

REPUBLIC OF RWANDA



**PUBLIC SERVICE COMMISSION
P.O BOX 6913 KIGALI**

CITIZEN SATISFACTION SURVEY ON RECRUITMENT PRACTICES IN PUBLIC INSTITUTIONS

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“We treat every citizen equally and fairly. We consider integrity, accountability, and merit the defining criteria of Public Service.” Speech by the President Kagame, Kigali, 18 December 2014.

“Behind the scenes, ICT enables the Government to provide more efficient and accountable Public Services.” Speech by President KAGAME at Transform Africa Summit, Kigali, 21 October 2015.

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Acronyms and Abbreviations

7YDG	:	Seven Years Government Program
CHUK	:	Kigali University Hospital
CoK	:	City of Kigali
EDPRS	:	Economic Development and Poverty Reduction Strategy
GMO	:	Gender Monitoring Office
HRM	:	Human Resource Management
ILO	:	International Labour Organisation
IPPS	:	Innovative Payroll and Personnel Solutions
IPRC	:	Integrated Polytechnic Regional Centre
ISCO	:	International Standard Classification of Occupations
KSOAC	:	Knowledge, Skills, Ability, and Other Characteristics
MIFOTRA	:	Ministry of Public Service and Labour
MIGEPROF	:	Ministry of Gender and Family Promotion
MINAGRI	:	Ministry of Agriculture and Animal Resources
MINALOC	:	Ministry of Local Government
MINECOFIN	:	Ministry of Finance and Economic Planning
MINEDUC	:	Ministry of Education
MINICOM	:	Ministry of Trade and Industry
MINIJUST	:	Ministry of Justice
MININFRA	:	Ministry of Infrastructure
MYICT	:	Ministry of Youth and ICT
NBA	:	Non Budget Agency
NCBS	:	National Capacity Building Secretariat
NCPD	:	National Council for People living with Disability
NIDA	:	National Identity Agency
NISR	:	National Institute of Statistics of Rwanda
NPO	:	National Post Office
NWC	:	National Women Council
PSC	:	Public Service Commission
RCA	:	Rwanda Cooperative Agency
RGB	:	Rwanda Governance Board
RHA	:	Rwanda Housing Authority
RNRA	:	Rwanda Natural Resources Authority
RSB	:	Rwanda Standards Board
RTDA	:	Rwanda Transport Development Authority
SERVQUAL	:	Service Quality

Executive Summary

According to Article 10 (5^o) of the Constitution of 2003 as revised in 2015, *“Building a State committed to promoting social welfare and establishing appropriate mechanisms for equal opportunity to social justice”* is one of the fundamental principles of the Republic of Rwanda. Equal opportunity and equitable recruitment processes is one of these fundamental rights. The responsibility to uphold this right in the public service was assigned to the Public Service Commission (PSC), a national body provided for by Article 139 of the Constitution and established by the Law n^o 39/2012 of 24/12/2012.

The PSC is responsible for *“ensuring that policies, principles and laws governing public service recruitments and administration are adhered to and put into effect by all Government institutions”*; *“putting in place an effective public service recruitment system”* and *“verifying whether Government institutions recruit staff using a transparent and equitable candidate selection system.”* To this end, the PSC constantly monitors and ensures that proper recruitment systems are in place in public service and proceeds to the necessary reforms as needed, to ensure a fair and impartial recruitment process, based on principles of equity, transparency and good governance.

To measure the impact of different reforms and improvements in public service recruitment, the PSC conducts regular citizen satisfaction surveys. A target of 80% citizen satisfaction with the recruitment in public institutions was set by the 7 Years Government Program. The first citizen satisfaction survey covered the period of 2011/12 and found that the citizen satisfaction with the recruitment services was at 63.1%. The second survey covered the period of 2012/13, and established that the citizen satisfaction had increased to 67%. This survey is the third and covers the period of 2013/14 – 2014/15. Its objective is *“to determine the current level of citizen satisfaction on recruitment practices and, based on the findings, make a proposal on what should be done to improve recruitment practices and processes to get competent staff in the public service.”*

This survey was conducted in 48 public institutions selected from 129 institutions that conducted recruitment during the period of the survey coverage. They include ministries, public agencies, national commissions and organs, higher learning institutions, districts, and non-budget agencies. A sample of 1,067 respondents was selected from 147,194 candidates who applied for a job during the survey period. Of these, 1,035 respondents participated in survey, i.e. 97% response rate. These included 557 employees and 478 job seekers. Interviews were also conducted with recruiting institutions and recruiting firms.

This survey established that the current level of citizen satisfaction with the recruitment processes is 70.9%. This is 9.1% below the 7 YGP target set at 80% by 2017, but 3.9% above the level of satisfaction found by the previous survey of 2013 (67%). The current level of

satisfaction is however well below the citizens' expectations of quality service in recruitment which is 94.3%, while this level of citizen expectations is also well above the Government target by 14.3%.

The citizen satisfaction was assessed at each stage of the recruitment process, i.e. job advertisement, job application, shortlisting, written and practical exams, oral interviews as well as the appointment of the successful candidates. Gaps at these different stages were highlighted. Some of these gaps will be addressed by three major reforms upcoming in recruitment in public service, i.e. the e-recruitment, the competence framework and the revised Presidential Order on recruitment in public institutions.

Job Advertisement

It was found that the level of satisfaction with job advertisement is 85.6%, which is 5.6% above the target of 80% set by the 7YGP. While the current Presidential Order n°46/01 requires institutions to publish job vacancies in at least two newspapers and on the institution's websites, online adverts are currently the major source of information for candidates on advertised jobs. It was also found that only 29.6% of applicants get job advertisements within five days after publication, while applications should be done within the same 5 days period. The upcoming e-recruitment will enable e-advertisement and increased timely access to information on vacancies.

Job application

The citizen satisfaction with the application processes was found to be 69.4%, i.e. 10.6% below the 7YGP target. Areas of citizens concern in this process are lack of acknowledgement of submitted applications and the absence of an appeal system on applications. The e-recruitment system will also enable e-applications which will address these concerns.

Shortlisting

For the shortlisting processes the citizen satisfaction is 68.5%. This is 11.5% below the national target, and the lowest rate for pre-exams processes. The respect of deadlines for the publication of shortlisting results, fairness, transparency and appeals on the shortlisting results were some of the areas ranking low. Candidates, recruiting firms and recruiting institutions expressed concerns also on the tightness of the period allowed for the shortlisting process. The e-recruitment system will not do the shortlisting of candidates. Shortlisting committees are rather planned to be created in each institution for this purpose. Such committees are already in use in some institutions as one way to ensure transparency and fairness. Besides, the forthcoming amended Presidential Order institutes "selection committees". These committees could be converted into "internal recruitment

committees” and play an advisory role to the management of institutions on recruitment matters.

Written and practical exams

The citizen satisfaction with written and practical exams was established to be 75.5%, i.e. 4.5% below the 7YGP target. Areas ranked low for written and practical exams include the professionalism of examiners, respect of starting time for exams, delays in publication of results, fear of corruption in the process, respect of appeal mechanisms, etc. A “competence framework” is in preparation, which will define the key competences that are required for each position in the public sector. This will allow to define the type of exams and tests that are required for different positions, beyond the theoretical exams. As the system improves, e-exams are also foreseen.

The current recruitment regulations provide for the involvement of recruiting firms only during written and practical tests and oral interviews. However, in rare cases public institutions recur to recruiting firms right from the shortlisting stage. Institutions should take their responsibility and fully own the shortlisting process as required by the Presidential Order. On the other hand, the absence of regulations on the work of recruiting firms leads to anyone to enter the industry without any control or restriction. This leads to low quality of work and service.

Oral Interviews

The overall citizen satisfaction with oral interviews was measured at 73%, i.e. 7% to reach the national target. Communicating the results of oral interviews within the deadline, relevance and clarity of interview questions, ensuring a corruption free process and full respect of existing mechanisms of appeals recorded significant differences between citizen expectations and satisfaction. The one day allowed for the consolidation and publication of the results of the oral interview is also found insufficient by public institutions. On the “existence of a corruption free process a significant number of citizens (44% job seekers and 25% of employees) preferred to keep neutral. This reluctance to take position on corruption could hide problems. While the e-recruitment will address issues on appeals and publication of results, there is a need for a standard oral interview marking scheme to ensure that candidates are evaluated on the same ground.

Appointment of successful candidates

The appointment process was particularly scored low by the citizens. The overall satisfaction with the appointment processes is only 53.6%, i.e. 26.4% below the national target of 80%. The absence of any official deadline for the placement of successful candidates was the major concern. However, during the period covered by this survey, institutions had to seek

for the approval of the PSC before appointing successful candidates, which resulted in considerable delays. This has been changed since 2015.

The status of citizen awareness with recruitment regulations, as well as the role of the Public Service Commission were also assessed. The level of awareness with the existing recruitment regulations by job applicants is only 62.9% for employees, while those who consult these regulations are 39.9%. For job seekers, 45.9% are aware of the existence of recruitment regulations while only 29.8% consult these texts. This requires sustained campaigns of awareness.

Regional and international practices were scrutinised for best practices in recruitment. The involvement of Public Service Commissions vary from a country to another, based on the provisions in their constitutions. This ranges from an oversight institution, a regulating body, to an institution in control of the recruitment, appointment, transfers, promotion and dismissal of public servants, and proposals of appointment in senior positions. In Rwanda, the Government has adopted a “*hands-off-system*”. The advantages of this model that it enables segregation of duties and promotes institutions’ good governance and accountability. With the upcoming reforms, it is advised to fast-track their implementation and evaluate their impact to inform further improvements.

Based on the findings of the survey, the following recommendations are provided:

1. Fast-track the introduction and implementation of the e-recruitment and the competence framework to address the gaps highlighted by the survey;
2. Convert the “selection/shortlisting committee” into an “*internal recruitment committee*” with an advisory role to the management of institutions on the whole recruitment process;
3. Add an e-shortlisting module to the e-recruitment system in the near future for efficiency;
4. For quality assurance, consider/explore possibilities of setting up a centralised databank of exam questions to be administered from the e-recruitment system, based on the specifications in the competence framework;
5. Institutions to take their responsibility and fully own the shortlisting process as required by the regulations;
6. Develop a regulatory framework and certification of the professionalism of those practicing the recruitment as a business, including individual examiners within recruiting firms;
7. Take measures to promote whistleblowing on corruption in recruitment.
8. Instore a standard oral interview marking scheme to make sure that candidates are evaluated on the same ground;

9. Set a deadline for the appointment of successful candidates;
10. Enforce the respect of deadlines in recruitment;
11. Raise the public awareness on recruitment regulations and the role of the PSC;
12. Conduct a comprehensive impact assessment after the introduction of different reforms on recruitment, to guide further improvements on recruitment.

CHAPTER ONE: BACKGROUND AND CONTEXT

1.1. Background and Context

According to Article 10 (5°) of the Constitution of 2003 as revised in 2015, *“Building a State committed to promoting social welfare and establishing appropriate mechanisms for equal opportunity to social justice”* is one of the fundamental principles of the Republic of Rwanda. Equal opportunity and equitable recruitment processes is among such fundamental rights. The responsibility to ensure that this right is fully respected in the public service was assigned to the Public Service Commission (PSC), a national body provided for by Article 139 of the Constitution and established by the Law No 39/2012 of 24/12/2012 determining its organisation and functioning.

Article 4 of this law states that the PSC is responsible for *“ensuring that policies, principles and laws governing public service recruitments and administration are adhered to and put into effect by all Government institutions”*; *“putting in place an effective public service recruitment system”* and *“verifying whether Government institutions recruit staff using a transparent and equitable candidate selection system.”* To this end, the PSC constantly monitors and ensures that proper recruitment systems are in place in public service and proceeds to the necessary reforms as needed, to ensure a fair and impartial recruitment process, based on principles of equity, transparency and good governance.

Since the establishment of the PSC in May 2008, three major legislative reforms of recruitment in the Public Service were conducted:

- During the period of May 2008 - March 2009 the PSC adopted a *“hands-on process”*, i.e. full involvement of PSC in the recruitment of Public servants, (Presidential order No 37/01 of 30/08/2004)
- The Public Service reform of 2009 introduced a *“dual system”* which prevailed from March 2009 to July 2011. Under this system, public institutions were delegated the powers to hire personnel, while the PSC remained with the role of assisting those institutions in this process.
- From July 2011 up to date, the PSC has adopted a *“hands-off”* approach, aiming to enhance accountability in public service recruitments, while the PSC remains as an oversight and appeal body.

To measure the impact of these reforms in the recruitment of public servants, the PSC conducts regular citizen satisfaction surveys. The first citizen satisfaction survey on recruitment practices covered the period of 2011/12 and found that the citizen satisfaction with the recruitment services was at 63.1%. The second survey covered the period of 2012/13, and established that the citizen satisfaction had increased to 67%.

1.2. Objective of the survey

The objective of this survey is *“to determine the current level of citizen satisfaction on recruitment practices and, based on the findings, make a proposal on what should be done to improve recruitment practices and processes to get competent staff in the public service.”*

1.3. Scope

The Survey was conducted in public institutions, i.e. **ministries, public agencies, national commissions and organs, higher learning institutions, districts, and non-budget agencies**. The survey respondents were selected among people who participated in the recruitment processes during the period of 2013/14 – 2014/15, i.e. *employees, job seekers, recruiting institutions and recruiting firms*.

1.4. Limitation of the survey

This is a perception survey, for which the results are based on the citizens’ individual experience of the recruitment process. Such perceptions should be appreciated in the light of the employment history of Rwanda, which has long been characterised by lack of equity in the recruitment of public servants. This could lead citizens to be pessimistic and/or seen keep reserved on some sensitive issues such corruption free processes.

On other hand, during the survey period (2013/14 – 2014/15) institutions had to seek for PSC approval before appointing successful candidates, in addition to specific administrative procedures in the Local Governments. This could lead to considerable delays. Though this has been changed since 2015, the results of the survey reflect the citizens’ satisfaction on their experience during that particular period which explains the low rating of some processes.

1.5. Definition of Key Concepts

In this survey, the concepts of (i) public sector, (ii) public service, (iii) employment, (iv) employed person, (v) recruitment, (v) recruitment process, and (vi) recruitment approaches, (vi) recruiting institution, and (viii) recruiting firm were used in the following context:

(i) Public Sector

According to the Institute of International Auditors, *“the public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other*

entities that deliver public programs, goods, or services.”¹ The Public Sector “consists of national and local governments, their agencies, and their chartered bodies”².

(ii) Public service

The Public Service is defined as *“a whole of public institutions and public servants established by the Government to serve the population”*. (Law N°86/2013 of 11/09/2013 Establishing the General Statutes for Public Service Article 3, 10). The Presidential Order n°46/01 (article 3, 3^o) indicates further that the public service comprise *“Higher Public Institutions, Ministries, Provinces, City of Kigali, Public Institutions, National Commissions and specialized organs.”*

(iii) Employed Person

An employed person means a *“person in paid employment who work for wage or salary in cash or in kind or both, and have a formal job attachment”³.*

(iv) Recruitment

According to Manmohan Joshi (2013), the term “recruitment” refers to the first stage in filling vacancies in an organization⁴. Recruitment is also taken as synonymous with "hiring". In this context, recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.

Recruitment is further defined as the process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analysing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee into the organization.⁵

(v) Recruitment Process

A recruitment process can be broken down into respective parts. Whilst the naming and exact steps are unique to an organization, a typical recruiting process may commence with the identification of a vacancy by doing a “job analysis”, job description and specifications, attracting suitable candidates, selection, selection tests, appointment, dealing with unsuccessful candidates and managing the employee trial or probationary period.

¹ Institute of International Auditors, Supplemental Guidance: Public Sector Definition. Release Date: Dec. 2011

² <http://www.businessdictionary.com/definition/public-sector.html>

³ NISR & GMO, National Gender Statistics Report, March 2013

⁴ Manmohan Joshi, 1st edition, 2013. ISBN 978-87-403-0393-3

⁵ <http://www.businessdictionary.com/definition/recruitment.html>; accessed December 07, 2015

(vi) Recruitment Approaches

There is a variety of recruitment approaches and most organizations utilize a combination of two or more of these as part of a recruitment exercise. Public Servants are recruited and appointed based on the provisions of the applicable laws and regulations and on the basis of an organizational structure officially approved by the competent authority. In Rwanda, recruitments in public service are regulated by the Presidential Order N° 46/01 of 29/07/2011 governing modalities for the recruitment, appointment and nomination of public servants.

(vii) Recruiting institution

The term “recruiting institution” refers to the “Institution that requires personnel whether from the Central Government, Local Government, public University or Higher Institution of learning” as referred to in article 5 of the Presidential Order n°46/01.

(viii) Recruiting firm

The term “Recruiting firm” indicates the “a professional consultancy firm contracted by the recruiting institution to prepare, conduct and mark tests” in the recruitment of personnel as provided for in article 10 of the Presidential Order n°46/01.

1.6. Recruitment and satisfaction

1.6.1. “Satisfaction” and “Citizen Satisfaction”

The word Satisfaction is derived from the Latin words “*satis*” (enough) and “*facere*” (perform)⁶. The Cambridge Dictionary refers to satisfaction as “*a pleasant feeling that you get when you receive something you wanted, or when you have done something you wanted to do*”.

One of the early and highly cited definitions of satisfaction in the context of job performance is provided by Locke (1976). Satisfaction is defined as “*a pleasurable or positive emotional state resulting from the appraisal of one's job*”⁷. It was further extended by Oliver (1981, p. 29) in the context of the consumption context as “*the summary psychological state resulting when the emotion surrounding disconfirmed **expectations** is coupled with the consumer's prior feelings about the consumption **experience***”⁸. Both definitions emphasize a psychological or affective state related to and resulting from a cognitive appraisal of the

⁶ USA, Forrest V. Morgeson III, Citizen Satisfaction. Improving Government Performance, Efficiency, and Citizen Trust, 2014

⁷ Locke, E. A. 1976. "The Nature and Causes of Job Satisfaction," Handbook of Industrial and Organizational Psychology, M. D. Dunnette (ed). New York: Reinhart & Winston, pp 1297-1349.

⁸ Oliver, R. L. 1981. "Measurement and Evaluation of Satisfaction Processes in Retail Settings," Journal of Retailing (57:3), pp 25-48.

expectation performance discrepancy ‘confirmation’⁹. A Citizen Satisfaction Survey brings a kind of decision making and ownership to the citizens. It is a kind of direct input into the political process that can/enhances community participation in decision making, if not community control over service delivery¹⁰.

1.6.2. Citizen satisfaction in public sector and target on recruitment services

The Vision 2020 as revised in 2012 (p.10) stresses that one of the priorities of the Government of Rwanda is *“to ensure the development and deployment of public sector skilled human resources, who grasp the needs of other sectors – in particular the private sector – and can translate them into sound policies and strategies.”* However, the Government recognises that *“more efforts are needed in that area to increase citizens’ satisfaction with service-delivery. We need an effective, dynamic public sector that can lay the foundations for Rwanda to be competitive in the modern international economy.”*

The need for improved service delivery and citizen satisfaction is also stressed by EDPRS 2 indicates that *“Service delivery is crucial for both the public and private sectors and is part of government’s social contract with citizens. Service delivery has been marked as an area for improvement where satisfaction with public services was rated at 64.5% on average for all key sectors.”* (EDPRS 2, p.12). This is why under the EDPRS 2 pillar of *“Accountable Governance”*, the Government committed to *“improve the overall level of service delivery and ensure citizen satisfaction above 80%.”* (EDPRS 2, p. xvii).

The *“Seven Year Government Program (7YGP) 2010-2017”* as amended on 7th November 2012 has 241 actions or targets to be delivered by 2017. Citizen satisfaction with the recruitment services is listed as Target 185 under Program 4.1 *“Promoting Employment”*, which is *“to improve recruitment process and to empower the Public Service Commission, the recruitment satisfaction level in Government institutions in Rwanda to reach at least 80%”*. (7ygp, P.66) The 7YGP Evaluation of 2012 points out that *“the Public Service Commission is carrying out inspections of recruitment process in Public sector but a satisfaction survey is needed.”* The specific target set for 2013/14 to ensure that *“the recruitment satisfaction level in Government institutions in Rwanda will reach at least 70%”* (7YGP Evaluation report 2012, 128-129). This fiscal year is covered by this survey.

1.6.3. Recruitment and institutional performance

Organisations, whether public or private, have to define clear objectives and strategies for their attainment. For this purpose, organisations have to get the right people – referred to as *“human resources”* – at the right place and the right time. Available literature indicates

⁹ Bhattacharjee, A. 2001. "Understanding Information Systems Continuance: An Expectation Confirmation Model," MIS Quarterly (25:3), pp 351-370

¹⁰ David Swindell and Janet M. Kelly, *Public Performance & Management Review*, Linking Citizen Satisfaction Data to Performance Measures: A Preliminary Evaluation, Vol. 24, No. 1 (Sep., 2000), pp. 30-52

that the success of the organization is directly linked to the performance of those who work for it. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization.

Processes of personnel recruitment and successful appointment can impact favourably on the wider aspects of organizational life, while when done poorly they can have far reaching damaging effects¹¹. On the other hand, for an organization to build and sustain its competitive advantage, proper staffing is critical (Djabatey, 2012). Finally, the quality of the human resource the organization has depends heavily on the effectiveness of the recruitment and selection functions (Gamage, 2014). Recruitment and selection have thus become imperative in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications¹².

1.6.4. Recruitment Cost and Value for Money

Recruitment is a process that requires a budget. Hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly (Biles & Holmberg, 1980; Djabatey, 2012). Ensuring high level of quality of services in this particular area as public service delivery is also costly. The PSC's estimates show that the annual cost of recruitment for all the public institutions under the current "hand-off" approach to recruitment is 664 million Rwanda Francs. This is a six times increase from the 106 million Rwandan Francs spent when recruitments were conducted by the PSC. (Report on the Institutional Analysis of the PSC, 2015, P.11)

¹¹ Global Journal of Human Resource Management Vol.3, No.2, pp.22-33, March 2015

¹² *ibid*

CHAPTER TWO: METHODOLOGY

2.1. The survey design

This survey is both **quantitative** and **qualitative**. This enabled in-depth information gathering on different perspectives and experiences of respondents, and multidimensional analysis between and within respondents' clusters. The statistical advantages of using descriptive tools was associated with its power to profile and describe events or unit of analysis¹³ at a particular time. The analysis of variance allowed examining the perspectives of categorical clusters (employees, job seekers and government institutions) to identify differences in opinions and experiences on the same issue (Saunders and Thornhill, 2009). The survey further employs explanatory method in the form of narrative¹⁴ towards explaining underlying issues.

The qualitative method was dual-fold: **interviews** and **focus group discussions**. The qualitative design examines the recruitment process and practice expectations from all the respondents in order to unearth new discoveries and developments (Flick, 2006). This approach¹⁵ is considered germane, since the study aimed at gaining insight into citizens' satisfaction from different opinions, experiences and viewpoints of heterogeneous respondents.

The quantitative method focused on respondents' perspectives in order to explore different views¹⁶ on the subject and highlights from the data gathered. The essence of the quantitative approach was to understand the views through collated data, estimate, and characterize opinions. Survey questionnaires were designed and used for different respondent groups.

2.2. Population of the survey

The population refers to the aggregate or totality of all the objects, subjects or members that conform¹⁷ to a set of specification. In this survey, the population is dichotomized into different types of public institutions. Data were collected from recruiting institutions, employees, job seekers and recruiting firms that participated in the recruitment process during the fiscal periods of 2013-2014 and 2014-2015.

The PSC annual reports indicated that during the 2013/14 fiscal period 1,641 positions were advertised, which attracted 113,820 applicants, of whom 74,283 were males and 39,537

¹³ Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and mixed methods approaches* (3rd edition). Thousand Oaks, CA: Sage

¹⁴ Elliott, J. (2005). *Narrative in Social Research*. London: Sage

¹⁵ Green, J. C. (2007). *Mixed Methods in Social Inquiry*. San Francisco: Jossey-Bass

¹⁶ Saunders, M. (2000). *Research Methods for Business Students*. 3rd ed. Prentice Hall. USA

were females. For the period of 2014/15 the number of advertised positions dropped to 880 for which only 33,374 job seekers submitted their applications. According to the PSC (Annual report 2014/15 p.17) this drop in recruitment during the fiscal period 2014/15 was due to the fact that recruitments in public institutions were suspended between June-October 2014 following structural reforms in the public sector as instructed by the MIFOTRA in its letter N° 1221/19.23 of 03/06/2014. Overall, 147,194 candidates applied for a job in the two fiscal periods as shown in the table 1.

Table 1: Applicants to positions advertised in 2013/14-2014/15

Type of institution	Number	Applicants			Mean
		Male	Female	Total	
1. Districts	30	41,915	23,976	65,891	2,196
2. Public Agencies/Boards	38	24,165	11,860	36,025	948
3. Ministries & Provinces	22	13,163	7,645	20,808	946
4. Higher Learning Institutions	12	13,225	4,122	17,347	1,446
5. Commissions & National Organs	8	3,299	1,671	4,970	621
6. District's NBAs	19	1,328	825	2,153	113
Total	129	97,095	50,099	147,194	

Source: Calculated from data in the PSC annual reports 2013/14-2014/15

2.3. Sampling

2.3.1. Sampling for public institutions

During 2013-2014 and 2014-2015, some 129 public institutions conducted recruitments (table 1). These institutions were classified into 6 strata, i.e. (i) districts, (ii) Public agencies and boards, (iii) Ministries and Provinces, (iv) Higher Learning Institutions, (v) Commissions and National Organs and, (vi) Districts' Non Budget Agencies (NBAs).

Considering the total number of job applicants by type of institution, the mean was calculated for each type (table 1). Institutions with the number of applicants above the mean were included in the sample (table 2).

Table 2: Sampled institutions

Type of institution	Number	Sample
1. Districts	30	10
2. Agencies	38	12
3. Ministries & Provinces	22	11
4. Higher Learning Institutions	12	5
5. Commissions & National Organs	8	3
6. District's NBAs	19	7

Total	129	48
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Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

2.3.2. Sampling for respondents

The main factors affecting the sample size include the variability of the population, the size of the population, the sample design and estimator and the response rate. The formula to calculate the size of the sample needed to satisfy a specific level of precision must take into account these factors. Here below, a step by step approach to calculating the sample size was used, where first an initial sample size is calculated, then it is adjusted for the size of the population, and the response rate if any information is given. A preliminary estimate of the sample size, n_1 , can be obtained by simply using:

$$n_1 = z^2 \frac{p(1-p)}{e^2}$$

Second, adjust for the size of the population using the following equation (remember that this only has an effect for small and moderate sized populations):

$$n_2 = n_1 \frac{N}{N + n_1}$$

Thirdly, adjust for response to determine the final sample size, n :

$$n = \frac{n_2}{r}$$

Where r is the response rate

The application of this formula to the population of 147,194 applicants, it yielded a sample size of 1,067 respondents, with a margin error of 3% and an assumed response rate of 83.5% as shown below:

$$n = \left[\left(\frac{147,194 * 1.96^2 * .3 * .7}{\left(\left(147,194 + \frac{1.96^2 * .3 * .7}{0.03^2} \right) * 0.03^2 \right)} \right) / 0.835 \right] = 1,067$$

2.3.3. Allocation of respondents to each institutions in the sample

For the allocation of respondents to specific sampled institutions in each stratum, two criteria were used:

- The first choice was for institutions that recorded the number of applicants above the mean
- The second criteria was that the institution should have recruited during both fiscal periods, i.e. recurrence of recruitments

(i) Sampled districts and allocation of respondents

As the survey has to be representative for the entire country, districts were first classified by province before applying the above two criteria to ensure representation. Where no district recruited twice, the choice went to the remotest in the group. 478 respondents were allocated to district that met the sampling criteria. Table 4 give the results of the distribution of the sampled respondents to each district in the sample.

Table 3: Selected districts per province

N°	Province	District	Applicants	Sampled
1	West	Karongi	6,067	64
2		Nyabihu	4,695	50
3	South	Huye	4,548	48
4		Kamonyi	3,199	34
5		Nyamagabe	4163	44
6	North	Gicumbi	3,385	36
7	East	Ngoma	3,560	38
8		Rwamagana	2,707	29
9		Gatsibo	2,449	26
10	CoK	Kicukiro	10,305	109
TOTAL			45,078	478

Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

(ii) Sampled Agencies and allocation of respondents

The table 5 shows the name of the 13 national agencies/boards that met the sampling criteria and were thus retained for the survey. Applicants were allocated to each institution based on the number of candidates that applied for the positions advertised. This resulted in a sample of 261 respondents.

Table 4: Selected agencies and boards

N°	Institution	Total	Sample
1	NIDA	4,358	46
2	RHA	4,291	45
3	RBS	2,311	24
4	RCA	2,004	21
5	RNRA	1,968	21

N°	Institution	Total	Sample
6	NCBS	1,756	18
7	NPO	1,666	17
8	RGB	1,635	17
9	RTDA	1,403	15
10	CHUK	1,125	12
11	NCPD	838	15
12	GMO	965	10
Total		24,916	261

Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

(iii) Sampled Ministries & Province and allocation of respondents

The sampling of Provinces for this survey yielded non-significant figures for the respondents. This brought us to the need to combine them with ministries to be able to choose a significant number of respondents from at least one of the provinces (all the four provinces conducted recruitments during the period under study. From ministries that met the sampling criteria were chosen for the survey.

In addition to these, the only Northern Province that had the highest number of applicants among the four provinces was also included in this group. The total allocated respondents to the stratum are 151 respondents as shown in table 6.

Table 5: Selected ministries and province

Name of Institution	Total Applicants	Sample
MINIJUST	2,727	24
MINAGRI	2,703	24
MINECOFIN	2,501	22
MINALOC	2,256	20
MIGEPROF	1,566	14
MINICOM	1,381	12
MINEDUC	1322	12
MININFRA	1202	11
MYICT	1215	11
Northern Province	177	2
Total	17,050	151

Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

(iv) Sampled HLIs and allocation of respondents

Higher learning institutions were first regrouped by type of institution and the highest ranking in the number of applicants for advertised positions selected for the survey. This

resulted in three IPRCs, one Integrated Polytechnics and a college. The stratum had a total of 126 respondents.

Table 6: Selected Higher Learning Institutions

Higher Learning Institutions	Total applicants	Sample
IPRC-East	5470	46
IPRC-South	1709	14
IPRC-Kigali	3917	33
Gishari Integrated Polytechnic	2500	21
Tumba college of Technology	1364	11
Total	14960	126

Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

(v) Sampled Commissions and National Organs and allocation of respondents

Institutions in this cluster conducted recruitments only in 2013/14. The first three that recorded the highest number of applicants were the Parliament (Lower Chamber), the Senate and the Ombudsman. The National Women Council (NWC), which was the next in terms of records of applicants, was also included for variability reasons. This resulted in a sample of 36 respondents as shown in table 8.

Table 7: Selected commissions and National Organs

Name of Commission	Applicants	Sample
Chamber of Deputies	1213	11
Ombudsman	1002	9
Senate	1130	11
NWC	485	5
Total	3830	36

Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

(vi) Sampled NBAs and allocation of respondents

Table 8: Selection of districts' NBAs

Name of NBAs	Applicants	Sample
Ruhengeri Hospital	693	7
Nemba Hospital	273	3
Kabutare Hospital	193	2
Gasabo District Pharmacy	193	2
Kigeme Hospital	139	1
KINIHIRA Hospital	123	1
Total	1614	16

Source: Calculated from data in the PSC Annual Reports 2013/14-2014/15

Some of the NBA operating at local level conducted their own recruitments. This is the case for district hospitals and pharmacies. Hospitals are however the only one that recruited consistently during the period under study. This is why the sample of NBAs is primarily composed of district and provincial hospitals as can be seen in table 9.

2.3.4. Sampling for Recruiting institutions

Within the institutions included in the sample for the survey as shown above, the proposed target respondents to provide a recruiting institution views on recruitment include:

- Permanent Secretaries, Director Generals, Executive secretaries
- Director of finance,
- Human Resources, or heads of corporate services depending on the structure.

2.3.5. Proportional allocation of respondents

The calculated sample of 1,067 respondents was distributed among the recruiting institutions in the 6 strata as indicated previously. With proportional allocation or N-proportional allocation, the sample size n_h in each type of institution has to be proportional to the population size N_h of each type. Larger strata receive more of the sample and smaller strata receive less of the sample. This results in the sampling fraction, $f_h = \frac{n_h}{N_h}$ being the same in each stratum and equal to the overall sampling fraction $f_h = \frac{n}{N}$. Therefore, the following expression is obtained: $n_h = \frac{N_h}{N} \times n$

Thus, for N-Proportional allocation, $a_h = \frac{n_h}{n} = \frac{N_h}{N}$

In order words, the allocation factor a_h for each type of institution is equal to the ratio of the population size in each type of institution to the entire population size.

Table 9: Allocation of respondents to institutions strata

Type of Institution	Job Applicants (N_h)	a_h	n_h	f_h
Districts	65,891	0.448	478	0.007
Public Agencies/Boards	36,025	0.245	261	0.007
Ministries & Province	20,808	0.141	151	0.007
Higher Learning Institutions	17,347	0.118	126	0.007
Commissions & National Organs	4,970	0.34	36	0.007
NBAs	2,153	0.15	16	0.007

Total (N)	147,194	1	1,067	0.007
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2.3.6. Employees strata in the selected institutions

The target employees were drawn from the sampled institutions. Employees were selected according to the International Standards Classification of Occupation (ISCO) classification and distributions as follows:

Table 10: ISCO employment classification

ISCO-08 major groups	Distribution of employees (%)
Managers	0.4
Professionals	2.5
Technicians and associate professionals	0.8
Clerical support workers	0.5
Service and sales workers	8.7
Skilled agricultural, forestry and Fishery workers	72.7
Craft and related trades workers	5.8
Plant and machine operators and assemblies	1.7
Elementary occupation	5.0
Other/occupation not stated	1.9
Total	100

Source: RGPH 2012 (Labour force participation thematic report, pp39)

After having the total employees in the selected institutions (from the public service reform of 2014), the ISCO classification and distribution was considered for each category of employee. Then the total sample of employees will be obtained depending on the total recruited personnel during the period of 2013-2014, and, 2014-2015.

