

## Why Interview is Inevitable in Affirming Professional and Nonprofessional Appointees in Management of Governments

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**Abstract:** Recruitment all over the world observes interviews in various formats prior to engaging the respective person in the desired job. This necessarily paves a way to understand the person on what is able to do and what cannot do. Nevertheless, appointing authorities the world over, except a few have ignored the essence of interviews during the appointment of political appointees such as ministers, provincial commissioners, regional commissioners, district commissioners, permanent secretaries, chief executive officers of various government corporations, and local authorities. Hence, the expectations of performance of these appointees is actually at gambling. This paper sets an agenda on the importance of interviews to the political appointees prior to affirmation to the vacancies desired. The study is a review, and thus it utilizes systemic thinking, documentation, observation and experiential in expounding and narrating the concepts on discussion. The analysis of conceptual discussion assumes descriptive methods. The paper concludes that so far it is imperative for the political appointees to undergo interviews prior to affirmation to the various jobs. Short of interviews, government authorities will verge into reshuffle of cabinet ministers, and other cadres because they were essentially vetted in through systems, which do not conduct an interactive interview to weigh the ability of an appointee. Development is war, we must assess every aspect of proper utilization of human resources for the attainment of sustainable development.

**Keywords:** Interview, recruitment, appointment, sustainable development, nonprofessional, development

### INTRODUCTION

In 2005, we came across the seemingly powerful book in that year titled, "Development is war what do we do" [1]. The book was dedicated to the fourth president of Tanzania Dr. Jakaya Mrisho Kikwete. The piece of literature literally was echoing the importance of employing every strategy for sustainable development as if a country was waging war with another, where losing meant depletion of the entire country. Norman further reveals that competence based recruitment, promotion and appointment is the key to attaining development. We stem on this strong philosophy that development is war what do we do and that competence based recruitment, promotion and appointment is key to attaining development. The pertinence of human resource depends on the appropriateness of the ways of obtaining each of them [2].

Recruitment literally means employing a person or persons to new jobs, normally professional credentials are observed. The observations include formal college or university certificates, which seem to cater for the advertised vacancy. See also [3].

In recruitment the general orientation is that recruits will appear in person before the Promoter. The Promoter may consist of more than one person. Promotion, is the marital shift from one position of lower rank to the higher. This necessarily is the result of an outstanding performance of the person promoted, which can literally be voted for even by peer workers.

The cardinal practice in promotion is that there is no interview but your current job is assessed and thus you get promoted. See also Attwood [4].

Appointment is nominating a person or persons to undertake new job(s). Normally the appointing authority is vested with power to do so, hence the appointer may decide on how best to do the work. Generally, most promoters do appoint various personalities based on who they perceive would help realize the intended goals [5]. Relatively, professional people who are recruited have less power and thus authority to transform the society. Those with power and authority to do so are political appointees, whose acquisition is without interview.

Such appointees include ministers, regional, and district commissioners, permanent secretaries, regional, and district administrative secretaries, chief executives of the government corporation; in some other countries appointment may include provincial commissioners, army and police force chief commandant, Chief Executive Officers of the province and many others. These in one way or the other, they are policy makers and high ranked implementers of policies, strategies, and plans. See [1, 6]. It is from this paramount importance of the appointed and promoted this literature presses an epistemology on what the government should do from professional point of view for the purpose of enabling Africa and the entire world to attain development through competence based recruitment, promotion and appointment.

### **WHAT OTHER PEOPLE SAY ON THE CONCEPTS**

Human resource management, development management and personnel management are the major themes to which recruitment, promotion and appointment is affiliated. Equally, the theme is widely covered, probably than any other discipline, or among the most covered in the world. Why most covered? The revolution of development the world over moved with revolution of management of people. From gurus of scientific management such as Fredrick Taylor, Max weber, Henry Fayol, Gilbert and even ancient thinkers such as Aristotle, Sterling, Kwame Nkrumah, Mao Tso Sung, Julius Nyerere, Nelson Mandela, Jimmy Carter, Mohamed Mahathir, and Indira Gandhi both professed the imperativeness of development in relation to optimal utilization of their ability [7].

