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REPORT ON THE WORKSHOP

FOR

**COMMISSIONERS AND SENIOR STAFF OF THE
PUBLIC SERVICE COMMISSION OF KENYA**

19TH – 25TH NOVEMBER, 2000

**THEME "PUBLIC SERVICE REFORM –
CHALLENGES AND OPPORTUNITIES"**

*Facing the Challenges and Managing Change in the
Civil Service in the Post Reform Era*



**HELD AT SERENA BEACH HOTEL,
MOMBASA.**



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FOREWORD

On behalf of the Public Service Commission and on my own behalf, I would like to wholeheartedly thank those who helped in one way or another in making this seminar a success.

Special thanks go to Dr. Richard E. Leakey, MBS, Head of the Public Service and Secretary to the Cabinet, for allowing the seminar to be held at Serena Beach Hotel, Mombasa and for his keen interest in the preparation of the workshop.

I also wish to extend my appreciation to the Director, Directorate of Personnel Management, Mr. James E. O. Ongwae, OGW for financial support that made the workshop possible.

Finally, I wish to thank the resource persons for their effective presentations, the Secretary, Public Service Commission and the Workshop Secretariat for ensuring the workshop's success.

Eng. A. M. H. Sharawe, EBS
Chairman
PSCK

ACKNOWLEDGEMENT

I wish to take this opportunity to thank the Directorate of Personnel Management for providing the funds that enabled the workshop to take place.

I further wish to thank the resource persons for their enriching presentations.

I also wish to extend my gratitude to the chairman, Public Service Commission of Kenya and the commissioners for their participation and presentation during the workshop.

Lastly special thanks go to the management of Serena Beach Hotel for providing excellent facilities and their hospitable reception during the workshop.

**S. S. BOIT, EBS
SECRETARY
PSC(K)**

EXECUTIVE SUMMARY

The report is organised in eight chapters. Chapter one is the Chairman's Keynote Address where he stressed the need for commissioners and secretariat executing the Commission's mandate transparently and expeditiously and to correct the false and negative impression of the Civil Service Reform Programme.

Chapter two is a review of the seminar held at Mt. Kenya Safari Club. A report of the recommendations made in the seminar was given and the implementation status of the same.

Chapter three deals with ways' of enhancing Job Security and Motivation for Civil Servants for effective and efficient performance.

Chapter four introduces concepts borrowed from Singapore and addresses the challenges of the 21st Century. These concepts includes PS21, Work Improvement Teams (WITs), Staff Suggestion Schemes (SSS) and creativity in the Public Service. The chapter deals also with Appraisal System and Promotion in the Civil Service.

Chapter five deals with stress management. It introduces the concept of stress, identifies possible causes and ways of managing the same.

Chapter six deals with Organisation Dynamics and conflict solving in the public sector.

Chapter seven introduces the concept of affirmative action and equal opportunity employment. It identifies the disadvantaged groups and factors which cause the above status and suggests possible ways of according them equal treatment.

Chapter eight is a summary of workshop recommendations covering all topics.

Chapter nine is the closing speech presented by the Chairman, PSC(K). The Chairman urged the Commission to be the initiator of change to create a model for other government ministries/departments and this can only be achieved through team work.

INTRODUCTION AND BACKGROUND INFORMATION

The Public Service Commission is charged with the responsibility of managing the “Entry, Stay and Exit” of the Civil Servants.

Rationalisation and other changes in the Public Sector have had an impact on the Public Service Commission which is the employer of public servants. The Commissioners and Senior Officers in the Public Service Commission, thus need to be well prepared to face these challenges as well as manage change in the Public Service.

WORKSHOP OBJECTIVES

General Objective

The Workshop aimed at enabling Commissioners and Senior Staff to improve management capacity of the Public Service Commission in a changing environment.

Specific Objectives:-

To identify areas in the on-going reform process which require immediate attention and lay modalities to do so.

To apply modern techniques of recruiting, developing, rewarding and disciplining Civil Servants and officers of various levels.

To approach the era of rationalization/retrenchment in a more organised and prepared manner.

CONTENT

Topics

1. Review of recommendations of the retreat held on 1st to 4th March, 2000 at Mt. Kenya Safari Club, Nanyuki.
2. Enhancing job security and motivating the civil servant for effective and efficient performance.
3. Managing challenges of the 21st Century, the Singapore Experience.
4. Stress management.
5. Organisational dynamics and conflict solving in public sector .
6. Affirmative Action and Equal opportunity employment.

7. Action plan and the way forward.
8. Workshop Evaluation

METHODOLOGY

The Workshop was highly interactive and participatory in nature. The methods applied were:

- Lectures by Consultants,
- Group work and discussions,
- Plenary discussions, and
- Study visits

ORGANISATION MODALITIES

The Workshop was organised and coordinated by Public Service Commission of Kenya in conjunction with the Directorate of Personnel Management. It was residential to give participants more working time.

RESOURCE PERSONS

Resource Persons were drawn from the Directorate of Personnel Management the University of Nairobi, Kenya Institute of Administration and the Public Service Commission of Kenya. (see appendix (i b)).

FUNDING

The funding was mainly from the Directorate of Personnel Management with the assistance of Public Service Commission of Kenya.

PARTICIPANTS

The commissioners and senior officers of the Public Service Commission of Kenya.(see appendix (i a)).

Chapter One

OPENING REMARKS:-Key Note Address By Eng. A.M.H. Sharawe, EBS Chairman, PSC(K)

1. In his opening address, the Chairman pointed out that the Workshop was a follow-up to the one held at Mount Kenya Safari Club, Nanyuki in March, 2000 and the one day Consultative Meeting held at Utalii Hotel in October.
2. He challenged the participants to re-examine their role in the retrenchment exercise and also thanked them for the speed in which they managed to handle 20,784 cases of Civil Servants retired on re-organization and abolition of office.
3. He urged them to execute the mandate of the Commission transparently and expeditiously and live beyond reproach in cognisance of the fact that the Commission was getting more and more open to public scrutiny. He stressed the need for issuance of bulletins on regular basis to demystify the operations of the Commission.
4. On the Civil Service Reform Programme, he clarified the intention of the exercise as that of improving the management capacity through staffing norms for all cadres, cost containment by reducing positions and staff, improved establishment control, pay and benefits reform and rationalization of Ministries.
5. As managers, the Chairman noted that the Commissioners and the Secretariat are expected to correct the false and negative impression of the otherwise noble Government programme of Civil Service Reform.
6. Finally, he thanked the Secretary, Public Service Commission and the entire secretariat for their effort in organizing the workshop.

Chapter Two

REVIEW OF RECOMMENDATIONS MADE IN THE MT. KENYA SAFARI CLUB WORKSHOP

Recommendations made in the above workshop and the action that has been taken are summarised herebelow:-

Demystifying the functions of the Commission.

7. The Public Service Commission has requested Treasury for funding to start issuance of bulletins. A response from Treasury is being awaited.

Visits to Ministries

8. The Personnel Audit Department is in the process of being strengthened and once this is done, visits will be enhanced.

Entry Exams

9. Proposals were submitted to the Treasury based on interests shown by IMF/World Bank. There is a team from PSC comprising of the Legal Officer, Senior Finance Officer and Head of Examination Department making representations and follow up to the request on funding. The time frame for the commencement of the said examination was given as July 2001.
10. A budget of Ksh.19 million was prepared and forwarded to the Treasury. This amount will cover consultancy services and study tours to areas such as Europe, Asia, South Africa and Botswana.

Appearance of persons with disciplinary cases before the Commission:

11. The provision of according an aggrieved officer a hearing is in order. However modalities should be worked out to determine the timing and legal provisions.

Counselling

12. Counselling is not a new management tool as previously this was the function of Personnel Officers. The proposal to revitalise this important management function is directed to the Directorate of Personnel Management (DPM). DPM is already working on a training programme for Personnel Officers who will undertake the exercise on a continuous basis.

De-centralization of funding for training from DPM.

13. This is a budgetary matter that requires persuasion of DPM to relinquish funds to Ministries.

Strengthening of the Personnel Audit Department

14. The request has been put to DPM whose reply is that the Commission has to wait for redeployment of Personnel and Administrative Officers.

Recruitment and Selection Department

15. It was recommended that officers who occasioned late receipt of invitation letters to the candidates be dealt with. It is noted that there has been improvement on the part of officers delivering those letters and only isolated cases have surfaced and have been dealt with promptly. The isolated cases mentioned therefore do not warrant any further action.
16. It was recommended that the Ministerial representatives should be informed in good time to ensure they observe time, be well prepared for the interviewing exercise and that last minute changes of representatives be discouraged. The department has continued to send invitation letters in good time as well as insisting that the representatives identified for particular exercises by the Ministry/Department should continue until the exercise is over. However, a few cases have been noted and appropriate action taken.
17. Representatives for Pre-selection Boards have been a bit lax and occasionally have sometimes reported late without the Commission's

original files. The Chairmen of the affected Boards have been very understanding and have always allowed the Boards to continue.

18. The Board Secretaries and receptionists were supposed to be courteous in directing candidates who come for interviews. They were informed of their role during interviewing exercises and are currently carrying out those duties expeditiously.
19. It had been recommended that the panels be given time for discussion in order to harmonise the interviewing process. The department has since been allocating ample time to enable the panellists discuss how to harmonise the interviewing process before the exercise begins.
20. It was recommended that tea should not be served during the interview sessions. The recommendation was communicated to the tea servers. The panelists have since been stating when they are ready for tea to be served and currently, the Board Secretaries are responsible.
21. In order to enhance the appraisal system, it was recommended that the schedule of duties be provided to the appraisees. On perusal of Annual Appraisal Reports submitted to the Commission, it has been noted that many appraisees in the Ministries have not been made aware of their respective schedule of duties.
22. Another recommendation was that ministerial representatives prepare and submit structured questions which should be approved by respective heads of departments. Much as this was a very good idea, only some ministerial representatives have managed to prepare and submit the same to the Commission. The department is re-designing the invitation letter for the representatives to incorporate the requirement that such structured questions and their possible answers be submitted. However, the security of these questions and answers may not be guaranteed both at the Ministry/Department and the Commission.
23. The recommendation that the Ministerial Representatives be a grade higher than that of the Interviewee has been emphasised and it has been one of the conditions in the invitation letters – PSC. 17A.