2.4. Procedure for weighting data

The inference which is the generalization of the sample statistic to the population parameter was done taking into account the weight of:

$$W_h = \frac{1}{f_h} = \frac{1}{\frac{n}{N}} = \frac{1}{0.007} = 143$$

Therefore, for this study, based on the fact that the sampling fraction is 0.007, one sampled unit represents 143 respondents.

After data collection, the weight was adjusted accordingly to the response rate obtained. This was done as follows:

$$W_h^* = \frac{1}{f_h^*} = \frac{1}{\frac{n^*}{N}},$$

Where:

W_h^* is the adjusted weight

f_h^* is the adjusted sampling fraction

n^* is the response rate obtained

2.5. Data collection

Quantitative data were collected through questionnaires designed for employees and job seekers. The qualitative data were collected through a semi-structured questionnaire and focus group discussions with recruiting institutions and recruiting firms to validate and triangulate the results from the field survey.

2.5.1. Quantitative data collection method

2.5.1.1. Questionnaire design

Conventionally, perception-based study is tailored along collection of information from respondents with the use of a questionnaire. The questionnaire was declassified into open-ended and closed-ended questions with the understanding that open-ended questionnaire allows respondents to technically express their opinions in their own words. The closed-end questionnaire requires respondents to choose answer from alternatives. This study utilized both open-ended and closed-ended questions. However, closed-ended questions with Likert scale and ranking were majorly used both for the recruiting institutions, employees and the job seekers as the answers are easily quantifiable.

The questionnaire was prepared in English Language and translated into Kinyarwanda. It was constructed into four sections as follows:

1. Demographic characteristics of the respondents.
2. Expectations of the respondents on what an ideal recruitment processes and practices “should be”
3. Experience of the respondents with the recruitment processes and practices
4. Perception of the respondents on the actual quality of recruitment processes and practices.

2.5.1.2. Recruitment and training of Enumerators

15 qualified enumerators with university degrees and professional experience in data collection with good communication and writing skills were selected and trained on the use of the questionnaires and field survey methods. Simulation exercises were conducted during the training.

2.5.1.3. Piloting of the questionnaire

The piloting, which commonly identifies the problems inherent in the construct and design of a questionnaire, was conducted to establish the questionnaires' validity and reliability. The validity measures the truth/falsity embedded in the data collected through the questionnaire along the face, content, and constructs validity. It reflects the abstract construct being examined and the extent to which the results can be generalized beyond the scope of the sampled group. The piloting of the questionnaires was conducted on the PSC employees.

2.5.2. Qualitative data collection

a) Interviews

Interviews were held with recruiting institutions and recruiting firms. The interview was used to gather information on the satisfactory level of recruitment processes and practices in Rwanda, and suggestions for improvement.

b) Focus Group Discussion (FGD)

Focus group discussions were conducted with recruiting firms and recruiting institutions too. Modalities, processes and practices were emphasized, and attention was given to the respect of transparency and compliance with regulations during recruitment processes. This was essential to the understanding of different experiences.

2.5.3. Field survey organisation

For field survey, three teams of 2 or 3 enumerators and 1 supervisor were deployed for data collection for over 15 days during the period of 15 March to 29 April 2016. The respondents were first chosen among the people who participated in the recruitment in the sampled institutions. The job seekers were contacted ahead via a group SMS and convened to the office of the district visited. Job seekers were also reached by visiting two recruitment sites (the Senate at UR/Remera Campus on 23 March and Nyanza District on 29 April 2016) as well as the Kigali Employment Service Centre (KESC) on 21-23 and 27 April 2016 during the JobNet.

2.6. Data processing and analysis

Five data entry clerks used to SPSS were selected a trained on the questionnaire at the same time as the enumerators. The data entry was coordinated by the survey statistician. Data entry was done as the questionnaires were brought back from the field using SPSS. Other programmes such as Microsoft Word was used for text treatment and Microsoft Excel for graphics and tables.

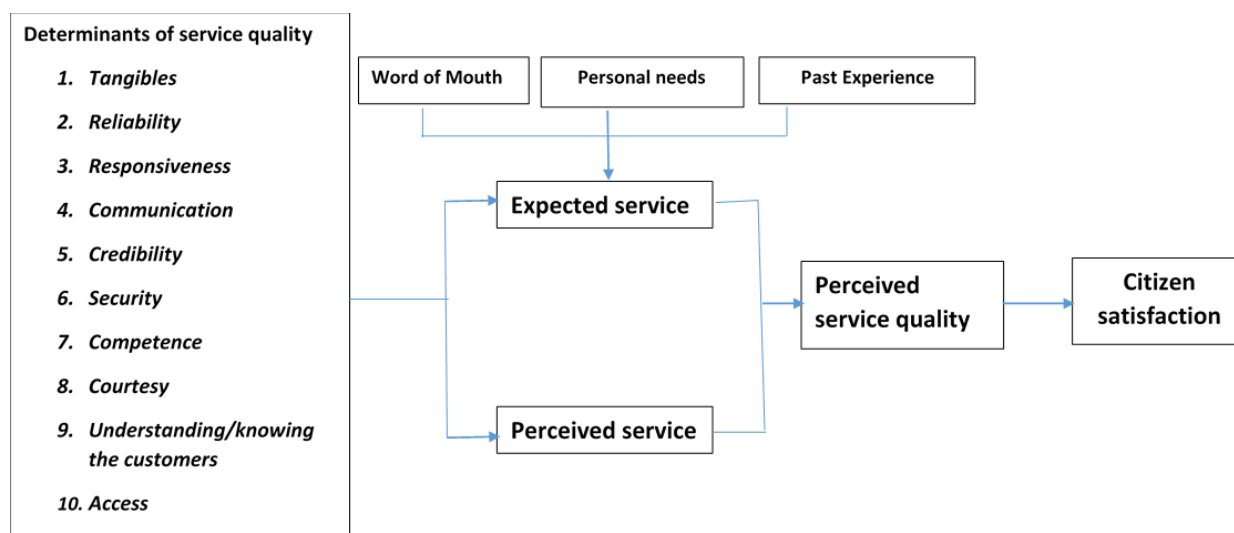
The analysis of the collected data consisted of examining, categorizing, structuring and reorganizing collected data to make intelligent/meaningful test of the proposition. It began with editing, coding and cleaning of dataset before processing.

2.7. Measuring satisfaction

2.7.1. The SERVQUAL approach

Different tools were developed to measure citizen satisfaction. However the most prominent tools used by both private and public institution is the Service Quality (SERVQUAL) developed by Parasuraman, Zeinthaml & Berry (1985.)¹⁸ The research conducted by these authors indicate that citizen satisfaction is determined by 10 drivers (A conceptual Model of Service Quality and its Implications for Future Research., p.47) that include tangibility, reliability, responsiveness, communication, credibility, security, competence, courtesy and Understanding/knowing the customers as shown in the model below. (Figure 1).

Figure 1: SERVQUAL Model for the determination of citizen satisfaction



¹⁸ Parasuraman, Zeinthaml & Berry (1985), A conceptual Model of Service Quality and its Implications for Future Research

Based on the above model, satisfaction is determined by measuring the citizen expectations prior to getting the service and the change that occurred when the citizen got the service. The service quality from the citizen's point of view is obtained by the comparison of expectations with perceptions. (Figure 2). Perceived service quality is often different from expected service quality.

Figure 2: Comparison of expected versus perceived quality of service

Expectations versus Perceived Quality	
Expectations < Perceived Service Quality	Quality surprise
Expectations = Perceived Service Quality	Satisfactory quality
Expectations > Perceived Service Quality	Unacceptable quality

Factors of influence	
- Perceived quality <ul style="list-style-type: none"> • Tangibles • Reliability • Responsiveness • Assurance • Empathy 	- Expected quality <ul style="list-style-type: none"> • Service promises • Past experiences • Personal needs • Word-of-mouth

2.7.2. Gap Identification

Measuring the Citizen Satisfaction Level on Recruitment and Practices Processes was based on SERVQUAL model as suggested by Daniel *et al* (2010). In this survey, both expectations and perceptions are measured using a 5-point scale to rate their level of agreement or disagreement (1-strongly disagree, 2. Disagree, 3- Neutral, 4- Agree and 5- strongly agree), on which the higher numbers indicate higher level of expectations or perceptions. Perceptions are based on the actual service they receive in the recruitment process and practices in Rwanda public institutions, while expectations are based on past experiences and information received about the recruitment process and practices. Service quality scores are the difference between the perception and expectation scores (P-E). The quality score measures the service gap or the degree to which expectations exceed perceptions. The more positive the P-E scores, the higher the level of service quality leading to a higher level of customer satisfaction. Satisfaction and service quality are both treated together as functions of a customer's perceptions and expectations. In most cases, when expectation and perception are equal, service quality is satisfactory.

2.7.3. Determining the citizen satisfaction level

Making reference to the Rwanda Metadata Handbook, EDPRS2 & MDGs indicators, 2014, p.19, the level of satisfaction is computed as the sum of fully satisfied (strongly agree) and satisfied (agree) divided the total size of the respondents.

$$\text{Citizen Satisfaction (CS)} = \frac{\sum x_{\text{fully Sat.}} + \sum x_{\text{Sat.}}}{n}$$

Where $x_{\text{fully Sat.}}$ denotes the respondent who reported fully satisfied (strongly agree) and $x_{\text{Sat.}}$ denotes who reported satisfied (agree) while n denotes the total sample size. Similarly, the level of dissatisfaction can be also calculated by taking the sum of lower level of perception (fully dissatisfied plus dissatisfied) divided the total size of the respondents.

$$\text{Citizen Dissatisfaction (CD)} = \frac{\sum x_{\text{fully Disat.}} + \sum x_{\text{Disat.}}}{n}$$

Where $x_{\text{fully Disat.}}$ denotes the respondent who reported fully dissatisfied (strongly disagree) and $x_{\text{Disat.}}$ denotes who reported dissatisfied (disagree) while n denotes the total sample size. Complementarily, the rest would be considered as the level of neutrality (responded neutral) or Citizen Neutrality which is given as follows:

$$\text{Citizen Neutrality (CN)} = [100 - (CS + CD)]\%$$

2.8. Ethical considerations

The survey was designed along ethical guidelines in that all respondents' participation was voluntary and confidential. The compelling goal is to exercise care in protecting the rights of the individuals that were participating in the study. The dignity concept, which stipulates the right to self-determination and the right to full disclosure, fair treatment and privacy were complied with. The respondents were free to participate and withdraw at any categorical time, and their responses were kept confidential or private since the respondents were not asked to indicate their names.

CHAPTER THREE: SURVEY FINDINGS

3.1. Characteristics of the respondents

The survey on citizen satisfaction on recruitment practices and processes in public institutions covered four categories of respondents: employees, job seekers, recruiting institutions and recruiting firms, with employees and job seekers as the main categories. The socio-economic characteristics of these two categories of respondents are mainly their age, gender and location (rural and urban). For the employees, the type of institution where they work was also taken into account. Overall, 1035 respondents answered the questionnaires for employees and job seekers from an original sample of 1067 respondents, i.e. a response rate of 97%. Of these, 51.6% were employees and 48.4% job seekers.

3.1.1. Respondents' distribution by age

The respondents' age for both employees and job seekers ranges from 18 years to 67 years with a mean age of 34 years for employees (33.81) and 31 years for job seekers (30.71). Many employees and job seekers fall between 26 and 35 years (63.8% of employees and 72.1% of job seekers) as shown in the table 11.

Table 11: Respondents by age

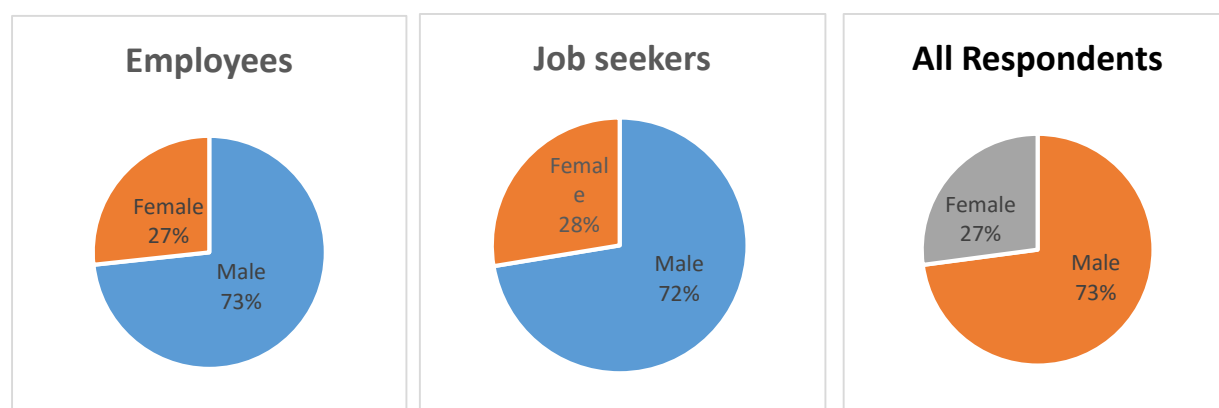
Age Group	Employees (%)	Job Seekers (%)	All (%)
20 Years and below	0.00	0.20	0.10
21 - 25 Years	3.30	11.70	7.30
26 - 30 Years	34.00	50.10	41.70
31 - 35 Years	29.80	22.60	26.40
36 - 40 Years	17.50	8.80	13.30
41 - 45 Years	9.40	2.90	6.30
46 - 50 Years	5.20	3.10	4.20
Above 50 years	1.00	0.40	0.70
Total	100	100	100

3.1.2. Respondents' distribution by sex

The survey comprised 73% male and 27% female respondents. The proportion of male is 73% for employees and 72% for job seekers (Figure 3). The big proportion of men compared to women is in line with the proportion of men and women who applied for a job and those appointed in the previous fiscal year. In fact, the PSC annual report 2014-2015 indicated

that 70% of men were appointed against 30% of women while 66.5% of men have applied for a job against 33.5% female¹⁹.

Figure 3: Distribution of respondents by gender



A combined analysis of the gender and age of the respondents indicates that most of them are again concentrated in the age bracket of 26-35 years (68.8% of all male and 65.7% of all female respondents) as shown in the table 12.

Table 12: Respondents by gender and age

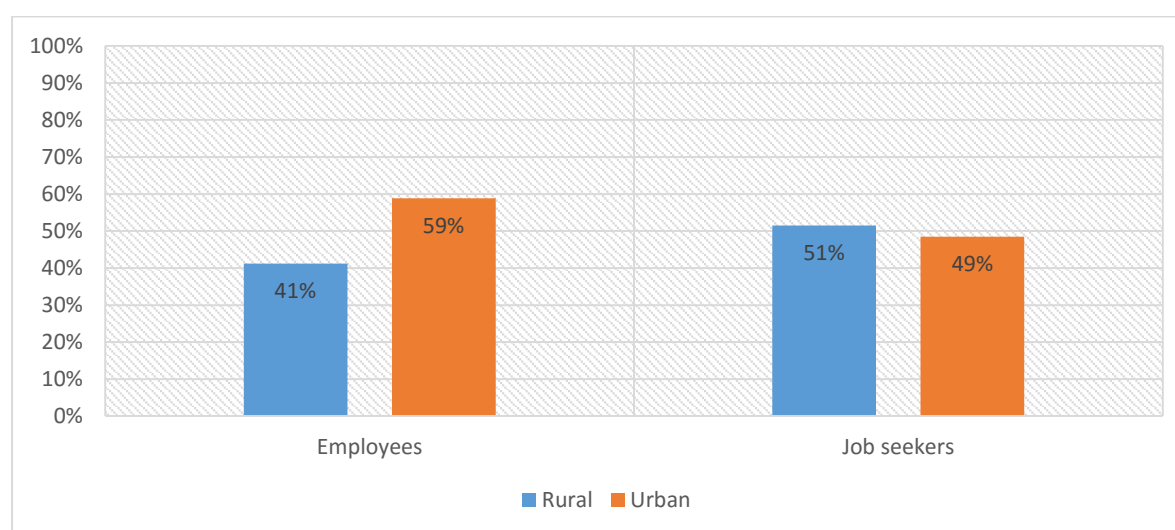
Age Group	Employees (%)		Job Seekers (%)		All (%)	
	Male	Female	Male	Female	Male	Female
20 Years and below	0.0	0.0	0.0	0.8	0.0	0.4
21 - 25 Years	3.2	3.7	11.3	13.1	7.0	8.3
26 - 30 Years	34.5	33.1	50.9	46.9	42.3	39.8
31 - 35 Years	30.8	26.5	21.8	25.4	26.5	25.9
36 - 40 Years	17.4	16.9	10.2	5.4	14.0	11.3
41 - 45 Years	9.2	10.3	2.3	4.6	5.9	7.5
46 - 50 Years	3.9	8.8	2.9	3.8	3.5	6.4
Above 50 years	1.1	0.7	0.6	0.0	0.8	0.4
Total	100	100	100	100	100	100

3.1.3. Respondents' distribution by urban/rural

Among employees, 59% were in urban areas and 41% in rural areas, 49% of job seekers were in urban areas and 51% in rural areas. Overall, 46% of respondents were in rural areas and 54% in urban areas. (Figure 4)

¹⁹ PSC, 2015, Raporo y'ibikorwa by'umwaka wa 2014-2015, Kigali, Nzeri 2015

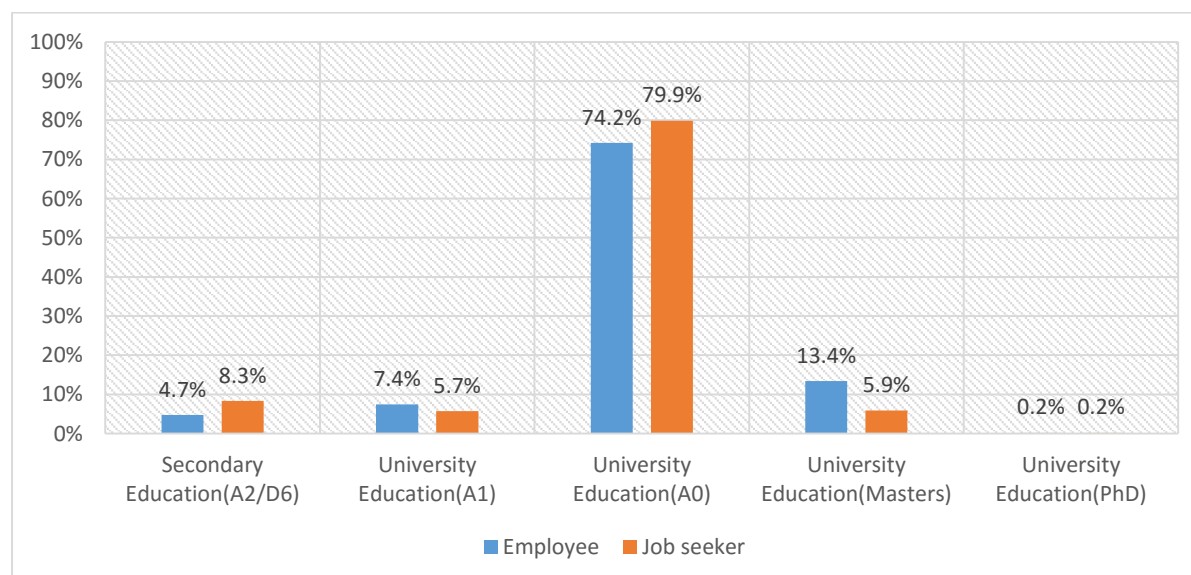
Figure 4: Respondents by Urban/Rural



3.1.4. Respondents' distribution by education level

Most of the respondents have a Bachelor's degree (A0) as their highest level of education (79.9% of job seekers and 74.2% of employees). Only 0.2% of both employees and job seekers have a PhD degree and the respondents who have a secondary education as the highest level are 4.7% and 8.3% for employees and job seekers respectively (Figure 5).

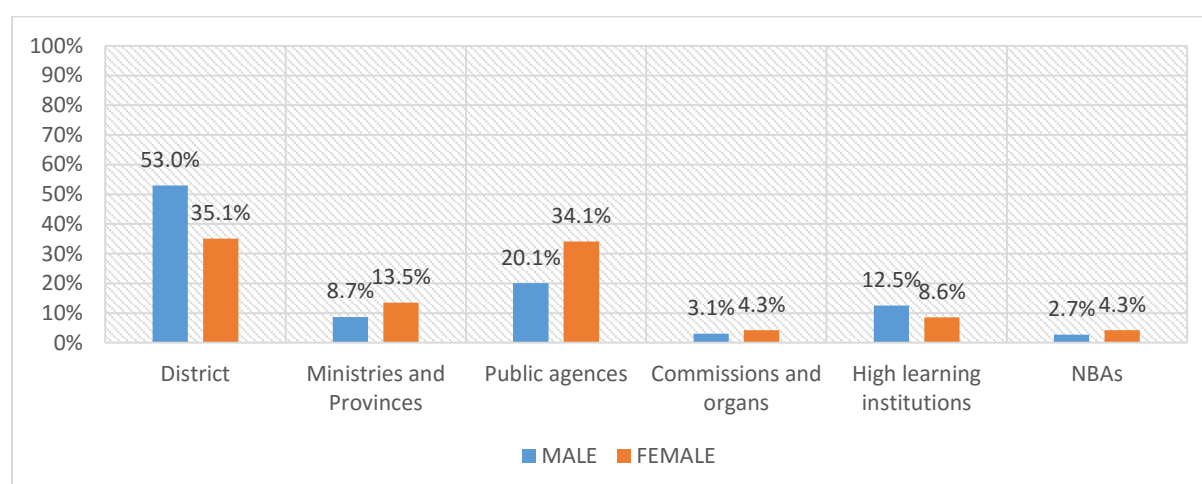
Figure 5: Respondents' distribution by education level



3.1.5. Respondents' distribution by type of institution

The highest number of respondents are from districts, which accounts for 53 % of all males and 35.1% of all females interviewed and the low number of respondents was observed in NBAs. (Figure 6)

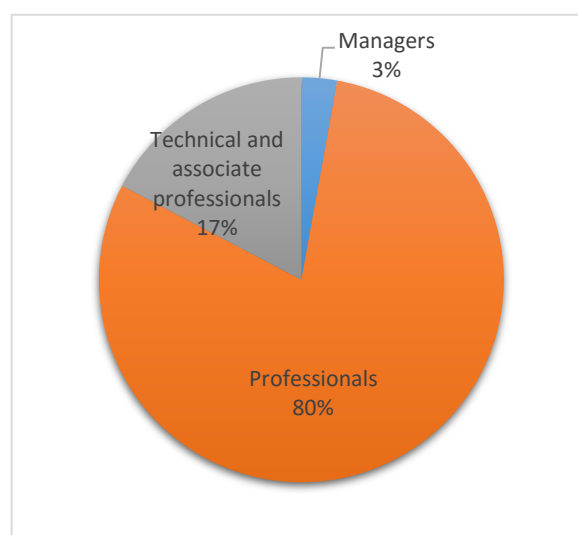
Figure 6: Respondents' distribution by type of institution



3.1.6. Respondents' distribution by layer of employment

For employee respondents, 80% are professionals, 17% technical and associate professionals and 3% managers. (Figure 7)

Figure 7: Employee respondents by layer of employment



3.2. Satisfaction with recruitment practices

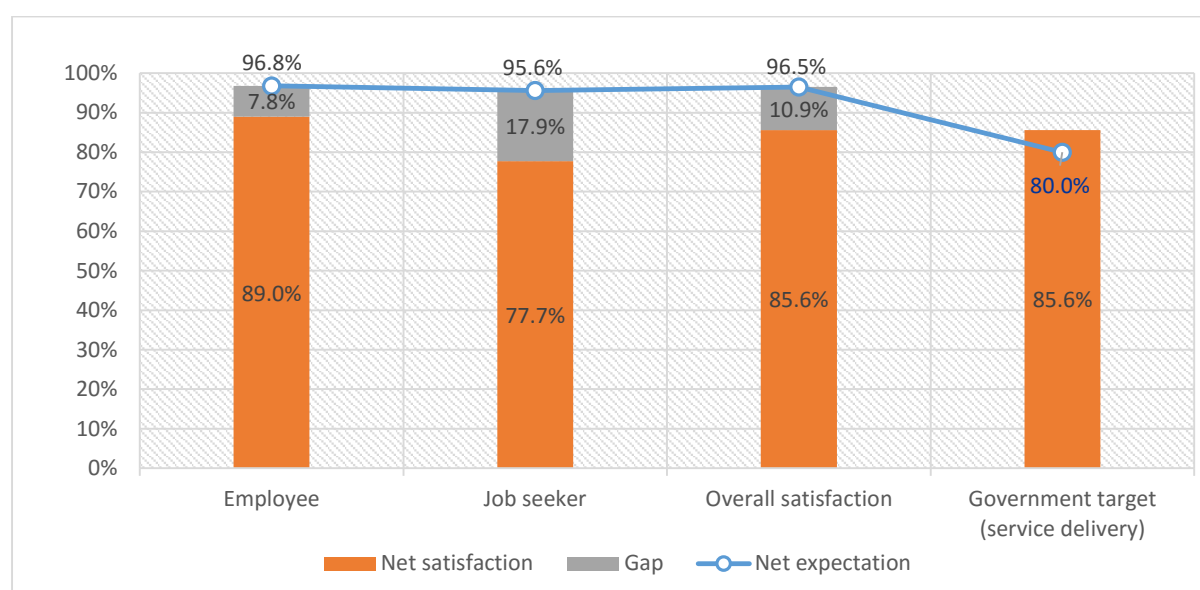
Satisfaction on recruitment practices was analysed in terms of citizens' expectations and perception of the quality of services at all stages of the recruitment process. This includes job advertisement, job application, and shortlisting, the conduct of written and practical exams, interviews and appointment of successful candidates.

3.2.1. Job advertisement

3.2.1.1. Citizen satisfaction with job advertisements

The overall citizen satisfaction on job advertisements is 85.6%, which is 5.6% above the government target of 80% of citizen satisfaction on service delivery (EDPRS II, 7 years Government Program). (Figure 8).

Figure 8: Citizen Satisfaction with Job Advertisement Processes



For employees, citizen expectations on the quality of service on job advertisement is 96.8%, and their actual net satisfaction is 89%. This leaves a gap of 7.8% between expectations and current satisfaction. Employees are very satisfied with the clarity (98.4%) and publication of the job advertisement in the media (92.8%). The level of satisfaction with the timeliness and accessibility of the media is also high (85.6% and 83% respectively), though lower than for the two first items.

For Job seekers, the satisfaction with job advertisement is slightly lower than for employees. Job seekers expectations are at 95.6% while their satisfaction is 77.7%. This leaves a gap of 17.9% between expectations and actual satisfaction. Job seekers are also very satisfied with the clarity and the publication of the advertisements in the media (86.3% and 83.4% respectively), while their satisfaction with the timeliness of job advertisements is 74.4%. Their appreciation drops to 66.5% for the accessibility of the media. (Table 13).

Table 13: Level of satisfaction with job advertisements among employees and job seekers

Area	Employees			Job seekers		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Clarity and comprehensiveness of Job advert	98.4%	94.3%	4.1%	95.7%	86.3%	9.4%
Publication of job advert in the media	97.5%	92.8%	9.4%	96.9%	83.4%	22.3%
Timeliness of Job advert publication	95.2%	85.8%	4.7%	96.7%	74.4%	13.5%
Accessibility of the media used to publish job advert	94.0%	83.0%	11.0%	93.4%	66.5%	26.9%
Overall satisfaction	96.8%	89.0%	7.8%	95.6%	77.7%	17.9%

3.2.1.2. Clarity of job advertisements

The majority of employees and job seekers are rather satisfied with the clarity of the job advertisements (94.3% and 86.3% respectively), though their expectations are higher than the current satisfaction levels. For those indicating that they found the job advertisement unclear (N=126), lack of or unclear (i) “requirements” for the position advertised (25%), (ii) “Salary and other allowances” (21%), (iii) “date of exams and number of posts” available (16%), (iv) the confusing statement “related fields” (7%), are some items indicated as inadequately communicated or missing in job advertisements.

3.2.1.3. Source of information on advertised job positions

About 31.8% of the respondents indicated that they get information on advertised jobs from websites while 18.3% get it from newspapers. Job advertisements are also shared by friends (16.9%). Institutions’ notice boards were reported by only 10.9% of the respondents as their source of information on job advertisements.

Table 14: Type of media from which the public gets information on job advertisements

Type of media	Employee (%)	Job Seekers (%)	All (%)
Website	32.3	31.2	31.8
Newspapers	22.3	12.7	18.3
Shared by friend	16.3	17.6	16.9
Notice board	11.6	9.8	10.9
Radio	7.3	9.9	8.4
Social media	4.7	11.2	7.4
Email	3.8	4.5	4.1
TV	1.6	3.0	2.2
Total	100.0	100.0	100.0

Specialized websites dominate online sources of information (73.7% of jobseekers and 51.4% of employees), while institutions’ websites are listed in second position and generally by employees (38.3%) (Table 15).

Table 15: Type of websites from which the respondents find job advertisements [N=496]

Type of website	Employee (%)	Job seekers (%)	All (%)
Websites specialised in job advertising	51.4	73.7	62.3
Institutional websites	38.3	12.8	25.8
Other websites.	10.3	13.6	11.9
Total	100	100	100

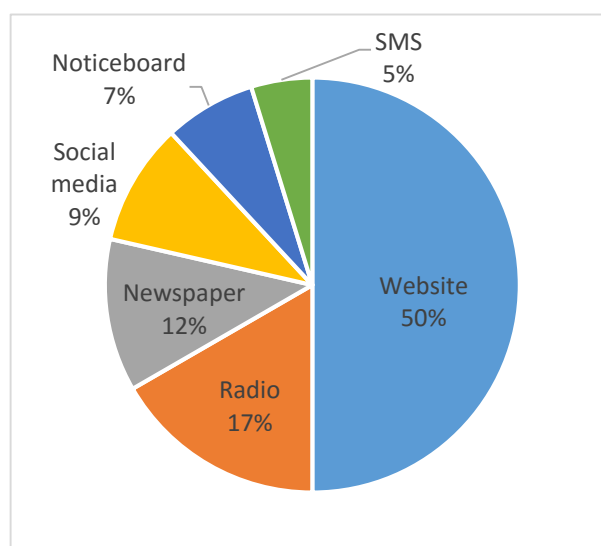
Two private websites specialised in job advertisement were most indicated by the respondents as their online source of information, i.e. “*umurimo.com*” (58.1%) and

“jobinrwanda.com” (24.3%). A third website, “tohoza.com”, specialised in general advertisement, was mentioned by 13.7% of these respondents. Other websites mentioned are igihe.com and nonaha.com, imirasire.com and umuseke.com.

For 18.3% of respondents relying on newspapers as their source of information, “Imvaho Nshya” was mentioned by 73.7% of employees and 64.2% of job seekers, while “The Newtimes” was reported by 25.1% of employees and 28.4% of job seekers.

Online adverts are thus currently the major source of information on advertised jobs. This is also confirmed by recruiting institutions, who when asked for their choice of the “quickest and cost efficient channel for job advertisement” list websites as their first choice (50% of recruiting institutions) as shown in figure 9.

Figure 9: Quickest and cost efficient channel for job advertisement/Recruiting institution



The Presidential Order n°46/01 (article 5) provides that “The Institution that requires personnel whether from the Central Government, Local Government, public University or Higher Institution of learning shall publicise the vacant posts **on its website, in at least two (2) local newspapers and on radio and television** [...]” Therefore, though online advertisements are recognized by the Presidential Order n° 46/01, only “institutions’ websites” are expressly mentioned in this Order. This provision could be amended to expressly include other websites.

3.2.1.4. Time for job advertisement to reach the candidates after publication

Article 6 of the Presidential Order n°46/01 provides that “A job applicant shall submit the job application form to the institution that requires personnel **within a period not exceeding five (5) working days, from the date of announcement of the posts**”.

Table 16: How long did it take for the job advert to reach you after its publication?

Days	Employee (%)	Job Seekers (%)	All (%)
Within 5 days	25.4	37.4	29.6
6 to 10 days	47.6	37.9	44.2
11 to 15 days	18.4	14.8	17.2
16 to 20 days	4.0	4.4	4.2
More than 20 days	4.5	5.4	4.9

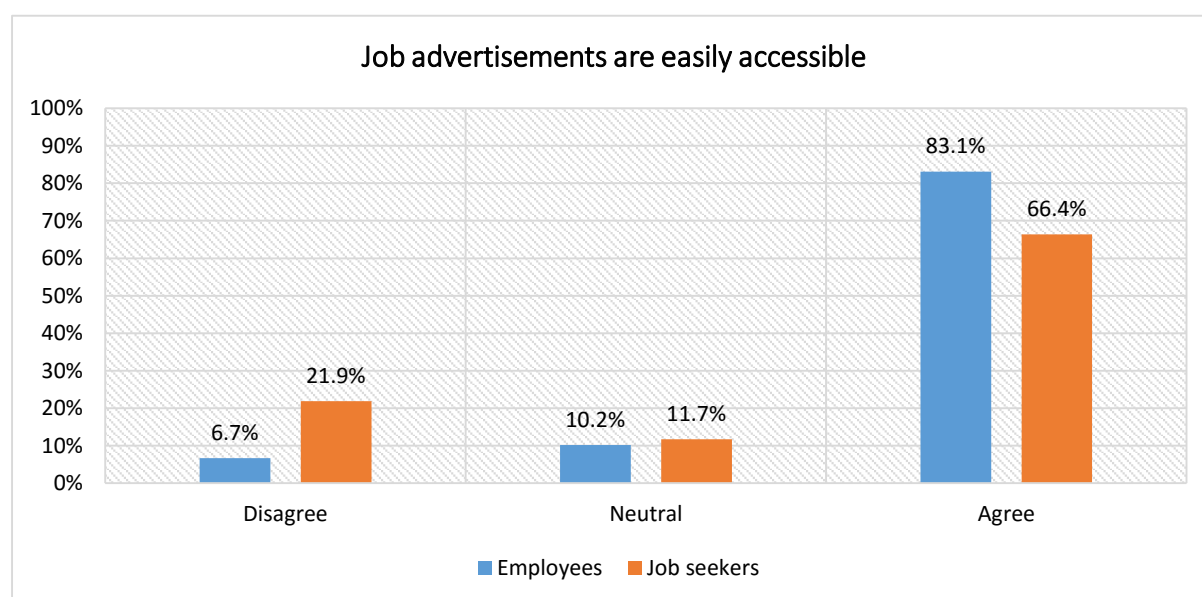
Total	100	100	100
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The survey findings revealed that only 29.6% of the respondents got the job advertisement within five days after its publication (table 16), which explains job seekers and employees low level of satisfaction with the timeliness of job advertisement in table 13. Time lag in job advertisements to reach the target public may lead to their inability to submit applications within the 5 days as required by the Presidential Order. This is a result of the accessibility of the media used for job advertisement publication.