Human resources is comprised of all efforts, skills/knowledge, capabilities of the entire people who work in the organization [8]. In various organizations the names of human resource has different names. Some do considers all people who work in an organization as workers [9]. While in some organization we name staff to indicate non manual work employees, and workers to carter for manual work employees. We can further provide that those from whose mandate are to alter the organization they are called employer even if they work in the same organization. And those who work without having mandate to alter the organization such as mandate to employ are called employees. All the same the meaning for the human resource is literally the same.

The importance of the human resource is that it manages all other material and resources [3, 4, 10, 11]. Hence, the attainment of the objectives of the organization depends solely on how best are the employees or workers of the organization. In this line, several authors have indicated the procedures for recruitment, and at times for promotion. We know

needs assessment is paramount. We look at the weakness, strengths, opportunities and threats [12, 13].

### **MATERIALS AND METHODS**

This piece of literature has accommodated observation, experiential, documentation and interview to set an agenda for the basis of interviewing the recruits, promotes and appointees. Observation has been articulated throughout our experience of about 25 years in the various sectors of governance including central government of Tanzania, local government, East African Community (EAC), Southern African Development Cooperation (SADC), the Commonwealth organization, international and national religious institutions, and the United Nations. Experiential as opposed to observation though are closely related, have been key in the preparation of this work. We have been nominated in various first line direct command positions, and have seen our colleagues been nominated without a clue of the new position. Equally, documentation has taken its cardinal role as most appointees are covered by laws of the land of various countries and thus they provide mandate to nominate but provide no procedures for affirmation except the few such as the prime minister of Tanzania, Kenya and Rwanda to mention a few, where parliaments are obliged (mandated) to endorse if at the phase of them, the nominee is acceptable. We have held interviews with some 146 appointees for the period of 15 years, and have all confessed no interviews were held for their nominated positions. Luckily, we held interviews with two former presidents of Tanzania, who were important in responding to the perceived agenda of transformation for development through competence based recruitment, promotion and appointment.

### **DISCUSSION OF THE FINDINGS ON THE FOCUS**

The generality of academic work on this part as heading is findings or research findings. We keep on warming up our scientific thinking and deduce that where the discussed matter is known, hence the entire discussion is on a certain focal point because it is a review, it is thus noble and perhaps prudent to shape the title to discussion of the focus or findings on the focus. The survey of about 30 years indicate that most political leaders in Tanzania and Africa in general are appointed without interview.

In Africa specifically, we have noted a trend of about thirty five years of no interview to political leaders. What is done is nomination of personnel in accordance to the will of the President or affiliates to the president. The exercise employs what is known as vetting exercise, which is basically finding out if the proposed names do qualify or not qualify pending the perception of the vetting officer versus his feelings on the name or names as per the view of the appointing

authority, or as the vetting officer may perceive to be the view of appointing authority.

### **Essence of interview**

The essence of interview is to find a right person to do a right work. It is to find a person and deduce his ability in relation to the work we want him or her to do. Interview tells both personal behavior, character of brain- weak or strong, knowledge of the specific thematic area and or its generality, knowledge of the past area, on which now is saving or working; compliance of certificates versus ability; compliance of report on vetting versus truth.

Interviews further, reveals whether the nominee will be underutilized, optimally used, or over utilized.

In the piece of literature it is not our intention to consider ourselves very knowledgeable of what specifically done during the vetting process, yet we yell and live in the cardinal world where all practices of management and vetting are pursued. We have at least a basic understanding. Here we pose what should be done for the government to realize right people. Before we deviate into that let us briefly assess the vetting process.

### **Vetting as a process**

Vetting theoretically is a process the bureaucracy such as government uses to get people to save within the government and its affiliate institution through the use of tools of analysis. In addition, theoretically vetting ought to get competent personnel, as appointing authorities would want to have people who can fulfill their dreams/vision.