Chapter Three

ENHANCING JOB SECURITY AND MOTIVATION IN THE CIVIL SERVICE

A Paper Titled “ENHANCING JOB SECURITY AND MOTIVATION IN THE CIVIL SERVICE” was presented by Mr. S.P. Njau, Deputy Director of Personnel Management (DPM)

24. The presentation aimed at identifying components that would enhance job security and motivation in the Civil Service.

JOB SECURITY

25. The presenter identified the following as factors that can enhance job security:-

- **Performance Management /Result Oriented Management**

Introduction of modern management techniques including setting targets/performance standards and benchmarks for service delivery. Improving performance appraisal system and operationalising the provision in the current one on interaction between the appraiser and appraisee.

- **Code of Ethics**

Institutionalizing a code of ethics/conduct for the Civil Servants which defines acceptable behaviour/limits.

- **Schemes of Service/Career Progression Guidelines**

Development and revision of schemes of service and appropriate workplans for all cadres.

- **Adherence to Contractual Agreements**

Between the Government and its employees and establishing contract appointment for senior positions in the Civil service.

- **Improved Work Environment**

Including provision of basic tools and equipment required for efficient and effective work performance.

- **Multi-skilling of staff and Adoption of Modern Technology**

With a view to enabling staff to cope with changes in technology.

- **Collective Bargaining and Representation of Civil Servants**

Would enable them to serve all members of the public without fear or favour.

- **Deployment and Utilization of Staff**

Should be according to their areas of expertise and job descriptions in order to ensure that there is no mismatch between skills and job performance.

- **Medicare**

A medical scheme is motivational to workers and has also a lot to do with enhancement of job security. If an officer and his/her dependants are well taken care of medically, he/she has high chances of serving longer in an organization and being more productive.

- **Effective Utilization of Available Resources**

This will ensure that equipment and other facilities necessary for efficient performance are kept in good condition and therefore readily available for utilization by the respective members of staff. When this is not done, staff may feel insecure in that their jobs may be at risk due to lack of the necessary resources to enable them perform their jobs.

- **Job Evaluation**

Assists in determining the worth of a given job and how to place staff depending on their qualifications and on the basis of workload analysis.

This ensures that all staff are sure of what is expected of them and also removes ambiguity by clear delineation of duties and responsibilities among staff.

MOTIVATION

26. Factors that can enhance motivation in the civil service were identified as:-

- **Performance management/result oriented management will enhance motivation through:-**

- Introduction of Modern Management techniques, e.g. targets/standards settings, benchmarkings, etc.
- Introduction of performance based reward system.
- Improved administration of the performance appraisal system to give feedback to the employee in order to enhance his/her career development and improve work performance.
- Introduction of fast track mechanism to open avenue for high fliers.
- Introduction of a mechanism for identifying high performances and giving them non-monetary rewards and recognition.
- Improving job design through;
 - Job enrichment through increased responsibilities.
 - Job enlargement to widen the horizontal scope of the job.
 - Job rotation to remove the monotony of the job.
- Changing management styles from the current top down to a more participatory approach where both the seniors and their subordinates are involved in decision making. This gives the employee a sense of recognition and self worth.
- Ensuring optimal deployment and utilization of staff with a view to ensuring that there is no work overload or underload. Optimal workload motivates an employee through actualisation of the set targets.

- **Human Resource Planning, Development and Succession Management**

Through staff training in adherence to training projections. This will result in multi-skilling of staff and making them adaptive to modern technology to perform their work and hence motivate them for higher productivity. Deliberate human resource planning and development mechanism should be put in place in order to avoid stagnation of staff and ensure effective succession management.

- **Modern Technology**

Adoption of modern technology in the work place including IT will enhance productivity and increase job satisfaction and motivation.

- **Schemes of Service/Career Progression Guidelines**

Development of schemes of service for those cadres without schemes and review the existing schemes of service to ensure that all cadres have well defined career progression guidelines.

- **Fast Track Arrangement**

Development and introduction of a fast track scheme through which good performance will be rewarded without being constrained by bureaucratic requirements.

- **Categorization of Jobs in the Civil Service**

The current categorization of jobs in the civil service as professional, semi-professional and general based on university academic qualifications is demotivating to civil servants since all university graduates claim to be professional in their own right. This will be addressed by job evaluation.

- **Harmonization of Grading of Posts in the Civil Service.**

There is need to harmonise the disparities and bridge the existing gaps in the grading structure.

- **Provision of Working Tools and Harmonizing Pay and Benefits in the Public Service**

This will cut on idle and under utilized capacity and ensure effective staff deployment and utilization.

- **Enhance Remuneration Package for Civil Servants**

In order to enhance motivation in the Civil Service, there is need to develop a viable pay policy designed to increase real income for civil servants in line with the cost of living indices.

In order to ensure that the policy is implemented, there is an urgent need to establish and operationalise the Public Service Pay Review Board which has already been approved by the Government as part of the Pay and Benefits component of the Civil Service Reform Programme.

- **Superannuation Scheme**

This will allow members to enjoy higher pension benefits and ease the pension burden that the Government presently shoulders. This can be done through a contributory Pension Scheme.

- **Comprehensive Medical Scheme for Civil Servants**

This may be made possible by transforming the current medical benefits from a monetary benefit to a service benefit under a comprehensive medical insurance scheme.

- **Job Evaluation**

Job evaluation is the process of analysing jobs to ensure that they are rated according to their relative worth and hence, workers are effectively remunerated.

- **Effective Deployment and Utilization of Staff**

This will result in enhanced motivation. Currently some civil servants are misdeployed and underutilized.

- **Honoraria/Strenuous Payments**

Honorarium is a token payment normally made to officers after completion of a strenuous task which requires long working hours over and above the normal working hours. With proper administration, this can be a motivating factor.

- **Streamlining the Operations of MAC/MSB**

The Public Service Commission has delegated certain powers to Authorised officers in respect of civil servants on Job Group 'A' to 'H' and Chiefs and Assistant Chiefs irrespective of their Job Groups. The powers relate to appointments, promotions, discipline and retirements. These delegated powers must be processed through Ministerial/Departmental Advisory/Selection Committees.

In order to streamline and harmonize the operations of these Committees and enhance motivation in the Civil Service, the following are recommended:-

- there should be laid down policy of frequency of the meetings of the Committees;
- senior DPM and PSC representatives should attend the meetings to ensure adherence to the laid down rules and regulations; and
- there should be general guidelines on how disciplinary cases should be submitted to the Committees to avoid unnecessary delays.

- **Pay and Benefits for Commissioners of the PSC(K)**

Enhancement of the Commissioners' pay and benefits and provision of an enabling environment to effectively discharge their duties in line with the expectation and status of the office. This will result in expeditious

dispensation of cases of civil servants at the Commission and hence enhance the latter's morale.

KEY ISSUES FROM THE PLENARY DISCUSSION

27. Arising from the presentation and plenary discussion, the following recommendations were made.

The role of the Civil Service in the management of the economy should be recognised in job security and motivation.

- **Performance Management/Result Oriented Management**

It was observed that supervisors and Heads of Departments should be trained on development of Job descriptions and specify goals and standards of performance. It was therefore recommended that:-

- appropriate tools and equipments should be availed to the employees,
- the Directorate of Personnel Management should develop counselling capacity within the Civil Service,
- training of employees should be a continuous process, and
- gaps in the grading structure should be bridged.

- **Code of Ethics**

- The code of ethics bill submitted to Parliament for deliberations by the Attorney General Criminalises simple behavioural patterns which can be addressed administratively.
- Law on the Code of Ethics will infringe on the Constitution and other existing laws.

- **Schemes of Service/Career Progression Guidelines**

- The schemes should be developed and agreed upon by DPM, PSC and administrators of the schemes,
- Deployment to another scheme should be authorized by PSC,
- Schemes of service should all be revised and others developed where none exist, and

- Upgrading should be assessed in terms of impact on the existing schemes of service.

- **Adherence to Contractual Agreements**

Both employer and employee should respect and adhere to terms of the contract.

- **Improved Work Environment**

Work should be planned and officers given relevant tools to enable them render the required services.

- **Multi Skilling of Staff and Adoption of Modern Technology**

- There should be easy accessibility to training facilities,
- Multi skills should be work related, and
- Computer literacy should be emphasised.

- **Collective Bargaining and Representation**

The Government as an employer should improve the terms and conditions of service of employees before registering a trade union. However, with the establishment of a Permanent Pay and Review Board the issue of collective bargaining may not be necessary.

- **Deployment and Utilization of Staff**

Mismatching job skills and job assignments should be discouraged.

- **Medicare**

- The insurance scheme for Civil Servants should be implemented by the financial year 2001-2002.
- The commissioner of Insurance should be incorporated at the implementation level to ensure that the Government gets value for money.

- **Effective Utilization of Available Resources**

- The ratio of Operational and Maintenance (O&M) and capital formation should be in the range of 40% - 60%
- There should be no ad hoc planning.

- **Job Evaluation**

- Increments should be tied to performance.
- All appraisal reports should be received by Public Service Commission by fifteenth of March of every year.
- Job Evaluation should be done professionally in order to bring out proper grading structures.
- As DPM has the capacity to undertake job evaluation it should not involve external consultants.
- In future, the Commission will not interview applicants without receipt of appraisal reports.

- **Motivation**

- There is need to have a viable mechanism for enforcement of appraisal process.
- There should be a deliberate effort to institute performance related pay.

- **Human Resource Planning and Succession Management**

- The Civil Service is currently marred by people with self interests which creates a situation where some officers appear indispensable hence their retention in the Service beyond the mandatory retirement age . This should be discouraged.
- Assessment of training needs has not been given the prominence it deserves even though DPM has deployed Human Resource Development officers in Ministries/Departments. Training should be decentralized so that ministries assess their training needs and be in a position to fund the same.