3.2.1.5. Accessibility of the media used to publish job advertisements

When consulted on the accessibility of the media in which job advertisements were published, 8.10% of employees indicate that they were accessible against 6.7% who disagree, and 10.2% who prefer to keep neutral. For job seekers, only 66.4% agree with the accessibility of the media used. A significant number of job seekers (21.9%) disagree with this statement, while 11.7% keep neutral. (Figure 10).

Figure 10: Accessible of job advertisements



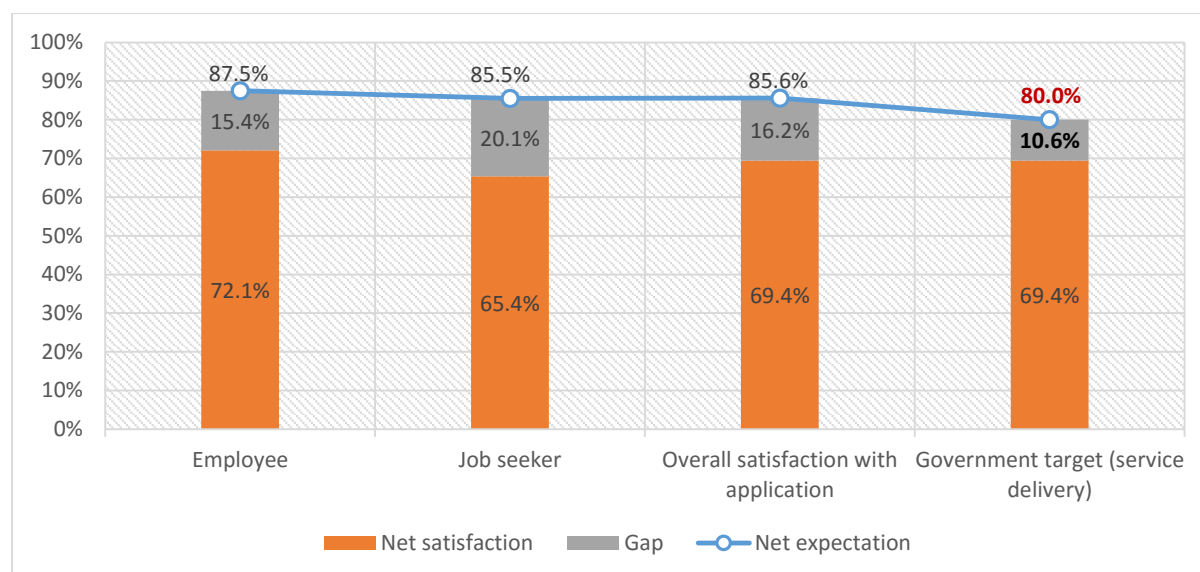
This level of citizen satisfaction with job advertisement processes indicates that it is necessary to improve on the accessibility of job advertisements. This will allow to improve on the time it takes for advertisements to reach potential applicants, enabling them to apply on time.

3.2.2. Application process

3.2.2.1. Citizen satisfaction with application process

The overall satisfaction with the application processes is 69.4%, i.e. 10.6% below the national target of 80% for service delivery. (Figure 11). The level of satisfaction with the application process is also lower than for job advertisements.

Figure 11: Satisfaction with the Job Application Process



Employees' satisfaction is 72.1% against a level of expectations of 87.5%, leaving a gap of 15.4% in the appreciation of the service received. For job seekers, while the expectation of a fair and correct application process is at 85.5%, their perception of the quality of service is only 65.4%, leaving a gap of 20.1%. (Figure 11).

Table 17: Level of satisfaction with job applications among employees and job seekers

Area	Employees			Job seekers		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Submission of job application manually	61.6%	67.7%	+6.1%	56.6%	65.8%	+9.2%
Application by filling a form	91.3%	94.0%	+2.7%	90.1%	89.0%	1.1%
Submission of job application by internet	69.4%	58.5%	10.9%	65.8%	60.8%	5.0%
Attitude of Personnel receiving application	97.8%	82.1%	15.7%	96.5%	74.6%	21.9%
Waiting time to receive job application	84.8%	68.8%	16.0%	80.1%	55.8%	24.3%
Accessibility of job application forms and websites	93.4%	78.9%	14.5%	91.6%	65.9%	25.7%

Area	Employees			Job seekers		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Friendly use of application form or internet website	96.6%	78.2%	18.4%	96.2%	69.8%	26.4%
Acknowledgement of job application	95.8%	66.6%	29.2%	97.5%	64.7%	32.8%
Existence of appeal mechanism	96.6%	53.4%	43.2%	94.3%	42.3%	52.0%
Overall satisfaction	87.5%	72.1%	15.4%	85.5%	65.4%	20.1%

(+) Satisfaction is higher than expectations

Table 17 compares elements measured for employees and job seekers. Differences between citizens' expectations and net satisfaction are deeper for job seekers than for employees. The underlying reasons are analysed in terms of application methods, the receiving and handling of applicants, including feedback and the handling of appeals.

3.2.2.2. Application method

a) Submission of job applications

Currently, job applications are generally done manually by submitting a filled application form to the recruiting institution (86.7% of all the respondents) as shown in table 18. Online applications either by email or website are not common yet, and scored only 5.9% for all respondents.

Table 18: How did you apply?

Method	Employees (%)	Job seekers (%)	All (%)
Hard copy	90.90	81.80	86.70
Email	6.00	9.00	7.40
Website	3.10	9.20	5.90
Total	100	100	100

However, the analysis of respondent's expectations shows that employees and job seekers seem to prefer online application (67.7%). This is confirmed by the rate of those who disagree with manual submissions (31.5%) which is higher than for those who do not agree with submissions using internet (24.4%). It is worth to note however that respondents did not express any clear preference between the two approaches, likely because they are currently given one choice, manual submission. They however agree with the use of the application form at 90.8%. (Table 19).

Table 19: Expectations between manual or online submission of job applications (%)

Application method	Disagree	Neutral	Agree	Total
The job application should be done by filling a form	6	3.2	90.8	100
Job application should be submitted using internet	24.4	7.9	67.7	100

Job application form should be submitted manually	31.5	9.3	59.2	100
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b) *Application form User-friendliness*

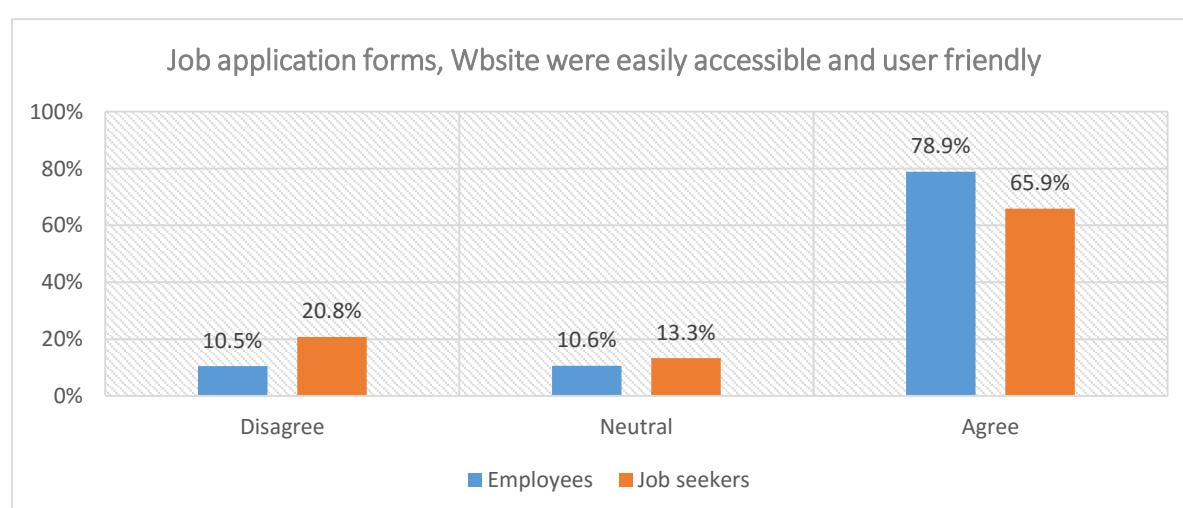
For the majority of the respondents (90.1%), the application form provides room for the information required to support their application. This explains why most of the respondents indicated that applications should be submitted using a form (91.3% of employees and 90.1% of job seekers). For 78.2% of employees and 69.8% of job seekers the form and websites through which they submitted their applications were user friendly.

c) *Accessibility of job application forms and websites*

About 78.9% of employees and 65.9% of job seekers indicate that the websites and form were easily accessible during application. The remaining respondents are either neutral (13.3% of employees and 10.6% of job seekers), or indicate clearly that there is limited accessibility (20.8% of job seekers and 10.6% of employees). (Figure 12).

This explains the significant gaps between expectations and perceptions (14.5% for employees and 25.7% for job seekers). About 55.4% of applicants get the forms from institutions' websites while 12.2% get them from the PSC website. The remaining 32.4% used a hard copy received either from friends and relatives (17.1%), or from the recruiting institution (11.4%). (Table 20).

Figure 12: Accessibility of forms and websites for application



It is important to stress that access to internet or making photocopies bears some costs for the applicants as will be seen later (figure 14). Given that job seekers do not have enough resources as employees, this explains the differences between both groups of respondents.

Table 20: How did you get the application form?

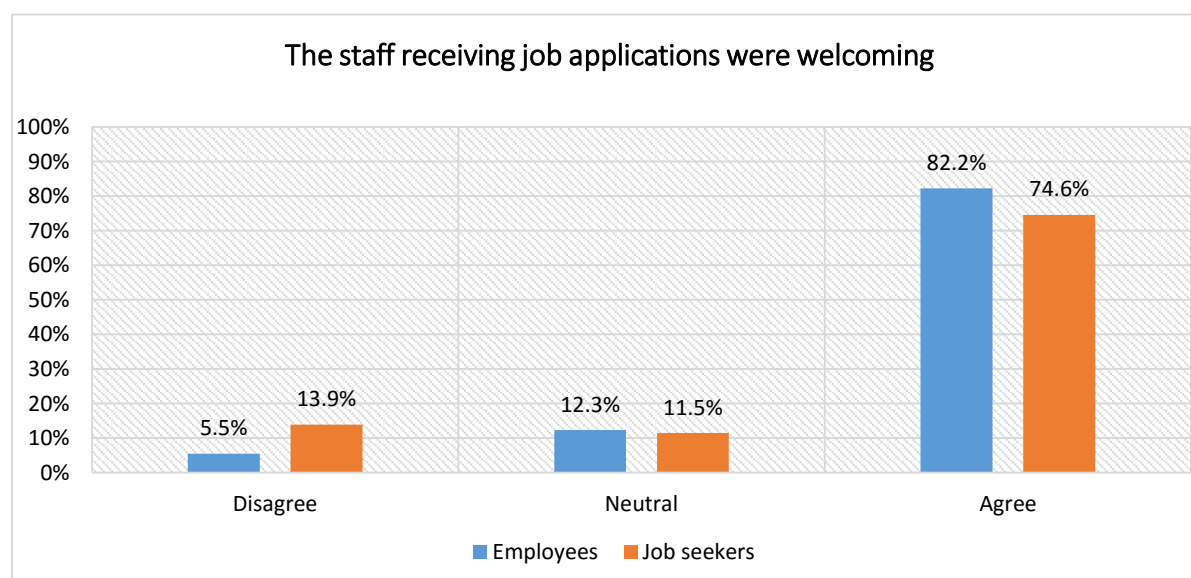
Source	Employees (%)	Job seekers (%)	All
Website of the institution	51.4	60	55.4
Hard copy from friends/relatives	14.9	19.6	17.1
PSC website	14.7	9.3	12.2
Hard copy from the institution	14.1	8.4	11.4
Other sources	3.7	2.2	3
N/A	1.2	0.5	0.9
Total	100	100	100

3.2.2.3. Receiving Job Applications

In general the personnel receiving applications is welcoming (82.2% of employees and 74.6% of job seekers). Job seekers are however less satisfied with how they were received. While 11.5% of job seekers opted to keep neutral, 13.9% indicated that the personnel receiving applications was not welcoming. For employees, 12.3% kept neutral, while only 5.5% were not received adequately. (Figure 13).

About 24.3% of job seekers and 14.4% of employees indicated that they were kept long waiting for their applications to be received. Over 64.7% of job seekers and 67.6% of employees, the acknowledgement of receipt of applications was duly done. However, 28% of job seekers and 23.9 % of employees indicated that they received no acknowledgement for receipt of their applications, while this should be done spontaneously.

Figure 13: Attitude of personnel receiving job applications



3.2.2.4. Application feed back

The survey sought to know whether job applicants get a feedback on their application. The findings indicate that 78.2% of the respondents received a feedback from the recruiting institution, while the remaining 21.8% did not. (Table 21).

Table 21: Did you get feedback from the institution?

Feedback received	Employees (%)	Job seekers (%)	All (%)
Yes	80.2	75.9	78.2
No	19.8	24.1	21.8
Total	100	100	100

About 71.7% of all respondents received feedback within 15 days while the remaining 28.3% got the feedback from the recruiting institutions beyond 15 days. Usually, institutions should carry out the selection process within 5 days from the deadline for applications.

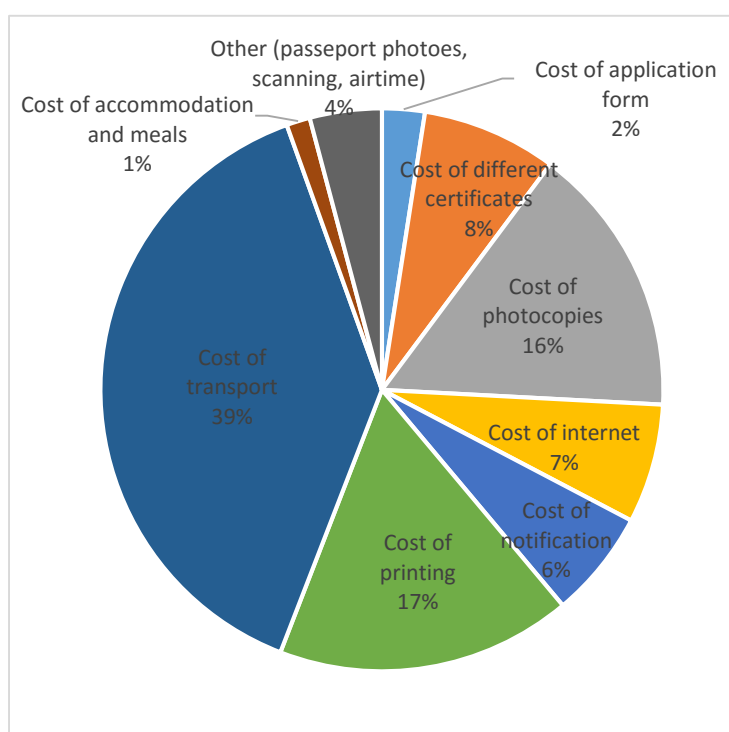
Table 22: Form of feedback

Application feedback	Employees (%)	Job seekers (%)	All (%)
Published list	45.6	42.9	44.6
Phone call	29.2	18.2	25.2
SMS	18.7	30.1	22.8
Email	2.1	8.2	4.3
Letter	4.4	0.6	3.0
TOTAL	100	100	100

The feedback on the process is provided once this process is complete. It is thus expected that most of the institutions would give their feedback to the applicants with the publication of the selection results. This is reflected in the major form of feedback given to the respondents. For those who received a feedback, it was in the form of a published list (44.6%), while for the others, this was in the form of a confirmation phone call (25.2%), an SMS (22.8%), an email (4.3%) or a letter (3%). (Table 22).

3.2.2.5. Cost incurred in the application process

Figure 14: Sharing of costs incurred by job application



Applicants incur costs in the application process. The average amount is 9,858.61 Frw. Such expenses include transport costs (38.6% of all respondents), printing (17%) and photocopying (15.6%). The cost related to accommodation and application forms are also reported but by few respondents (1.4% and 2.5% respectively). (Figure 14).

Many respondents spent 5,000 Frw and less (47.2%) while those who spent more than 20,000 Frw are only 9.8%. Within the two categories of respondents, the expenses are close with few differences as showed in the table 23.

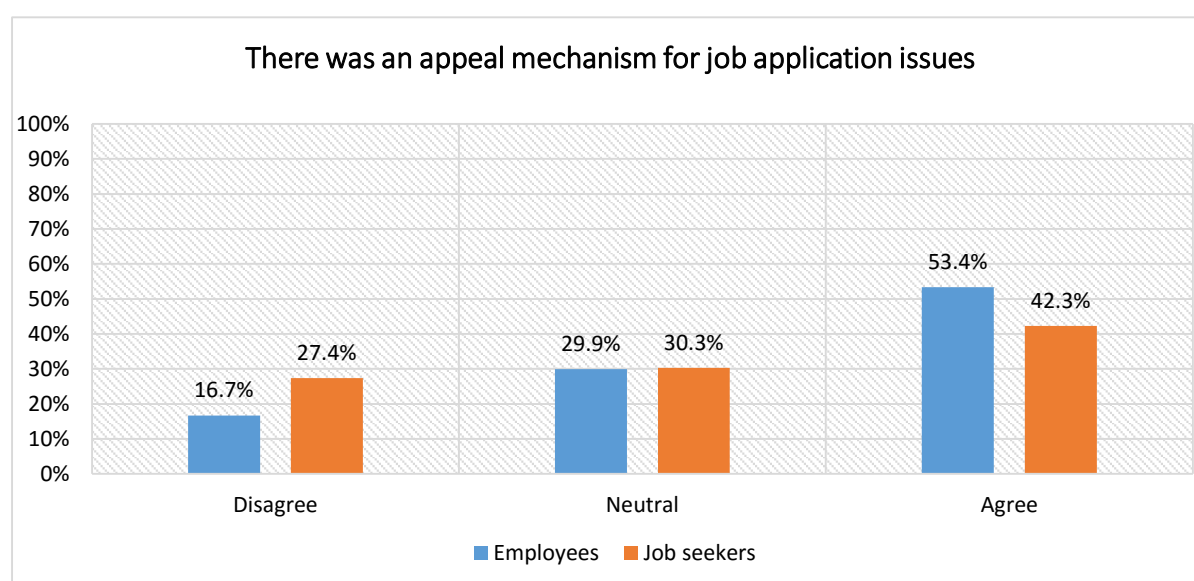
Table 23: Costs incurred by job application process

Amount spent	Employees (%)	Job seekers (%)	All (%)
5000 Frw and less	45.7	49.8	47.2
5000 to 10000 Frw	24.6	27.9	25.8
10001 to 15000 Frw	11.8	11.9	11.8
15001 to 20000 Frw	6.4	3.7	5.4
More than 20000 Frw	11.5	6.8	9.8
TOTAL	100	100	100

3.2.2.6. Existence of appeal mechanism

Both employees (53.4%) and job seekers (42.3%) indicate that in the institutions they applied for a job, there was an appeal mechanism in place on job application. The other respondents either kept neutral on this point (29.9% of employees and 30.3%) or indicated that there was no appeal mechanism on applications (16.7% of employees and 27.4% of job seekers). (Figure 15).

Figure 15: Existence of an appeal mechanism on job applications



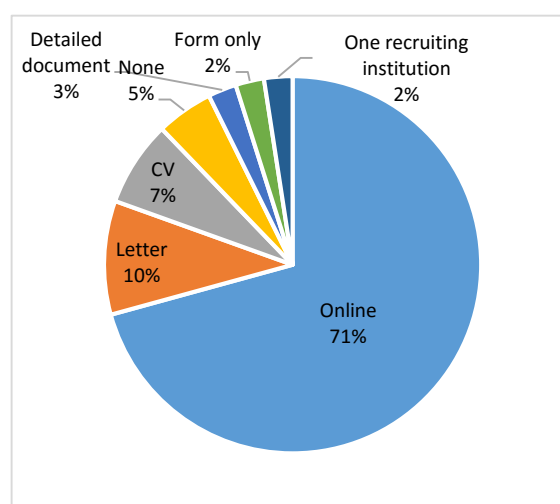
According to article 16 of the Presidential Order n°46/01, “A candidate who is not satisfied with the selection process or the results obtained shall appeal [...]”. This indicates that

appeals may be lodged only from the shortlisting process. In any case applications are not rejected at receipt but rather after the shortlisting process, if they either comply or not with the requirements. The big proportion of those that opted to keep neutral indicates that applicants are not aware that the provisions on appeals in article 16 of the Presidential Order 46/01 apply to all stages of the selection process including shortlisting, thus the need for more awareness on the rights of job applicants.

3.2.2.7. Suggested alternative methods of application

Recruiting institutions, employees, and job seekers made suggestions on alternative methods of application that could save time and cost. About 71% of recruiting institutions proposed to recur to online applications as the best alternative method for applications. (Figure 16).

Figure 16: Alternative methods to the form for application (recruiting institutions)



Employees and job seekers are also proposing to use online application as the best alternative (32.2%), confirming the recruiting institutions' choice as shown in table 24. Few of them (8%) suggested to keep the situation as it is currently. A very limited number suggested also to either work with the training and education institutions in the selection of best students/candidates for positions.

Table 24: Employee and job seekers suggestions on alternative methods for job application

Suggestions	Employees (%)	Job seekers (%)	All (%)
Online application	34.1	30.1	32.2
Keep the Current approach	5.8	10.4	8
Training/education institutions	0.2	1.0	0.6
Application through LGs	0.2	0.8	0.5
No suggestion	59.7	57.7	58.7
Total	100	100	100

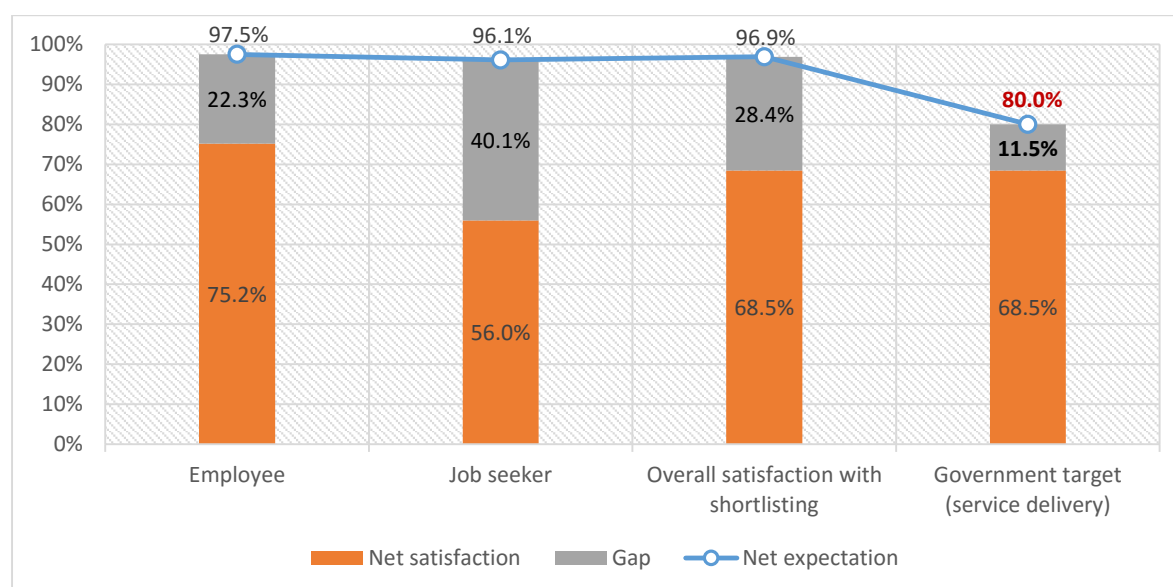
In conclusion, though applications are currently done manually, most of the respondents, both recruiting institutions, employees and job seekers suggest online application as the best method. On the other hand, the application form is still appreciated by job seekers and employees. Not all the applicants receive a feedback on submitted dossiers. This should be done systematically. Finally article 16 of the presidential order n°46/01 on “appeals” applies to the whole selection process. Though this does not include the application stage, appeals on applications are lodged once the shortlisting results are published. There is therefore a need for more awareness on the rights embedded in this regulations for job applicants.

3.2.3. Shortlisting process

3.2.3.1. Citizen satisfaction with shortlisting process

The overall satisfaction with the shortlisting process is 68.5%, which is 11.5% below the national service delivery target of 80%.

Figure 17: Respondents' satisfaction with the shortlisting process



The net satisfaction of employees with the shortlisting process is 75.2%. It is far better than for job seekers (56%) as summarized in the figure 17. Satisfaction with the shortlisting process was measured in terms of fairness and transparency of the shortlisting process, the publication of the results on time, accessibility of the media where the results are published, and the existence of an appeal mechanism. On all these items, differences between the respondents' expectations and perceptions are deeper for job seekers than for employees. (Table 25).

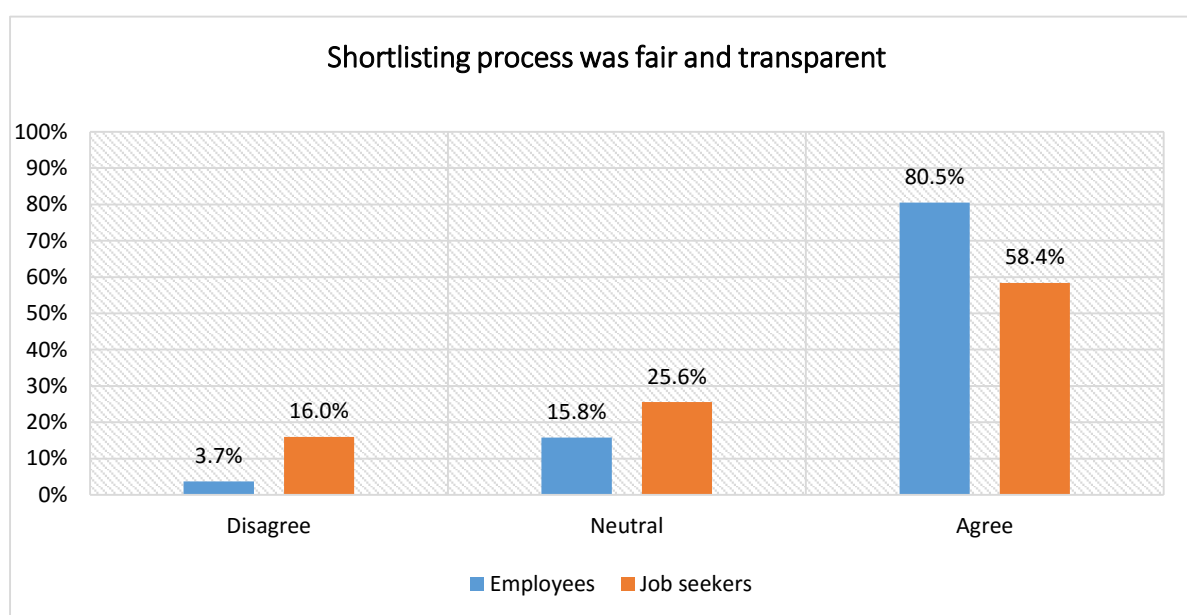
Table 25: Level of satisfaction with shortlisting among employees and job seekers

Area	Employee (%)			Job seeker (%)		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Accessibility of media/location where results are published	96.8	84.7	12.1	94.5	63.9	30.6
Publication of shortlisting results on time	97.9	78.6	19.3	96.6	60.1	36.5
Fairness and transparency	98.5	80.6	17.9	98.1	58.4	39.7
Existence of appeal mechanism	96.6	56.9	39.7	94.9	41.3	53.6
Overall satisfaction	97.5	75.2	22.3	96.1	56.0	40.1

3.2.3.2. Ensuring transparency and fairness in the shortlisting process

Table 25 indicates that 80.5% of employees are satisfied with the fairness of the shortlisting process, against only 58.4% of job seekers. A close look at those who disagree or are neutral with the level of fairness and transparency shows that 25.6% of job seekers opted for neutrality while 16% stress that the process was not fair. For employees, a similar trend is observed, as 15.8% did not express their view, while only 3.7% found the process unfair. (Figure 18).

Figure 18: Perception of the fairness and transparency of the shortlisting process



To find out the reasons why 16% job seekers and 3.7% employees found the shortlisting process unfair, it was necessary to analyse how recruiting institutions ensure fairness and transparency of the process, the publication of shortlisting results and criteria as well as the accessibility of the media where this information is published.

3.2.3.3. Publication of shortlisting results and criteria

Article 7 of the Presidential Order 46/01 requires that “before the test, the institution that requires personnel shall publish a list of candidates selected for the test and those who are not and *the reasons thereof*.” These reasons are simply the shortlisting criteria and the list of those who could not meet them.

Respondents indicated that only 75.1% of published results on shortlisting contained also the shortlisting criteria, while a significant number (24.9% of the respondents) said that this information was not published (table 26).

Table 26: Did the shortlist results indicate the selection criteria?

Selection criteria published	Employee (%)	Job seeker (%)	All (%)
Yes	83.7	64.4	75.1
No	16.3	35.6	24.9
Total	100	100	100

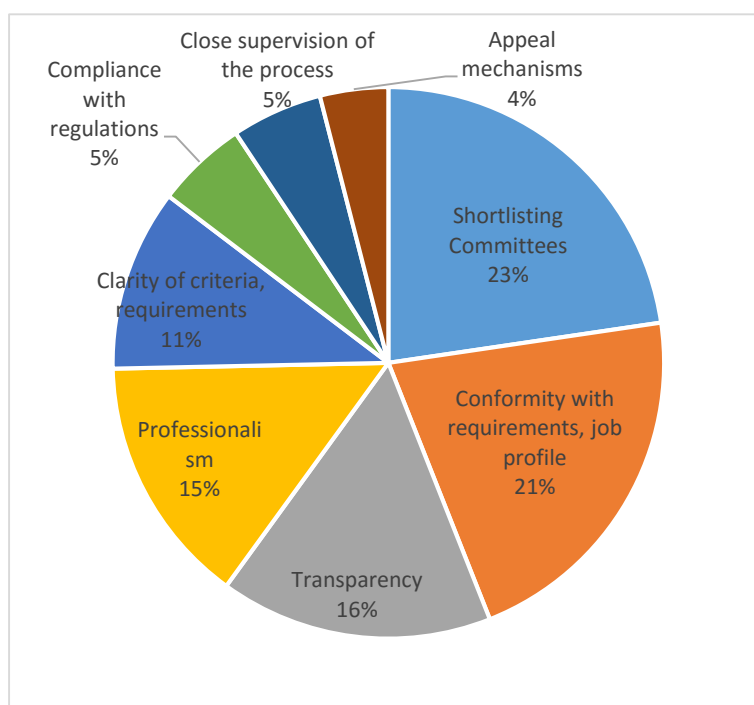
For the 75.1% institutions that published the shortlisting criteria, 82.4% of the respondents (employees and job seekers) confirmed that the criteria were fair, 8.4% indicated that they were partially fair, while 9.3% of the respondents affirmed that they were not fair.

Table 27: Were the selection criteria fair?

Criteria were fair	Employee (%)	Job seeker (%)	All (%)
Yes	90.7	70.7	82.4
Partially	3.5	15.1	8.4
No	5.7	14.2	9.3
Total	100	100	100

To this end, recruiting institutions were inquired on how they ensure transparency and fairness in the shortlisting process. According to recruiting institutions, mechanisms put in place for this purpose include internal shortlisting committees (23% of institutions), strict conformity with the requirements of the job profile and sticking to transparency (16%), fostering professionalism, and ensuring clarity of the shortlisting criteria and requirements (11%) as depicted in figure 19.

Figure 19: How do you ensure fairness and transparency during shortlisting?



3.2.3.4. Timeliness of publication of shortlisting results

The recruiting institution should publish the shortlisting results within five working days from the deadline for application as provided for by the Presidential Order n°46/01 of 29/07/2011 (article 8). The survey findings indicated that 57.7% of the respondents (employees and job seekers) agreed that the shortlisting results were published within 5 days after applications are received, while 19.7% indicated that this was done within 6 to 10 days.

This means that for 77.4% of the respondents, the results were published on time. This confirms the finding on the time at which applicants received feedback as seen in the application process.

Table 28: Time period for publication of shortlisting results

Days	Employees (%)	Job seekers (%)	All (%)
Within 5 days	57.9	57.4	57.7
6 to 10 days	20.4	18.9	19.7
11 to 15 days	9.9	7.4	8.8
16 to 20 days	0.8	1.0	0.9
Above 20 days	11.0	15.2	12.9
Total	100	100	100

However, some recruiting institutions incur delays in performing the shortlisting, with time lags beyond 20 days as affirmed by 12.9% of the respondents (table 28). This has a negative impact on the satisfaction by the citizens.

On this issue, both recruiting institutions and recruiting firms stress that in general the deadline for shortlisting is too short, especially when there is a big affluence of candidates. They recommend to revise the time allocated to this process to accommodate such cases.

3.2.3.5. Means of communicating shortlisting results

Article 7 of the Presidential Order 46/01 prescribes that “the list shall be published at the notice board of the institution that requires personnel.” The publication of shortlisting results by posting the lists on the institution’s notice board was indicated by 28.8% of the respondents, and the institution’s website was indicated by 27.6% of the respondents. The telephone calls (18%) and SMS (13.5%) are also among important means used by institutions to communicate shortlisting results to candidates. This shows that recruiting institutions have moved a step ahead and diversified their means of communicating shortlisting results in addition to the notice board.