Practically vetting is a process, which endorses the desired personnel of the appointing authority be them competent or not competent. The leaders and the people they lead both emanate on the globe earth. Management or leaders of organizations are part and parcel of the society, hence we know each other as we schooled together, played together, danced together, and worked or we work together. Therefore when a person is appointed the veto is with the society. They can predict the results.

Fortunately, appointing authorities do not seem to ask this question, "Is the person we appointed achieved our desires objectives"? Vetting when done properly reveals mainly the behavior of the person. And at times the behavioral practices notable are drunkenness, hooliganism, committed worker-gets at work and he or she does not leave until the time bound to leave. The strength of the vetting process depends on the character of the country. For a country like China where even tips are prohibited, vetting will include bribe seekers, or bribe beneficiary, corruption, and so forth. This is important to note since even vetting

officials are pure human beings with errors and mistakes, with weaknesses and sometimes subject to bribe and corruption. Finally the process of vetting ends with a report indicating the findings, and the same is presented the head of vetting who can, pending on whose favor is the vet report after, alter and present to the final machinery of the appointing authority. The names, of course, after an organized ceremony will be mentioned and letters for the same written to the respective person or persons. This may seem a good process. However, it tells very little on the ability of a person to pursue the named work. Vetting can tell on the religion affiliation of a person- devoted or non-devoted by gauging the frequency of attending in mosque or church, whatsoever.

### **Deterrent to vetting**

- 1) Vetting literally is done by appointed government officials senior and junior. At times information solicitors of the person are those who actually could not pass form four exams. In other words, when they sat for form four exams, they could not memorize the things which teachers taught them. Hence the totality of the marks they attained was fail. Hence, such an information solicitor could be weak in memory, weak in organizing inferences, and weak in logical reasoning among others. Yet the same is expected to spearhead vetting process to get highly ranked personnel such as regional commissioners, district commissioners, ministers, permanent secretaries, CEO of the corporations and so forth.
- 2) Vetting provides room for vetting officials who would not want some people to be nominated to succumb. When a prospective nominee is close to be appointed based on basic merits, and the vetting officials prefer another person, it is easy to present any perceived deterrent for the purpose of seeing him/her stumble.
- 3) Vetting official avail information to the appointing authority which are jeopardizing the merits of one candidate, and unveil the same information of the preferred candidate. This is normal since even if the appointing authority would eventually notice such bad behavior, the vetting team will be excused since it concealed. To conceal a known fact is telling a lie in the heart or hidden doors, hence no conviction.
- 4) For courageous vetting officials, would also clean the person in their favor. 3) Some vetting officials would tell lie on issues that are hard to prove through sequence of events. For example, a government officer who has tendency to visit church for service far from where he lives because he does not want to be hailed. There are always hails and honor when visiting a place you are

known. If the vetting official will establish linkage of the visit to that church or several churches with intent of this official to chase for women, it would likely be accepted. Although it is a total lie.

- 5) In countries of immature democracy, vetting officials may link the prospective nominee with the affiliation to the opposition political party or the opposing force within the same party. Equally the opposite is true, the same can happen where vetting official can delink the person from bad practices such as supporting opposition when actually the nomination of candidates were over, and such person was expected to support the nominated candidate of his own political party. We have witnessed such happenings in various appointing authorities in Africa.
- 6) Vetting officials may avail in the report of vetting potentials of the candidates which are hard to be proven. This is possible since even approval sheet will need the same department or an affiliate department to confirm or otherwise.
- 7) The vetting officials may use facts on the outward(unprocessed) which disfavor the candidate, leaving facts inward(processed/true) which favor the candidate pending on whose favor the vetting official is. For example, some high ranked officials of the government of Tanzania, Kenya and Uganda ones are accused of corruption may be required to absent offices. If such an official is on the list of prospective higher position or even the same, findings through the vetting people may indicate he/she is corrupt, though the petition is on litigation process, and thus the judgment is yet.
- 8) Vetting is generally a demanding and tasking work. Gurus of management the world over especially those who link management of human resources and development indicate clearly that dealing with people is the most difficult work on the globe and thus since the most organizer of people is the president hence, presidency or primer, depending on who is the leader of the country, is the most difficulty job on the globe. Therefore vetting officials would always, if not mostly be the senior officials who have, in one way of the other, articulated the mandates both of work and social of the job on which the incumbent is vetted.