- **Modern Technology**

The Integrated Payroll and Personnel Data base System (I.P.P.D) is in place and the Treasury recently identified an Information Technology (I.T.) Person. The Government should now think of systems to improve performance rather than people/individuals.

- **Schemes of Service/Career Progression Guidelines**

There is need to increase funding for training in the Civil Service which is very low.

- **Fast Track Scheme**

There should be a cultural change and development of skills of assessing and identifying the High fliers.

- **Categorization of Jobs in the Civil Service**

Consideration should be given to parity in relation to skills and also significance in contribution to the achievement of set Government goals.

- **Harmonization of Posts in the Civil Service**

The Directorate of Personnel Management should urgently address this issue as it is taking too long to implement.

- **Superannuation Scheme**

There is need to review this so that Pension benefits are made responsive to cost of living.

- **Comprehensive Medical Scheme**

This is long overdue and should be implemented immediately.

- **Job Evaluation**

This should be encouraged as it is the basis of equitable pay system.

- **Effective Deployment And Utilization Of Staff**

The rationalization exercise did not adequately address productivity. The criteria used in the retrenchment exercise did not wholly conform with the objective of the programme.

- **Honoraria/Extrenuous Payments**

There is need to develop a reward system that is comprehensive and that ties rewards to performance and workload.

- **Streamlining the Operations of MAC/MSBs**

Representatives of DPM have not been attending MAC/MSB meetings due to shortage of staff in the Directorate. This should be reviewed with a view to obtaining optimum representations.

Chapter 4

MEETING THE CHALLENGES OF 21ST CENTURY – THE SINGAPORE EXPERIENCE

A paper titled “Meeting the Challenges of 21st Century – The Singapore Experience” was presented by Mr. S.S. Boit, EBS – Secretary, Public Service Commission.

28. The presenter identified various concepts that have been adopted in Singapore Public Service and if introduced in Kenya Public Service could improve service delivery. These concepts include:-

- ◆ PS21
- ◆ WITs and SSS
- ◆ Appraisal in the Civil Service
- ◆ Creativity and innovation.

PS21

29. The presenter noted that PS21 stands for public service of the 21st Century whose vision entails a public service with two core attributes which are:-

- Service Excellence, and
- Continuous Change

30. He further observed that a leading public service should act as a:-

- Catalyst for change in that it will be challenging others to change;
- Standard bearer that is setting the standard in administration; and
- Pace setter meaning it will be in front while working with others to create the way forward.

31. PS21 approach stresses the need for:

- Welcoming change;
- Anticipating change; and
- Executing change.

In welcoming change, change should be seen as an opportunity rather than a threat while anticipating change is accepting unpredictability but being prepared for alternative landscapes.

32. Executing change can be done through Superior management of people and resources by way of:-
- Building an excellent public service through harnessing the creativity of the people and effective management of the resources.
 - Organizational excellence with tools, frameworks, processes, strategies but also missions, leadership, attitudes, values and principles for example:-
 - by setting up structure centrally to promote, monitor and drive PS21.
 - Raising expectations of excellence across the public service at the agency level Ministry/Statutory Board PS21 Committees.
33. PS21 can be effected by:-
- Leading people by way of:-
 - Staff well-being, and
 - EXCEL – Excellence through Continuous Enterprise & Learning.
 - Managing Systems i.e.
 - Organisational Review
 - Delighting Customers by delivering Quality Service
34. For staff well being, the following are required:-
- Fitness;
 - Challenge; and
 - Recognition
35. While ExCEL is Excellence though Continuous Enterprise & Learning and involves activists for change, that is:-

- Right to SSS
- Right to WITs
- Continuous Improvement
- Continuous Learning
- Teamwork

36. The presenter further noted that organizational review involves:-

- System-wide change;
- Structural change; and
- Multi-agency change which can be achieved through:-
 - Harnessing IT;
 - Reducing red-tape; and
 - Step improvement.

37. The presenter pointed out that quality service can be provided by moving away from regulation to service by exemplifying the following attributes:-

- Courtesy;
- Accessibility;
- Responsiveness; and
- Effectiveness.

38. PS21 New Thrusts is PS21 Next Lap in Singapore which will entail:-

- Moving away from service excellence to total organisational excellence;
- Moving away from cost effectiveness and productivity to innovation and enterprises; and
- Making a commitment to the principles of Singapore 21

WITS (Work Improvement Teams)

39. WITS is work Improvement Teams and it means the coming together of individuals with a specific purpose who are committed to high

performance. The selection of the team members is based on the nature of work to be done.

40. WITS are necessary in that they implement improvement ideas or recommend them for implementation. This is done by each department working out the process for approval of WITS projects, approval for implementation, submission and presentation of completed WITS projects in their own projects. All the staff in the department should be involved in this.

41. The four key functions of WITS were identified as:-

W - Workplan
I - Improvement / Initiatives
T - Training, and
S - Socialization.

42. The presenter pointed out that the key principals in implementing WITS are:-

- Wit, not the individual is the basic work unit
- To succeed would need to institutionalize two fundamental beliefs which are:-
 - Continuous improvement is intrinsic to the way we work.
 - Teamwork is the way to leverage the abilities of the individuals.
- Wits takes responsibility to set and meet its own targets.
- Wit system must be simple i.e.:-
 - New holistic approach,
 - 5 'Rs' i.e. Registration, Responsibilities, Results, Renewal and Rewards.

43. Wits has two responsibilities which are training and social bonding.

44. The presenter noted that WITS results can be measured through:-

- Right and responsibility to set own targets for WITS functions which include the number of team suggestions, the implementation

- rates, the number of improvement projects and the minimum number of hours set for training,
 - Improvement projects registered,
 - Departmental progress reports, and
 - Progress reports, PS21 meetings and staff meetings.
45. The presenter identified two forms of rewards for WITS which are:-
- ‘Team’ award for the WIT team which have performed well in their WITS functions, and
 - ‘activists’ award for rewarding promoters and secretaries whose efforts helped sustain and develop the WITS movement.
46. In conclusion, the presenter noted that the advantages of WITS are getting the lower division staff involved in key work and that the value of WITS in work improvement is seen more directly.

SSS (Staff Suggestion Schemes)

47. The presenter defined SSS as Staff Suggestion Schemes and stated that SSS seeks improvement by valuing everyone’s ideas and providing an opportunity and incentives for everyone to participate directly. In improving the quality and productivity of the service, SSS sets targets for the minimum number of suggestions per officer in a given period and also the minimum number of training hours.
48. On submitting suggestions, the presenter observed that suggestions are automatically routed to departmental secretaries, suggestors are allowed to view past suggestions made in the ministries and the status of suggestions can also be checked.
49. In awarding SSS, the following criteria is used:-
- Relevance to excellent service,
 - Direct contribution to productivity or on improving work of department,
 - Degree of effort taken.,
 - Implementability, and
 - Savings to be realised.

APPRAISAL IN THE CIVIL SERVICE

50. The presenter pointed out that the appraisal system should be used for the following purposes:-
- To know the strengths and weaknesses of the officers,
 - To spot talents as early as possible; and
 - To better deploy and develop the officers.
51. The presenter stressed the fact that it is performance and potential that are appraised and that in assessing performance, the following factors are considered:-
- Teamwork,
 - Work output,
 - Quality of work,
 - Organisational ability,
 - Reaction under stress,
 - Sense of responsibility,
 - Service quality; and
 - Knowledge and application.
52. While in assessing potential, the following factors are considered:-
- Estimate of how far an employee can go in the long run or level of work an officer can ultimately handle competently before his retirement,
 - Identification of training and development possibilities,
 - Planning of career advancement opportunities; and
 - Planning for succession in the organisation.
53. Potential appraisal is assessed by Helicopter quality and Whole person qualities. In Helicopter Quality, the following are considered:-
- Ability and drive to look at a problem from a higher vantage point with simultaneous attention to relevant details,
 - Recognising potential connections with other parts of the environment both within the organisation and outside; and

- Producing a detailed solution which takes full account of all connections to the problem, showing sensitivity to business, social, political and technical environment.

54. While in Whole person qualities, the following should be considered:-

- Intellectual qualities:-
 - Power of analysis,
 - Imagination and Innovation; and
 - Sense of Reality
- Results Orientation:-
 - Achievement motivation,
 - Political sensitivity; and
 - Decisiveness
- Leadership qualities:-
 - Capacity to motivate,
 - Delegation; and
 - Communication and consultation

PROMOTION IN THE CIVIL SERVICE

55. On promotion in the Civil Service, the presenter stressed the need to use the following promotion criteria:-

- Potential,
- Performance,
- Knowledge and Experience; and
- Vacancies at the higher grade.

56. In determining promotion, the following principles must be put into consideration:-

- Potential determines rate of promotion,
- Promotion depends on performance,
- Progression Guidelines determines pace so that an employee is not under-streched nor over promoted beyond his abilities.

CREATIVITY

57. Creativity has been defined by different scholars as:-
- “Looking at what everybody else is looking at but thinking of what nobody else has thought”
**By – Albert Szent-Gyorgi
Nobel Prize Physicist**
 - “Something or some process that is original, novel, newly thought of and in some cases being useful”
**By – Teresa Amabile
Prof. Harvard University & Author of Growing Up Creative**
 - “The making of the new and the rearranging of the old”
By - Mike Vance, Disney Corporation
 - “The making or introduction of a new concept in a particular situation or design that has potential benefits” and
 - the “eraser”
58. Creativity is necessary as:-
- “All significant breakthroughs were breakwiths old ways of thinking”
By - Thomas Kuhn
 - “The significant problems we face cannot be solved at the same level of thinking we were when we created them.”
By - Albert Einstein
- “In a knowledge economy, the economic competitiveness of a country does not necessarily depend on vast natural resources, a large population and physical capital.....it is the quality of human capital, and the ability to generate innovation and effectively exploit new ideas and inventions on the global market that are now critical for a country’s economic growth.”
By - Dr. Tony Tan
From “Universities in the knowledge Era”
14 Jan 2000

59. Creativity in the public service should be seen as:-
- Transition into the knowledge Economy,
 - Relevant public service to meet changes,
 - Public service to foster and lead in generating innovation and enterprise; and
 - Build up brain power and knowledge of people as resources.
60. Factors that hinder creativity were identified as:-
- Self imposed barriers,
 - Established patterns, conformity to outdated norms and practices,
 - Evaluating options too soon.; and
 - Fear of looking foolish or making mistakes.
61. Some creative thinking techniques were identified as:-
- Lateral thinking techniques
 - Challenge
 - Random Word
 - Provocation
 - SCREAM
 - Substitute
 - Combine
 - Re-Arrange
 - Eliminate
 - Adopt
 - Modify
62. While key principles to generating creative ideas are:-
- Suspend judgement,
 - Go for wild ideas,
 - Generate as many ideas as you can; and
 - Combine and improve on ideas
63. In conclusion, the presenter challenged the participants to identify what they could do to make creativity possible in the public service.