Table 29: Means of communicating shortlisting results

Means of communicating the results	Employees (%)	Job Seekers (%)	All (%)
Notice board	30.9	25.0	28.8
Institutional website	28.1	26.8	27.6
Telephone call	20.0	14.5	18.0
SMS	12.9	14.7	13.5
Social media	5.9	9.2	7.1
Email	1.6	7.9	3.9
Friends	0.7	2.0	1.2
TOTAL	100	100	100

3.2.3.6. Handling appeals on shortlisting results

As already indicated, Article 7 of the Presidential Order 46/01 requires the institution that requires personnel to publish the list of “candidates selected for the test and those who are not and *the reasons thereof*.” Findings on the perception of candidates on the way appeals on shortlisting results are handled indicate that only 42% of the respondents affirm that they were communicated the reasons why they were not selected, while 58% did not get any additional information.

Article 16 of the Presidential Order n°46/01 on “Appeal” states that “A candidate who is not satisfied with the **selection process** or the results obtained shall appeal on the first degree to the institution that requires personnel in a period not exceeding three (3) days from the date of the announcement of the results, and shall reserve a copy to the Commission.”

Table 30: Handling of the complaints on shortlisting (%)

Employment status	If not shortlisted, were you given reasons?		If not, did you appeal?		Was your appeal received?		Was your appeal answered?		
	Yes	No	Yes	No	Yes	No	Yes	Partially	No
Employee (%)	55.8	44.2	15.8	84.2	77.8	22.2	50	25	25
Job seekers (%)	35.1	64.9	10.7	89.3	17.6	82.4	44.4	5.6	50
All (%)	42	58	12	88	38.5	61.5	46.2	12	42

Among the respondents who were not shortlisted and were not given clear reasons on this, only 12% decided to lodge an appeal while 88% gave up. The findings indicated further that only 38.5% of submitted appeals were received against 61.5% for whom they were rejected (table 30). Reasons given by few of those for whom the appeals were not received include the (i) submission of the appeal beyond the deadline allowed by the regulations, (ii) the absence of those meant to receive their appeal at that time, or (iii) lack of marking schemes to clarify the basis of the marks awarded. On the other hand, for appeals that were received, 46.2% of the respondents indicate that they were fully answered, while 12% estimate that they were partially answered, leaving 42% of the appeals unanswered.

In conclusion, while the shortlisting results are generally published on time in most institutions, a significant number experience time lags in this process when compared to the 5 openings days allowed by the regulations. Reasons provided by recruiting institutions and recruiting firms are the big number of candidates leading to delays in screening applications. The criteria for shortlisting candidates - though not systematically published by all the institutions (only 75.1% are reported to have published them) - are also generally found fair by the applicants. On the publication of the shortlisting results, only 77.4% of institutions are reported by candidates to do it on time. For those who have delays in issuing the results, this is due according to the recruiting institutions and recruiting firms to the big affluences of candidates leading to delays in the shortlisting process. The handling of appeals needs

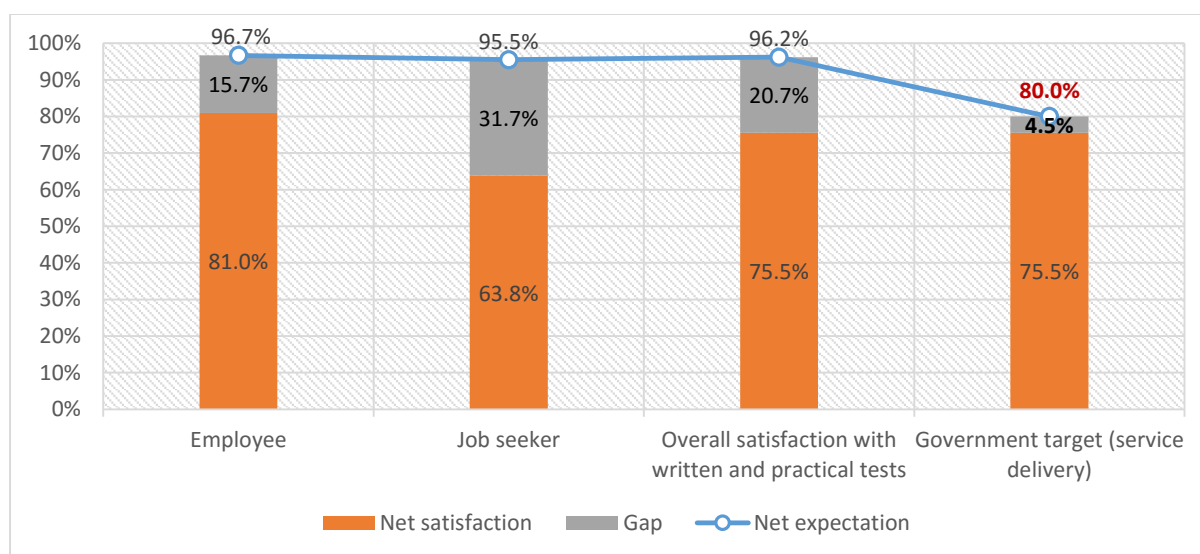
also to be streamlined in view of the experience reported by the applicants, especially by increasing the awareness of candidates on the provision of the recruitment regulations.

3.2.4. Written and Practical Exams

3.2.4.1. Citizen satisfaction with written and practical test process

Citizen satisfaction on the written and practical exams was established to be 75.5%, i.e. 4.5% below the national target on service delivery of 80%. Employees are satisfied with the process at 81% against 63.8% for job seekers.

Figure 20: Respondents' satisfaction with the written and practical tests



Expectations are high for both groups (96.7% for employees and 95.5% for job seekers), and the gaps between the expected and perceived quality of service is 15.7% for employees, but doubles to 31.7% for job seekers. (Figure 20).

To understand the reasons behind these gaps for employees and job seekers it is necessary to analyse indicators that recorded the highest proportion of gaps for both groups as presented in Table 31. In general, job seekers recorded the highest proportion of differences between expectations and actual perceptions of the quality of service delivery in written and practical exam processes when compared to employees. It was also observed that the number of respondents who kept neutral on some issues is significant. Most respondents preferred to keep silent on subjects like corruption and appeals.

The level of satisfaction on processes in the written and practical exams was measured in terms of the way the candidates are informed on the exam dates and venues, the practices and processes during the conduct of the exams, the publication of results and finally how appeals on the results are handled.

Table 31: Comparison of employees and job seekers indicators of satisfaction on written and practical tests.

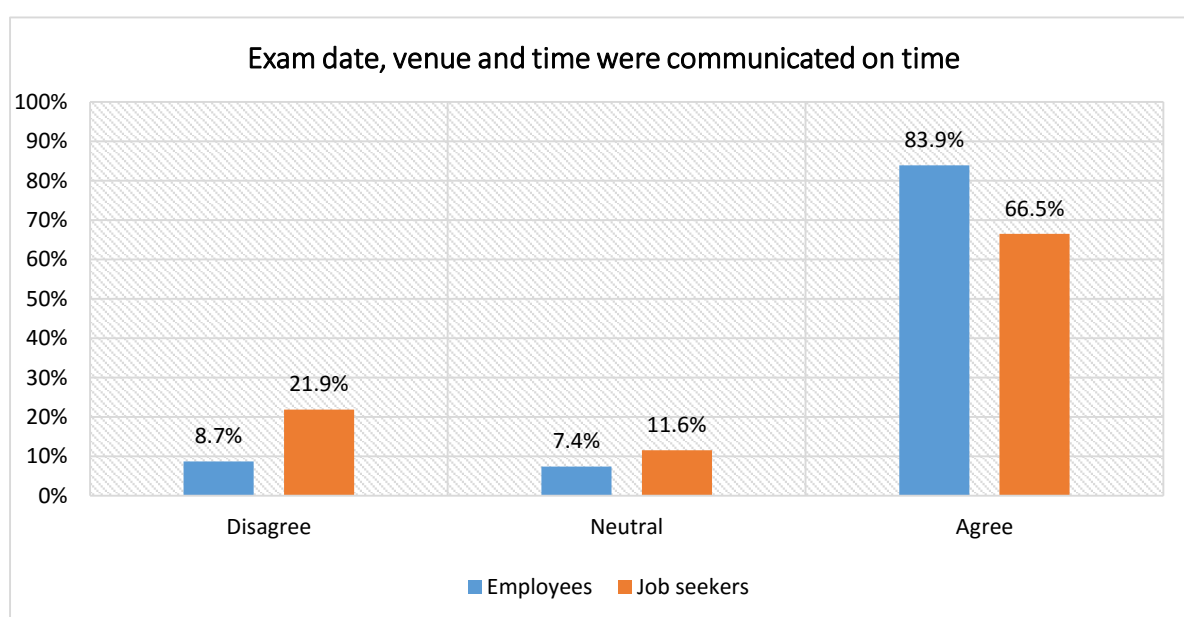
Area	Employees (%)			Job seekers (%)		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Timely availability of materials used for written and practical tests	97.3	87.7	9.6	94.8	73.1	21.7
Clear formulation and relevance of written and practical exam questions	97.9	92.4	5.5	96.8	74.8	22
Professionalism of personnel handling written and practical tests	96.2	86.7	9.5	94.8	70.3	24.5
Ensuring assets, candidates and examiners' safety at the examination sites	96.5	82.4	14.1	97.2	71.8	25.4
Appropriateness of tools, equipment and technology used to administer written and practical tests	96.8	82.6	14.2	95.1	69.3	25.8
Appropriateness of rooms and other facilities used for written and practical tests	95.8	84.6	11.2	94.9	67.7	27.2
Easy accessibility of exam sites	94.7	85.3	9.4	95.5	66.4	29.1
Timely communication of exam date, venue and time	99.1	93.8	5.3	96.5	66.5	30
Easy accessibility of the media/location where the written and practical tests are published	96.8	86.9	9.9	95.8	64.4	31.4
Required Knowledge/skills and professionalism of examiners	96.8	83.7	13.1	93.4	62	31.4
Respect of starting time for written and practical tests	96.1	75	21.1	97.8	57.9	39.9
Timely communication of written exam results	98	73.6	24.4	96.9	54.6	42.3
Ensuring a free corruption written and practical tests	96.8	71	25.8	94.2	48.2	46
Full respect of existing mechanism for appeals lodging and handling in the written and practical tests results.	95.1	57.4	37.7	93.4	44.7	48.7
Overall	96.7	81	15.7	95.5	63.8	31.7

3.2.4.2. Communication of the dates and venues for written and practical tests

The date, venue and time of exams are communicated to candidates once the shortlisting process is complete. This should be done with the publication of the shortlisting results, as “written test shall be held within three (3) working days from the date of the announcement of the list of eligible candidates.” (Article 11 of the Presidential Order nº46/01).

The survey findings indicate that 83.6% of the employees and 66.5% of job seekers agree that the venue, date and time for the written and practical exams were communicated on time. (Figure 21).

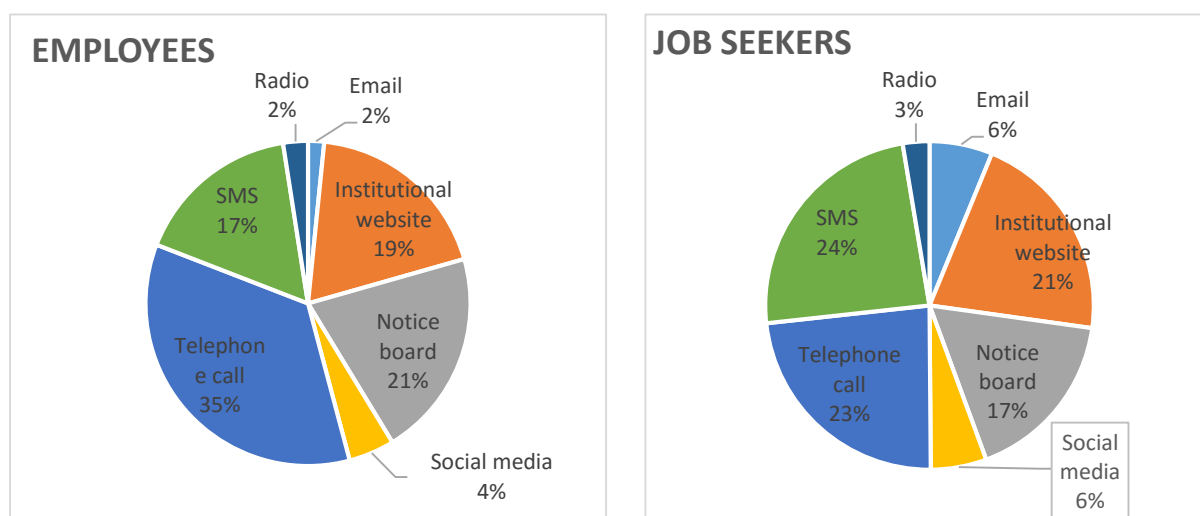
Figure 21: Communication of date, venue and time of written and practical exams



Different means of communication are used to inform selected candidates. Among employees, telephone calls were reported by 35% of the respondents, followed by the institutional notice board indicated by 21%. For the job seekers, SMS, telephone calls and institutional websites recorded the highest percentage of respondents with 24%, 23% and 21% respectively.

The media of communication that recorded the lowest percentage of respondents among employees was the radio and email with 2% each, while radio recorded also the lowest percentage among the job seekers with 3%. (Figure 22).

Figure 22: Means of communicating information on exam dates



When enquired on the ample time they would need for preparation before sitting for written and practical tests, 39.9 % of the respondents indicated at least 5 days, while 44.6% prefer 6 to 10 days. (Table 32).

Table 32: What would you suggest as ample time (days) before the exam date?

Time to exam	Employees (%)	Job seekers (%)	All (%)
At least 5 days	40.8	38.5	39.9
6 to 10 days	42.5	47.7	44.6
Above 10 days	16.7	13.8	15.5
Total	100	100	100

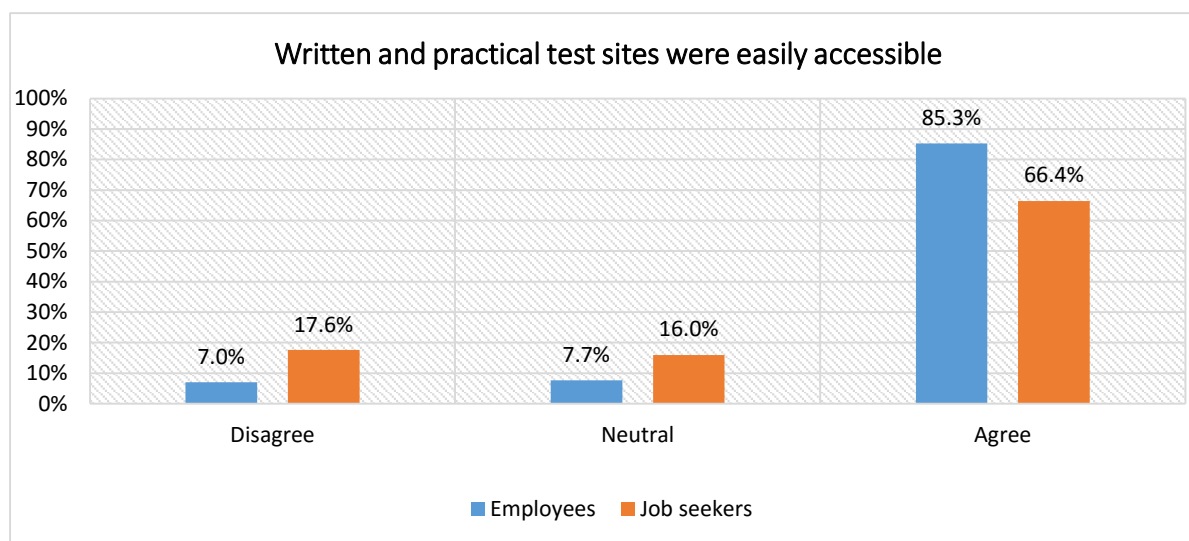
This implies that most employees and job seekers would like the period of 3 days between the communication of the shortlisting results and the written tests to be extended to allow for ample preparation for the exams.

3.2.4.3. The conduct of written and practical tests

a) Appropriateness and accessibility of examination sites

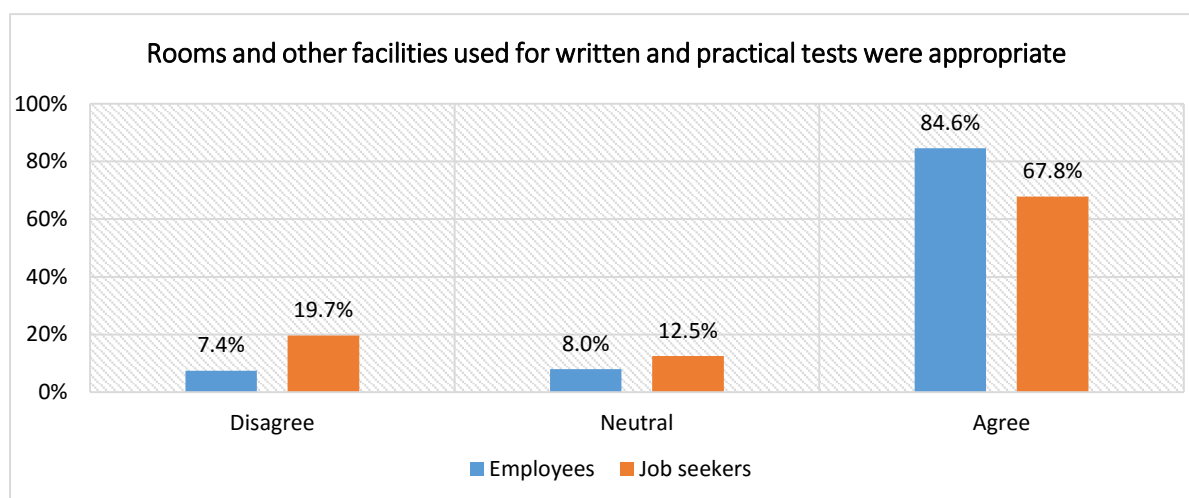
The majority of the employees (85.3%) agree that the venue for the written and practical tests were easily accessible. Only 7% of employees indicate that this was not the case. For job seekers, only 66.4% agree that examination sites were easily accessible. A significant proportion of job seekers (17.6%) disagree with the easy accessibility of examination sites. (Figure 23).

Figure 23: Easy accessibility of examination sites



The satisfaction with the appropriateness of the examination sites shows similar pattern. About 84.6% of employees and 67.8% of job seekers indicate that the facilities used for written and practical tests were appropriate to this exercise. Again a significant number of job seekers (19.7%) disagree with this statement.

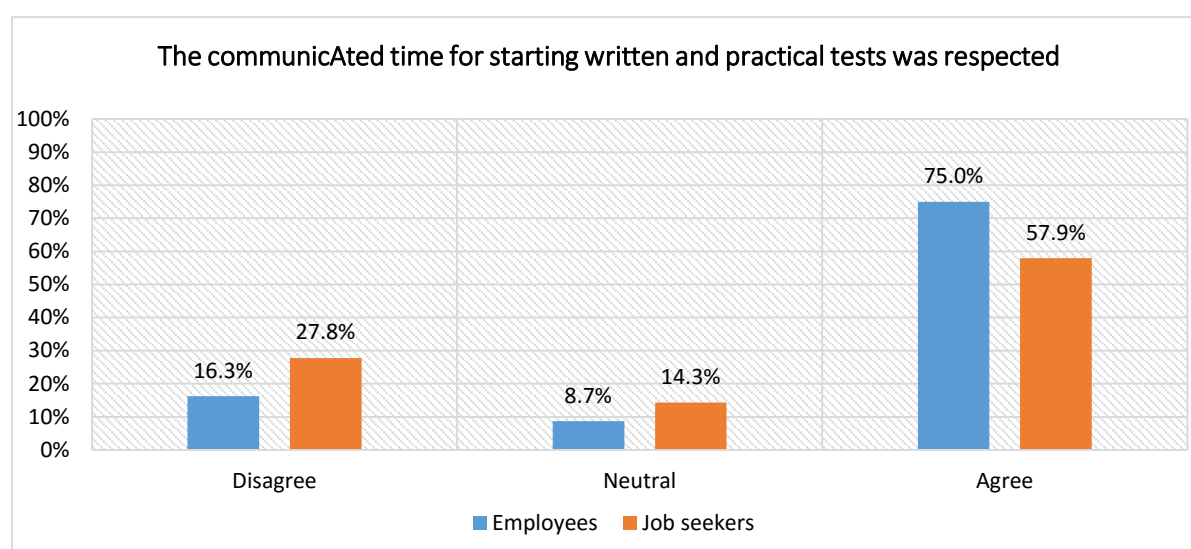
Figure 24: Appropriateness of rooms and other facilities at examination sites



b) Respect of time for written and practical tests

While 75% of employee indicate that the communicated time for starting written and practical tests was respected, only 57.9% of job seekers are of the same view. A significant port of employees (16.3%) and job seekers (27.8%) stress that the time communicated for the start written and practical exams is not respected. (Figure 25).

Figure 25: Respect of written and practical exams start



c) Relevance and clarity of exams

In general, the majority of the candidates (91.6%) find that the exam questions in the written tests are relevant to the positions they apply for. However, for 32.7% of the respondents who indicated that they also did a practical test, only 66.5% find that the test was relevant to the position they had applied for. (Table 33)

Table 33: Did you find the exam relevant to the position you applied for?

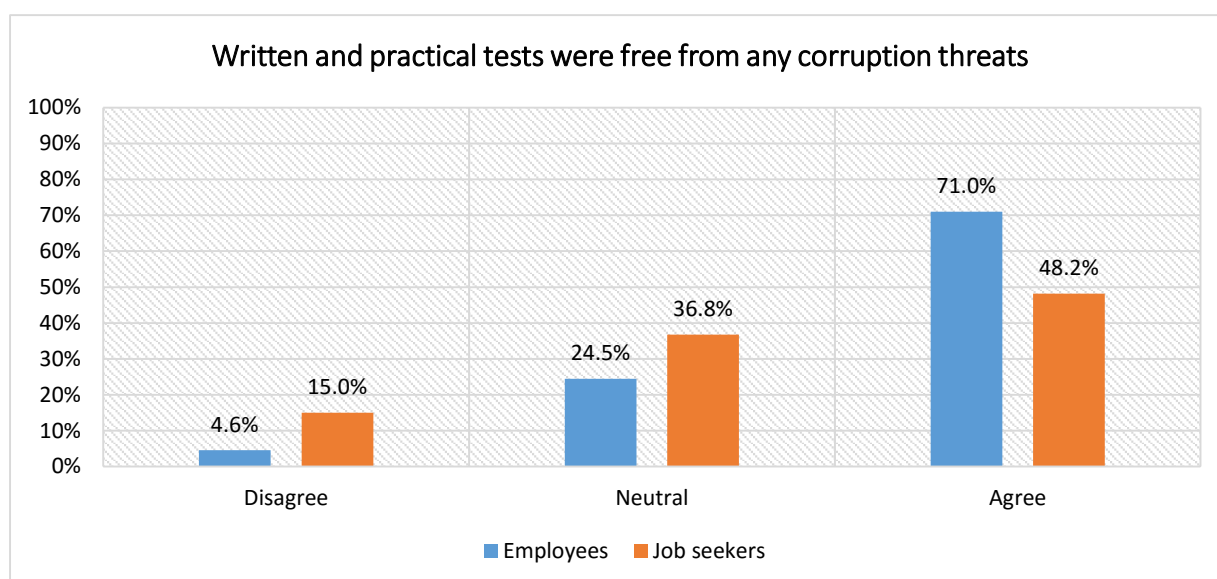
Exam relevant	Written			Practical		
	Employees (%)	Job seekers (%)	All (%)	Employees (%)	Job seekers (%)	All (%)
Yes	95.7	85.7	91.6	66.4	66.7	66.5
No	4.3	14.3	8.4	33.6	33.3	33.5
Total	100	100	100	100	100	100

d) Ensuring corruption free written tests

Satisfaction with the existence of corruption free written tests process is only 48.2% for job seekers and 71% for employees. On this significant difference between both groups, figure 26 shows that 36.8% job seekers and 24.5% employees preferred to kept silent on this issue, while 15% of job seekers and 4.6% of employees disagree that written tests are corruption free.

It should be noted here that the PSC study on corruption in public institutions in 2015 indicated also that “42% of their respondents do not trust the accuracy of job recruitment results” (PSC, 2015: 46).

Figure 26: Ensuring corruption free written tests processes



3.2.4.4. Communication of the results of written and practical tests

Article 12 of the Presidential Order n°46/01 prescribes that “written test results shall be published within a period not exceeding ten (10) working days from the last date on which tests were conducted.” When consulted on this process, only 46.2% of the respondents indicated that they were communicated the results within 10 days, while the remaining 53.8% got the results passed the 10 days deadline. (Table 34).

Table 34: How long (days) did it take for results from written exam to be communicated

Days	Employees (%)	Job seekers (%)	All (%)
Within 10 days	48.3	42.1	46.2
Above 10 days	51.7	57.9	53.8
Total	100	100	100

Recruiting institutions and recruitment firms attribute this delay in the publication of written and practical tests results to the high turnover of candidates, leading to considerable time in the marking of exam papers. When enquired on the challenges they face in the recruitment process and practices, 18.2% of recruiting institutions indicate among the topmost challenges “too many candidates for available positions slowing the process”, while 9.1% report difficulties in “complying with the deadlines”, which according to them allow few days for the processes.

3.2.4.5. Handling of appeals

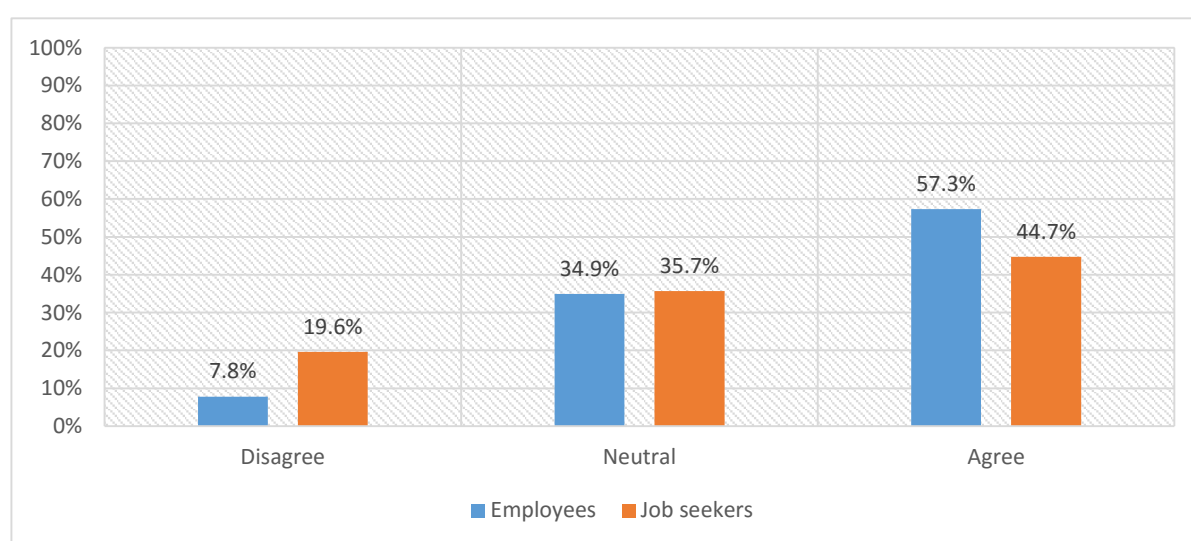
Survey findings indicated that few respondents (4.1%) appealed against the results of written and practical tests.

Table 35: Did you appeal against the written test results?

Appeal	Employees (%)	Job seekers (%)	All (%)
Yes	3.2	5.7	4.1
No	96.8	94.3	95.9
Total	100	100	100

However, the way these few appeals were handled may affect a big number of respondents and impact on their perception. In fact, 72.5% of the few appeals reported were either not received or received but not treated. The delays in publishing the results may also impact negatively on the appealing process at this stage.

Figure 27: Full respect of mechanisms for appeal lodging on written and practical tests



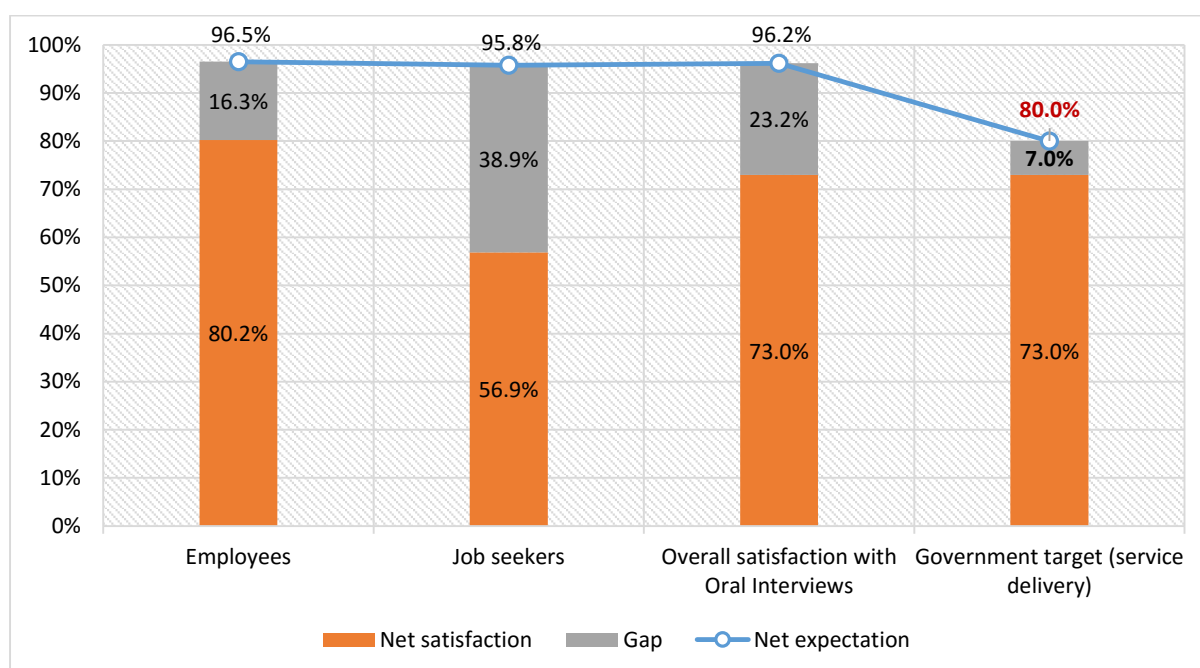
This is confirmed by the number of respondents stressing that mechanisms of appeals in place were respected. While 57.3% of employees and 44.7% of job seekers agree with this, 34.9% of employees and 35.7% of job seekers keep silent on this point. This may be the result of a low awareness on the regulations governing the appeal process. On the other hand 19.6% of job seekers and 7.8% of employees stress that such mechanisms were not respected.

3.2.5. Oral Interviews

3.2.5.1. Citizen Satisfaction with Oral Interview Process

The overall citizen satisfaction with oral interviews was found to be 73%, i.e. 7% to reach the 80% national target for service delivery. It is at 80.2% for employees, while their net expectation is 96.5%, i.e. a difference of 16.3%. The satisfaction of job seekers with interviews processes is lower (56.9%) and the gap between expectations (95.8%) and the level of actual satisfaction is 38.9%, thus very significant as shown in figure 28.

Figure 28: Satisfaction with oral interviews



The gap in the above figure was generated by a combination of 16 indicators. Some of these indicators like “ensuring a corruption free interview” and “full respect of existing mechanism for appeals lodging and handling”, recorded again significant differences between expectations and net satisfaction for both groups, while indicators like the “appropriateness of rooms and other facilities” and the “safety of assets, candidates and examiners” recorded the lowest gap. (Table 36).

The analysis of the satisfaction with the oral interview processes, like the written and practical tests, focused mainly on indicators that recorded big gaps on both sides. These include the indicators related to corruption and full respect of existing mechanism for appeal that recorded more than 50% of gap on the side of job seekers; the privacy of information, the timely communication and the respect of time which recorded 45.6%, 45.9% and 46.8% respectively.

The overall satisfaction is also influenced by the proportion of respondents who keep neutral. In fact, the analysis focusing on net satisfaction showed that 18.2% of the total respondents on different indicators of satisfaction on oral interview kept neutral.

Table 36: Comparison of employees and job seekers on different indicators of satisfaction on Oral Interview

Area	Employees (%)			Job seekers (%)		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Ensuring assets, candidates and examiners' safety at the interview sites	97.0	84.8	12.20	96.4	67.4	29.00
Appropriateness of rooms and other facilities used for interview	95.4	85.9	9.50	95.4	66.2	29.20
Professionalism of personnel handling interview tests	96.9	89.3	7.60	96.7	64.7	32.00
Appropriateness of tools, equipment and technology used for interview	95.7	86.6	9.10	96.5	63.8	32.70
Easy accessibility of interview sites	98.3	89.6	8.70	95.6	62.9	32.70
Clear formulation and relevance of interview questions	96.8	90.5	6.30	96.4	63.5	32.90
Politeness and respect in handling professionally candidates during interview	98.2	83.8	14.40	97.4	62.4	35.00
Easy accessibility of the media/location where the interview tests are published	96.5	85.5	11.00	95.6	58.8	36.80
Timely availability of materials used for interview	96.5	83.9	12.60	96.9	58.6	38.30
Required Knowledge/skills and professionalism of panellists	98.3	83.6	14.70	94.5	55.2	39.30
Timely communication of interview date, venue and time	98.5	84.0	14.50	97.3	58.0	39.30
Guaranteeing privacy of information provided by candidates during interview	88.9	59.6	29.30	90.6	45.0	45.60
Timely communication of written exam results	97.5	73.7	23.80	96.2	50.3	45.90
Respect of starting time for interview	95.9	86.9	9.00	97.3	50.5	46.80
Full respect of existing mechanism for appeals lodging and handling after interview tests results are published.	97.2	57.9	39.30	94.4	42.7	51.70
Ensuring a free corruption interview	96.9	68.5	28.40	95.8	40.2	55.60
Overall	96.5	80.2	16.30	95.8	56.9	38.90

The means of communicating the venue date of interview and the results, the time between the interview and the publication of interview results and finally, the respondents' satisfaction with the interview tests based on a list of selected indicators were highlighted as the areas for improvements.

