

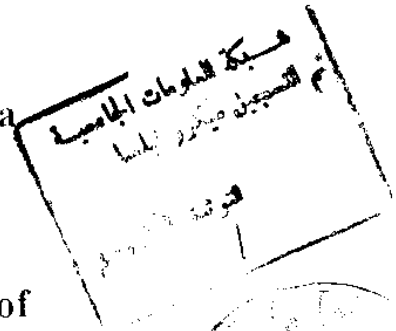
The Recruitment and Selection Policies in the Egyptian Civil Service

A Thesis

Submitted in accordance with the
requirements for the degree of Ph.D.



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1997

ACKNOWLEDGMENT

The researcher greatly appreciates the support, advice, valuable assistance, and encouragement provided by **Dr. Ahmed Rashid**, The head of The Public Administration Department, Faculty of Economics and Political Science, Cairo University.

The researcher is indeed indebted to **Dr. Atteya Hussein**, Public Administration Professor, Faculty of Economics and Political Science, Cairo University, for his useful supervision and continual guidance, and to **Dr. Mohamed Nasr Mehana**, The head of Political Science Department, Assyut University.

Thanks are due to **Dr. Hassan Elwany**, Assistant Professor of Public Administration, Faculty of Economics and Political, Cairo University; and to all professors at the Departments of Public Administration and Political Science for their helpful assistance .

Special thanks are due to **Dr. Ahmed Sakr Ashour**, The head of the Arab Organization for Management Development (ARADO) for his valuable assistance, advice and time. In spite of all his responsibilities, he provided enough time for a personal interview to be held with him.

As well, the researcher is indebted to Mr. Galal Kasim, Mr. Abdel Gayed Sedik, and Mr. Abdel Raouf, the Consultants of Management Development at the Ministry of State for Management Development for their helpful assistance.

Thanks are also due to Mr. Rashad Meshref, the head of the Technical Office, The Research Sector; The Central Agency for Organization and Administration (CAOA), and Mr. Hassan Mohamed, the head of the Central Administration of Information, Mr. Kamil Abou Hadid, Mr. Abdel Salam EL Gebali, Mr. Ahmed Kamis, The Counselors of the CAO head; and to Dr. Azza Sobhi and Dr. Hanim El Shebini, at the Research Sector at the Central Agency of Organization and Administration (CAOA) for their valuable assistance during the research data collection stage.

Moreover, the researcher appreciates the cooperation provided by **Dr. Abdel Salam El Hussein**, General Manager of the Technical Training at the Ministry of Manpower.

Finally, the researcher indeed appreciates the assistance and cooperation provided by every new employee, personnel manager and



general manager, responsible official for selection and recruitment development at all the ministries, government and other independent agencies the researcher visited to collect his necessary data. As well, the researcher thanks every management professor and consultant who cooperated in collecting the questionnaire from the universities and consulting organizations.

PREFACE

There is no doubt that Human Resources are the most valuable asset government is dealing with, not only in terms of their cost but also in terms of their major contributions that have direct impact on the performance of government organizations and consequently on the quality of services rendered to the public and business communities.

Therefore, in order to achieve our country's political, economic, and social objectives, the selection and recruitment of highly qualified personnel is essential.

The recruitment and selection policies of the Egyptian civil service is our concern in this research as we believe that the civil servants should be highly qualified as well as characterized with high performance and high productivity if the development process is to be accomplished.

Thus, the recruitment and selection of the civil service in a developing country like Egypt should be based on merit.

Otherwise, if the civil servants are recruited and selected on other criteria than merit, the government organizational performance would not improve and the country would not be able to achieve even a moderate rate of growth and development. In other words, unless the methods of recruitment and selection in government are based on merit and competitive examinations, the personnel in the civil service will be considered one of the main problems the government is facing when trying to achieve certain rate of development.

In summary, the effective and efficient recruitment and selection policies in the civil service need to be based on merit.

The policy of open competition should be adopted in real terms, competitive examinations are to be held, and selection must be based on the results of examinations, then placing the highly qualified ought to focus on the most eligible. The result would be better services rendered to the public. Furthermore, the business community would be satisfied for receiving government services of high quality. This is our goal for a new era of economic prosperity.

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ABBREVIATIONS

AR	Administrative Reform
ARADO	Arab Development Administration Organization
CAOA	Central Agency of Public Mobilization And Statistics
CSD	Civil Service Development
ENA	Ecole National D'Administration
ILO	International Labor Organization
MSPB	Merit System Protection Board
OPM	Office of Personnel Management
SNC	Specialized National Council

CHAPTER 1

INTRODUCTORY CHAPTER

CHAPTER 1

Introductory Chapter

1 -1 Statement of problem and why the area is worthy of research

In order to achieve their main objective: recruiting and selecting highly qualified candidates, the recruitment and selection policies in the civil service ought to be based on merit .

However, in the case of recruiting and selecting candidates through the Ministry of Manpower "El Kowa El Amla", Merit is not considered at all. But, the graduation year is the main point upon which that method of recruitment and selection is based. Competitive examinations do not exist at all under that method of recruitment and selection.

Moreover, in the other case : recruiting and selecting candidates through open competition, the policy of open competition does not exist in real terms. In some cases, public ads in newspapers are tailored for special candidates selected before to be recruited. They can be temporary employees (working with annually renewable contracts) that their agencies are interested to change their status of employment from temporary to permanent. So, in that case ads are publicized in newspapers just "pour la forme" and not as a tool for getting the best qualified candidates from the labor market. For example, the researcher was told by a CAO A counselor that a top-level manager in a government agency told him once that they had 10 vacancies and publicized 10 ads in two daily newspapers, but 8 of them were previously decided to be reserved for 8 temporary employees in order to change their status of employment into permanent. At that time 400 graduates applied indeed for only 2 vacancies and examiners had to select only 2 applicants from the 400. On the other hand, a top-level manager at the CAO A declared to the researcher that 5 years ago, there were 200 vacancies that needed to be fulfilled in the government administrative apparatus; at that time, he was one of the examining committee that was held for the purpose of selecting qualified candidates through personal interviews. Well, he stated that he had approximately 300 "recommendations" from famous politicians and ministers to select candidates from their parts. He told the researcher, "although I tried hard to be neutral, I could not be that for 100%, how can I say "no" to a minister or to a well-known politician?". He added, on the other hand, a law graduate who got an "Excellent"