KEY ISSUES ARISING FROM PLENNARY DISCUSSION

64. Arising from the presentation and plenary discussions, the following recommendations were made:-

- **PS 21**

- Public Service Commission should be the initiator of change i.e. it should be the pacesetter for the Ministries/Departments.
- Public Service Commission should re-define its objectives in line with dynamics of change.
- There should be more emphasis on Human Resource Development (HRD)
- Training should be decentralized from Directorate of Personnel Management (DPM)
- Public Service Commission should strive to ensure provision of quality service and change of attitude. Change should be incorporated but not individual based.

- **WITs**

- Suggestions should come from all employees regardless of status
- Encourage use of suggestions Box
- WITs should be reactivated, consolidated and made participatory.
- WITs should be institutionalised i.e. setting aside time for it.

- **APPRAISAL**

- Appraisal forms should be completed by 30th January of each year.
- There should be performance related pay.

- Patronage should be discouraged.
- Counselling should be encouraged.
- Team work should be encouraged.
- Performance should be rewarded.
- Data banks on appraisal should be formed.
- There should be proper training for appraisees and appraisers.
- High fliers should be identified and appropriately rewarded.
- Creativity should be recognised and encouraged.
- Appraisal forms should be revised to remove ambiguities such as home district, tribe etc that have no direct linkage with performance.
- Assessment should be done by a committee as opposed to an individual.

• **INNOVATION AND CREATIVITY**

Opinions and suggestions should be solicited from all cadres of the organization.

Team Work should be encouraged.

Outstanding performance should be rewarded.

A Data Bank for new ideas and innovations and its proper utilization should be established.

GENERAL OBSERVATIONS:

- The Civil Service does not deliver as expected due to fear, lack of creativity, lack of commitment, honesty, corruption, god fatherism. However, the Civil Service can change and provide excellent services

provided there is security of tenure, proper selection, breaking of top/bottom approach, revision of terms and conditions of Service.

- Public Service Commission should be able to steer change as it is a Constitutional body and its members have security of tenure.

Chapter 5

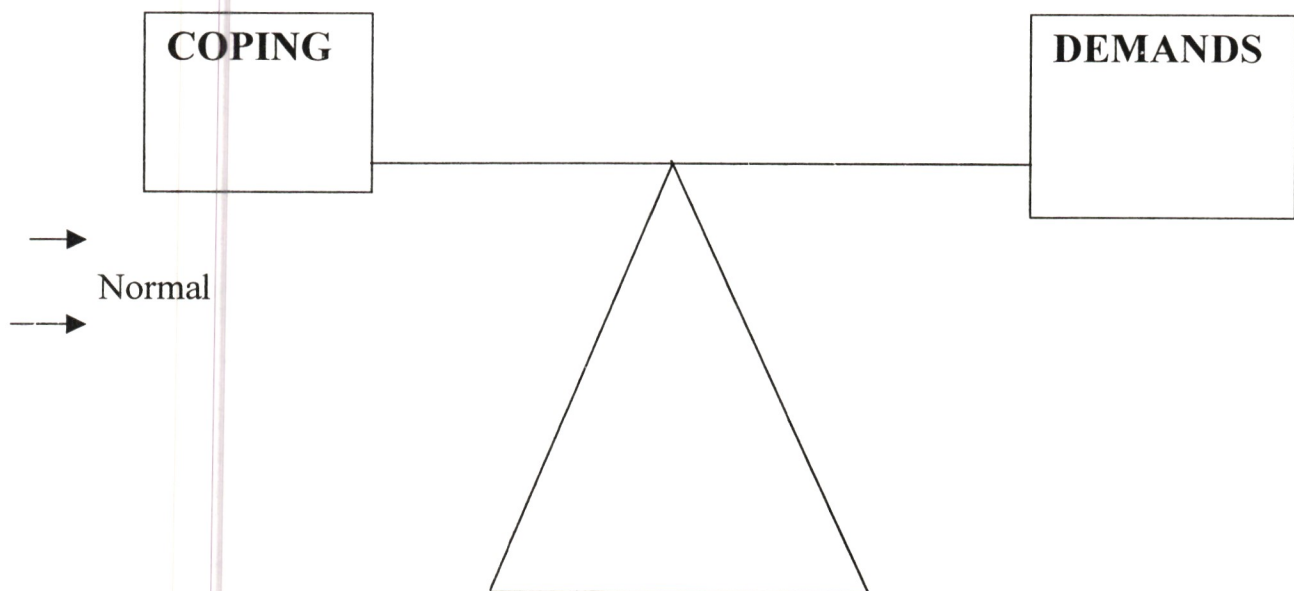
STRESS MANAGEMENT

A paper titled "Stress Management" was presented by Dr. Zipporah Kiruthu, Lecturer, University of Nairobi

65. The presentation aimed at defining stress, identifying the possible causes of stress and the strategies for reducing stress.

Meaning of Stress

66. The presenter pointed out that, the word stress comes from Engineering, meaning "any force which causes an object to change". In Engineering, the specific change caused by stress is 'strain' and the four possible kinds are torsion, tensile, compression and shearing. In human beings, stress is the body's response to physical, chemical, emotional or spiritual forces, asking in some way that the Human Being adopts to them.
67. Stress is the state we experience when there is a mismatch between the perceived demand and perceived ability to cope OR, the balance between how we view demand and how we think we can cope with those demands. This balance determines whether we feel distressed (negative), normal or eustressed (positive) as can be illustrated in the diagram below.



68. This stress balance shows that as long as we can cope with the demands (internal and external), we experience no stress. Stress is therefore felt differently by different people, what may be distress to one may be eustress to another or normal.

Defination of Stress:-

69. Stress can be defined as:-
- Perceived dynamic process involving uncertainty about something of importance and value to the individual. It is a comprehensive and dynamic process.
 - Perceptions of opportunities as well as perceptions of constraints both of which in turn include tension. This tension can be utilised both for good or bad results.
 - Perception of opportunities:- Mental states perceived by individuals as conditions offering the potential fulfillment of important needs & values.
 - Perception of constraints:- Blocks the current & future fulfillment of one's needs and values.

Causes of Stress

70. On causes of Stress the following observation was made:-

- There is no one specific cause, but you yourself are behind it!
- We manufacture our own stress levels. Stress is not imposed from outside!
- It does not exist naturally, and it is an intangible pressure or strain which can act as a spur for some people yet create severe problems for others.

71. However, the following were identified as common causes of stress:-

Role ambiguity and role confusion,
Shifting roles/transfers,
Unclear expectations from seniors,
Unrealistic expectations,
Making hard decisions,
Failure of the supervisor,
Failure by subordinates,
Work overload /deadlines,
Inadequate training (individuals),
Long working hours (during emergencies),
Attending meetings; and
Conflict between work, family and social relations.

Response to Stress:

72. On response to stress, the presenter pointed out that stress for one man is a challenge, stimulation and excitement for the other; it may also mean anxiety, tension and fear. Stress is determined by how we approach it. If we think an event is going to be stressful, it will be. If we feel stress is necessary to create the required arousal to succeed at a particular task, we are using stress in a positive manner. Stress is neither good nor bad, it is our response to it, which makes it either a negative, or positive, force. It may be viewed as an opportunity or a constrain, thus the subsequent response!

Worry:

73. The presenter made the following observations about worry:-
- That Many people worry about all manners of things. Certain circumstances are in themselves anxiety provoking and create worry. When this worry expands out of all proportions it can have a negative influence on our effectiveness. A research into the sorts of things which people worry about suggested that:-

40% never happened; 35% could not be changed; 15% turned out to be better than expected; 8% were trivial while only 2 % were legitimate worries.
 - Some people claim that they are natural worriers. " It's my nature ", they say. When one problem clears, they find something else to start worrying about. This negative approach is very hindering. Every time they look at a problem, all they see is the dark side, the fear, the anxiety, conflict and tension. They fail to be positive and have confidence in themselves. They should focus their attention to the good things in a situation, and then work on making this happen. They should not dwell on the negative side, taking themselves further and further into a negative depression.

Personalities and Stress

74. The presenter pointed out that what determines how we cope with stress depends on our personality types. These personality types were identified as:-

Type A Personality

- Go-getter, high-achiever, too ambitious,
- Responds readily to situations & tends to express anger and aggression at the least provocation,
- Has a chronic sense of time urgency,
- Excessively competitive,
- Looks for the shortest possible queue in the supermarket and then loses temper because it does not move as fast as the others,

- Has to do several things at once and is insecure about his/her status; and
- Requires admiration of peers to boost his/her self-esteem.

Type B Personality

- Does not have the same aggressive drive,
- Their lifestyle does more to protect them in the long term,
- Tend to underachieve, finding it difficult sometimes to develop the internal drive necessary to stir them into action,
- Tend to depend too heavily on past achievements,
- To succeed they have set deadlines and work to them rigidly
- Find it difficult to motivate themselves; and
- Tend to force themselves to the point of perfection even when the work value is negligible.