3.2.5.2. Communication of interview date

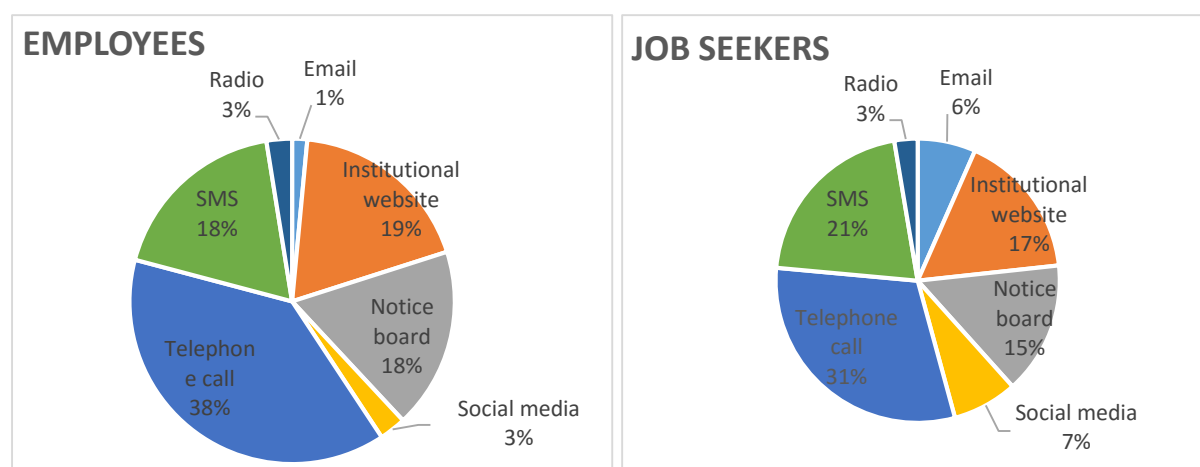
Article 13 of the Presidential Order nº 46/01 stipulates that *“the oral test shall be conducted in three (3) working days after the publication of written test results. If any candidate appeals against the written results, the oral test shall be conducted after the termination of the appeal.”* The survey finding indicate that for 84% of the respondents, the date, time and venue of the oral interview are communicated on time, while 16% estimate that this is not the case.

Table 37: Were you communicated the date of interview on time?

Timeliness	Employee (%)	Job seeker (%)	All (%)
Yes	89	75	84
No	11	25	16
Total	100	100	100

Like for the written exams, the most used channel for communicating the date of interview are telephone calls (38% of employees and 30% of job seekers). The SMS, institutional websites and notice boards were also mentioned among the channels used to communicate the interview date. The least used means of communication include email, radio and social media, with a proportion that is less than 3% for each among employees and job seekers as presented in figure 29.

Figure 29: Means of communicating the date of oral interview



Respondents' suggestions on the ample time needed to prepare for oral interviews indicate that 54.5% would like to be allowed at least 5 days, 37.4% suggest 6 to 10 days while the remaining 8.1% of the job seekers and employees would prefer a period beyond 10 days. (Table 38).

Table 38: What would you suggest as the ample time (days) needed before the interview?

Timeliness	Employee (%)	Job seeker (%)	All (%)
At least 5 days	55.5	52.7	54.5
6 to 10 days	36.9	38.4	37.4
Above 10 days	7.6	8.9	8.1
Total	100	100	100

3.2.5.3. Relevance and clarity of oral interviews

Generally, respondents (91%) agreed that oral interview questions were relevant to the position they applied for.

Table 39: Did you find the interview question relevant to the post you applied for?

Relevant	Employee	Job seeker	Total
Yes	96	82	91
No	4	18	9
Total	100	100	100

For the remaining 9% for whom the oral interview questions are not relevant, 48% indicate that the questions asked by the panel members were out of context, questions too general (16%) or linked to the institution's internal systems while they had not joined yet. (Table 40).

Table 40: Reasons why the interview questions were not relevant

Reason for irrelevance of interview questions	% of respondents
Questions out of context	48
General Knowledge	16
They ask whatever question	7
Internal systems of institution, while I am not an employee yet	4
Not linked to my training	4
Questions required previous experience	4
Unfriendly handling	4
Late communication of interview date	2
Nepotism	2
Questions different for each candidate	2
Questions were superficial	2
They were not prepared	2
They asked names of people in an IT test	2

They questions were not clear	2
Unclear job profile	2
Total	100

3.2.5.4. Communication of interview results

“The oral test results shall be published in a period not exceeding one (1) working day from the last date on which the test was conducted.” (art. 14 of the presidential order nº 46/01). The findings of this survey indicate that only 7.4% of the respondents got the results of the oral interview within one day and 24.2% within 2 to 5 days. For the majority of the respondents (68.4%), the results were released passed 5 days after the end of the oral interviews.

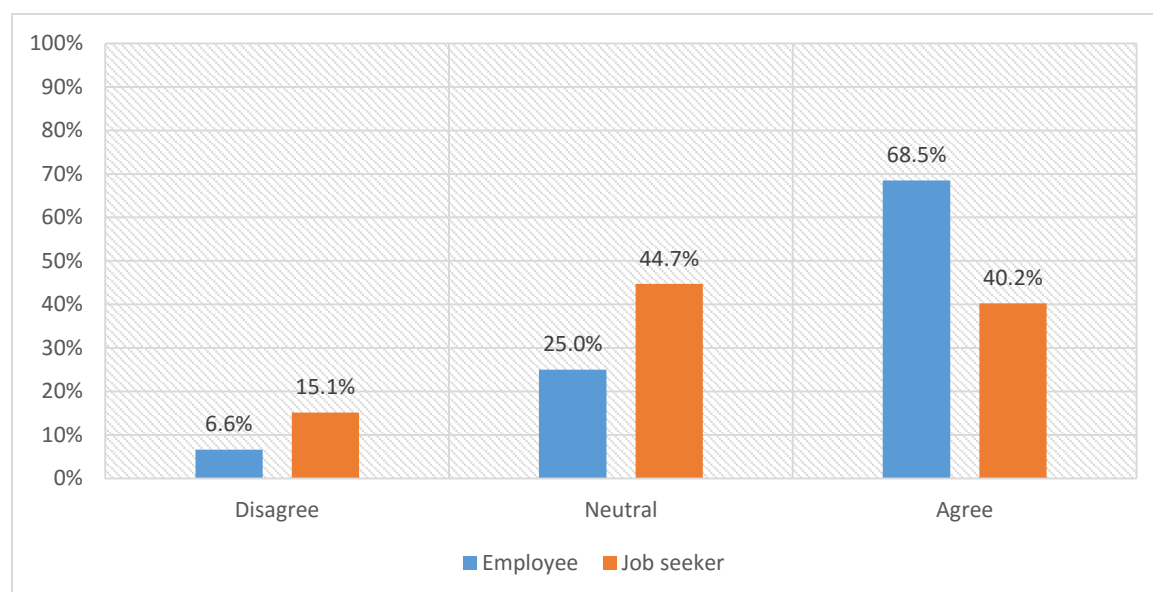
Table 41: How long did it take for the results of oral interview to be communicated?

Period	Employees (%)	Job seekers (%)	All (%)
One day	8.1	5.8	7.4
Within 2 to 5 days	25.2	21.8	24.2
Above 5 days	66.8	72.4	68.4
Total	100.0	100.0	100.0

3.2.5.5. Ensuring corruption oral interviews

On this point most of the 68.5% of employees and 40.2% of job seekers agreed that oral interviews were free from any corruption threats. However the number of those that kept neutral is significant (44.7% of job seekers and 25% of employees). Only 15.1% of job seekers and 6.6% of employee disagree with this statement. (Figure 30).

Figure 30: Oral Interviews were free from any corruption threats from either candidates or examiners



3.2.5.6. Appeals handling

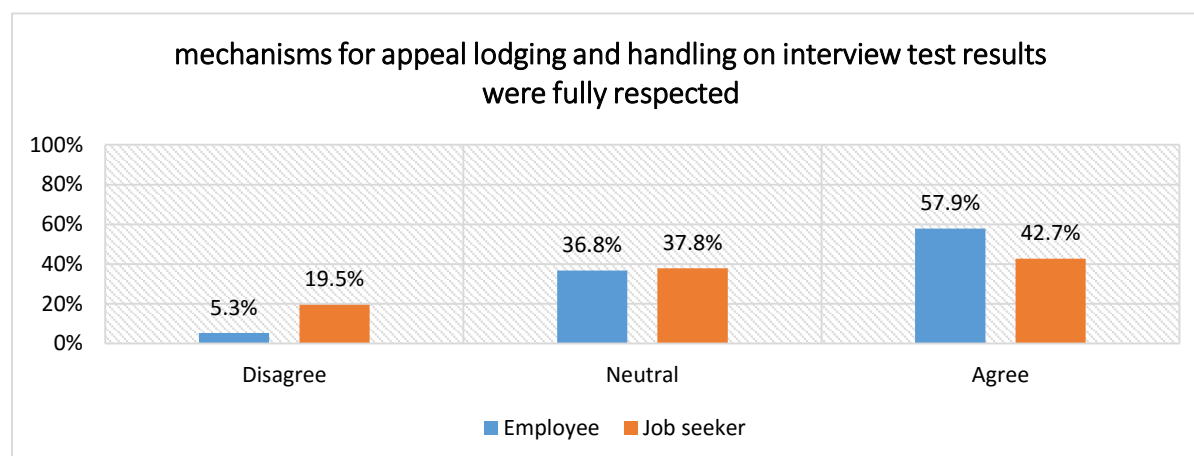
Few respondents (2.4%) indicated that they appealed against the results of the oral interview.

Table 42: Appeals on oral interviews

Appealed	Employee (%)	Job seekers (%)	All (%)
No	97.3	98.2	97.6
Yes	2.7	1.8	2.4
Total	100	100	100

For the few who appealed, their perception of the quality of service is only 57.9% for employees and 42.7% for job seekers. These respondents recommend setting up an independent committee to handle appeals. (Figure 31)

Figure 31: Appeal lodging and handling

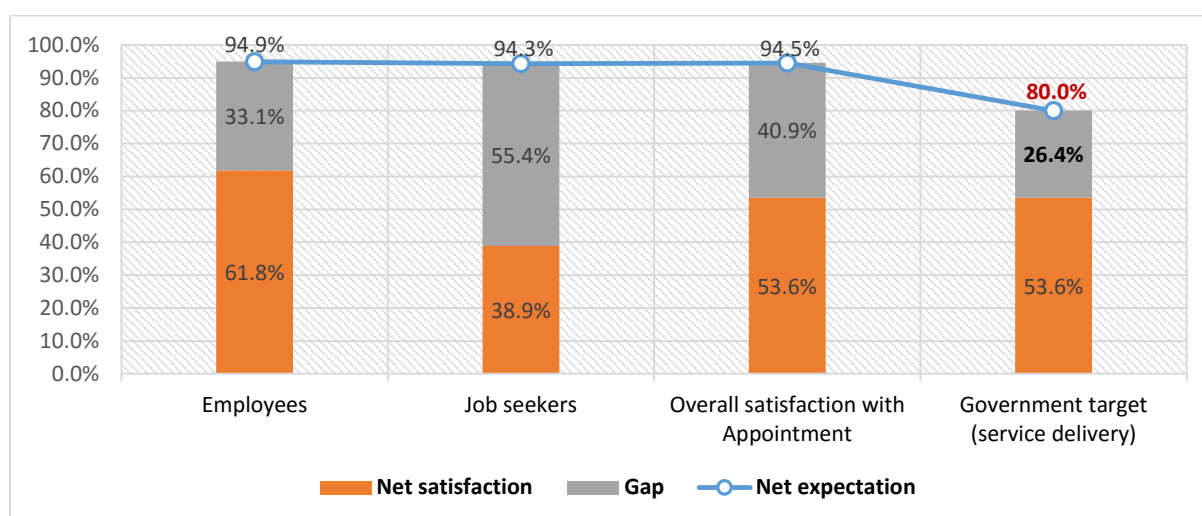


3.2.6. Appointment of successful candidates

3.2.6.1. Citizen satisfaction with the appointment process

The overall satisfaction with the appointment processes is only 53.6%, with 26.4% to go in order to reach the national target of 80%. (Figure 32).

Figure 32: Employees and job seekers satisfaction with the appointment process



This level of satisfaction leaves also an important gap of 40.9% between citizen expectations (94.5%) and their perceptions of the quality of service. For employees, expectations are at 94.9% while their net perception of the quality of service for this process is only 61.8%, implying a net gap of 33.1%. The situation is not better for job seekers for whom the net expectation rate is 94.3% while their perception of the quality of service is only 38.9%, leaving a gap of 55.4%. Areas of low satisfaction for employees and Job Seekers are similar, though job seekers express higher differences between perceptions and expectations than employees as shown in table 43. These include appeal mechanisms on delayed appointments, ensuring a corruption free appointment process and considerable delays in the process.

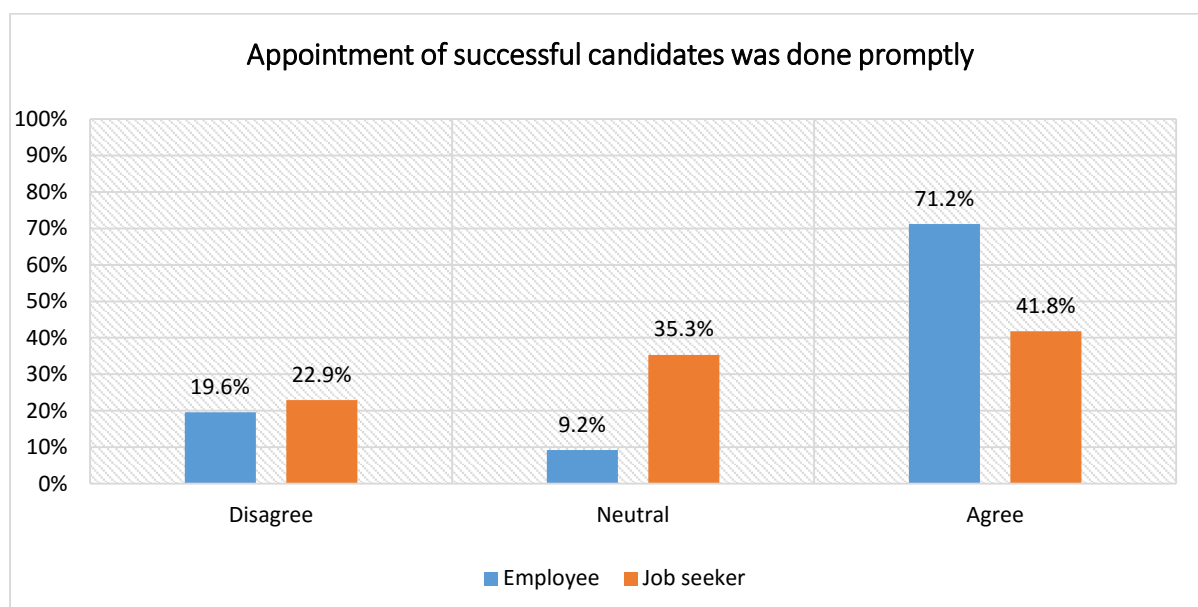
Table 43: Employees areas of concern with the appointment process (%)

Areas	Employees			Job Seekers		
	Expectation	Satisfaction	Gap	Expectation	Satisfaction	Gap
Promptness in appointing successful candidates	94.7	71.2	23.5	94.9	41.8	53.1
Ensuring a corruption free appointment	95.4	67.4	28	94.5	39.3	55.2
Existence of appeal mechanism on delayed appointment	94.7	46.6	48.1	93.6	35.4	58.2
Overall	94.9	61.8	33.1	94.3	38.9	55.4

3.2.6.2. Promptness in appointing successful candidates

Only 71.2% of employees and 41.8% of job seekers confirm that the appointment of successful candidates is done promptly. The difference of the level of perception between the two groups flows from the fact that most job seekers do not reach the level of appointment in the recruitment process.

Figure 33: Promptness in the appointment of successful candidates



This is confirmed by the high level of job seekers that kept neutral on this aspect (35.3%) as shown in figure 33. However it is worth noting that 22.9% of job seekers and 19.6% of employees indicate that the appointment of successful candidates is delayed. The process of appointing successful candidates was analysed in terms of communication of the consolidated recruitment results and the issuance of letters of appointment, as well as the time laps between the announcement of the recruitment results and the appointment.

a) Means of Communication and requested documents

Most of the candidates are informed of their appointment by phone calls (47.9%).

Table 44: Means of communication and documents required for appointment

Means of communication	Total (%)	Required Documents	Total (%)
Telephone call	47.9	Detailed CV	15.1
Notice board	17.5	Certified copy of original degree	16.8
Institutional website	13.8	Passport photos	15.6
SMS	11.3	Criminal record	15.7
Appointment letter	3.4	Medical certificate	15.2
Social media	3.1	Copy of ID	16.0
Email	2.4	Previous employment certificate	5.1
Radio	0.6	None	0.6
TOTAL	100	Total	100

Other major means used are the publication on the institutions' notice board (17.5%), the recruiting institutions' website (13.8%), and SMS (11.3%). Both employees and job seekers agree on the documents required for appointment. (Table 44).

b) Time to appointment of successful candidates

There is no official deadline for the appointment of the successful candidates. It was found that the mean time for appointment is 28.8 working days, with a standard deviation of 48.6 working days, which indicates a large dispersion in the time taken by institutions to appoint successful candidates. Indeed, while only 42.5% of respondents indicate that the appointment letter is issued within one week, the remaining 57.5% stress that this process takes more than 10 days with significant variations. (Table 45).

Table 45: Time to appointment of successful candidates after end of selection

Period	Employees (%)	Job seekers (%)	All (%)
Within 10 days	40	53.6	42.5
11 to 20 days	19.1	13.4	18
21 to 30 days	25.2	13.4	22.9
30 to 60 days	7.7	7.2	7.6
Beyond 60 days	8.0	12.4	8.8
Total	100	100	100

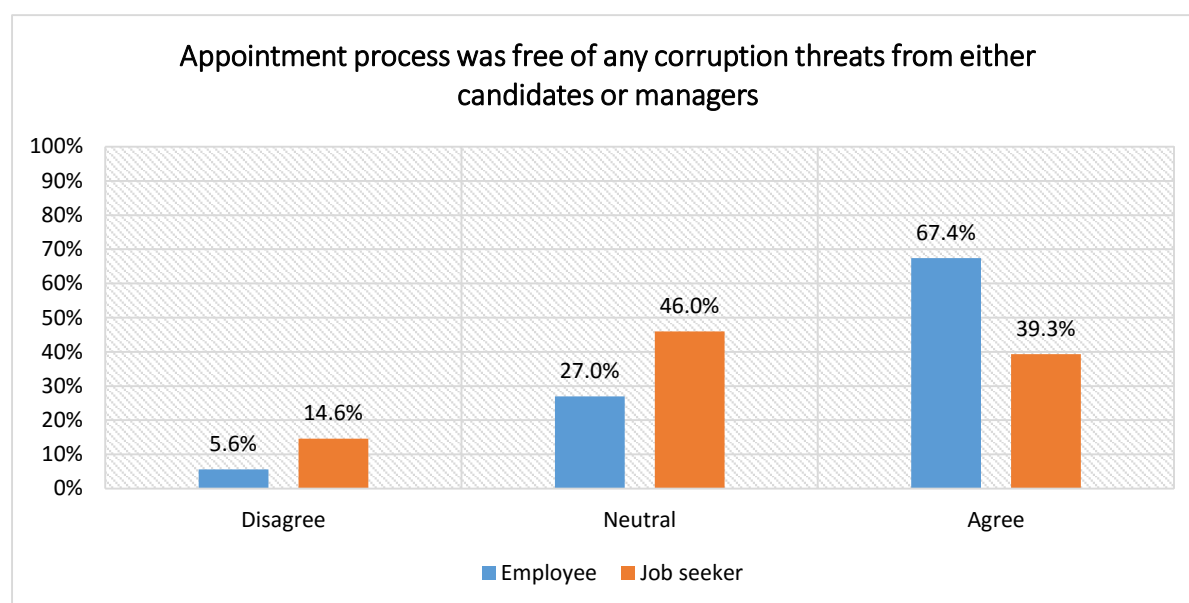
This is the result of the fact that this area of the recruitment process is not regulated. Such a situation leads to a low satisfaction rate on this particular recruitment process.

On the other hand, during the period covered by the survey, 2013/14 and 2014/15, institutions were required to get PSC approval prior to appointing the successful candidates which could lead to delays on this particular process. This was especially the case in local government where such a decisions is cross-checked at different layers of the administrations before its implementation, adding to the time between the publication of the final results and the appointment of the successful candidates. This has been changed and the recruiting institutions appoint the successful candidates once the results are available and officially published.

3.2.6.3. Ensuring a corruption free appointment

Satisfaction with the existence of corruption free appointment process is only 39.3% for job seekers and 67.4% for employees. On this significant difference between both groups, figure 34 shows that the majority of job seekers preferred to keep neutral on this issue (46%) against only 27% of employees. However 14.6% job seekers and 5.6% employees disagree with the fact that the process of appointment is corruption free.

Figure 34: Existence of a corruption free appointment process

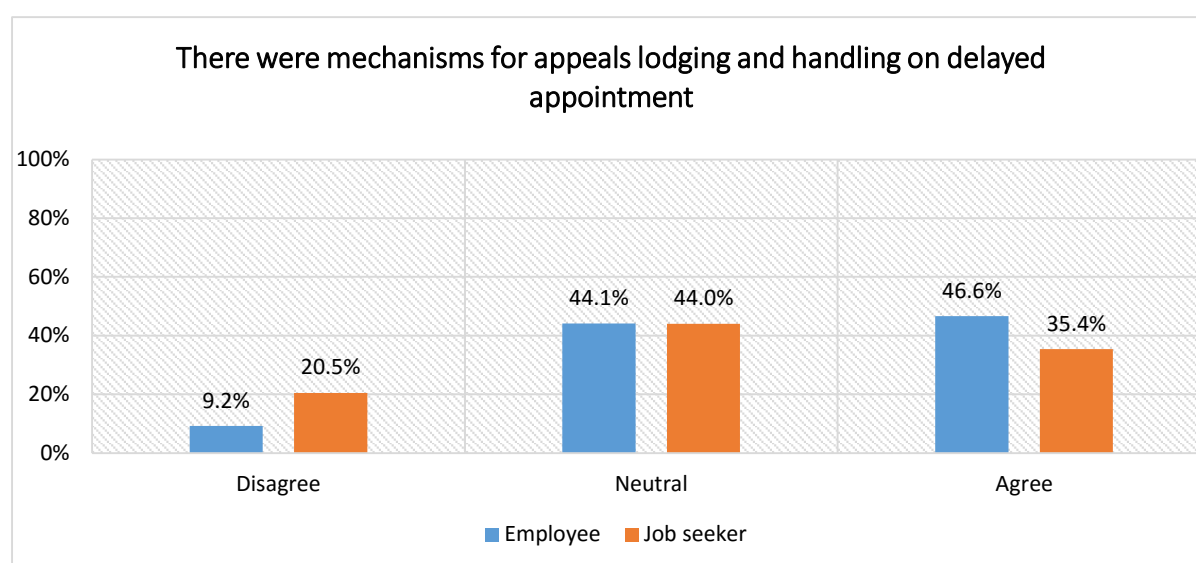


Here it is worth to stress that the “*Survey on corruption related to recruitment in the Public Service*” found that 13% of job seekers and 2% of employees indicated that they experienced recruitment based corruption (PSC, 2015: 47), which is not far from what employees and job seekers are indicating here.

3.2.6.4. Appeal mechanisms on delayed appointments

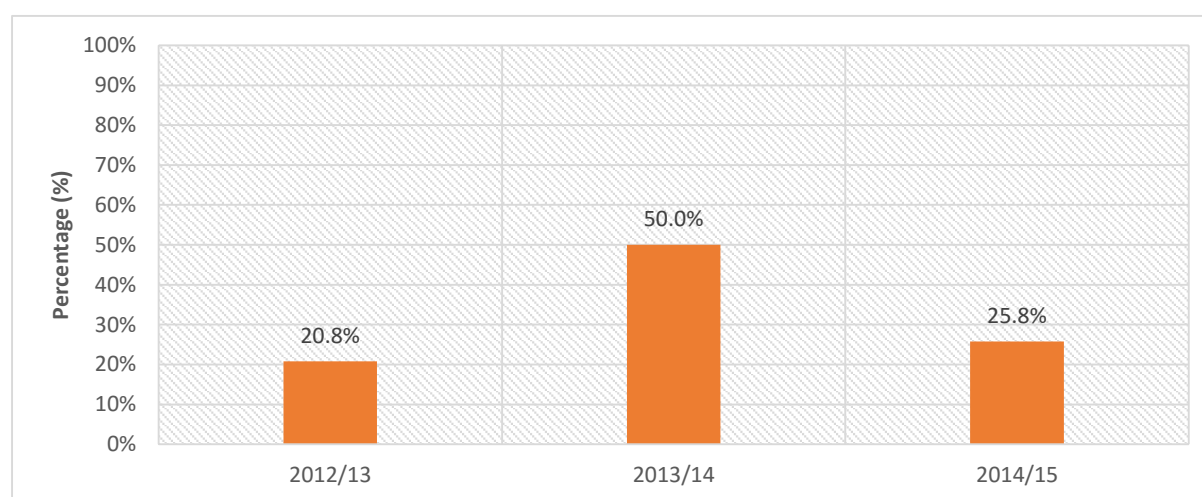
The existence of a mechanism for appeals on delayed appointments was one of the lowly scored areas by the respondents. Only 46.6% of employees and 35.4% of job seekers indicate that such a mechanism exists. The majority of respondents kept neutral again on this issue (44.1% of employees and 44% of job seekers). However, 20.5% of job seekers and 9.4% of employees stress that such a mechanism was lacking. (Figure 35).

Figure 35: Existence of appeals mechanisms on appointment



Again, it is worth to point out that the provisions of the presidential order on appeals apply on *"the **selection process** or the results obtained"*, but are not extended to the appointment process. However, consultations with the PSC indicated clearly that such appeals are received and treated. Figure 36 shows that for the last fiscal period, of all the appeals received by the PSC, those on appointment were 20.8% in 2012/13, 50% in 2013/14 and 25.8% in 2014/15.

Figure 36: Appeals on appointment 2012/13 - 2014/15 over total appeals received by PSC



Source: Data in PSC Annual Report 2014/15, p.37

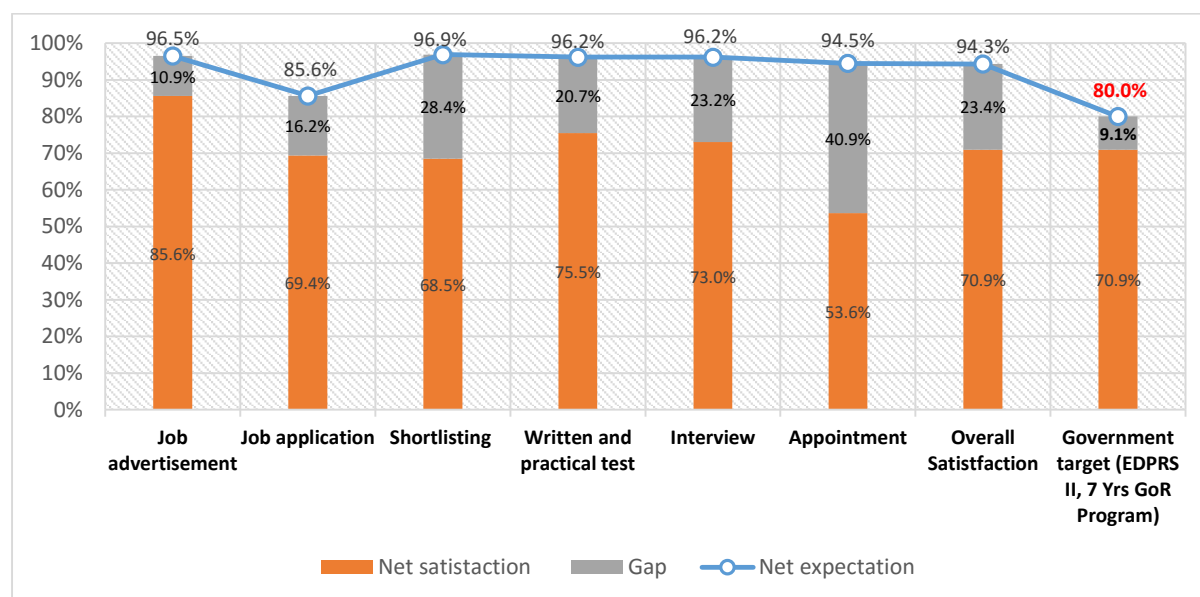
The appointment process is therefore one of the areas where citizens express the lowest satisfaction (53.6%). This requires actions that include setting deadlines and enforcing their respect.

3.3. Overall Citizen Satisfaction with recruitment processes

3.3.1. Citizen satisfaction per recruitment process

Based on the citizen satisfaction levels found at each stage, the overall satisfaction with the recruitment process was determined, combining all the scores. The overall citizen satisfaction was established to be 70.9%. (Figure 37).

Figure 37: Citizen Satisfaction with the Recruitment Processes



This is 9.1% below the national target of service delivery established by EDPRS II and the 7 Years Government Program. This is 3.9% above the level of satisfaction found by the previous survey of 2013 (67%).

However, citizens' expectations on the recruitment service is higher than the perceived quality of service. While citizens expect to be satisfied at 94.3% with the quality of service in recruitment, citizen satisfaction is only 70.9%. The areas where there are significant gaps between citizen expectations and their level of satisfaction include the appointment process (40.9%), shortlisting process (28.4%), interviews (23.2%) and written and practical tests (20.7%) as described in the previous sections.

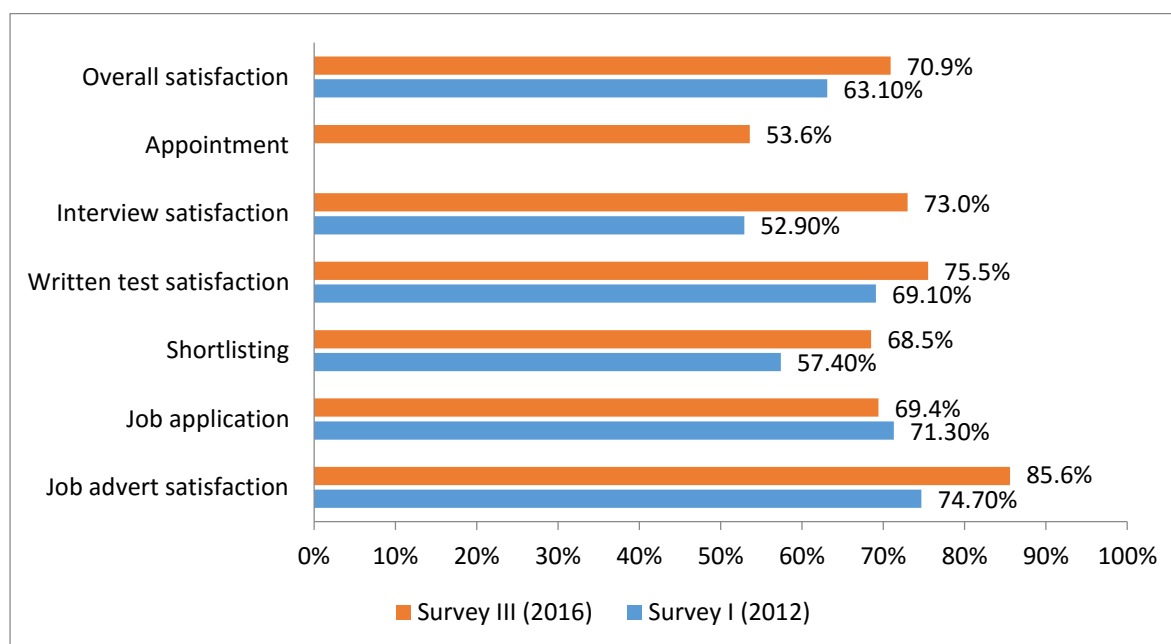
3.3.2. Satisfaction trend on recruitment process across surveys

Since the establishment of the Public Service Commission, three surveys on citizen satisfaction were conducted. Survey I was conducted in 2012 with a sample size of 752 respondents. It highlighted an overall satisfaction of 63.1%, which is an overall average of the recruitment processes, excluding appointment. Survey II had a sample size of 800 respondents and come up with an overall satisfaction of 67%. Unfortunately the

comparability is not possible since the report stayed dumb on employees/job seekers satisfaction and definitely mute on the detailed recruitment processes.

The current third survey included 1035 respondents and came up with an overall citizen satisfaction of 70.9%. This is an increase of citizen satisfaction of 7.8% over five years, which indicates a slight improvement in the recruitment processes and practices. Figure 38 gives a graphical representation of the progress made between Survey I and Survey III.

Figure 38: Comparison of Citizen Satisfaction levels Survey I (2012) vs Survey III (2016)



3.3.3. Satisfaction by Employment Status

The combined level of satisfaction for employees is 76.5%, which is higher than the overall rate, undoubtedly because they have achieved their objective. However, the gap of 18.3% between expectations (94.8%) and the net satisfaction is also important. (Table 46).

Table 46: Employees satisfaction with the recruitment process

Stage	Net expectation (%)	Net satisfaction (%)	Gap (%)
Job advertisement	96.7	88.9	7.8
Job application	86.2	72.2	14.0
Shortlisting	97.5	75.2	22.3
Written and practical test	96.7	80.8	15.9
Interview	96.5	80.1	16.4
Appointment	95.0	61.8	33.2
Overall satisfaction	94.8	76.5	18.3

Areas of concern are still the same, the most important being with the appointment process (gap of 33.2%), and shortlisting (gap of 22.3%), written and practical tests (gap of 15.9%) and job application (gap of 14%).

As far as Job Seekers are concerned, the level of satisfaction is much lower (58.6%) with a deeper difference between their expectations (93.6%) and this perceived level of service delivery. (Table 47).

