitment and appointment, that follows procedures as outlined in the HRM manual.



Important!

You have also been asked to complete items in an Action Plan, which needs to be put into place back in your district, with specific responsibilities, timelines and mechanisms for follow up identified.

Assessment

In order to pass this module component, you will need to successfully complete an assessment task, which your trainer will provide you with.

Evaluation

Your trainer will ask you to provide some feedback on the training you have just participated in, through the conduct of an evaluation activity. Your feedback will be most helpful for the ongoing improvement of these training modules.

Thank you!

Glossary

Advertisements	The most common form of external recruitment. They can be found in many places such as: newspaper, job posting on job sites, advertisements on websites related to positions recruited, public notice boards.
Commission	Means the Civil Service Commission of Puntland State
Contract Terms	An agreement of employment in which a specific period of employment, remuneration and terminal benefits are stipulated.
Department	Means a functional or sectoral administrative area of the District Council for which a senior officer is responsible.
District	Means the districts set out in this Law and into which the regions of the Republic of Puntland are sub-divided.
External Recruitment	When the HR Unit looks to fill the vacancy from any suitable applicant outside the department or agency.
For official use only	Means that the document so marked should not be available to the General Public but only to the public servants for official purposes.
Grade	Titles of posts that are divided as specified in the approved salary and grading scale.
Head	Means head of sections and departments which the local government establishes.
HR Officer	The most senior person responsible for HR management, other than a Director, whether they have this title or not. It is the same as Personnel Officer.
HR Unit	This term is used for all departments, sections and units that are responsible for managing HR functions in a District Council. Each District Council will have such a unit or person, but its size and title will vary. For example, a large Municipal Council has a HR Department. C grade District Councils may only have a Personnel or HR Officer. Where the manual mentions the HR Unit, the meaning is that the group responsible for HR management must be responsible for these procedures.
Internal Recruitment	Selecting a person from within the department or the existing employees for the vacancy generated in the department.
Level	Means one of the segments into which a Division is divided as set out in an approved salary and grading scale.

Local Government	An entity in a district or town with legal personality, and with objectives as stipulated in law.
Mayor	The head of the District Local Authority
Merit	Constitutes a desirable trait or ability belonging to someone.
Meritocracy	Is a system of government or other administration wherein appointments and responsibilities are objectively assigned to individuals based upon their "merits", namely intelligence, credentials, and education, determined through evaluations or examinations.
Ministry	Ministry of Interior, Local Government and Rural Development (MILGRD)
Organisational Structure	Consists of functions, sectors or programs, for which activities and tasks are designed and allocated, under the District Council's supervision hierarchy and which are directed towards the achievement of the District Council's policy goals.
Payroll Officer	The person responsible for managing the payroll, whether they have this title or not.
Personnel Officer	The most senior person responsible for HR management, other than a Director, whether they have this title or not. It is the same as HR Officer.
Recruiting Manager	The manager responsible for initiating recruitment for his/her own department or unit. This will usually be a Departmental Director, but could be a Head of Unit, the Executive Secretary or even the Mayor.
Salary	Means an amount of money paid to an employee every month in return for their work.
Support Staff	Means staff categorised as non-professional employees, Grades C and D.
The Act	Means the Law No.7 (2003, revised 2012), Laws of the District Councils of the Puntland State of Somalia

Resources

To be developed further



1. What is Human Resource Management?

http://humanresources.about.com/od/glossaryh/f/hr_management.htm



1. Human Resource Manual for Local Governments Puntland State, Ministry of Interior, Local Government and Rural Development, First Draft, July 2014.

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