75. Types A and B find it difficult to prioritise and set goals that have meaning and will stretch their abilities. What is required therefore is a 'healthy balance' of the two types. Remember: The worth of a manager is not measured by what he/she can personally achieve, but what he/she gets his/her team members to achieve! Use the strengths of your team and delegate to right level. Ideally, a combination of the personal orientation and the team working of B with the high achieving, deadline setting A. The attention to detail of B Coupled with the volume of work consumed by A.

The presenter stressed the need to recognise our behaviour and to take action to ensure stress does not get the better of us.

Symptoms of Stress

76. Symptoms of Stress were identified as:-

- **Psychological:**
 - Worry
 - Feeling anxious
 - Tension
 - Sadness
 - Agitation

- Boredom
 - Feeling of self distraction
 - Preoccupation
 - Feeling of failure
 - Irritable
 - Tendency to loose temper
 - Concern about health
 - Low self-esteem
 - Feeling of rejection
- **Behavioural:**
 - Indecision
 - Procrastination
 - Inability to think clearly
 - Poor concentration
 - Inability to relax physically
 - Impulsive behaviour inconsistent with the person
 - Lack of desire
 - Absenteeism
 - Difficult in getting along with others
 - Inability to cope with criticism
 - Tendency to be extremely critical of others
 - Inability to cope with problems and frustrations
 - Excessive drinking, smoking, eating or lose of appetite
- **Physiological/Physical:**
 - Muscle tension spasms
 - Coronary heart disease
 - Ulcers
 - Insomnia (lose of sleep)
 - Chest pain/palpitations
 - Skin rashes
 - Dizziness/blurred vision
 - Excessive tiredness
 - Chronic back pain
 - Persistent headaches/migraine
 - Shortness of breath

Strategies for Reducing Stress

77. The presenter pointed out that while it may not be realistic to avoid stress all together, it is possible to reduce it to a tolerable (useful) level. This can be done through the following ways: -

- **Working from Strengths**

Celebrating your successes, skills, positive qualities, things you have learned and difficult activities you have tackled successfully.

- **Changing Situations**

Where you have the choice, minimise the number of new or challenging situations you are taking on at home or at the work place.

- **Dealing with Inappropriate Negative Feelings**

The simplest way to unload feelings after upsetting experiences is to talk through them.

- **Encourage Natural Emotional Discharge**

Laughing, crying, shaking, and storming are all natural healing processes which `restore mind and body to alertness/readiness for the next task.

- **Relaxation**

Loosening muscular tension helps reduce stress. This can be done through stretching, yawning, jaw wobbling, and neck loosening.

- **Stop doing everything yourself.**

Start delegating both at work and at home and whenever you can, get someone else to do what needs to be done.

- **Reach for the top, but never struggle in vain**

Take a close look at your values. What really matters to you? You can't have everything. Make choices. Otherwise you could end up a workhorse, who's ultimately not very good at anything.

- **Don't say yes to everything**

When something is asked of you, give yourself time to consider the request before you immediately agree. Is it something you can handle with relative ease? What are you going to have to lay aside to do it? What is it going to cost you in terms of time?

- **Forget the hero image**

You are only human. And you'd be surprised how much pleasure it can bring to other people when they feel they can do something for you for a change. Express your needs and many of them are likely to be satisfied. Lock them away behind the perfectly together superhuman image you project and you go it alone.

- **Guard your time jealously**

Limit the time you spend on inessential things such as seeing people you don't really care about seeing just because you feel it is expected of you. Cut back on the chores you feel you have to do. Do you really have to? Could somebody else do them for you? Or could they remain undone for the sake of your peace of mind.

- **Sort your priorities**

Take a look at what is absolutely essential to your life and what is marginal. If you can, write these things down on a piece of paper, then make sure the time and effort you spend on each thing is in line with these priorities. Take an active role in deciding how you will spend your time and live your life. Don't just let it happen.

- **Create a routine**

From day to day you need to make sure you have time to relax and to take care of yourself and time to spend with the people you love. Recreation and having fun are as important as hard work, responsibility and success. Make sure you get the balance right.

Burnout

78. Burnout can be defined as an internal psychological experience involving a changed worldview with negative feelings and attitudes and a consistent sense of fatigue or exhaustion physically, psychologically or emotionally. The individual seems to lose trust, and above all, a zest for life. This condition can be expressed as:-

- Most extreme case of hopelessness.
- Extension of stress encountered on the job.
- State of physical, emotional and mental exhaustion that occurs, as a result of working with people over long periods of time in situations that are emotionally demanding.
- State of fatigue, frustration brought about by devotion to a cause of life or relationship that failed to produce the expected reward.

79. The presenter stressed the need to recite the following Affirmations Pertaining to Our Personal Definition on a daily basis to create confidence in our selves in order to cope with stress.

- I am a good person
- I trust and value others
- I like myself as I am
- I choose health, happiness and wellbeing
- I love myself and I love others
- I seek the spiritual worth and wisdom within
- I choose success and find satisfying ways of reaching my goals
- I take responsibility in developing myself-identity, Self-meaning, self-confidence and self-worth

Conclusion

80. In conclusion, the presenter pointed out that demands of high pressure working conditions for survival in the turbulent environment/global society generate enormous stress and strain in an individual, leading to serious psychological and social consequences. There is therefore need to prevent dysfunctional stress and also utilise change and uncertainty to your advantage for achieving Health with optimum levels of economic and personal wellbeing. This can be done effectively through personal transformation-- Strategic Self Re-engineering (SSR). One needs to employ practical effective concepts and tools of SSR to manage one's ego or self-energy to enhance PRODUCTIVITY and QUALITY OF LIFE. It is easy for one to eventually become healthier, richer and happier. The individual will also make Institutional Change or Re-Engineering a success. By realising the potential of self-power, it is possible to proactively develop your inner potential that gives you energy and power to face the challenges creatively through the process of SSR.
81. Stress is inescapable in the new millenium. As long as there is change, there will always be some stress as people continually try to adjust. Yet there can't be progress without change. The way out is to learn how to manage stress to our advantage and that of our organizations.

Chapter 6

ORGANISATION DYNAMICS AND CONFLICT SOLVING IN THE PUBLIC SECTOR

A Paper Titled “Organisation Dynamics and Conflict Solving in the Public Sector” Was Presented by Dr. Zipporah Kiruthu, Lecturer, University of Nairobi.

82. The presenter introduced both concepts and then gave strategies of dealing with the same.

Organisation Dynamics:

Introduction

83. In introduction, the presenter pointed that ideally, organisations are open systems which are in constant interaction with their environment and are therefore continuously changing but in practice, this is not the case. Organisational change must be initiated and therefore can be defined as “planned attempt by the management to improve the overall performance of individual groups and whole organisations by altering structures, behaviour and technology.”
84. The presenter further pointed out that recent developments globally which have resulted in deregulation, introduction of new technologies and increased foreign competition have rapidly changed customer expectations creating a volatile economic climate. Developments therefore dictate that organisations with old structures must shed their traditional approach to management in order to remain competitive. Such organisations have therefore to change so as to be more flexible, lean and responsive to the environment. In most cases, such change is accompanied by modifications in organisation culture and management style.
85. The presenter observed that many forward thinking managers realise that the most serious challenges facing top management is how to implement lasting change on an organisation. Using a “participatory team approach”, has proved to be the best way to mobilize the kind of

support they need to effect a major transformation, achieve positive results in the short term, and establish a solid foundation for their organisations future.

86. Team approach to organisation's change" offers a solid framework through which change is effected". Organisations undergoing change cannot realise participatory aspirations unless employees at all levels are deeply involved in the process. Managers must therefore pay special attention to:-

- Skills that increase their power to communicate
- Create shared understanding
- Inspire and Empower others on leadership roles
- Leaders of the future will not always lead from the front
- In times of uncertainty, a significant part of a leader's role rests in finding ways of unlocking the ideas and energies of others
- Must articulate a relevant sense of direction, while broadening ownership of the leadership process so that others are also encouraged to bring forward their ideas; thus influence the direction that the Public Service Commission actually takes..

Team Building

87. The presenter defined that "a team" as a collection of individuals with a specific purpose and who:-

- are committed to high performance,
- care for one another,
- are co-ordinated by a leader; and
- define themselves as a team.

The first principle of team success is choosing the right people from a collection of possible members. This selection is mostly based on the nature of work to be done.

Selection of Team Members

88. The bases for Selection of Team Members were identified as:-

Technical or professional competence

- Qualification; and
- Experience

Ability to work as a team member

- Find out the non workers (those who are not well motivated)
- Find out the disruptives (those who do not work in harmony with the group)

Desirable personal attributes

These are those attributes that enable a person to contribute to the process of achieving the task. They include:-

- Innovative thinking
- Problem solving
- Ability to listen to others
- Ability to build on others contributions
- Flexibility of mind
- Integrity- a person lacking integrity is a big risk to the team
- Professional and moral conduct

Requirements in Building a Team

89. In building a team the following is required:-

- Specify the task to be achieved
- Make this measurable if possible
- Make sure the task is achievable
- Make plans to achieve the task
- Assess individual's skills and personality
- Delegate responsibility – do not interfere but keep informed

- Create a team
 - Balance skills and experience
 - Provide strong support as appropriate
 - Allocate roles in the best and most fair way
 - Think through the views of your team members
 - Consider both stars and followers
 - Review the way the team is working
 - Recognise successes and achievements

- Leading a team
 - Vary your leadership style according to different situations
 - Review the impact of your style on the team

- Brief the team, involve them, listen to them and above all stand up for what you believe
- Think ahead, try to stay at least 3 jumps ahead!

To Get Started

90. To get started the presenter pointed out that the manager has to:-
- Get people together and just start talking. Ask yourselves, "what do we stand for? And what is it we're trying to do?"
 - Create a statement that outlines the company's mission, its values and its guiding principles. Make quality improvement the organisation's first priority. Put people ahead of products and profits on your list of company values.
 - Teach the entire work force how to use statistical methods to improve the quality of your products and processes. Embrace the idea of making steady and continuous improvements.
 - Broaden the definition of quality to include all the subjective attributes that surprise and delight customers. Urge employees to think quality in everything they do.
 - Stress the importance of striving for excellence in serving internal customers. Urge employees to think quality in everything they do.