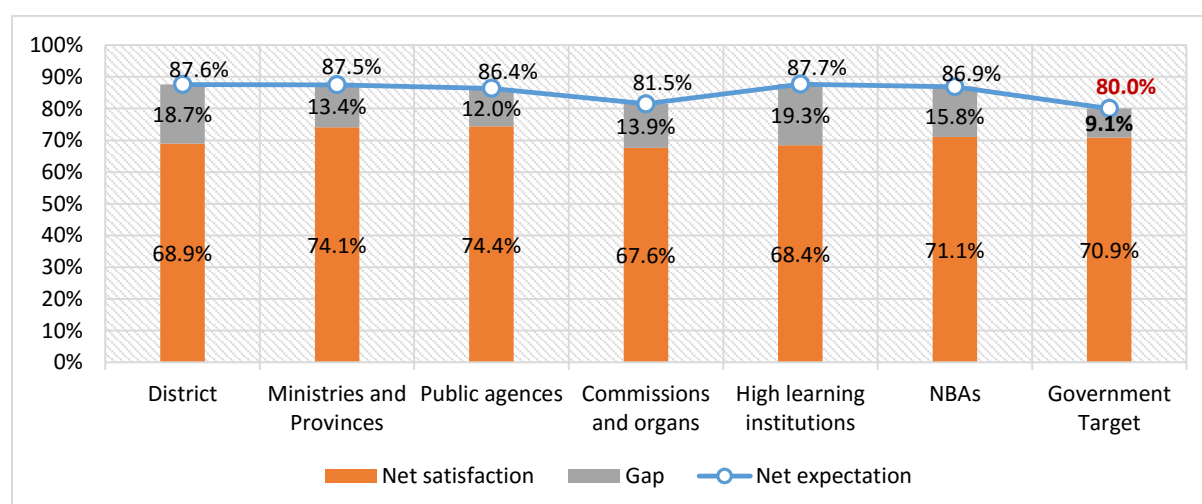
Table 47: Job Seekers satisfaction with the recruitment process

Stage	Net expectation (%)	Net satisfaction (%)	Gap (%)
Job advertisement	96.0	78.8	17.2
Job application	84.4	63.6	20.8
Shortlisting	96.0	54.6	41.4
Written and practical test	95.3	64.5	30.8
Interview	95.9	56.0	39.9
Appointment	93.9	33.9	60.0
Overall satisfaction	93.6	58.6	35.0

3.3.4. Satisfaction by type of recruiting institution

The overall citizen satisfaction was also measured for each of the six clusters of institutions in this survey. The satisfaction level for district is 68.9%, i.e. 11.1% below the national target of 80%. At central government level, the citizen satisfaction is 74.1% for ministries & provinces, 74.4% for public agencies, 67.6% for Commissions and Organs, 68.4% in Higher Learning Institutions, and 71.1% for NBAs as shown in the figure 39 below.

Figure 39: Overall citizen satisfaction by type of recruiting institution

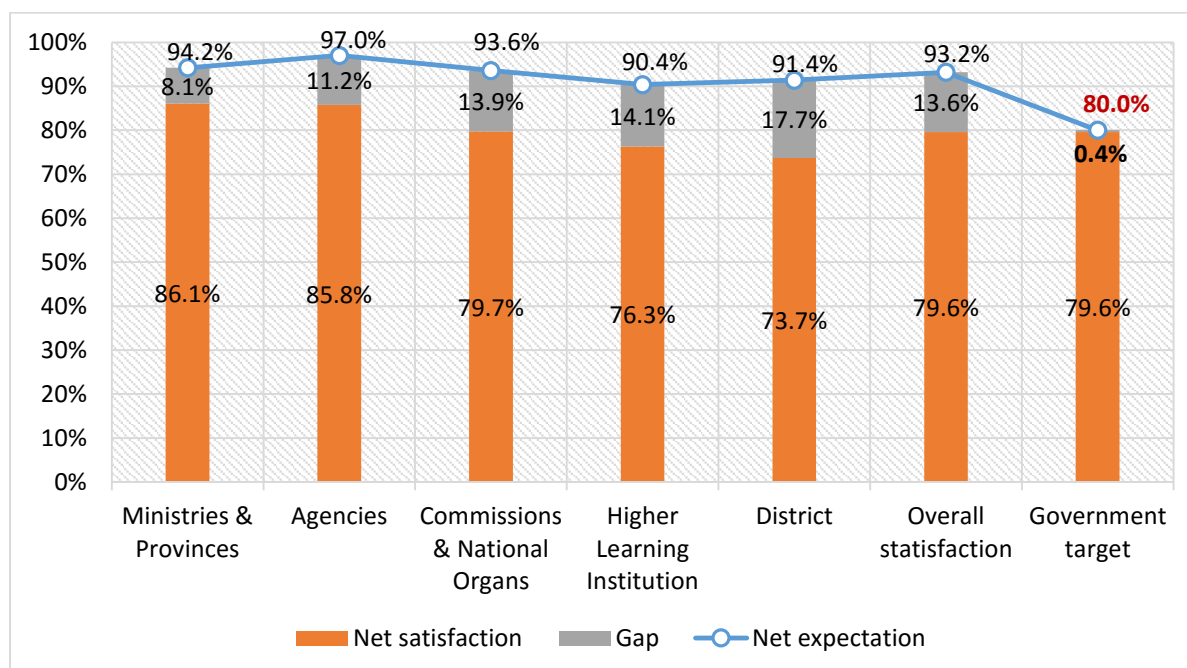


3.4. Recruiting institutions' satisfaction with the recruitment processes

The level of satisfaction for recruiting institutions is higher than for employees and job seekers. The net expectation was found to be 93.2% while the net satisfaction with the

actual service is 79.6%. This is 13% below these institutions' expectations but only 0.4% to reach the national target. (Figure 41).

Figure 40: Recruiting institutions' satisfaction with the Recruitment Processes



The level of satisfaction varies slightly between institutions. Ministries & provinces and Agencies are the most satisfied with a net perception of the quality of service of 86.1% and 85.8% respectively. This rate is lower for the other types of institution. It stands at 79.7% for commissions & national organs, 76.3% for Higher Learning Institutions and only 73.7% for districts.

On the side of recruiting institutions the survey sought to know whether the recruitment process enables to get the talents. About 46% of recruiting institutions fully agreed with this, while 29% are of the view that the process allows this fairly. About 25% of recruiting institutions do not agree. This means that only 75% of recruiting institutions agree that the recruitment process allows to get the talents in their institution. During focus group discussions, it was sought to know if both written and interview tests are necessary, especially for senior management positions in institutions. To this question, only 36% of the recruiting institutions in this survey agreed that both tests should be administered.

3.5. Challenges faced by recruiting institutions

The biggest challenge reported by recruiting institutions is the big number of candidates for available positions (18.2%) as well as lack of good candidates on the job market (12.2%), compliance with deadlines in the Presidential order (9.1%), getting professional examiners (9.1%) and lack of successful candidates for some positions (9.1%) that leads to repeated and costly recruitment exercises as shown in the table 48.

Table 48: What challenges do you face in the recruitment process and practices?

CHALLENGE	SCORE (%)
Too many candidates for available positions slowing the process	18.2
Lack of good candidates on the job market	12.2
Compliance with deadlines (too few days)	9.1
Getting professional examiners	9.1
Lack of successful candidates for some positions (repetition)	9.1
Candidates lacking practical skills	6.1
Convincing candidates on the transparency of process	6.1
Time consuming	6.1
Application requirements	3.0
Costly process	3.0
External pressure	3.0
High required score (70%)	3.0
Inappropriate application form	3.0
None	3.0
The preparation process	3.0
Written exams not matching the position	3.0
Total	100

3.6. Recruiting firms suggestions on improvements of recruitment process

Recruiting firms indicate that their involvement in the recruitment process includes written and practical exams and oral interviews. It ends with the submission of their final report to the contracting institution. They also participate in the handling of appeals on request by the recruiting institutions. However, they also indicated that they may be contracted for shortlisting, though this is rare.

a) Shortlisting

At the shortlisting stage, most of the challenges encountered include the big number of applicants and the applicants' handwriting that is not clear on the application form. On the form itself, they indicate that spaces are not adequate, as well as mismatch between the form and job profiles, and the job profiles are also sometimes not clear making the shortlisting process difficult. The deadline of 5 days between the shortlisting and written tests is also found too short. Shortlisting is done by internal teams in recruiting firms.

b) Written tests

On the deadlines, the 3 days between the publication of the results and the written tests are found not sufficient for the candidates to prepare adequately for the exams. Some recruiting firms suggested a period of at least 5 days. The big challenge is found however in the requirement of using either English or French.

Recruiting firms indicate not conducting much of practical exams, apart from computer tests. When other practical tests are required such as laboratory based tests, there might be a discrepancy between the practical tests and the adequacy of available facilities (laboratories, etc.)

c) Oral interviews

There is no official template for an interview marking guide. This leads to such a tools being different from one institution to another, based usually on the job profile and elements on the guide are not weighted the some way across institutions. According to recruiting firms, video coverage is useful especially when it is necessary to provide proof in situations of appeals.

d) Regulating the work of recruiting firms

The absence of regulations on the work of recruiting firms leads to anyone to enter the industry without any restrictions. This leads to low quality of work and service. There should be some regulations ensuring certification of professionalisms of those practicing the recruitment as a business. There should be a regulatory framework for recruiting firms.

3.7. Legal and Regulatory Framework

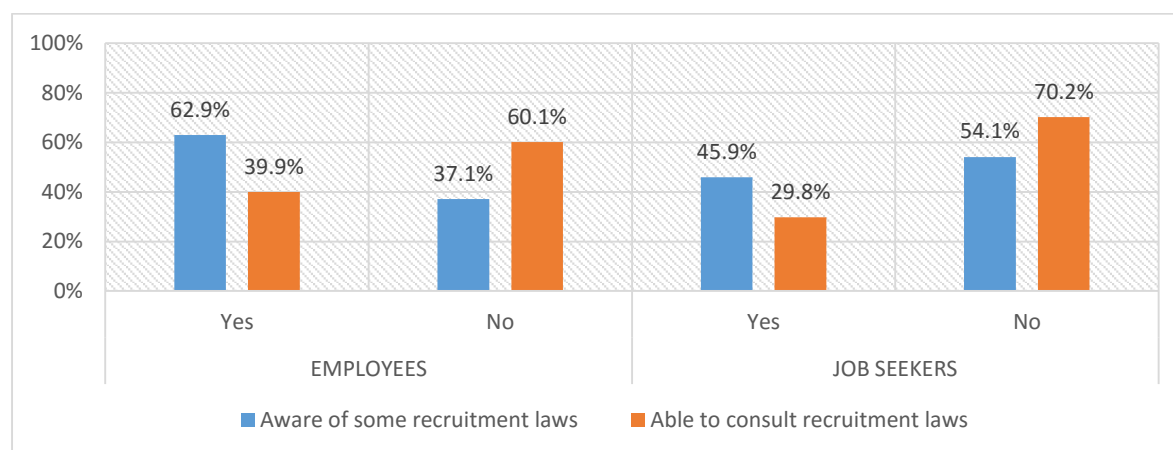
The recruitment process in public institutions in Rwanda is regulated by the Presidential Order N° 46/01 of 29/07/2011 governing modalities for the recruitment, appointment and nomination of public servants. It provides guidelines for the successful implementation of the process. In this section the respondents' knowledge on the existing laws and how the recruitment process they went through respects the regulations were assessed. Recruiting institutions were also requested to indicate improvements that needs to be made on the existing regulations.

3.7.1. Respondents awareness on the existing recruitment regulations

The survey findings indicated that 62.9% of employees are aware of the existing recruitment regulations. However, the proportion of those who are not aware (37.1%) is still significant. For the job seekers, more than half (54.1%) are not aware of the existing recruitment regulations against 45.9% who are aware.

The proportion of respondents decreases when respondents are requested to indicate whether they ever consulted or not the content of the recruitment regulations. Those who ever consulted the recruitment regulations are only 39.9% for employees and 29.8% for job seekers (figure 43). This indicates that most of the respondents are not conversant with the provisions governing their rights and obligations in the recruitment process.

Figure 41: Employees and job seekers awareness and use of the recruitment regulations



3.7.2. Accessibility of the recruitment regulations

The accessibility of the recruitment regulations may determine the level of respondents' awareness. In fact, the easy of accessibility may lead to high awareness. The findings on this issue revealed that 55% of employees and 76.6% of job seekers are of the view that the existing recruitment regulations are not easily accessible.

Table 49: Means to make laws and regulations more accessible

Means of communication	Employees (%)	Job seekers (%)	All (%)
Use internet (Institution website, other websites)	31.3	31.5	31.4
Public places (Notice board, local authorities' offices, etc.)	26.1	26.9	26.4
Using media (newspaper)	12.0	13.1	12.4
Radio talk and TV show	13.3	10.8	12.4
Sensitization at universities	10.8	7.7	9.8
Use booklets	3.3	4.6	3.7
Institution	2.4	1.5	2.1
Tel (SMS)	0.8	3.9	1.8
Total	100	100	100

These respondents were then asked to suggest different means of communication that can help to increase the accessibility of the laws and the level of awareness. They mainly suggested the use of internet, especially recruiting institutions websites (31.4%), the dissemination of the regulations through public places like the institutional notice board and the local authorities' offices mainly the cell and sectors' offices (26.4%) (Table 49).

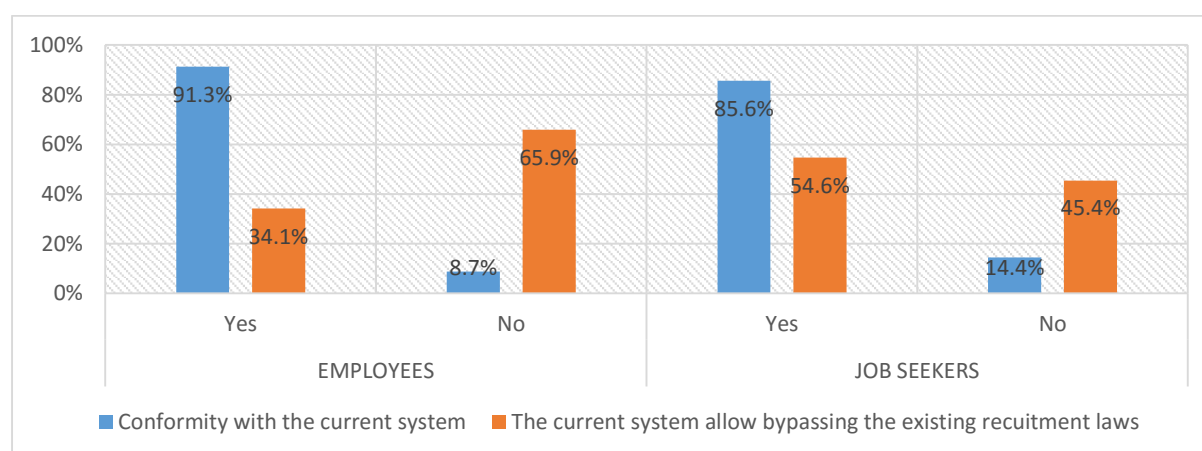
3.7.3. Alignment of the recruitment process with existing regulations

Under this section, respondents had to provide their perception on the way the recruitment process they went through respects the guidelines in the presidential order. They had also to highlight the shortfalls and propose some improvements to make the process more trustful and transparent.

A small number of respondents (3.7% of employees and 6.6% of job seekers) revealed that some institutions do not respect the existing regulations especially as far as the respect of deadlines is concerned. According to them the recruitment process incurs considerable delays from the publication of shortlisting results to the appointment of successful candidates.

The survey probing on whether the current processes do not provide room for bypassing the existing regulations, many employees (65.9%) indicate that this is not the case, while for job seekers (54.6%) the process provides some room, though they provide no further indication on the stage and the practices that are not respected in existing regulations (figure 44).

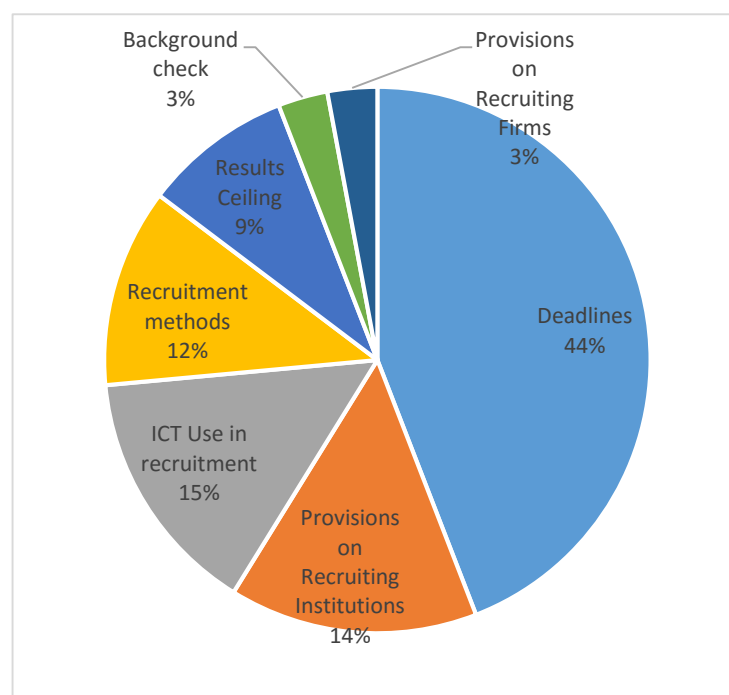
Figure 42: Conformity with existing regulations on recruitment



3.7.4. Areas for improvement in the recruitment regulations

Recruiting institutions, employees and job seekers were requested to provide suggestions for improvement on existing recruitment regulations. Employees and job seekers highlighted two main points. In fact, only 4.1% of employees and 3.9% of job seekers suggested the reduction of interview mark from 50% to 20% or to 30% as the maximum. They suggested also that the regulation should include some fines for recruiting institutions who bypass the existing recruitment regulations. Recruiting institutions are more explicit on the subject as shown in figure 45.

Figure 43: Recruiting institutions areas for improvement in the recruitment regulations



The major areas for which they request the recruitment regulations to be amended for include the (i) review of deadlines (44% of recruiting institutions), (ii) provisions on recruiting institutions and recruiting firms (17%), (iii) inclusion of provisions on use of ICT in recruitment, especially use of online application (15%), (iv) explicit provisions on alternative recruitment methods (12%), etc.

3.7.4.1. Deadlines in the process of recruitment

For recruiting institutions, the deadlines provided for in the recruitment regulations are too narrow for involved tasks. This is especially a matter of concern for shortlisting (5 days after receiving applications), marking the exam papers (10 days), and publication of results (1 day after interviews) in case of affluence of candidates, which leads to the delays on which employees and job seekers are complaining on.

3.7.4.2. Use of ICT in the recruitment process

The use of ICT is also another grey area in the current recruitment regulations, especially when it comes to the use of online processes. Recruiting institutions indicated that this should be more explicit in the recruitment regulations.

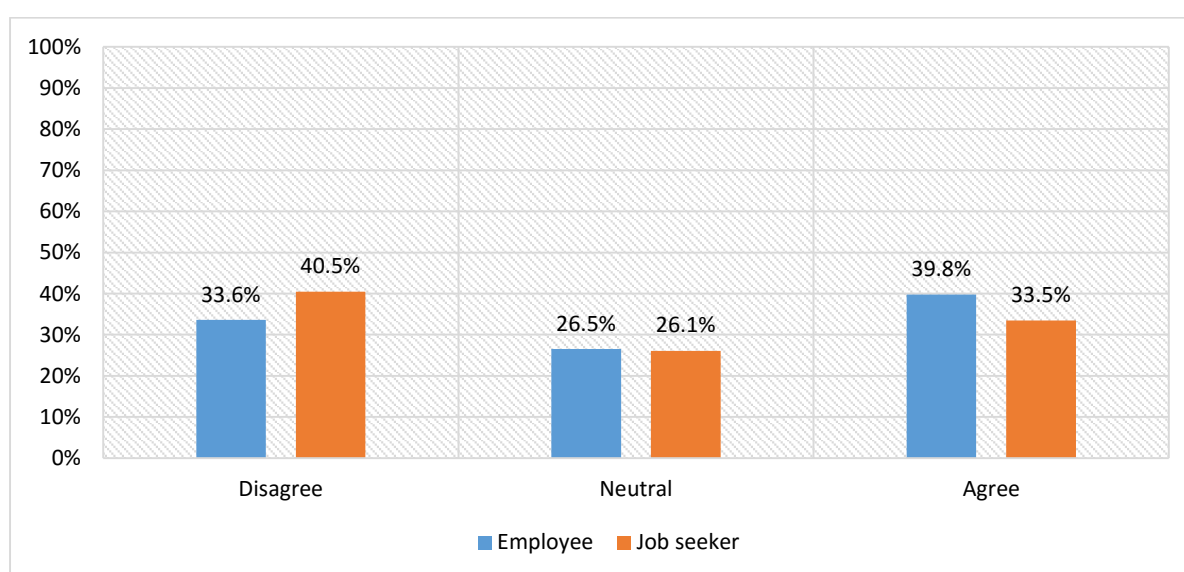
3.7.4.3. Recruitment methods

Recruiting institutions formulated some suggestions on the use of different recruitment methods. These include suggestions to include provisions on use of “internal recruitments” as one way of obtaining human resources, as well the review of the requirements for videotaping, which some recruiting institutions find costly. Employees and job seekers had a different view however, as they are requesting that the video tapping should also include discussions and scoring by panel members.

3.8. Awareness with PSC role in recruitment

The level of awareness of employees and job seekers on the role played by the Public Service Commission in the recruitment process is only at 36.7%. When compared to their expectations (92.4%) this leaves a gap of 55.8%. This indicates that they wish to know more on the Commission. Job seekers and employees are almost at par in their expectations and perceptions (figure 46).

Figure 44: Citizen Awareness on the Role of PSC in the Recruitment Process



On the side of recruiting institutions, the level of satisfaction is however high, as most of them indicate having good relationships with the Commission and get the required assistance in the recruitment process in terms of compliance with regulations (33%), submission of reports (27%), Advise on recruitment and HRM (24%) and assistance on appeals handling (16%).

3.9. Current reforms in the public service recruitment

3.9.1. E-recruitment System

The Ministry of Public Service and Labour is experimenting an e-recruitment platform that will automate some of the processes in the recruitment of public servants. The platform will allow a centralized advertisement of all job vacancies in the public sector. The platform will be integrated with the IPPS, and any job vacancy in public institutions will be known instantly. Once the institution decides to advertise the vacancy, this will be done automatically by the system. The platform allows also for e-applications, partial e-shortlisting, e-appeals, timely publication of results and other communications to job applicants along the recruitment process.

The platform will be accessible from public institutions' websites. The information filled in by the candidates will be stored in a single data base, and updated when needed to fit the requirements of a particular position to apply for. The platform will also enable job applicants to follow the progress of their application at different stages of the recruitment process.

3.9.2. Competence framework

Parallel to the e-recruitment platform, the Ministry of Public Service and Labour is also developing a "competency framework" customized to public institutions' needs in personnel. The competency framework defines competencies required for each particular position, and the exact type of tests to measure the existence of such competences with candidates. The competency framework will enable to assess the other capabilities needed from applicants, beyond theoretical exams.

3.9.3. Revised recruitment regulations

An amended version of the Presidential Order is also under approval, and will address some of the weaknesses highlighted by this survey.

3.9.4. Proposal of a Centre for Public Service Recruitment

Previous surveys have recommended the establishment of an independent body with the main mission of implementing recruitment examination and providing successful candidates to requesting institutions for appointment and nominations, and to ensure fairness and transparency in public service recruitments. The creation of such a centre is motivated by the (i) high cost incurred by government institutions in recruitment, (ii) complaints of low quality staff from Public institutions and (iii) the need to achieve the desired level of transparency.

“The creation of an independent recruiting centre would help to plan, organize and conduct recruitment tests on various posts in the Public service. A data bank of as many candidates as possible on various posts could be maintained and be used in case a given institution needs a staff. This would address the issue of high aggregate costs incurred on recruitment in all Public institutions and at the same time provide staff to Institutions requiring them on time.” (PSC, Concept Note on merits of establishing a Centre for Public Service Recruitment, 2015, p.3).

At this stage, it is advised to conduct a fully-fledged feasibility study for the establishment of this centre, as no dedicated study was carried out specifically on this issue as pointed out during consultation with the Ministry of Public Service and Labour. Such a study would explore all the prerequisites, especially the links with decentralized service delivery, and allow a full analysis of the links and inputs that such a centre would make into other recruitment related programs in the public service, of which the e-recruitment platform, as well the institutional arrangements that would make it function.

3.10. Recruitment practices and processes: regional and international experiences

In different countries, public service commissions are given varying mandates. The roles and responsibilities of public service commissions in Africa (EAC and South Africa), Europe, South Eastern Asia and Australia are discussed in this section to highlight differences, similarities and possible best practices that could be borrowed.

In the East African region, “some Public Service Commissions are carrying out responsibilities related to recruitment, appointment, transfer, promotion and dismissal of public servants, and proposals of appointment on senior positions.” (Report on the Institutional Analysis of the PSC, 2015, P.10).

In Uganda the PSC is involved in appointments as well as the review of the existing laws and regulations. It appoints, qualifies, disqualifies office bearers as stipulated in article 165 and article 166 (2) of the law establishing and determining the functions of the PSC of Uganda²⁰. In Kenya, the Public Service Commission establishes and abolishes regulations in the public service. It also appoints persons to hold or act in public offices, and confirms appointments. It is in charge of taking disciplinary measures among others²¹. In Tanzania, “the Public Service Commission is an Independent Department in the President’s Office established under Section 9(1) of the Public Service Act No.8 of 2002. Its main function, apart from receiving and acting on appeals, is to ensure that employers, appointing and disciplinary authorities in the Public Services comply with the laws, regulations and procedures when discharging their statutory powers”. (<http://www.psc.go.tz/>)

²⁰ <http://psc.go.ug/psc/functions-psc>, accessed 02nd of May 2016

²¹ <http://www.publicservice.go.ke/index.php/about-psc/mandate>

In South Africa, the PSC functions include among others to:

- Investigate; monitor and evaluate the organisation and administration; and the personnel practices of the public service.
- Propose measures to ensure effective and efficient performance within the public service.
- Give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the constitutional values and principles of public administration.
- Report in respect of its activities and the performance of its functions, including any finding it may make and directions and advice may give, and to provide an evaluation of the extent to which the values and principles of public administration are complied with.
- Either on its own accord or upon receipt of any request or complaint, investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature.

In UK, the Civil Service Commission regulates recruitment into the Civil Service, ensuring that appointments are made on merit based on fair and open competition. It also hears complaints under the Civil Service Code²².

In South Korea, the Civil Service Commission (CSC) is an independent government organisation established to promote merit and neutrality in the appointment of civil servants. It has the following responsibilities (www.psc.gov.za):

- To make and develop the basic policies for personnel management and pay;
- To examine the enactment and amendment of personnel-related laws and Presidential decrees.
- To review the appointments and promotion of senior civil. CSC consults on the selection of senior civil positions that are to be made subject to open competition and specifies the requirements and qualifications for the positions.
- It further inspects personnel actions and supervises personnel management in Executive Agencies.
- The CSC also has authority to reverse other central agencies' employment-related decisions such as recruitment and promotion for Grades 1-3 based on the merit principle.

In Malaysia, the PSC was established in 1957 in terms of the provisions of Article 144(1) of the Federal Constitution which stated that "..., it is the duty of the Commission to appoint, confirm, emplace on the permanent or pensionable establishment, promote, transfer and exercise disciplinary control over members of the service to which its jurisdiction extends". (www.spa.gov.my).

²² <https://www.gov.uk/government/organisations/civil-service-commission>

In Australia, the responsibilities of the PSC are “to evaluate the extent to which Agencies incorporate and uphold the Values and to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code. The Public Service Commissioner provides an annual State of the Service Report which is tabled in the Parliament. The Commission also issues guidelines and good practice advices, to assist Agency Heads and individual employees to carry out their responsibilities in upholding the APS Values and complying with the Code of Conduct. (OECD, 2003, p.105).

Finally, in Singapore the functions of the PSC under the Constitution are to “appoint; confirm; emplace on the permanent or pensionable establishment; promote; transfer; and dismiss and exercise disciplinary control over public officers.” Since 1 January 1995, the following personnel functions have been devolved to the Personnel Boards in the Ministries in Singapore (Singapore Annual Report 2012, p.5):

- Recruitment and appointment to the Civil Service except the Administrative Service and Auditing Service;
- Confirmation and emplacement of officers on the permanent or pensionable establishment;
- Appointment and promotion of officers up to Super scale Grade 8/Grade E1 (except for the Auditing Service); and
- Transfer of service among services other than transfers to the Administrative Service.

Following the devolution, the PSC serves as the final appellate body to consider promotion appeals against decisions of the Appeals Board. The PSC also retains two key non-constitutional roles:

- Attract and groom talent for the Singapore Public Service through PSC scholarships, as well as coordinate the efforts of scholarship-awarding public sector agencies; and
- Consider the suitability of Statutory Board Chief Executive Officers (CEOs) for promotion to Super scale Grade 7/Grade D and above, and the suitability of officers with job grades Super scale Grade 7/Grade D and above for appointment as Statutory Board CEOs.

The above review shows that the roles and responsibilities assigned to Public Service Commission’s vary from a country to another, based on the provisions in their constitutions. In Rwanda, the public administration is based on the principles of decentralisation, and service delivery close to the citizen.

In Rwanda, the Government has adopted a “*hands-off-system*” under which the PSC puts more emphasis on oversight with compliance with regulations and serving as an appeal body for citizens’ complaints in the recruitment and placement process as well as the management of public servants. The advantages of this model is that it enables segregation

of duties and promotes institutions' good governance and accountability in recruitment, which is part of their performance contract.

This approach has however been in place since few years, and a number of reforms are already in the pipeline of which e-recruitments, amendments to the Presidential Order on recruitment in the public sector in Rwanda as well as the implementation of a fresh new competence framework. It is therefore most advisable to strengthen the supervisory role of the PSC while these new reforms are implemented. A comprehensive review of the impact of these reforms on recruitment could be carried out at midterm to assess improvements brought about by these reforms on recruitment, and a new citizen satisfaction survey conducted to inform further refinements in the recruitment practices.

CHAPTER FOUR: DISCUSSION OF SURVEY FINDINGS

This section summarizes the key findings of the survey at each stage of the recruitment process, the level of awareness of employees and job seekers on the regulatory framework and the role of the PSC.

4.1. Citizen Satisfaction with the recruitment processes

4.1.1. Job Advertisement process

The survey established that the level of satisfaction with the job advertisement process is 85.6%, which is above the target of 80% citizen satisfaction on recruitment set by the 7YGP. It was also found that while the presidential order n°46/01 requires institutions to publish job vacancies in at least two newspapers and on institution websites, online adverts are currently the major source of information on advertised jobs. This is also confirmed by recruiting institutions, which list websites as their first choice (50% of recruiting institutions) as the "quickest and cost efficient channel for job advertisement".

The survey revealed that only 29.6% of the respondents get job advertisements within five days after publication, which explains job seekers and employees' low level of satisfaction with receiving the job advertisements on time. Time lag in job advertisements to reach the target public may lead to inability to submit applications within the 5 days as required by the Presidential Order.

A consultation with the Ministry of Public Service and Labour indicated that the Government is soon introducing an e-recruitment system which will enable e-advertisement. The e-recruitment system will be centralised and accessible online to all at anytime and anywhere. This will remove the concerns by job applicants on the accessibility of the media used for timely job applications. Therefore it is recommended to fast-track the introduction of the e-recruitment platform.

4.1.2. Application process

The citizen satisfaction with the application processes was found to be 69.4%, i.e. 10.6% below the 7YDP target. Application are submitted manually using an application form, which candidates get either from the recruiting institution, the PSC and institution's website or are shared between friends and relatives. Online applications are rare.

Areas of concern by the citizens in this process are lack of acknowledgement of submitted application and the existence of an appeal system on applications. In response to this finding, the e-recruitment system will enable e-applications with an automatic acknowledgement of receipt for applications fulfilling the requirements. The system has also an e-appeal allowing to submit/receive appeals on time which will accelerate addressing the contentious points. At this point, it is again recommended to accelerate the introduction of the e-recruitment which will allow the candidates to apply on time and appeals to be received and addressed rapidly.

4.1.3. Shortlisting process

The citizen satisfaction with the shortlisting processes is 68.5%, which is 11.5% below the national service delivery target of 80%. It is the lowest rate for pre-exams recruitment processes.

The respect of deadlines in the publication of shortlisting results, fairness and transparency and appeals on the shortlisting results were some of the areas ranking low in the citizen satisfaction. The e-recruitment system will enable online publication of the results and candidates to file appeals online on these results. The subsequent processes will take place only once appeals are addressed. The e-recruitment system will however not enable the shortlisting of candidates itself. Shortlisting teams are rather planned to be set up in each recruiting institution to do the shortlisting.

The introduction of the shortlisting committees is in line with the findings of the survey, which established that shortlisting committees are one of the mechanisms used by both the recruiting institutions and the recruiting firms to ensure fairness in the selection of candidates for exams. On the other hand, article 8 of the forthcoming amended Presidential Order (to be gazetted) introduces a "selection committee" of *"at least three people (3)"*.

The "selection" or "shortlisting" committee should be extended to the whole recruitment stages, converting this committee into an *"internal recruitment committee"*. Such a committee would play the role of an advisory organ to the management of institutions on recruitment matters for increased ownership and accountability at all stages of recruitment. The terms of reference of such a committee would be defined by the competent authority.

Candidates, recruiting firms and recruiting institutions also expressed concerns on the tightness of the number of days allowed for the shortlisting process. As the e-recruitment system will not address the shortlisting process, this concern is not addressed yet. This is why the Government should consider adding an e-shortlisting module to the e-recruitment system in the near future for efficiency.

4.1.4. Written and practical exams

The citizen satisfaction on written and practical exams was established to be 75.5%, i.e. 4.5% below the 7YGP target of 80%. However it is higher than for the shortlisting process. Indeed the level of citizen satisfaction was found cyclical, showing a downslope from job application to shortlisting, and then restarting a new cycle with the written exams down to the appointment (placement) process.

Areas of concern with written and practical exams were among others required knowledge/professionalism of examiners, respect of starting time for exams, the timely publication of results, fear of corruption in the process, respect of appeal mechanisms, etc.

Recruiting institutions and recruitment firms attribute the delays in the publication of the results to the high turnover of candidates, leading to considerable time in the marking of exam papers. On this issue as well as the non-respect of exams starting time, institutions should have a clear planning of written and practical exams for an easy flow of the processes, especially for positions where there is likely to a high turn-up of candidates. For the timely publication of results and respect of appeal mechanisms, the e-recruitment as already indicated will allow for the automation of such processes and easy accessibility of the results by the candidates.

