

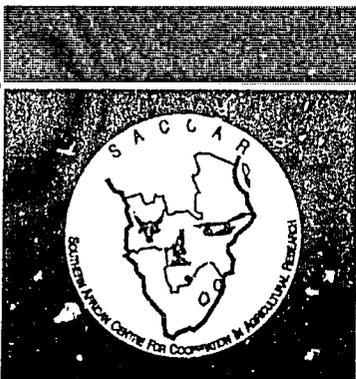
P N. A B G - 8 7 7  
69222



*Human Resource Management No. 10*

**Country Report:**  
**Botswana**

E.J. Kemsley, O.B. Mmolawa and L.L. Setshwaelo



# Country Report: Botswana

E. J. Kemsley, O. B. Mmolawa  
and L. L. Setshwaelo

October 1990



**Southern African Centre For Cooperation In Agricultural Research**

***ISNAR***

**International Service for National Agricultural Research**

*This paper was previously published in the proceedings of the SACCAR/ISNAR Regional Workshop on Human Resource Management in National Agricultural Research Systems (ISNAR 1989).*

**Authors:**

---

**E. J. Kemsley**  
Principal  
Botswana Agricultural College  
Gaborone, Botswana

**O. B. Mmolawa**  
Acting Chief Arable Research Officer  
Department of Agricultural Research  
Gaborone, Botswana

**L. L. Setshwaelo**  
Chief Animal Production and Range Officer  
Animal Production Research Unit  
Ministry of Agriculture  
Gaborone, Botswana

**Citation:**

---

Kemsley, E. J., O. B. Mmolawa, and L. L. Setshwaelo. 1990. Country Report: Botswana. ISNAR Training Series — Human Resource Management No. 10. The Hague: ISNAR.

**CABI Descriptors:**

---

Agricultural Research; Botswana; Management; Managers; Personnel Management; Research Workers; Scientists

**AGROVOC Descriptors:**

---

Botswana; Research; Management; Managers; Scientists

# COUNTRY REPORT

## BOTSWANA

E. J. Kemsley, O. B. Mmolawa, and L. L. Setshwaelo

### Human Resource Assessment

The annual assessment of public officers is used to appraise individual performance on the job during the year. The officers write a brief description of their jobs, thereby indicating their perception of the job and its responsibilities. Feedback on the supervisor's evaluations of each officer's performance is obtained through comments made by the officer and subsequent discussions where necessary. Officers are given a reward for merit in the form of an incremental increase in annual salary.

There is no formalized way to obtain information on the officers' expertise, skills, capabilities, strengths, and weaknesses. All this information should be clear to supervisors through day-to-day interactions with the researchers and also from the technical reports, both written and oral, they present in the course of their professional duties. No formal review of officers' capabilities is done, however. They can only be assessed on their expertise and capabilities in regard to the work they are doing.

### Strategic Human Resource Planning

Along with its other responsibilities, the department of agricultural research is charged with building up local research expertise and capabilities through long- and short-term training to strengthen the staffing resources of the country. The government requires that all departments develop recurrent annual staffing budgets, and these are expected to take into consideration set ceilings in terms of the allocation of new posts. These staffing requests receive very careful scrutiny to avoid too a rapid build-up of the civil service. Requests for new posts are mainly based on a department's needs for new projects and to provide positions for returning trainees. Human resource planning is the responsibility of the director of agricultural research and the division heads, assisted by each department's senior administrative officers. However, input from research staff is obtained through staff representatives, who are members of

the department's executive committee and key officers in various research projects.

Planning is influenced by government-imposed ceilings on staffing and long-term staffing plans that are supposed to be taken into account when the departmental budgets are prepared. Competition for returning trainees with other departments within the ministry or even with other ministries or the private sector is a serious problem, as is competition for the limited number of available scholarships for in-service training. Unfortunately, most of the long-term training is dependent on donor-funded scholarships.

Human resource planning at departmental level is mainly short-term in that recruitment and training are based on current needs. Current quality, staffing levels, and needs for new projects are considered when staffing plans are developed. This information is prepared by the department and then sent to the Department of personnel service and management through the ministry headquarters training division.

### Recruitment/Selection

From time to time division heads are made aware of existing vacancies by the administrative section. They are then responsible for writing job descriptions and advertising the posts locally, and internationally where appropriate. Since positions are mainly defined by function, it is important that proper job descriptions be developed and that these also indicate the level of qualifications required. Applications, including curricula vitae, are evaluated by the director and division heads to select the two most suitable candidates. These two candidates will then be called in for an interview where possible. When the applicant can not be interviewed locally, an international agency (such as ODA) may be requested to hold the interviews on behalf of the department. In such cases the department has to give final approval to the candidate selected.

## **Socialization**

It is the duty of the division head to ensure that the candidate is properly familiarized with the structural and functional organization of the department. The new officer will normally be handed over to one colleague for orientation after proper introduction to other members of the division.

No orientation is given to officers who have been away on training. Only a briefing is held to update them on new developments and activities in the department and what new responsibilities they are to assume. This also includes a discussion of what their own plans are. After this briefing, a new job description is often written specifically for the returning officer.

## **Training/Development**

All government departments are expected to prepare annual training plans based on their staffing needs and current

situation, addressing the needs in all categories (long- and short-term). Division heads, together with the director, are responsible for identifying training needs, selecting staff for training, and identifying training opportunities. Individual sections within divisions are evaluated on the basis of their staffing status, as well as their training capabilities and priorities, with the help of key officers in charge of the projects.

Individuals selected for training from the various disciplines are chosen not only according to their potential for high performance in their studies but also on the job when they return. However, the availability of training opportunities is very limited, so there are constraints on who is actually selected to take part in training; sometimes whoever happens to be available at that point in time may be selected. Both long- and short-term training are offered for both professional and technical staff. Since most training is done outside the country, supervision is all but impossible.