Showing you Mean Business

91. The presenter made the following observations:-
- Look for ways to convince all your managers that your product or service's quality must be improved.
 - Start with disenchanted customers. Bring groups of all customers into focus groups and ask them to explain in detail why they prefer your competitor's products or services.
 - Visit competitors. See firsthand what they are doing.
 - Take bold, decisive actions to demonstrate that quality improvement is your number-one priority.
 - Put quality first on the agenda at all your major meetings. Involve everyone in the discussion group, not just the quality manager.

Employee involvement

92. On Employee Involvement, the presenter stressed the following:-

- Make a conscious effort to treat people well and to encourage employees' creativity, not stifle it. That's what employee involvement is all about.
- Introduce your employee involvement programme gradually.
 - Establish a sense of trust
 - Cut down on the US-versus-THEM syndrome
 - Believe one another
- Share information about the Organisation's financial position.
- Make the goal of employee's involvement to improve quality, not cut costs. Train workers in statistical process control.
- Find employees involvement efforts that work and make them models. Spread the word throughout the Organisation.
- Get out and spend time with your employees.

Participative Management:

93. For Participative Management, the manager has to:-

- Organise a seminar to teach the basic concepts.
- Bring seminar participants back in and make sure they have done something to improve the environment in their departments. This is an on-going, never-ending process.
- Find ways to hold frank, open discussions at your committee meetings. Set an open friendly tone that invites discussion.
- Look for ways to push responsibility down and give more authority to the managers at the lowest possible level.
- Eliminate excess layers of management,
- Incorporate the idea of teamwork into evaluations and decisions about promotions.
- Find ways to reward true team players. Evaluate managerial performance primarily by talking to each manager's peer and subordinates. The final results must be there, but pay close attention to how the manager achieved them.

Management Involvement

94. Management involvement can be used when we have differences in:-

- Expectations,
- Attitudes, and
- Confrontations

Team spirit MUST capture their heads and hearts

Managers Role

95. The Manager must:-

- Understand the teamwork-see the logic before he/she expects others to follow
- Believe in the idea
- Support the idea
- Be committed to teamwork, not coerced
- Accept controversies, as they are healthy
- Air their reservations about the team and have them listened
- Co-operate with one another
- Show to their people what teamwork is-otherwise they will be hypocrites
- Manage conflicts
- Have evidence that teamwork can help her to be productive and effective
- Be prepared to work as a team member
- Have the knowledge and persistence to see it through
- Be willing to deal with the reality that not everyone will accept the idea
- Be united with the others
- Feel empowered
- Explore
- Reflect
- Be ready to change attitude
- Not decree teamwork, but build on the vision

Build confidence that WE can do it

"Five separate fingers are five independent units. Close them and a fist multiplies strength. This is organisation"

Going for the Brass Ring

96. The presenter pointed out that:-
As the different elements of your new philosophy begin to hold and spread, find a service programme in which you can bring all the elements to bear simultaneously.
- The key step is to form a team to get the job done. Involve all the necessary functional areas of your organisation in the team.
 - Give the team and the team leader as much authority as you can.
 - Group the team members in one location if you possibly can.
 - Be sure the team is Citizen-driven, seek ways in which you can surprise and delight your customers.
 - Involve your employees as early as possible.
 - Spread the team effort throughout the organisation in a way that weaves it into the fabric of your entire system.

The Plateau and Beyond

97. The presenter observed that there is need to:-
- Look for signs that your rate of improvement is slowing down.
 - As early as possible, examine your underlying processes. Decide what is necessary and how you can further improve or simplify each process.
 - Ask your old professionals, the best technical people or department managers in the Organisation, to look for ways to do this
 - Remember that somewhere in the world, somebody has a better process than yours. Use competitive benchmarking to find those processes and learn from them.
 - Establish checkpoints for monitoring your progress, and make sure everyone adheres to them. If the required work is not completed, stop the entire process until it is.

Factors affecting Team Cohesiveness

98. Cohesiveness is the magnetic attraction of members to invisible centre of the group. It determines the strength of bonds that bind the individual parts together into a unified whole. The "WE-FEELING" of a group.

99. Factors include:-
- Group proximity
 - Similar work
 - Homogeneity-shared characteristics e.g. age, social status
 - Personality
 - Communication
 - Size

The amount of Time spent together is crucial in a team.

Components of a Winning Team:

100. The following were identified as the components of a winning team:-

- **Purpose**

Envision or What direction?

- Members can describe and are committed to common purpose
- Goals are clear, challenging and relevant to purpose
- Strategies for achieving goals are clear
- Individual roles are clear

"No wind favours him who has no destined port"

- **Empowerment**

Can we do it?

- Members feel a personal and collective sense of power
- Members have access to necessary skills and resources
- Policies and practices support team objectives
- Mutual respect and willingness to help each other is evident

"I never got far until I stopped imagining I had to do everything myself"

- **Relationships and Communications**

- Members express themselves openly and honestly
- Warmth, understanding and acceptance is expressed
- Members listen actively to each other
- Differences of opinion and perspective are valued
- Personal relationship is promoted

- **Flexibility**
 - Members perform different roles and functions as needed
 - Members share responsibility for the team leadership and team development
 - Members are adaptable to changing demands
 - Various ideas and approaches are explored

- **Optimal Productivity**
 - Output is high
 - Quality is excellent
 - Decision making is effective
 - Clear problem-solving process is apparent

- **Recognition and Appreciation**
 - Individual contributions are recognised and appreciated by leader and others
 - Team accomplishments are recognised by the organisation
 - Group members feel respected
 - Team accomplishments are recognised by individual members

- **Morale**
 - Individuals feel good about their membership on the team
 - Individuals are confident and motivated
 - Members have a sense of pride and satisfaction about their work
 - There is a strong sense of cohesion and team spirit.

- **Unity: Are We Together?**
 - This promotes group learning
 - It is possible to keep track of group performance
 - Co-operation is promoted
 - Individuals are rewarded based on group performance
 - Limited resources are used properly
 - The group faces the challenge

"United we stand, divided we fall"

- **Explore: How To Make Decisions?**

- Probe
- Protect rights
- Establish openness
- Resolve opposing ideas or views
- Establish common ground
- Combine ideas

- **Reflect: How Can We Improve?**

- Put self in other's shoes
- Structure times to discuss
- Define issues specifically
- Be firm, yet flexible
- Strive on ongoing improvements

SUPER TEAM

101. The characteristics of a Super-team are:-

- Values interdependence of team members
- Values confrontation and conflict --- leads to more probing
- Everyone understands incentives
- Reviews its own dynamics from time to time
- Open to the external environment
- Teamwork is a learning experience
- Values intellect and emotions
- Grows and creates its own Values

Benefits of Team Building

102. The benefits accrued from team building are:-

- **Achieving Synergy**

- The sum of the whole is more than the sum of the separate individual components.

One Plus One = Three

- **Pool of Resources**
 - Talents
 - Experience
 - Knowledge
 - Skills
- **Challenging the Status Quo**
 - Confronting leaders
 - Review policies
 - Confronting ambiguities
- **Participation**
 - Sense of ownership

"I never got far until I stopped imagining I had to do everything myself"

- **Involvement**
 - Every functional department
 - Middle managers
 - Board of Directors

"The honour of ONE is the honour of ALL but the hurt of ONE is the hurt of ALL"

- **Commitment**
 - Stay in the team
 - Goals
 - Decisions

- **Co-operation**

- "We are a team, We treat each other with respect and trust"

- **Motivation** - Morale
- **Ethics** - Professional /business conduct

- **Unity:** - "To be only oneself is to be almost nothing"
- **Vision** - Direction
- Goals

"No wind favours one who has no destined port"

- **Relationships** Conflicts resolution
Coercion
Participation across the company
- **Communication** Common voice
Between individuals
- **Easy to Adapt to Change** Flexible
Change agent
- **Reward**
 - Individual-money, own performance
 - Company/Group-overall performance
 - Team respect, recognition
- **Problem-Solving**
 - Define the problem
 - Dig into the problem
 - Value the problem
 - Create solutions
 - Evaluate the solutions
- **Positive-Thinking**
 - Initiative
 - Creativity
 - Innovation
- **Leader Development**
 - Good training ground
 - Empowering
 - Value of team
- **Improved Productivity**
 - Task forces in debt collection in banks
 - Task forces on rehabilitation of Land Rovers, development of new products e.g. tent making, Coca-Cola Kiosks
- **Learning Together**
 - Overcoming challenges
 - Accommodative
 - Manager of yourself
 - Mirror-yourself & others

"The one who teaches learns twice"

Let us Lead and Nurture Our Teams

CONFLICT SOLVING

Introduction

103. The conflict is defined as “A serious disagreement; An Argument; A serious difference of opinions, wishes etc; Clash– Conflict between one’s duty and one’s desire.”(Oxford Advanced Learners Dictionary)
104. The presenter further defined conflict as perceived incompatible differences resulting in some form of interference or opposition. Whether the differences are real or not is irrelevant. If people perceive that differences exist, then a conflict state exists
105. **Conflict** differ from **Competition** in that, conflict is directed against another party; while Competition is aimed at obtaining a goal without interference from another party. Conflict is more a sign of a group’s health than a symptom of disease. Many wish they could escape conflict in their lives. Or they seem surprised when conflict arises, yet, conflict is a fact of life in any ongoing relationship, whether at home, work or social living. When people come together regularly, especially where it involves issues of personal significance differences emerge.
106. The presenter noted that over the years three differing views of Conflict have evolved in Organisations which include:
 - Tradition View which argues that conflict must be avoided, since it indicates a malfunctioning within the Organisation. Conflict was synonymous to violence, destruction and irrationality – it was harmful.
 - Human Relations View argues that, conflict is a natural and inevitable outcome in any organisation and that it need not be negative; rather it has the potential to be a positive force in contributing to the organisation’s performance. Accepts Conflict.
 - Interactionist View, which most recent order, proposes that conflict is not only a positive force in an organisation, but that some conflict is absolutely necessary for an organisation or units within

the organisation to perform effectively. Encourages Conflict on the grounds that harmonious, peaceful, and tranquil organisation is prone to becoming static, apathetic, and non-responsive to needs for change and innovation.