Among upcoming reforms in the recruitment process is the “competence framework” which will define the key competences that are required for each positions in the public sector. This will allow to define the type of exams and tests that are required for each positions to measure the required competences or capabilities beyond the theoretical exams. This will enable to select candidates that fulfil exactly the requirements on different positions. It will also lead to increased transparency and fairness as the exams will match exactly the specific position, removing subjectivity testing.

As the system improves, e-exams are also foreseen, on condition that recruiting institutions have the required facilities. For quality assurance a centralised databank of exam questions for different positions could be set up, based on the specifications in the competence framework, and administered from the e-recruitment system. In such a system questions are prepared anonymously by experts, stored in the databank well ahead, selected by the system from the databank for exams and used only once.

On a different note, consultations with recruiting institutions and recruiting firms indicated that the work of these firms starts with the written and practical exams. However, in rare cases where institutions have many candidates, the recruiting firms are contracted from the shortlisting stage. The current recruitment regulations provide for their involvement only during written and practical tests and oral interviews. Institutions should take their responsibility and fully own the shortlisting process as required by the regulations. This ensures segregation of duties and institutional accountability in the recruitment process. This would be the work of recruitment committees.

On the other hand, the absence of regulations on the work of recruiting firms leads to anyone to enter the industry without any control or restriction. This leads to low quality of work and service. There should be a regulatory framework and certification of the professionalism of those practicing the recruitment as a business. Such a certification would be extended to individual examiners within recruiting firms.

4.1.5. Oral interviews

The overall citizen satisfaction with oral interviews was found to be 73%, i.e. 7% to reach the 80% national target for recruitment service delivery. Communicating the results of oral interviews within the time limit by the regulations, relevance and clarity of oral interview questions, ensuring a corruption free interviews and full respect of existing mechanism for appeals lodging and handling recorded significant differences between citizen expectations and satisfaction.

On the issue of communication, it was established that one day allowed for the consolidation and publication of the results of the oral interview is not enough and could be increased. On the other hand, many candidates kept neutral (44% job seekers and 25% of employees) on the “existence of a corruption free interview process”, while a significant number 15.1% of job seekers and 6.6% of employee disagreed that oral interviews were corruption free. This hesitancy to take position could hide problems. To this end, measures could be taken to promote whistleblowing on corruption. A standard oral interview marking scheme should be introduced to make sure that candidates are evaluated on the same ground.

4.1.6. Appointment of successful candidates (placement)

The citizen satisfaction with the placement of successful candidates was one of the lowest rated. The overall satisfaction with the appointment processes is only 53.6%, with 26.4% to go in order to reach the national target of 80%. On this point it is necessary to note that the period of study is 2013/14 – 2014/15, during which institutions had to seek for PSC approval before appointing successful candidates. This would lead to considerable delays before the candidates were able to start the work. On the other hand, appointment in local

government, where many candidates are recruited, was affected by delays in approval by the councils and other layers of the administration at local and central level.

Today this has been resolved. Institutions are allowed to appoint successful candidates without seeking for any further authorisation. At Local Governments' level, appointments are carried out by the Executive Committee, apart from the executive secretary of the district and the internal auditor who is appointed by the Council. This does not also require any other authorisation. The PSC conducts administrative audits after facts to verify compliance with applicable regulations. Nevertheless, it is necessary to set a deadline for the appointment of successful candidates. It is also necessary to enforce the respect of deadlines in recruitment.

The existence of a mechanism for appeals on delayed appointments was one of the lowly scored areas by the respondents. Only 46.6% of employees and 35.4% of job seekers indicated that such a mechanism exists. The provisions of the presidential order on appeals apply on *"the **selection process** or the results obtained"*, but are not extended to the appointment process. However, consultations with the PSC indicated clearly that such appeals are received and treated. This is again one of the areas where the e-recruitment allows close monitoring.

4.2. Awareness with existing regulations on recruitment in public sector

The survey established that the level of awareness on the existing recruitment regulations by job applicants is only 62.9% for employees, while those who consult these regulations are only 39.9%. For job seekers, 45.9% are aware of the existence of recruitment regulations while only 29.8% dare to consult these texts when entering the recruitment processes. This requires sustained campaigns of awareness on recruitment regulations.

Areas of improvement suggested on the existing recruitment regulations include the review of deadlines and regulating the work of recruiting firms. However, as already seen the issue of deadlines will be addressed by the e-recruitment system.

4.3. Awareness with the PSC role in recruitment

The level of awareness of employees and job seekers on the role played by the Public Service Commission in the recruitment process is only at 36.7%. This is due to the fact that the PSC works directly with the recruiting institutions than candidates. However, it is necessary to raise the public awareness on the role of the PSC, especially as an appeal body, to enable them to uphold their rights. On the side of recruiting institutions, the level of satisfaction is high.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

This survey established that the current level of citizens' satisfaction with the recruitment processes is 70.9%. This is 9.1% below the 7 YGP target by 2017 (80%) and 3.9% above the level of satisfaction found by the previous survey of 2013 (67%). The current level of satisfaction is however well below the citizens' expectations of quality service in recruitment which is 94.3%, which is also well above the 7YGP target.

The level of citizen satisfaction was assessed at each stage of the recruitment process, i.e. job advertisement, job application, shortlisting, written and practical exams, oral interviews as well as the appointment (placement) of the successful candidates. Gaps at these different stages were highlighted.

The status of citizen awareness with recruitment regulations, as well as the role of the Public Service Commission were also assessed. This was complemented by the review of the forthcoming reforms in recruitment and their expected contribution in addressing the gaps found by this survey. In addition, the study investigated different practices at regional and international level in an attempt to find best practices that could be borrowed to improve recruitment processes to get competent staff in the public service in Rwanda.

1) Job advertisement

The survey established that the level of satisfaction with the job advertisement process is 85.6%, which is 5.6% above the target of 80% set by the 7YGP. The survey found also that while the Presidential Order n°46/01 requires institutions to publish job vacancies in at least two newspapers and on institution's websites, online adverts are currently the major source of information on advertised jobs for candidates. It was also found that only 29.6% of the respondents get job advertisements within five days after publication. The upcoming e-recruitment will enable e-advertisement and increased access to information on vacancies.

2) Job application

The citizen satisfaction with the application processes was found to be 69.4%, i.e. 10.6% below the 7YGP target. Areas of citizens concern in this process are lack of acknowledgement of submitted applications and the absence of an appeal system on applications. The e-recruitment system will enable e-applications which will address these concerns.

3) Shortlisting

The citizen satisfaction with the shortlisting processes is 68.5%. This is 11.5% below the national target, and the lowest rate for pre-exams processes. The respect of deadlines for the publication of shortlisting results, fairness, transparency and appeals on the shortlisting results were some of the areas ranking low in the citizen satisfaction. Candidates, recruiting firms and recruiting institutions also expressed concerns on the tightness of period allowed for the shortlisting process.

The e-recruitment system will not do the shortlisting of candidates. Shortlisting committees are rather planned to be created in each institution for this purpose. Such committees are already in use in some recruiting institutions as one way to ensure transparency and fairness. The forthcoming amended Presidential Order also institutes “selection committees”. These committees could be converted into “internal recruitment committees” and play an advisory role to the management of institutions on recruitment matters.

4) *Written and practical exams*

The citizen satisfaction with written and practical exams was established to be 75.5%, i.e. 4.5% below the 7YGP target. Areas ranked low for written and practical exams include the knowledge/professionalism of examiners, respect of starting time for exams, the delays in publication of results, fear of corruption in the process, respect of appeal mechanisms, etc.

Delays in the publication of the results are attributed to the high turnover of candidates, which leads to considerable time in the marking of exam papers. For the timely publication of results and respect of appeal mechanisms, the e-recruitment as already indicated will allow for the automation of these processes and easy accessibility of the results by the candidates.

A “competence framework” is in preparation, which will define the key competences that are required for each positions in the public sector. This will allow to define the type of exams and tests that are required for each positions to measure the exact competences required, beyond the theoretical exams. As the system improves, e-exams are also foreseen.

The current recruitment regulations provide for involvement of recruiting firms only during written and practical tests and oral interviews. However, in rare cases institutions recur to recruiting firms right from the shortlisting stage, while they should take their responsibility and fully own the shortlisting process as required by the regulations. On the other hand, the absence of regulations on the work of recruiting firms leads to anyone to enter the industry without any control or restriction. This leads to low quality of work and service.

5) *Oral interviews*

The overall citizen satisfaction with oral interviews was found to be 73%, i.e. 7% to reach the national target. Communicating the results of oral interviews within the time limit by the

regulations, relevance and clarity of interview questions, ensuring a corruption free process and full respect of existing mechanisms of appeals recorded significant differences between citizen expectations and satisfaction. The one day allowed for the consolidation and publication of the results of the oral interview is found insufficient. On the “existence of a corruption free process a significant number of citizens (44% job seekers and 25% of employees) prefer to keep neutral. This reluctance to take position on corruption could hide problems. Finally, while the e-recruitment will address issues on appeals and publication of results, there is need for a standard oral interview marking scheme to ensure that candidates are evaluated on the same ground.

6) *Appointment of successful candidates (placement)*

The appointment process was particularly scored low by the citizens. The overall satisfaction with the appointment processes is only 53.6%, i.e. 26.4% below the national target of 80%. The absence of any official deadline for placement of successful candidates and any appeal mechanism at this stage were some of the major concerns raised. On this point it is necessary to note that during the period covered by this survey, institutions had to seek for the approval of the PSC before appointing successful candidates, which resulted in considerable delays. This has been changed since 2015.

On the other hand, the provisions of the presidential order on appeals apply on “*the selection process or the results obtained*”, but are not extended to the appointment process. However, consultations with the PSC indicated clearly that such appeals are received and treated. This is again one of the areas where the e-recruitment will allow close monitoring.

7) *Awareness with existing regulations on recruitment in public sector*

The level of awareness on the existing recruitment regulations by job applicants is only 62.9% for employees, while those who consult these regulations are only 39.9%. For job seekers, 45.9% are aware of the existence of recruitment regulations while only 29.8% dare to consult these texts. This requires sustained campaigns of awareness on recruitment regulations.

8) *Awareness with the PSC role in recruitment*

The level of awareness of employees and job seekers on the role played by the Public Service Commission in the recruitment process is only at 36.7%. This is due to the fact that the PSC works directly with institutions than candidates. However, it is necessary to raise the level public awareness on the role of the PSC, especially as an appeal body.

9) *Regional and International Recruitment best practices*

It was established that the level of involvement of Public Service Commissions in the recruitment process vary from a country to another, based on the provisions in their constitutions. This ranges from an oversight institution, a regulating body, to an institution in control of the recruitment, appointment, transfer, promotion and dismissal of public servants, and proposals of appointment in senior positions. In Rwanda, the Government has adopted a “*hands-off-system*” under which the PSC plays the role of an oversight and appeal body. The advantages of this model is that it enables segregation of duties and promotes institutions’ good governance and accountability. With different reforms in the pipeline, it was found more appropriate to fast-track their implementation and evaluate their on the quality of the recruitment services and citizen satisfaction to inform further improvements.

5.2. Recommendations

Based on the discussion of the findings of this survey, different recommendations provided are summarised below:

1. Fast-track the introduction and implementation of the e-recruitment and the competence framework to address the gaps highlighted by the survey;
2. Convert the “selection/shortlisting committee” into an “*internal recruitment committee*” with an advisory role to the management of institutions on the whole recruitment process;
3. Add an e-shortlisting module to the e-recruitment system in the near future for efficiency;
4. For quality assurance, consider/explore possibilities of setting up a centralised databank of exam questions to be administered from the e-recruitment system, based on the specifications in the competence framework;
5. Institutions to take their responsibility and fully own the shortlisting process as required by the regulations;
6. Develop a regulatory framework and certification of the professionalism of those practicing the recruitment as a business, including individual examiners within recruiting firms;
7. Take measures to promote whistleblowing on corruption in recruitment.
8. Instore a standard oral interview marking scheme to make sure that candidates are evaluated on the same ground;
9. Set a deadline for the appointment of successful candidates;
10. Enforce the respect of deadlines in recruitment;
11. Raise the public awareness on recruitment regulations and the role of the PSC;

12. Conduct a comprehensive impact assessment after the introduction of different reforms on recruitment, to guide further improvements on recruitment.

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Annexes

Annex 1: Questionnaire for employees and job seekers

UBUSHAKASHATSI BUGAMIJE KUMENYA “UKO ABATURARWANDA BISHIMIRA/BANYURWA N’UBURYO GUSHAKA ABAKOZI NO KUBASHYIRA MU MYANYA MU BIGO NO MU NZEGO ZA LETA BIKORWA

IBIBAZO BIGENEWE ABAKOZI N’ABASHAKA AKAZI

Nomero y’urutonde rw’ibibazo /...../.....

Amazina y’ubaza.....

Ikirango cy’ubaza (code):

Umukono:

Amazina n’Umukono by’ushinzwe gusuzuma ibibazo n’ibisubizo by’ubushakashatsi:

.....

INTERURO

Nitwa (vuga amazina). Ndi mu bushakashatsi bukorwa na Komisiyo Ishinzwe Abakozi ba Leta, bugamiye kumenya “*uko abaturarwanda bishimira uburyo gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta bikorwa*”.

Ibizava muri ubu bushakashatsi bizafasha Komisiyo Ishinzwe Abakozi ba Leta gusobanukirwa neza uburyo akazi gatangwa, n’ingamba zafatwa mu kunoza iyo mitangire y’akazi mu Rwanda. Wowe na bamwe mu bandi baturage bo mu Rwanda, twabatoranije ngo mufashe muri ubu bushakashatsi.

Urutonde rw’ibibazo by’ubu bushakashatsi rurimo ibyiciro bitatu bikurikira:

- (1) *Ibitekerezo byawe k’uburyo ubona bwiza bwo gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta;*
- (2) *Uko wabonye gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta bikorwamo aho wagerageje gushaka akazi;*
- (3) *Uko wishimiye cyangwa ugaya uko gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta bikorwamo, n’inama utanga kugirango binozwe.*

Ibisubizo mutanga ni ibanga kandi bizakoreshwa muri ubu bushakashatsi gusa. Turagusaba rero gusubiza ibibazo byose nta mpungenge kuko ibisubizo byawe bizafasha gushyiraho ingamba nziza zizafasha kunoza uburyo gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta bikorwamo.

Tugushimiye uruhare rwawe muri ubu bushakashatsi.

IGICE CYA I: UMWIRONDO W'UBAZWA

1. Nomero iranga ubazwa.....

2. Igitsina cy'ubazwa: Gore ☐ Gabo ☐

3. Imyaka y'ubazwa.....

4. Irangamimerere y'ubazwa (*shyira akamenyetso aho bikwiye*):

Ingaragu ☐ Uwashatse ☐ Umupfakazi ☐ Uwatandukanye n'uwo bashakanye ☐

5. Aho atuye:

Intara..... Akarere:Umurenge: Akagari

Umudugudu.....

6. icyiro cyo hejuru cy'amashuri ubazwa yize/ Impamyabumenyi yo hejuru ubazwa afite:

- Amashuri yisumbuye (A2/D6)
- icyiro cya mbere cya kaminuza (A1)
- icyiro cya kabiri cya kaminuza (Ao)

- icyiro cya gatatu (Masters)
- Impamyabumenyi y'ikirenga (PhD)
- Ikindi cyiro (kivuge)
.....

--

7. Imyaka umaze ubonye iyo impamyabumenyi:

8. Ibyo wize/wabonyemo impamyabumenyi:

9. Andi masomo wize mu gihe cy'amezi atandatu cyangwa hejuru:

i.

ii.

iii.

10. Mu mwaka wa 2013/14 wari mu kihe cyiro muri ibi bikurikira?

Umukozi

☐

Ushaka akazi

☐

Niba wari ufite akazi, umwanya wakoragaho:

11. Mu mwaka wa 2014/15 wari mu kihe cyiciro muri ibi bikurikira?

Umukozi

☐

Ushaka akazi

☐

Niba wari ufite akazi, umwanya wakoragaho:

12. Niba ufite akazi, ni uwuhe mwanya ukoraho ubu:

13. Ikigo/Urwego rwa Leta ukoramo ubu (niba ufite akazi):

14. Igihe Umaze ukora (uburambe bwose hamwe):

15. Umubare w'ibigo wakoreye kuva ubonye impamyabumenyi:

IGICE CYA II: IBYITEZWE KU BURYO UBONA BW'ICYITEGEREREZO BWO GUSHAKA ABAKOZI NO KUBASHYIRA MU MYANYA

Ibyitezwe: Iki gice kirasaba ibitekerezo byawe k'uburyo bwaba nk'icyitegererezo mu gushaka abakozi no kubashyira mu myanya. Garagaza ikigero wumva wemeramo ko ibi bikurikira byakagombye gukurikizwa cyangwa kuranga uburyo bwiza bwo gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta:

Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
1	2	3	4	5

Shyira ikimenyetso ku rwego uhisemo.

Interuro		Amanota				
		Simbyemer a na gato	Simbyem era	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
I. GUTANGAZA UMWANYA UPIGANIRWA						
1.	Itangazo ry'akazi rigomba kuba risobanutse kandi ririmo byose (ryuzuye)	1	2	3	4	5
2.	Itangazo ry'akazi rigomba gutangwa mu gihe cyagenwe (hubahirijwe igihe giteganywa)	1	2	3	4	5
3.	Itangazo ry'akazi rigomba kunyuzwa buri gihe mu bitangazamakuru (Ibinyamakuru, radiyo, imbuga za murandasi (internet) n'ibindi)	1	2	3	4	5
4.	Itangazo ry'akazi rigomba kunyuzwa mu bitangazamakuru cyangwa ahandi horoshye kugera k'umuntu urishaka	1	2	3	4	5
II. GUSABA AKAZI						
5.	Umukozi ushinze kwakira amafishi akoreshwa mu gusaba akazi agomba kubikorana urugwiro.	1	2	3	4	5
6.	Gusaba akazi bigomba gukorwa huzuzwa ifishi ikoreshe mu gusaba akazi.	1	2	3	4	5

Interuro		Amanota				
		Simbyemer a na gato	Simbyem era	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
7.	Urupapuro rusaba akazi rugomba gutangwa hakoreshejwe murandasi (internet)	1	2	3	4	5
8.	Ifishi ikoreshwa mu gusaba akazi igomba gutangwa mu ntoki	1	2	3	4	5
9.	Ifishi ikoreshwa mu gusaba akazi cyangwa urubuga barunyuzaho bigomba korohera ubikoresha (bigomba kuba bisobanutse)	1	2	3	4	5
10.	Ikigo gishaka abakozi kigomba kugaragariza buri gihe uwasabye ko cyakiriye ubusabe bwe.	1	2	3	4	5
11.	Mu gihe cyo gusaba akazi hagomba guteganywa uburyo bwo gukemura ibibazo byavuka.	1	2	3	4	5
12.	Ibikoresha mu gusaba akazi (Ifishi yuzuzwa, imbuga za murandasi (internet)) bigomba korohera ubikoresha, ndetse n'aho usaba atanga ibisabwa hagomba kumworohera kuhagera.	1	2	3	4	5
13.	Abatanga amafishi akoreshwa mu gusaba akazi ntibagomba gutegereza igihe kinini kugira ngo zakirwe.	1	2	3	4	5
	III. GUHITAMO ABUJUJE IBISABWA					
14.	Guhitamo abujuje ibisabwa bigomba kuba bisobanutse kandi binyuze mu mucyo	1	2	3	4	5
15.	Ikigo gishaka abakozi kigomba buri gihe kugaragaza ibyavuye mu guhitamo abajuje ibisabwa ku gihe.	1	2	3	4	5
16.	Mu guhitamo abujuje ibyangombwa hagomba guteganywa uburyo bwo gukemura ibibazo.	1	2	3	4	5
17.	Aho ibyavuye mu guhitamo abujuje ibisabwa byashyizwe (urubuga rw'ikigo, ahamanikwa amatangazo y' ikigo) hagomba kugerwa k'uburyo bworoshye.	1	2	3	4	5
	IV. IBIZAMINI BYANDITSE N'IBYUBUMENYI NGIRO.					
18.	Ibyumba n'ibindi byifashishwa mu gukora ibizamini byanditse n' iby'ubumenyi ngiro bigomba kuba biberanye n'ibyo bizamini.	1	2	3	4	5
19.	Abakoresha ibizamini byanditse n'iby'ubumenyi ngiro bagomba kugaragaza ubunyamwuga kandi bakabigira ibyabo	1	2	3	4	5
20.	Ibikoresho ndetse n' ikoranabunga rikoreshe mu bizamini byanditse n'iby'ubumenyi ngiro bigomba kuba biberanye n'ibyo bizamini	1	2	3	4	5
21.	Ibikenerwa mu gukora ibizamini byanditse n'ibyubumenyngiro (Amakayi yo gusubirizaho, amakayi y' ibizamini, numero z'abasubiza, urutonde rw'abitabiriye n'ibindi) bigomba kubonekera igihe.	1	2	3	4	5
22.	Ibibazo bibazwa mu kizamini cyanditse bigomba kuba bijyanye n' umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
23.	Itariki y'ikizamini, aho kizabera n'amasaha kizaberaho bigomba kumenyeshwa ku gihe.	1	2	3	4	5
24.	Amanota y'ikizamini cyanditse agomba gutangazwa	1	2	3	4	5

Interuro		Amanota				
		Simbyemer a na gato	Simbyem era	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
	mu gihe cyateganyijwe.					
25.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cyanditse n'icy'ubumenyi ngiro bugomba kubahirizwa uko buteganywa.	1	2	3	4	5
26.	Aho amanota yavuye mu bizamini byanditse n'iby'ubumenyi ngiro yatangarijwe (Urubuga rw'ikigo, ahamanikwa amatangazo, n'ahandi) hagomba kuba horoshye kuhagera k'ubishaka.	1	2	3	4	5
27.	Umutekano w'ibikoresho, uwabitabiriye ibizamini n'uwababikoresha ugomba gucungwa.	1	2	3	4	5
28.	Ibizamini byanditse n'iby'ubumenyi ngiro ntibigomba kurangwamo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina n'ibindi) yaba iturutse ku bakora ikizamini cyangwa abagikoresha.	1	2	3	4	5
29.	Ukoresha ikizamini agomba kugira ubumenyi, ubushobozi ndetse n'ubunyamwuga bikenewe bitewe n'umwanya upiganirwa.	1	2	3	4	5
30.	Ahakorerwa ikizamini cyanditse n' icy'ubumenyi ngiro hagomba kuba horoshye kuhagera	1	2	3	4	5
31.	Igihe ikizami cyanditse n'icy'ubumenyingiro byateganyirijweho gutangira kigomba kubahirizwa.	1	2	3	4	5
	V. IKIZAMINI CY'IKIGANIRO					
32.	Ibyumba n' ibindi byifashishwa mu gukora ikizamini cy'ikiganiro bigomba kuba biberanye n'icyo kizamini	1	2	3	4	5
33.	Abakoresha ikizamini cy'ikiganiro bagomba kugaragaza ubunyamwuga no kubigira ibyabo	1	2	3	4	5
34.	Ibikoresho ndetse n'ikoranabuhanga bikoreshe mu kizamini cy'ikiganiro bigomba kuba biberanye n'icyo kizamini	1	2	3	4	5
35.	Ibikenerwa mu gukora ikizamini cy'ikiganiro (Ibyuma bifata amashusho n'amajwi, amabwiriza yo gukosora ikizamini, imyirondoro y'ubazwa, n'ibindi) bigomba kubonekera igihe.	1	2	3	4	5
36.	Ibibazo bibazwa mu kizamini cy'ikiganiro bigomba kuba bijyanye n'umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
37.	Itariki y'ikizamini cy'ikiganiro, aho kizabera n'amasaha bigomba kumenyeshwa ku gihe	1	2	3	4	5
38.	Amanota y'ikizamini cy'ikiganiro agomba gutangazwa mu gihe cyateganyijwe.	1	2	3	4	5
39.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cy'ikiganiro bugomba kubahirizwa uko buteganywa.	1	2	3	4	5
40.	Aho amanota yavuye mu kizamini cy'ikiganiro yatangarijwe (Urubuga rw'ikigo, ahamanikwa amatangazo, n'ahandi) hagomba kuba horoshye kuhagera.	1	2	3	4	5
41.	Umutekano w'ibikoresho, uwabitabiriye ikizamini n'uwabagikoresha ugomba gucungwa	1	2	3	4	5
42.	Ikizamini cy'ibiganiro ntikigomba kurangwamo ruswa	1	2	3	4	5

Interuro		Amanota				
		Simbyemer a na gato	Simbyem era	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
	iyi ariyo yose (yaba iy'amafaranga, iy'igitsina n'indi) yaba iturutse ku bagikora cyangwa abagikoreshe					
43.	Abakora ikizamini cy'ikiganiro bagomba kwizezwa ko amakuru batanze azagirwa ibanga n'ikigo gishaka abakozi.	1	2	3	4	5
44.	Abakoreshe ikizamini cy'ikiganiro bagomba kugira ubumenyi, ubushobozi n'ubunyamwuga bujyanye n'umwanya upiganirwa.	1	2	3	4	5
45.	Abakira abakora ikizamini cy'ikiganiro bagomba kubikorana ubunyamwuga, ikinyabupfura no kububaha.	1	2	3	4	5
46.	Ahakorerwa ikizamini cy'ikiganiro hagomba kuba hagerwa k'uburyo bworoshye.	1	2	3	4	5
47.	Igihe ikizamini cy'ikiganiro cyateganyirijwe gutangiraho kigomba kubahirizwa	1	2	3	4	5
	VI. GUSHYIRWA MU MWANYA	1	2	3	4	5
48.	Gushyira abatsinze ibizamini mu myanya bigomba gukorwa vuba.	1	2	3	4	5
49.	Hagomba gushyirwaho uburyo bwo gukemura ibibazo bijyanye n'ikererwa mu gushyira abatsinze mu myanya.	1	2	3	4	5
50.	Gushyira abakozi mu myanya bigomba kutarangwamo ruswa iyi ariyo yose (iy'amafaranga, iy'igitsina, n'izindi) yaba iturutse k'umukozi cyangwa umukoreshe.	1	2	3	4	5
	VII. IHURIRO N'AMATEGEKO N'AMABWIRIZA AGENA ISHAKWA N'ISHYIRWA MU MYANYA RY'ABAKOZI					
51.	Amategako n'amabwiriza akena ishakwa n'ishyirwa mu myanya ry'abakozi agomba kugera kubayashaka mu buryo bworoshye.	1	2	3	4	5
52.	Abaturage bagomba kumenya amategako n'amabwiriza ariho akena ishakwa n'ishyirwa mu myanya ry'abakozi	1	2	3	4	5
53.	Uburyo ibigo bishakamo bikanashyira abakozi mu myanya bigomba gukurikiza amategako n'amabwiriza ariho.	1	2	3	4	5
54.	Abasaba akazi bagomba kumenya inshingano za komisiyo Ishinzwe Abakozi ba Leta mu bijyanye no gushaka ndetse no gushyira abakozi mu myanya.	1	2	3	4	5

IGICE CYA III: UUBUNARARIBONYE MU NZIRA YO GUSHAKA NO GUSHYIRA ABAKOZI BA LETA MU MYANYA

III.1 Itangazo ry'akazi

- Wamenye ute itangazo ry'akazi? (ibisubizo byinshi birashoboka)
 - Naribonye mu kinyamakuru
 - Naryumvise kuri Radiyo
 - Naribonye k'urubuga rwa murandasi (internet)
 - Naribonye kuri Televiziyo

- | | |
|--|-------------------------------------|
| 5) Barinyohereje kuri email | 7) Narihawe n'inshuti |
| 6) Naribonye ku kibaho bamanikaho amatangazo | 8) Naribonye ku mbuga nkoranyambaga |
| | 9) Ubundi buryo (buvuge)..... |

2. Tanga izina ry'igitangazamakuru wakuyemo itangazo

1) Ikinyamakuru:..... 2) Radiyo:..... 3) Urubuga (website)

Televiziyo

4) Urubuga nkoranyambaga:.....

3. Waba warasanze itangazo risobanutse kandi ryuzuye?

- 1) Oya
- 2) Yego
- 3) Risobanutse/ryuzuye igice

4. Niba ari oya cyangwa risobanutse/ryuzuye igice, garagaza ibituzuye/ibidasobanutse

.....

5. Ese itangazo riteganyye uburyo wabonyemo amakuru arambuye cyangwa ibindi wifuza kubaza?

- | | |
|--------|---------|
| 1) Oya | 2) Yego |
|--------|---------|

6. Niba ari yego, ubwo buryo ni ubuhe?.....

7. Byaba byaratwaye iminsi ingahe kugira ngo itangazo rikugereho nyuma y'uko risohotse?.....

8. Waribonye hasigaye iminsi ingahe ngo utange ibisabwa mu gusaba akazi?.....

III.2 Gusaba akazi

1. Wasabye akazi ute?

- | | |
|-------------------------|---|
| 1) Nifashishije urubuga | 3) Natanze ifishi ikoreshwa mu gusaba akazi ku kigo |
| 2) Nakoresheje Email | |

2. Ese ikigo cyaba cyaragusubije?

- | | |
|--------|---------|
| 1) Oya | 2) Yego |
|--------|---------|

3. Niba baragusubije babikoze nyuma y'iminsi ingahe.....

4. Igisubizo wabonye wakigejejweho mu zihe nzira?

- | | |
|-----------------|----------------------------|
| 1) Email | 4) Nabonye ubutumwa bugufi |
| 2) Ibaruwa | 5) Hasohotse urutonde |
| 3) Narahamagawe | |

5. Waba hari uwo wumvise watanze ibisabwa nyuma y'igihe cyateganyijwe?

- | | | |
|--------|---------|------------|
| 1) Oya | 2) Yego | 3) Simbizi |
|--------|---------|------------|

6. Ese gushaka no gutanga ibikenewe mu gusaba akazi hari amafaranga byaba byaragutwaye?

- | | |
|--------|---------|
| 1) Oya | 2) Yego |
|--------|---------|

7. Niba ari yego garagaza ibyayagutwaye, ayo byatwaye n'aho wayakuye?

Ibyagutwaye amafaranga	Ikigereranyo cy'ayo byatwaye	Aho wayakuye
1.		
2.		
3.		

8. Ese ifishi wujuje usaba akazi wayishyizemo amakuru yose washakaga gutanga mu gushyigikira ubusabe bwawe?

1) Oya 2) Yego

9. Niba utarayashyizemo yose, garagaza ayo wifuzaga kongeramo?

1)
 2)
 3)
 4)

10. Ni ubuhe buryo bundi wifuza ko bwakoreshwa mu gusaba akazi?

1)
 2)
 3)
 4)

11. Ifishi wuzuye usaba akazi wayibonye ute?

1) Ni kopi nakuye ku kigo 3) Ni kopi nakuye k'urubuga rw' ikigo
 2) Ni kopi nahawe n'inshuti/umuvandimwe 4) Ahandi (havuge):

12. Ni ibiki byaba byaragushishikariye gusaba akazi?
 1) Gusaba akazi bikorwa mu mucyo nta buriganya 5) Inyungu itangwa n'ikigo (Umushahara n'izindi nyungu)
 2) Kumenyekana kw'ikigo
 3) Nari nujuje ibisabwa byose 6) Ibindi (Bivuge):.....
 4) Nari mfite inshuti mu kigo

III.3 Guhitamo abujuje ibisabwa

1. Urutonde rw'abemerewe gukora ikizamini rwaba rugaragazaga ibyahereweho mu kubahitamo?

1) Oya 2) Yego

2. Niba rubigaragaza, ubona ibyahereweho biciye m'ukuri?

1) Oya 2) Yego 3) Biciye mu kuri igice

3. Niba bidaciye mu kuri cyangwa biciye mu kuri igice, garagaza impamvu?

.....

4. Wamenye ute ibyavuye muri uku guhitamo abujuje ibisabwa? (ibisubizo byinshi birashoboka)

1) Nabibonye kuri email 2) Nabibonye k'urubuga rw'ikigo

- 3) Nabibonye ahamanikwa amatangazo ku kigo
- 4) Nabibonye ku mbuga nkoranyambaga
- 5) Barampamagaye
- 6) Banyohereje ubutumwa bugufi
- 7) Ubundi buryo (buvuge).....
5. Wabimenye nyuma y' iminsi ingahe

NB : Niba waratoranijwe, komereza ku bibazo by'igice cya III.4

6. Niba bataraguhisemo, waba wamenyeshejwe impamvu?
 - 1) Oya
 - 2) Yego
7. Niba utarayimenyeshejwe waba warajuriye?
 1. Oya
 2. Yego
8. Niba ari "yego" ku kibazo cya 7, ni izihe mpamvu zatumye ujurira?
.....
9. Ese ubujurire bwawe bwarakiriwe?
 1. Oya
 2. Yego
10. Niba butarakiriwe tanga impamvu ukeka yatumye butakirwa:.....
.....
11. Niba bwarakiriwe, waba warasubijwe?
 1. Oya
 2. Yego
 3. Nasubijwe igice
12. Niba utarasubijwe cyangwa warasubijwe igice, tanga impamvu:
.....
.....