With these professional outlook on the vetting process, the interview can check all these impediments.

#### **Benefits of interview**

It is worthy to indicate here that from management point of view, we have articulated theory

and practice of management for the past 35 years. We have lead students in our vibrant student organizations both in primary, secondary, colleges and university levels. We have managed organizations both governmental, nongovernmental, academic institutions, political party organizations and government departments. We have saved as presidential appointees in various areas. We have also worked as tutors, lecturers and professors in various academic institutions. We have ran business of education industry, financing industry, and manufacturing. We have served in international and national organizations, hence we have both theoretical part of what the appointing authority may need, and how to do it. We have served as consultants on management and governance at international levels. Underneath we provide in a nutshell the benefits of interview with the view to remedy vetting process. Before we do that, it is worthy to register that there are three types of interviews namely interrogation (face to face talk), written where the interviewer wants the interviewee to write responses regarding competencies as set forth in form of questions. Thirdly, is the on job like orientation interview, where an interviewee is required to demonstrate practically what he knows on job or on a case similar to job petitioned. We are aware that if we would write the entire benefits of the interview, it would require a book, hence we are presenting a summarized benefits of interview for the purpose of enhancing governance and thus boosting development.

- a) Interview generally allows an interviewer to harness between what is written in the curriculum vitae of the interviewee versus true competencies as demonstrated in interrogation.
- b) Interview allows a thorough comparing of the certificate competencies versus true knowledge of the interviewee. In accounting profession, for example theoretically understanding how to prepare final accounts is different from preparing the real accounts given row data for the same.
- c) Interview allows an interviewer to realize the extent of competencies of the job through knowledge demonstration of the job.
- d) Interview creates a room to prove doubts as presented by vetting panel. This is critical since vetting personnel may have hinges or favor on the person, which is indeed made clear through interview.
- e) Interview provides confirmation of behavioral assessment such as demonstration of practices such as arrogance, pride, and confidence or lack of confidence. This can tell little if vetting process is honored.
- f) Interview enables an interviewer to realize the facial presentation of the interviewee. Normally an interviewee would optimize the dignity during interview, hence maximum smartness of the interviewee is demonstrated in occasions such as

interview, swearing in ceremonies, graduation ceremonies and so forth. Facial presentation tells a lot to the interviewer. Fake appearance creates inharmonic situation to the interviewee.

- g) Interview tell the character of brain –weak or strong. This cannot be realized through vetting process. Vetting as always be is subjective. It tell an indicative direction of the view, but not the entirety of the view.
- h) Interview tells the past knowledge of the interviewee and the competencies appended to it. Normally, resumes tells history of the interviewee and not competencies. One may work as an executive elsewhere, with poor performance yet be regarded as experienced.
- i) Interview tells the specific thematic competencies of the person. Hence, interviewer may correct the allocation of the person versus true observation. If a certain president would conduct an interview to nominees on ministerial posts, would eventually change or alternate most of them, and actually some of them would prove not suitable for the job.

## CONCLUSION

Interview is inevitable if we profess sustainable development. The entirety of development requires proper personnel in every position. The concern is how do we come up with competent personnel? Of course it is through interview. In this regard, we do not ignore vetting, rather vetting process should be part and parcel of interview and not a deciding tool because it has a huge room for weakness. It is high time for major appointing authority, which are mainly Presidents, Prime ministers and ministers to change the wheel through conducting interviews for the people intended to pursue certain jobs. The supreme authorities may not engage directly in the interviews but it is imperative that they be present during the entire exercise of interview. Development is war, hence every component that is suitable for deploying for development must be competent enough to save for the benefits of the entire country. Appointment should not in any case be at the expense of gift, pleasant, sheltering of friends, accommodating group members, and or reiterating to the perceived political enemies. All nominees must be subjected into interviews to gauge their prospective ability of how best they will render benefits to the nation and nations for the attainment of sustainable development.

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agenda of interview is inevitable for the acquisition of the personnel.

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