When conflict occurs between people, individually or in teams, they often become angry, hurt, bitter, or defensive. Sometimes, the conflict ends the relationship or damages it. Yet, while conflict is inevitable it can have either destructive or constructive results.

The presence of conflict in an organisation indicates that members are involved in something of sufficient importance that they face the tensions conflict inevitably brings.

Functional Vs Dysfunctional Conflict:

107. Functional Conflicts are constructive and they support the goals of the Organisation. Dysfunctional Conflicts are destructive and they prevent the Organisation from achieving its goals. Unfortunately the demarcation is neither clear nor precise. No one level of conflict can be adopted as acceptable or unacceptable under all conditions. The level and type of conflict that promote a healthy and positive involvement in one organisation's goals, may in another organisation be highly dysfunctional. Managers should create an environment within their organisations in which conflict is healthy but not allowed to run to pathological extremes. They should stimulate conflict to gain the full benefits of its functional properties, yet reduce its levels when it becomes a disruptive force.

Value of Conflicts:

108. The presenter noted that conflicts:-
- Stimulates Change
 - Fosters Creativity and Innovation
 - Clarifies Issues and Goals
 - Enhances Communication
 - Increases Energy within a Unit.

Sources of Conflict

109. The Presenter Identified the Following as Sources of Conflict:-

Goal Incompatibility: Divergent goals exist within organisations and they create the potential for inter-unit conflicts.

Structural Relationships: That Organisations are horizontally and vertically differentiated within an authority hierarchy and formalised rules and regulations, creates conflicts. All organisations are systems composed of interdependent parts, and this interdependency creates conflict.

Scarce Resources: There are not enough resources in an organisation to satisfy the needs of all members. This scarcity of resources creates conflict. When the allocation of these resources is done on a zero-sum basis, the potential for conflict is even greater. Ironically many of the most valued resources in an organisation are allocated in just this manner. Promotions are often limited, "If you get it, I don't"

Communication Distortion: One frequently cited source of conflict is communication difficulties. Since information can facilitate the attainment of power, individuals may purposively withhold or distort communications. Of course, in doing so, they are likely to increase conflict.

Individual Differences: People differ in terms of their values, attitudes, expectations, personalities and perceptions. These individual differences can create conflicts. The source of tribal conflicts lie in individual differences. People are not born prejudiced; they must learn how to become prejudiced. Similarly varied backgrounds, experiences, training and education produce different perceptions of similar realities; as a consequence, conflict is likely to increase.

Conflict Solving

110. To Resolve Conflicts fully, the presenter identified the following techniques that can be used:-

- **Problem Solving (Confrontation):** Conflicting parties confront each other face-to-face. It does not determine who is right, who is wrong, who wins or who loses. Quickly and effectively resolves conflict stemming from semantic misunderstanding but is inherently weak in resolving more sophisticated conflicts, especially those based on the different value systems of individuals or groups.
- **Super-Ordinate Goals:** Common goals that two or more conflicting parties each desire, and that can not be reached without the co-operation of those involved. Evidence supports that, when used cumulatively, super-ordinate goals can promote peace over the long-term, thereby reinforcing dependency and encouraging collaboration.
- **Expansion of Resources:** This technique can be extremely successful because it leaves the conflicting parties satisfied. However, its use is obviously restricted by the nature of its inherent limitation: Scarce resources can rarely be expanded so easily.
- **Avoidance:** Does not offer a permanent way of resolving conflict, but it is an extremely popular short-term solution. The method has obvious limitations, but it has nonetheless been described as 'society' chief instrument for handling conflict
- **Smoothing:** Minimises differences that exist between individuals and groups, while emphasising common interests: Differences are suppressed in smoothing and similarities are accentuated. All conflict situations have within them points of commonality, and smoothing is one way of playing down differences.
- **Compromise:** Includes external or third-party, interventions and internal compromise between conflicting parties through both

total-group and representative negotiation and voting. In a compromise solution, each party must give up something of value. While there is no clear winner, there is also no clear loser. In a democratic society compromise is the classic method by which conflicts are resolved.

- **Forcing (Formal Authority):** The most used method, in Organisations, for resolving opposing interactions. Members of Organs with rare exception, recognise and accept the authority of their superiors; and even though they may not be in agreement with the decisions, they will almost abide by them. It is highly successful in reducing short-term conflict levels. Its major weakness is that it treats the effects of the conflict, not the cause.
- **Altering Structural Variables:** Managers might transfer/exchange departmental members, create co-ordinating/buffer positions, develop an appeals system, realign department boundaries or change individual responsibilities.

111. In conclusion the presenter stated that no single technique is appropriate for all conflicts. In recent years, it has become increasingly clear that the most effective resolution technique depends on the source of the conflict. Therefore a manager should consider the source of a conflict before selecting a resolution technique.

KEY ISSUES ARISING FROM GROUP DISCUSSIONS

112. Arising from the presentation and plenary discussions, the following recommendations were made:-

- There should be full utilization of the appraisal reports for identification of training needs, promotions and exit
- There should be improved communication network with DPM, Treasury, OOP and other Ministries in the Management of Civil Servants.
- There is need for increased funding for advertisement of vacancies.

- There should be a policy guideline on advertisement of vacancies.
- Information Technology should be established in Public Service Commission immediately.
- Tools and equipment should be provided for efficient service delivery.
- Counselling should be introduced in the Ministries.
- WITS and SSS should be revived
- There should be enhancement of monitoring of delegated powers.
- The Public Service Commission can clear its garbage heap by: -
 - Well defined vision and well-articulated policies.
 - Training should be enhanced
 - Teamwork should be encouraged
 - The appraisal system should be objective
 - All employees should be involved in development of policies
 - There should be security of tenure of employees to enhance job security
 - Schemes of service should be realistic
 - Remuneration should be improved
 - An appropriate reward system should be developed
 - Provision of working tools to enhance productivity.

Chapter 7

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

A Paper Titled “Affirmative Action and Equal Employment Opportunity” was Presented By Maryann Njau, Lecturer K.I.A.

113. The presentation aimed at discussing the concepts of:

- Affirmative action
- Equal employment opportunity
- The link between them
- Their application in the employment context

INTRODUCTION:

114. The presenter means out that work is still central to people’s lives as an important mean’s towards personal and material fulfillment. However, there are always certain persons in society that are unable to compete equally for employment or the benefits arising therefrom who may be identified as being disadvantaged. There are many factors that lead to their disadvantaged status but whatever factors there are, they lead to their being accorded unfavourable different treatment (discrimination). This is due to the prejudices and preconceptions of the people with whom they have to deal. These can and do affect the access that these persons have to employment, their level of employment and occupation, the treatment that they receive at work, and their terms and conditions of employment.

115. The place of employment is therefore crucial to the achievement of equality as it is principally through employment that a lot of progress can be made. i.e. if employers opened up employment opportunities for disadvantaged persons, then they will acquire the confidence to follow the lead and gradually broaden their social role and also achieve social integration.

116. In Kenya the following persons have been identified as having disadvantaged status:
- the women;
 - the youth;
 - the disabled; and
 - people from the marginalised areas.
117. By far the most attention, in terms of public interest and legislation, has been paid to the first two groups.
118. All over the world where certain persons have been identified as being unable to compete equally for employment and other benefits, the twin concepts of affirmative action and equal employment opportunity have been legislated upon.

NATURE OF AFFIRMATIVE ACTION IN THE EMPLOYMENT CONTEXT

119. The presenter defined Affirmative action as referring to the purposeful and planned placement or development of competent or potentially competent persons in or to positions from which they were under represented in the past, in an attempt to redress past disadvantages and to render the workforce more representative of the population.
120. Affirmative action has numerous thrusts which are:-
- the search for persons with known competencies or potential to fill positions worthy of their ability;
 - the training and development of previously disadvantaged persons so that they may in future possess greater mobility; and
 - continuous monitoring and adaptation of the demographic spread at all levels of the organization.
121. The presenter noted that affirmative action constitutes an active intervention which aims at ensuring access or even limited preferential access to disadvantaged groups, and/or prepare persons in

these groups for accelerated development. This should be seen as a change initiative that is geared towards ensuring that the previously disadvantaged groups are able to have equal employment opportunity. Equal opportunity can be fair only if all contestants commence from the same starting line. Where some have been unable to exploit opportunities in the past, they may have to be given faster running shoes; alternatively, those in the lead may have to be handicapped to some extent. It is admitted that affirmative action can only have a limited lifespan. It is only intended to lead towards an equal opportunity environment. This is an environment in which all persons are granted the opportunity to compete and to be assessed in terms of pre-established criteria. However, an additional weighting, which should not be disproportionate to the other criteria can be placed on affirmative action aspects. This gives the affirmative action candidate a slight but not an unreasonable edge over the other candidates. It ensures relative fairness and also satisfies the employer's need to appoint competent persons.

PROBLEMS WITH AFFIRMATIVE ACTION

122. The following were identified as problems with affirmative action:

- **Wrong implementation**

This occurs because organizations see affirmative action as a political imperative with which they have to comply and not as a business objective in total. This leads to situations where persons are appointed in "affirmative action positions or imposed on the organization merely to window-dress or to fill quotas. Sometimes this is done without due consideration of their suitability for the position or the possibility of support and development. Where this happens, other employees are dissatisfied. It is also unfair on the appointees themselves since they may not be able to handle their specified tasks thus perpetuating the myth that affirmative action appointees are "no good". Unless affirmative action is tied to valid selection procedures which test relevant competencies or potential and are accompanied, where necessary, by a development programme, the myth becomes a reality.