III.4 Ikizamini cyanditse n'icy'ubumenyingiro

1. Wamenyeshejwe ute itariki y'ikizamini cyanditse n'icy'ubumenyingiro? (ibisubizo bishobora kurenga kimwe)
 1. Banyohereje email
 2. Nayibonye k'urubuga rw' ikigo
 3. Nayibonye ahamanikwa amatangazo y' ikigo
 4. Nayibonye ku mbuga nkoranyambaga
 5. Barampamagaye
 6. Banyohereje ubutumwa bugufi
 7. Nayumvise kuri radiyo
 8. Ubundi buryo (Buvuge).....
2. Garagaza ibyo wamenyeshejwe muri ibi bikurikira (ibisubizo bishobora kurenga kimwe)
 - 1) Itariki y'ikizamini
 - 2) Aho kizabera
 - 3) Isaha y'ikizamini
 - 4) Ibikenewe by'umwihariko
3. Waba wamenyeshejwe ku gihe itariki y'ikizamini?
 - 1) Oya
 - 2) Yego
4. Niba utarayimenyesherejwe igihe, sobanura.....
.....
5. Ubona iminsi ihagije wamenyeshwaho mbere y' ikizamini ari ingahe?.....
6. Wasanze ibibazo by' ikizamini bijyanye n'umwanya wasabye?
 1. Oya
 2. Yego

7. Niba bitari bijyanye sobanura.....
.....
.....
8. Amanota y' ikizamini yasohotse nyuma y' iminsi ingahe mugikoze ?
9. Ese waba warajuriye amanota y' ikizamini cyanditse?
1. Oya 2. Yego

NB: NIBA ARI OYA JYA KU KIBAZO CYA 13

10. Niba warajuriye, ni izihe mpamvu z'ingenzi ubujurire bwawe bwibanzeho?
.....
11. Ese ubujurire bwawe bwarakiriwe?
1) Ntibwakiriwe 2) Bwarakiriwe ariko 3) Bwarakiriwe
ntibwigwaho bunigwaho
12. Niba butarakiriwe cyangwa ntibwigwaho, tanga impamvu ndetse n'icyagombye kuba cyarakozwe
.....
13. Ese uretse ikizamini cyanditse hari ikizamini cy'ubumenyi ngiro waba warakoze?
1. Oya 2. Yego
14. Ubona ikizamini cy'ubumenyiringiro kijyanye n'umwanya wasabyeho akazi?
1. Oya 2. Yego

III.5 IKIZAMINI CY'IKIGANIRO

1. Waba waramenye ute itariki y' ikizamini? (ibisubizo bishobora kurenga kimwe)
1) Banyohereje email 5) Barampamagaye
2) Nayibonye k'urubuga rw' ikigo 6) Banyohereje ubutumwa bugufi
3) Nayibonye ahamanikwa amatangazo y' ikigo 7) Nayumvise kuri radiyo
4) Nayibonye ku mbuga nkoranyambaga 8) Ubundi buryo (Buvuge).....
2. Garagaza ibyo wamenyeshejwe muri ibi bikurikira (ibisubizo bishobora kurenga kimwe)
1) Itariki y' ikizamini 2) Aho kizabera 3) Isaha y' ikizamini
3. Waba waramenyeshejwe ku gihe itariki y' ikizamini?
1) Oya 2) Yego
4. Niba utarayimenyesherejwe igihe, sobanura.....
.....
.....
5. Ubona iminsi ihagije wamenyeshwaho mbere y' ikizamini ari ingahe?.....
6. Wasanze ibibazo by' ikizamini byari bijyanye n'umwanya wasabye?
1) Oya 2) Yego
7. Niba bitari bijyanye sobanura.....
.....
.....
8. Ese wabonye itsinda ry' abakubajije bari bafite ubumenyi buhagije?
1) Oya 2) Yego

9. Niba ari oya, sobanura impamvu?
-
10. Amanota y'ikizamini yarasohotse?
- 1) Oya 2) Yego
11. Niba ari yego, amanota y'ikizamini yasohotse nyuma y' iminsi ingahe mugikoze ?
12. Ese waba warajuriye amanota y'ikizamini cy'ikiganiro?
- 1) Oya 2) Yego

NB: NIBA ARI OYA JYA KU BIBAZO BY'ICYICIRO CYA III.6

13. Niba warajuriye, ni izihe ngingo z'ingenzi ubujurire bwawe bwibanzeho?.....
-
14. Ese ubujurire bwawe bwarakiriwe?
1. Ntibwakiriwe 2. Bwarakiriwe ariko 3. Bwarakiriwe
ntibwigwaho bunigwaho
15. Niba butarakiriwe cyangwa butwarizweho, tanga impamvu ndetse n'icyagombye kuba cyarakozwe
-

III.6 GUSHYIRA ABAKOZI MU MYANYA (ku bahawe akazi)

1. Waba wamenye ute ko washyizwe mu mwanya wasabye? (ibisubizo bishobora kurenga kimwe)
- 1) Banyohereje email 5) Barampamagaye
2) Nabibonye k'urubuga rw' ikigo 6) Banyohereje ubutumwa bugufi
3) Nabibonye ahamanikwa amatangazo y' ikigo 7) Nabyumvise kuri radiyo
4) Nabibonye ku mbuga nkoranyambaga 8) Ubundi buryo (Buvuge).....
2. Ni ibihe byangombwa wasabwe gutanga mbere y'uko uhabwa ibaruwa igushyira mu mwanya watsindiye? (ibisubizo bishobora kurenga kimwe)
- 1) Umwirondoro urambuye 5) icyemezo cya muganga
2) Kopi y' impamyabumenyi yasinze na 6) Kopi y'Indangamuntu
noteri 7) icyemezo cy'ahandi wakoze
3) Amafoto magufi 8) Ntacyo nasabwe
4) icyemezo cy' uko utafunzwe 9) Ibindi (bivuge):
3. Nyuma yo gutsinda ikizamini cy'ikiganiro wategereje iminsi ingahe mbere yo kubona ibaruwa igushyira mu mwanya watsindiye?
4. Umaze kubona ibaruwa igushyira mu mwanya watsindiye wasanze ibiyikubiyemo byuzuye kandi ari ukuri?
1. Oya 2. Yego

IGICE CYA IV. GUSHAKA NO GUSHYIRA MU MYANYA ABAKOZI MU NDORERWAMO Y'AMATEGEKO N'AMABWIRIZA ABIGENA

Iki cyiciro kiribanda ku kumenyekanisha amategeko n'amabwiriza aha ishakwa n' ishyirwa mu myanya ry'abakozi mu nzego za Leta, kuyashyira aho byorohereza buri wese kuyageraho, kugenzura ko yuzuye ndetse ahuye n' ibikorwa mu gushaka abakozi. Hari kandi gusuzuma ibiburamo ndetse no kureba aho abashaka kuyica bakura urwitwazo.

1. Waba uzi ko hari amategeko n'amabwiriza bigena ishakwa n' ishyirwa mu myanya ry'abakozi?
 1. Oya
 2. Yego

2. Niba uyazi, ayo uzi ni ayahe?.....
.....
.....
3. Waba warigeze usoma byibura rimwe mu mategeko cyangwa amabwiriza akena ishakwa n'ishyirwa mu myanya ry'abakozi ba Leta mbere y'uko utangira gushaka akazi?
1. Oya
2. Yego
1. Niba warayasomye, wabonye ibikubiyemo bisobanutse? Oya
2. Yego
4. Niba bidasobanutse, ni ibihe bice wabonye bikeneye gusobanurwa kurushaho?.....
.....
.....
1. Niba warayasomye, wabonye ibikubiyemo byuzuye?
2. Oya
3. Yego
5. Niba bituzuye, wabonye ibice bikeneye kongerwamo ari ibihe??.....
.....
.....
6. Utekereza ko byoroheye ushaka amategeko n'amabwiriza ariho akena ishakwa n'ishyirwa mu myanya ry'abakozi ba Leta kuyabona?
1. Oya
2. Yego
7. Niba bitoroshye urabona hakorwa iki ngo uyashatse ashobore kuyabona bimworoheye?.....
.....
.....
8. Ese ubona uko gushaka abakozi no kubashyira mu myanya bikorwa muri iki gihe bitanga icyuho cyo kurenga ku mategeko n'amabwiriza ahari?
1. Oya
2. Yego
9. Niba bigitanga ni mu buhe buryo?.....
.....
.....
10. Ese ubona inzira wanyuzemo ushaka akazi ikurikiza ibigenwa n'amategeko n'amabwiriza?
1. Oya
2. Yego
11. Niba ari Oya, garagaza igice cyangwa ibice bititaweho mu mategeko cyangwa amabwiriza?
.....
.....

IGICE CYA V. INZITIZI, IBYAGEZWEHO WAKWIGIRAHU N'AHAKENEYE KONGERWAMO INGUFU

1. Ni izihe nzitizi z'ingenzi ubona mu buryo bwo gushaka abakozi no kubashyira mu myanya?

.....

2. Garagaza ibyo ubona byagezweho byabera abandi isomo mu buryo bwo gushaka abakozi no kubashyira mu myanya?

.....

Wasaba iki mu rwego rwo kunoza uburyo bwo gushaka abakozi no kubashyira mu myanya.....

.....

IGICE CYA VI: UKO UBONA GUSHAKA ABAKOZI NO KUBASHYIRA MU MYANYA BIKORWAMO.

Ibiboneka: Iki cyiciro cy'ibibazo kiribanda k'uburyo wowe ubazwa ubona uko gushaka abakozi no kubashyira mu myanya bikorwa muri iki gihe nk'umuntu wabinyuzemo. Garagaza urwego wemeranywaho n' ibikubiye mu nteruro zikurikira ukoresheje ibikubiye mu mbonerahamwe ikurikira.

Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
1	2	3	4	5

Shyira ikimenyetso ku rwego uhisemo.

Interuro		Amanota				
		Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
I. GUTANGAZA UMWANYA UPIGANIRWA						
1.	Itangazo ry'akazi ryari risobanutse kandi ririmo byose (ryuzuye)	1	2	3	4	5
2.	Itangazo ry'akazi ryatanzwe ku gihe (igihe giteganywa cyarubahirijwe)	1	2	3	4	5
3.	Itangazo ry'akazi ryanyujijwe mu bitangazamakuru (ibinyamakuru, imbuga za murandasi (internet) n' ibindi)	1	2	3	4	5
4.	Aho itangazo ry'akazi ryanyujijwe hari horoheye urishaka kuhagera/kuribona	1	2	3	4	5
II. GUSABA AKAZI						
5.	Umukozi wakiraga amafishi akoreshwa mu gusaba akazi yabikoranye urugwiro.	1	2	3	4	5
6.	Gusaba akazi byakozwe huzuzwa ifishi ikoresheye mu gusaba akazi.	1	2	3	4	5
7.	Urupapuro rusaba akazi rwatanzwe hakoreshejwe murandasi (internet)	1	2	3	4	5
8.	Ifishi ikoresheye mu gusaba akazi yatanzwe mu ntoki	1	2	3	4	5
9.	Ifishi ikoresheye mu gusaba akazi ndetse n'urubuga barunyuzagaho byari byoroheye ubikoresheye (byari bisobanutse)	1	2	3	4	5
10.	Ikigo gishaka abakozi cyagaragarije uwasabye ko cyakiriye ubusabe bwe.	1	2	3	4	5
11.	Hari hateganyijwe uburyo bwo gukemura ibibazo bivutse mu gihe cyo gusaba akazi.	1	2	3	4	5
12.	Ibyakoreshejwe mu gusaba akazi (Ifishi yuzuzwa, imbuga za murandasi (internet)) byari byoroheye ubikoresheye ndetse n'aho yatangaga ibisabwa hari horoshye kuhagera.	1	2	3	4	5

Interuro		Amanota				
		Simbyeme ra na gato	Simbye mera	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
13.	Abatangaga amafishi akoreshwa mu gusaba akazi ntibategerezaga igihe kinini kugira ngo zakirwe.	1	2	3	4	5
	III. GUHITAMO ABUJUJE IBISABWA					
14.	Guhitamo abujuje ibisabwa byari bisobanutse kandi binyuze mu mucyo	1	2	3	4	5
15.	Ikigo gishaka abakozi cyatangaje ibyavuye mu guhitamo abujuje ibisabwa ku gihe.	1	2	3	4	5
16.	Hari hateganyijwe uburyo ibibazo bivutse mu guhitamo abujuje ibisabwa bikemurwa.	1	2	3	4	5
17.	Aho ibyavuye mu guhitamo abujuje ibisabwa byashyizwe (urubuga rw'ikigo, ahamanikwa amatangazo y'ikigo) hari horohye ubishaka kuhagera/kubibona.	1	2	3	4	5
	IV. IBIZAMINI BYANDITSE N'IBYUBUMENYI NGIRO.					
18.	Ibyumba n'ibindi byifashishijwe mu gukora ibizamini byanditse n'ibyubumenyi ngiro byari biberanye n'ibyo bizamini.	1	2	3	4	5
19.	Abakoresheje ibizamini byanditse n'ibyubumeningiro bagaragaje ubunyamwuga	1	2	3	4	5
20.	Ibikoresho ndetse n'ikoranabunga ryakoreshejwe mu bizamini byanditse n'ibyubumenyi ngiro byari biberanye n'ibyo bizamini	1	2	3	4	5
21.	Ibyari bikenewe mu gukora ibizamini byanditse n'ibyubumenyi ngiro (Amakayi yo gusubirizaho, n'ay'ibizamini, numero z'abasubiza, urutonde rw'abitabirye n'ibindi) byabonekeye igihe.	1	2	3	4	5
22.	Ibibazo byabajijwe mu kizamini cyanditse byari bijyanye n' umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
23.	Itariki y'ikizamini, aho cyabereye n'amasaha cyabereyeho byamenyeshejwe ku gihe.	1	2	3	4	5
24.	Amanota y'ikizamini cyanditse yamenyeshejwe ku gihe cyateganyijwe.	1	2	3	4	5
25.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cyanditse n'icyubumenyi ngiro bwubahirijwe uko buteganywa.	1	2	3	4	5
26.	Aho amanota yavuye mu bizamini byanditse n'ibyubumenyi ngiro yatangarijwe (Urubuga rw'ikigo, ahamanikwa amatangazo, n'ahandi) hari horohye uyashaka kuhagera/kuyabona.	1	2	3	4	5
27.	Umutekano w'ibikoresho, uwabitabirye ibizamini, n'uwababikoresheje wari ucunzwe neza	1	2	3	4	5
28.	Ibizamini byanditse n'ibyubumenyi ngiro ntibyaranzwemo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina, n'ibindi) yaba iturutse ku bakora ikizamini cyangwa abagikoreshe.	1	2	3	4	5
29.	Uwakoresheje ikizamini yari afite ubumenyi, ubushobozi ndetse n'ubunyamwuga bikenewe k'umwanya wakorewe ikizamini.	1	2	3	4	5
30.	Ahakorewe ikizamini cyanditse n'icyubumenyi ngiro hari horoshye kuhagera.	1	2	3	4	5
31.	Igihe ikizamini cyanditse n'icyubumenyi ngiro cyari	1	2	3	4	5

Interuro		Amanota				
		Simbyeme ra na gato	Simbye mera	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
	giteganyirijweho gutangira cyarubahirijwe.					
	V. IKIZAMINI CY'IKIGANIRO	1	2	3	4	5
32.	Ibyumba n'ibindi byifashishijwe mu gukora ikizamini cy'ikiganiro byari biberanye nacyo.	1	2	3	4	5
33.	Abakoresheje ikizamini cy'ikiganiro bagaragaje ubunyamwuga.	1	2	3	4	5
34.	Ibikoresheje ndetse n'ikoranabuhanga byakoreshejwe mu kizamini cy'ikiganiro byari biberanye nacyo.	1	2	3	4	5
35.	Ibyari bikenewe mu gukora ikizamini cy'ikiganiro (Ibyuma bifata amashusho n'amajwi, amabwiriza yo gukosora ikizamini, imyirondoro y'ubazwa, n'ibindi) byabonekeye igihe.	1	2	3	4	5
36.	Ibibazo byabajijwe mu kizamini cy'ikiganiro byari bijyanye n'umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
37.	Itariki y' ikizamini cy' ikiganiro, aho cyabereye n'amasaha byamenyeshejwe ku gihe	1	2	3	4	5
38.	Amanota y'ikizamini cy'ikiganiro yatangajwe mu gihe cyateganyijwe.	1	2	3	4	5
39.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cy'ikiganiro bwubahirijwe uko buteganywa.	1	2	3	4	5
40.	Aho amanota yavuye mu kizamini cy'ikiganiro yatangirijwe (Urubuga rw'ikigo, ahamanikwa amatangazo, n'ahandi) hari horoheye uyashaka kuhagera/kuyabona.	1	2	3	4	5
41.	Umutekano w'ibikoresheje, uwabitabiriye ikizamini n'uwabagikoresheje wari ucunzwe neza	1	2	3	4	5
42.	Ikizamini cy'ibiganiro nticyaranzwemo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina n'indi) yaba iturutse ku bagikora cyangwa abagikoresheje	1	2	3	4	5
43.	Abakoze ikizamini cy'ikiganiro bizejwe ko amakuru batanze azagirwa ibanga n'ikigo gishaka abakozi.	1	2	3	4	5
44.	Abakoresheje ikizamini cy'ikiganiro bari bafite ubumenyi, ubushobozi n'ubunyamwuga bujyanye n'umwanya bakoreshejeho.	1	2	3	4	5
45.	Abakiriye abakoze ikizamini cy'ikiganiro babikoranye ubunyamwuga, ikinyabupfura no kububaha.	1	2	3	4	5
46.	Ahakorewe ikizamini cy'ikiganiro hari horoshye kuhagera	1	2	3	4	5
47.	Igihe ikizamini cy'ikiganiro cyateganyirijwe gutangiriraho cyarubahirijwe	1	2	3	4	5
	VI. GUSHYIRWA MU MWANYA	1	2	3	4	5
48.	Gushyira abatsinze ibizamini mu myanya byakozwe vuba.	1	2	3	4	5
49.	Hashyizweho uburyo bwo gukemura ibibazo bijyanye n'ikererwa mu gushyira abatsinze mu myanya.	1	2	3	4	5
50.	Gushyira abakozi mu myanya ntibyaranzwemo ruswa iyo ariyo yose (iy'amafaranga, iy'igitsina, n'izindi) yaba iturutse k'umukozi cyangwa	1	2	3	4	5

Interuro		Amanota				
		Simbyeme ra na gato	Simbye mera	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
	umukoresha.					
	VII. IHURIRO N'AMATEGEKO N'AMABWIRIZA AGENA ISHAKWA N'ISHYIRWA RY'ABAKOZI MU MYANYA	1	2	3	4	5
51.	Amategoko n'amabwiriza agena ishakwa n'ishyirwa mu myanya ry'abakozi yoroheye abayashaka kuyabona	1	2	3	4	5
52.	Amategoko n'amabwiriza ariho agena ishakwa n'ishyirwa mu myanya ry'abakozi azwi n'abaturage	1	2	3	4	5
53.	Uburyo ibigo bishakamo bikanashyira abakozi mu myanya bikurikije amategoko n'amabwiriza ariho.	1	2	3	4	5
54.	Abasaba akazi bazi neza inshingano za Komisiyo Ishinzwe Abakozi ba Leta mu bijyanye no gushaka ndetse no gushyira abakozi mu myanya.	1	2	3	4	5

IKIGANIRO N'ABAKOresha

IGICE CYA I: INTERURO

K'umuntu usubiza ibi bibazo

Nitwa Nkaba mpagarariye *SN Solutions Ltd* yagiranye amasezerano na komisiyo y'abakozi ba Leta yo gukora ubushakashatsi buzagaragaza **“uko abanyarwanda bashimishwa n'uburyo gushaka abakozi no kubashyira mu myanya mu nzego za leta bikorwamo”** nk' uko ibaruwa ya Komisiyo iri k' umugereka ibigaragaza.

Uru rutonde rw' ibibazo by' ubushakashatsi rurimo ibyiciro bitatu bikurikira:

- (1) Ibitekerezo byawe k' **“uburyo ubona bwiza gushaka abakozi no kubashyira mu myanya mu nzego za Leta byagombye gukorwamo”**
- (2) Ubunararibinye cyangwa ubumenyi ufite k'uburyo gushaka abakozi no kubashyira mu myanya mu nzego za Leta bikorwamo
- (3) Uko wowe ubona cyangwa ushimishwa n'uburyo gushaka abakozi no kubashyira mu myanya mu nzego za Leta bikorwamo muri iki gihe.

Tunejewe no kukumenyesha ko ibisubizo byawe bizagira ibanga rikomeye. Turagusaba rero gusubiza ibibazo byose nta mpungenge kuko ibisubizo byawe bizafasha gushyiraho ingamba nziza zizafasha kuvugurura hagamiye kuzamura uburyo gushaka abakozi no kubashyira mu myanya mu nzego za Leta bikorwamo.

Tugushimiye tubivanye k' umutima uruhare rwawe muri ubu bushakashatsi.

IGICE CYA II: IBIRANGA UMUKOresha

1. Izina ry' ikigo.....
 2. Aho kibarizwa: Intara/umuji wa
Intara..... Akarere:
- Umurenge: Akagari Umudugudu.....

IGICE CYA III: IBYITEZWE KU BURYO UBONA BW'ICYITEGEREREZO BWO GUSHAKA ABAKOZI NO KUBASHYIRA MU MYANYA

Ibyitezwe: Iki gice kirasaba ibitekerezo byawe k'uburyo bwaba nk'icyitegererezo mu gushaka abakozi no kubashyira mu myanya. Garagaza ikigero wumva wemeramo ko ibi bikurikira byakagombye gukurikizwa cyangwa kuranga uburyo bwiza bwo gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta:

Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
1	2	3	4	5

Shyira ikimenyetso ku rwego uhisemo.

Interuro		Amanota				
		Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
VIII. GUSABA AKAZI						
55.	Gusaba akazi bigomba gukorwa huzuzwa ifishi ikoresheya mu gusaba akazi.	1	2	3	4	5
56.	Gusaba akazi bigomba gukorwa hiyambajwe ikoranabunga gusa	1	2	3	4	5
57.	Gushakisha abakozi bigomba guharirwa ibigo byabigize umwuga	1	2	3	4	5
IX. IBIZAMINI BYANDITSE N'IBYUBUMENYI NGIRO.						
58.	Abakoresheya ibizamini byanditse n'ibyubumenyi ngiro bagomba kugaragaza ubunyamwuga kandi bakabigira ibyabo	1	2	3	4	5
59.	Ibikoresheya ndetse n'ikoranabunga rikoresheya mu bizamini byanditse n'ibyubumenyi ngiro bigomba kuba biberanye n'ibyo bizamini kandi bikabonekera igihe.	1	2	3	4	5
60.	Ibibazo bibazwa mu kizamini cyanditse bigomba	1	2	3	4	5

Interuro		Amanota				
		Simbyeme ra na gato	Simbye mera	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
	kuba bijyanye n'umwanya upiganirwa kandi bibajije neza (bisobanutse)					
61.	Itariki y'ikizamini, aho kizabera n'amasaha kizaberaho bigomba kumenyeshwa ku gihe.	1	2	3	4	5
62.	Amanota y'ikizamini cyanditse agomba gutangazwa mu gihe cyateganyijwe.	1	2	3	4	5
63.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cyanditse n'icy'ubumenyi ngiro bugomba kubahirizwa uko buteganywa n'iteka rya Perezida.	1	2	3	4	5
64.	Ibizamini byanditse n'iby'ubumenyi ngiro ntibigomba kurangwamo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina n'ibindi) yaba iturutse ku bakora ikizamini cyangwa abagikoresha.	1	2	3	4	5
65.	Ukoresha ikizamini agomba kugira ubumenyi, ubushobozi ndetse n'ubunyamwuga bikenewe bitewe n'umwanya upiganirwa.	1	2	3	4	5
66.	Igihe ikizamini cyanditse n'icy'ubumenyi ngiro byateganyirijwe gutangiriraho kigomba kubahirizwa.	1	2	3	4	5
	X. IKIZAMINI CY'IKIGANIRO					
67.	Abakoresha ikizamini cy'ikiganiro bagomba kugaragaza ubunyamwuga no kubigira ibyabo	1	2	3	4	5
68.	Ibikoresho ndetse n'ikorabunga bikoresha mu kizamini cy'ikiganiro bigomba kuba biberanye n'icyo kizamini kandi bigomba kubonekera igihe.	1	2	3	4	5
69.	Ibibazo bibazwa mu kizamini cy'ikiganiro bigomba kuba bijyanye n'umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
70.	Itariki y'ikizamini cy'ikiganiro, aho kizabera n'amasaha kizaberaho bigomba kumenyeshwa ku gihe	1	2	3	4	5
71.	Amanota y'ikizamini cy'ikiganiro agomba gutangazwa mu gihe cyateganyijwe.	1	2	3	4	5
72.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cy'ikiganiro bugomba kubahirizwa uko buteganywa n'iteka rya Perezida.	1	2	3	4	5
73.	Ikizamini cy'ikiganiro ntigomba kurangwamo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina n'indi) yaba iturutse ku bagikora cyangwa abagikoresha	1	2	3	4	5
74.	Igihe ikizamini cy'ikiganiro cyateganyirijweho gutangirira kigomba kubahirizwa	1	2	3	4	5
	XI. GUSHYIRWA MU MWANYA	1	2	3	4	5
75.	Gushyira abatsinze ibizamini mu myanya bigomba gukorwa vuba.	1	2	3	4	5
76.	Hagomba gushyirwaho uburyo bwo gukemura ibibazo bijyanye n'ikererwa ryo gushyira abatsinze ibizamini mu myanya.	1	2	3	4	5
77.	Gushyira abakozi mu myanya bigomba kutarangwamo ruswa iyo ariyo yose (iy'amafaranga, iy'igitsina, n'izindi) yaba iturutse k'umukozi cyangwa umukoresha.	1	2	3	4	5
	XII. IHURIRO N'AMATEGEKO N'AMABWIRIZA AGENA ISHAKWA N'ISHYIRWA MU MYANYA RY'ABAKOZI					

Interuro		Amanota				
		Simbyeme ra na gato	Simbye mera	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
78.	Amategeko n'amabwiriza akena ishakwa n'ishyirwa mu myanya ry'abakozi agomba kugera kubayashaka mu buryo bworoshye.	1	2	3	4	5
79.	Abaturage bagomba kumenya amategeko n'amabwiriza ariho akena ishakwa n'ishyirwa mu myanya ry'abakozi	1	2	3	4	5
80.	Abasaba akazi bagomba kumenya inshingano za komisiyo Ishinzwe Abakozi ba Leta mu bijyanye no gushaka ndetse no gushyira abakozi mu myanya.	1	2	3	4	5

IGICE CYA IV: UBUNARARIBONYE MU GUSHAKA NO GUSHYIRA MU MYANYA ABAKOZI

- Ni ubuhe buryo bwihuse kandi budahenze amatangazo y'akazi yagezwa ku bagashaka?
 -
 -
 -
 -
- Hari ubundi buryo ubona bwakoreshwa mu gusaba akazi uretse amafishi?
 -
 -
 -
- Ukora iki ngo igikorwa cyo guhitamo abujije ibisabwa gikoranwe ukuri kandi mu mucyo?
 -
 -
 -
- Ni iki ukora kugira ngo ibizamini byanditse n'iby'ikiganiro bitegurwe, bikorwe kandi binakosorwe, abakozi bashyirwe mu myanya mu kuri no mu mucyo?
 -
 -
 -
- Ni gute ukemura ubujurire buba bwabonetse mu gushaka abakozi no kubashyira mu myanya?
 -
 -
 -
- Ese ubona uburyo bwo gushaka abakozi buriho muri iki gihe bugufasha kubona abakozi bashoboye?

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- Ni ubuhe bwoko bw'ibizamini wakwifuza ko byatangwa bikagufasha kubona abakozi bafite ubushobozi wifuza?

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- Ukorana gute n'ibigo bigushakira abakozi?

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- Ukorana gute na Komisiyo y'abakozi ba Leta?

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-
-
-
10. Ni izihe nzitizi z’ ingenzi uhura nazo mu gushaka no gushyira abakozi mu myanya? [Uburyo bikorwamo; (ibizamini byanditse, iby’ubumenyi ngiro n’iby’ ikiganiro); Ibikenerwa; uburyo biteguye; ubushobozi bw’ababikora; igitutu kivuye hanze n’ibindi]
- a.
- b.
- c.
- d.
11. Ni ibiki byiza waba warahuye nabyo ubona byabera abandi isomo/urugero?
-
-
-
-
12. Mu gushaka abakozi ba Leta no kubashyira mu myanya urabona ahashyirwa ingufu n’aba bakurikira arihe?
- a. Komisiyo y’abakozi ba Leta
-
-
-
- b. Ibigo cyangwa inzego za Leta zishaka abakozi
-
-
-
- c. Ibigo bitanga ibizami (recruiting firms)
-
-
-
13. Mu nzira yo gushaka no gushyira abakozi mu myanya, wasaba iki mu rwego rwo gufasha abasaba akazi bafite ubumuga?
- a.
- b.
- c.
- d.

IGICE CYA V: AHO IBIKORWA MU GUSHAKA ABAKOZI BIHURIRA N’AMATEGEKO N’AMABWIRIZA ARIHO.

14. Ese ubona hari ibibura mu mategeko n’amabwiriza ariho bikeneye gukosorwa?
- a.
- b.
- c.
- d.
15. Niba hari ibibura, wasaba iki ngo bikosorwe?
- a.
- b.
- c.
- d.

16. Garagaza ibindi ubona tutavuzeho bikeneye kunozwa mu rwego rwo gushaka no gushyira abakozi mu myanya?

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-

IGI CE CYA VI: IBYITEZWE KU BURYO UBONA BW'ICYITEGEREREZO BWO GUSHAKA ABAKOZI NO KUBASHYIRA MU MYANYA

Ibyitezwe: Iki gice kirasaba ibitekerezo byawe k'uburyo bwaba nk'icyitegererezo mu gushaka abakozi no kubashyira mu myanya. Garagaza ikigero wumva wemeramo ko ibi bikurikira byakagombye gukurikizwa cyangwa kuranga uburyo bwiza bwo gushaka abakozi no kubashyira mu myanya mu bigo no mu nzego za Leta:

Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
1	2	3	4	5

Shyira ikimenyetso ku rwego uhisemo.

Interuro		Amanota				
		Simbyemera na gato	Simbyemera	Ndifashe/Simbizi	Ndabyemera	Ndabyemera cyane
I. GUSABA AKAZI						
1.	Gusaba akazi byakozwe huzuzwa ifishi ikoreshwa mu gusaba akazi.	1	2	3	4	5
2.	Gusaba akazi byakozwe hiyambajwe ikoranabunga gusa	1	2	3	4	5
3.	Gushakisha byahariwe ikigo cyabigize umwuga	1	2	3	4	5
II. IBIZAMINI BYANDITSE N'IBYUBUMENYI NGIRO.						
4.	Abakoresheje ibizamini byanditse n'ibyubumenyi ngiro bagaragaje ubunyamwuga kandi babigira ibyabo	1	2	3	4	5
5.	Ibikoresheje ndetse n'ikoranabunga byakoreshejwe mu bizamini byanditse n'ibyubumenyi ngiro byari bijyanye n'ibyo bizamini kandi bibonekera igihe.	1	2	3	4	5
6.	Ibibazo byabajijwe mu kizamini cyanditse byari bijyanye n'umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
7.	Itariki y'ikizamini, aho kizabera n'amasaha kizaberaho byamenyeshejwe ku gihe.	1	2	3	4	5
8.	Amanota y'ikizamini cyanditse yatangajwe mu gihe cyateganyijwe.	1	2	3	4	5
9.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cyanditse n'icyubumenyi ngiro byarubahirijwe uko buteganywa n'iteka rya Perezida.	1	2	3	4	5
10.	Ibizamini byanditse n'ibyubumenyi ngiro ntibyaranzwemo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina n'ibindi) yaba iturutse ku bakora ikizamini cyangwa abagikoreshe.	1	2	3	4	5
11.	Ukoreshe ikizamini yari afite ubumenyi, ubushobozi ndetse n'ubunyamwuga bikenewe bitewe n'umwanya upiganirwa.	1	2	3	4	5
12.	Igihe ikizamini cyanditse n'icyubumenyi ngiro byateganyirijwe gutangiriraho cyarubahirijwe.	1	2	3	4	5
III. IKIZAMINI CY'IKIGANIRO						
13.	Abakoreshe ikizamini cy'ikiganiro bagaragaje ubunyamwuga babigira ibyabo	1	2	3	4	5
14.	Ibikoreshe ndetse n'ikoranabunga byakoreshejwe mu kizamini cy'ikiganiro byari biberanye n'icyo	1	2	3	4	5

Interuro		Amanota				
		Simbyeme ra na gato	Simbye mera	Ndifashe/ Simbizi	Ndabye mera	Ndabyeme ra cyane
	kizamini kandi byabonetse ku igihe.					
15.	Ibibazo byabajijwe mu kizamini cy'ikiganiro byari bijyanye n'umwanya upiganirwa kandi bibajije neza (bisobanutse)	1	2	3	4	5
16.	Itariki y'ikizamini cy'ikiganiro, aho kizabera n'amasaha kizaberaho byamenyeshejwe ku gihe	1	2	3	4	5
17.	Amanota y'ikizamini cy'ikiganiro yatangajwe ku gihe cyateganyijwe.	1	2	3	4	5
18.	Uburyo bwo gukemura ibibazo byavutse ku kizamini cy'ikiganiro byubahirije ibiteganywa n'iteka rya Perezida.	1	2	3	4	5
19.	Ikizamini cy'ikiganiro nticyaranzwemo ruswa iyo ariyo yose (yaba iy'amafaranga, iy'igitsina n'indi) yaba iturutse ku bagikora cyangwa abagikoreshe	1	2	3	4	5
20.	Igihe ikizamini cy'ikiganiro cyateganyirijweho gutangirira cyarubahirijwe	1	2	3	4	5
	IV. GUSHYIRWA MU MWANYA	1	2	3	4	5
21.	Gushyira abatsinze ibizamini mu myanya byakozwe vuba.	1	2	3	4	5
22.	Hashyizweho uburyo bwo gukemura ibibazo bijyanye n'ikererwa ryo gushyira abatsinze ibizamini mu myanya.	1	2	3	4	5
23.	Gushyira abakozi mu myanya ntibyaranzwemo ruswa iyo ariyo yose (iy'amafaranga, iy'igitsina, n'izindi) yaba iturutse k'umukozi cyangwa umukoresha.	1	2	3	4	5
	V. IHURIRO N'AMATEGEKO N'AMABWIRIZA AGENA ISHAKWA N'ISHYIRWA MU MYANYA RY'ABAKOZI					
24.	Amategeko n'amabwiriza agena ishakwa n'ishyirwa mu myanya ry'abakozi agera kubayashaka mu buryo bworoshye.	1	2	3	4	5
25.	Abaturage bazi amategeko n'amabwiriza ariho agena ishakwa n'ishyirwa mu myanya ry'abakozi	1	2	3	4	5
26.	Uburyo ibigo bishakamo bikanashyira abakozi mu myanya bikurikiza amategeko n'amabwiriza ariho.	1	2	3	4	5
27.	Abasaba akazi bazi inshingano za komisiyo Ishinzwe Abakozi ba Leta mu bijyanye no gushaka ndetse no gushyira abakozi mu myanya.	1	2	3	4	5