- **Unavailability of competent persons.**

This is another problem with affirmative action, especially where higher level jobs are concerned. The available pool of previously disadvantaged persons able to fill the requirements may be extremely small. This small group becomes highly sought after and as this small group advances the rest of the disadvantaged persons still remain where they were before.

- **Wrong emphasis.**

Too great an emphasis is placed on Quotas and paper qualifications instead of identifying competencies, experience levels and potential. Many organizations also concentrate affirmative action initiatives only on certain areas (and particularly in top, highly prominent positions).

The greater part of affirmative action should concentrate on career planning, training and development.

- **Reverse discrimination.**

The most prevalent accusation directed at affirmative action initiatives is that they constitute reverse discrimination.

However, this only happens if a previously disadvantaged person is appointed at all costs and without granting other persons the opportunity to compete. This calls for the use of appropriate selection techniques and suitable assessment material.

EQUAL EMPLOYMENT OPPORTUNITY

123. This was defined as the guarantee accorded to individuals of their right to compete equally on the basis of job related criteria where an equal employment opportunity policy exists, it is aimed at:-

- eliminating barriers against the hiring and promotion of identified disadvantaged groups of people;

(These are the barriers that are identified as occasioning disadvantaged position)

- achieving equality in the work place so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability;
 - correcting the conditions of disadvantage in employment experienced by the identified disadvantaged persons;
 - giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.
124. An equal opportunity employer was identified as one who gives the opportunity to become employed. The individual must be given an opportunity to show that he/she is qualified. Elimination from consideration for a promotion or to fill a vacancy for non job related reasons denies the opportunity to be considered according to qualification. This is discrimination. Equal employment opportunity policies therefore are required to ensure the achievement and maintenance of a fair and representative work force and to remedy demonstrated inequality in the work place resulting from systematic discrimination.
125. It must however be appreciated that ensuring that all persons have equal employment opportunity require different approaches, affirmative action being one of them. The approaches will depend on the specific disadvantaged group and the level of employment targeted.

RECRUITMENT:

126. The presenter argued that the recruitment procedure has great potential in preventing discriminatory impact in selection. A broad recruiting base should be used to ensure that job openings are announced to as many applicants as are capable of responding. Those capable of responding should become aware and be encouraged to answer the announcement.
127. The key question in all recruitment procedures is whether the method limits the non-job-related characteristics of the person who may apply.

PRE-EMPLOYMENT INQUIRIES ON APPLICATION FORMS

128. The presenter pointed out that If an application form has a disparate impact upon the hiring process, then it does not help in offering equal employment opportunity.
129. Where the questions asked do not seem to have a job-related purpose it may be an indication of discriminatory intent.

Examples:-

- **Age:** Question on age are not illegal per se but one should be prepared to give a good reason for asking.
- **Height and weight:** Questions on these may discriminate against women and people with physical disabilities.
- **Physical characteristics:** Questions on these can be asked if it is factually determined that physical requirements are job-related.

PROMOTIONS:

130. The presenter observed that the devices that an organization use to determine who will be promoted may also have an impact on equal employment opportunities.
131. Where performance appraisal systems are used they must be shown to be related to the duties and responsibilities of a given position. Where these do not measure the ability to perform the job in question, they may be seen as arbitrary barriers to employment.

AFFIRMATIVE ACTION: PROTECTION FROM RETRENCHMENT

132. To get equal opportunity policies in action the presenter made the following recommendations:-

- **The recruitment process:**
 - have accurate, up-to-date job descriptions which are gender neutral.
 - avoid over-inflated job criteria in person specifications.
 - check that job requirements are really necessary to the job and are not a reflection of traditional biased practices.
 - guard against sex stereotyping in advertisements and recruitment literature.

- **The interview – to reduce interview bias**
 - provide training to all who conduct selection interviews;
 - Avoid discriminatory questions, although interviews can discuss with applicants any domestic or personal circumstances which might have an adverse effect on job performance as long as this is done without making assumptions based on gender, physical abilities etc of the applicant.

Training

- Check that women and men have equal opportunities to participate in training and development programmes.
- Selection criteria for training should be objective.
- Consider using positive training provisions for women and other disadvantaged persons.

Promotion

- improve performance review procedures to minimize bias.
- avoid perpetuating the effects of past discriminatory practices in selection for promotion.
- do not presume that women or minorities do not want promotion.
- what is the likely effect of the proposed affirmative action and Equality bills on employment decisions?

133. The presenter reiterated that the legal environment of employment relations is very dynamic. As employees have become more aware of their rights, there is no longer any social stigma of suing an employer. It is now widely appreciated that to the extent that Law Institutionalizes and legitimates existing conditions and relationships, it can be a major constraint to development in situations of inequality. However, there is also a growing recognition that creative use of Law often accelerates the process of development. Since Law defines

relationships, which in turn define power, Law is both an instrument of domination and a mechanism of empowerment.

134. Seidman and Seidman in their theories of Law and Development note that, “demands for development.....appear in the guise of demands for new Law” This is due to the fact that development is a process of advancement through progressive stages. It is a complex social, economic and political phenomenon, which requires changes in the norms of interaction and transaction in society.
135. The presenter further noted that law and development incorporate the values of the specific historical, social economic and political demands of each society.
136. In Kenya no legislation has been formulated in answer to the wide question of marginalised groups. On the contrary, most political leaders assume that the Laws provide for equality of all persons. To assert that our laws are not discriminatory assumes incorrectly that we have enough Laws. Moreover even if the Laws ensured equality, the question still remains as to whether formal juridical equality translates into substantive socio-economic equality.
137. The presenter’s view was that the ideology of equality helps legitimize the status quo. In treating unequal persons equally, the Law re-enforces existing conditions and promotes inequality. As has been discussed earlier real equality demands affirmative legal initiatives to correct the historical imbalances. There must be effort to go beyond juridical equality and fashion out operational norms to ensure equal employment opportunity. To date, individuals, groups and organizations concerned with disadvantaged groups issues have not had the benefit of well researched well-analyzed or specialized studies of the relevant issues on the inequality question in Kenya.
138. Without the right information competently presented, there can be no significant impact upon the policy-making and legislative processes.
139. This is the situation that has led to the biased and emotional discussion of the pros and cons of affirmative action and equality bills.

140. In conclusion, the presenter stated that despite all these, there are significant gains to be realised if organizations are legally bound to observe the affirmation action and equal concepts.

KEY ISSUES FROM THE PLENARY DISCUSSIONS.

141. Arising from the presentation and plenary discussions the following observations were made:-

- **The factors that lead to the disabled being disadvantaged were listed as:-**

- Physical impairment
- Restrictive mobility
- Discrimination/bias in job opportunities
- Inappropriate tools
- Lack of support equipments such as wheel chairs and brails
- Cultural bias and attitudes that lead to neglect of the disabled.
- Lack of appropriate affirmative action, legislation, commitment
- Lack of self-confidence/low esteem of the disabled persons.

WAY FORWARD - Recommendations

- Deliberate attempt to create a conducive environment for confidence building.
 - Accord the disabled an opportunity to prove his/her worth
 - Test the competence through interview process and access mobility for upward progression.
 - All variables remaining constant, give preferential treatment to the disabled.
 - Policy planning for the disabled members should commence at the grass root level.
 - Rehabilitation and counselling of the disabled should be a continuous exercise. Training of the disabled to cope should be considered as a special need.
- **Factors that lead to the Youth being disadvantaged were enumerated as:-**
 - Drugs abuse at an early age
 - School drop-outs by reason of pregnancies

- Peer influence
- Poverty that makes parents unable to pay fees.
- Child labour
- Religious beliefs and traditions
- Early forced marriages
- Employment policies that restrict opportunities to certain age limit.
- Corruption
- Unequal training opportunities
- Insufficient training funds
- Poor manpower planning

WAY FORWARD - Recommendation

- Encourage transparency in selection for training
 - Proper career guidelines
 - Provision of adequate training facilities for youths
 - Manpower planning policies to enhance demand/supply balance
 - Rehabilitation of delinquencies/drug abusers
 - Cultural and religious shift
- **Factors Leading to Women Being Discriminated in the Recruitment/Employment Opportunities**
 - That men are favoured in employment. This is an age long practice.
 - Inadequate preparation among women for career progression owing to other numerous
 - Responsibilities such as family obligations
 - Attitudes towards girl child are inhibiting
 - Gender harassment in work situations
 - Low esteem among women

WAY FORWARD - Recommendations

- 180 Degrees turn around

Factors that lead to people from marginalised areas being disadvantaged:

- Political interference
- Poverty/uneven development
- Cultural/religious practices
- Pastoralism/nomadism
- Gender imbalances
- Nepotism
- Corruption

WAY FORWARD - Recommendations

- Quota system be enhanced without compromising meritocracy.

Chapter 8

SUMMARY OF RECOMMENDATIONS ARISING FROM THE WORKSHOP:

Arising from the workshop presentations and plenary discussions, the following recommendations emerged and are summarised herebelow in Chapter sequence.

Chapter Three - Para 27

Recommendations:-

1. The role of the Civil Service in the management of the economy should be recognised in job security and motivation.
2. It was observed that supervisors and Heads of Departments should be trained on development of Job descriptions and specify goals and standards of performance.
3. Appropriate tools and equipments should be availed to the employees.
4. The Directorate of Personnel Management should develop counselling capacity within the Civil Service.
5. Training of employees should be a continuous process.
6. Gaps in the grading structure should be bridged.
7. The code of ethics bill submitted to Parliament for deliberations by the Attorney General Criminalises simple behavioural patterns and will infringe on the Constitution and other existing laws. It should therefore be addressed administratively.
8. The schemes of service should be developed and agreed upon by DPM, PSC and administrator of the schemes.
9. Deployment to other scheme should be authorized by PSC

10. Schemes of service should all be revised and others developed where none exist.
11. Upgrading should be assessed in terms of impact on the existing schemes of service.
12. Both employer and employee should respect and adhere to terms of the contract.
13. Work should be planned and officers given relevant tools to enable them render the required services.
14. There should be easy accessibility to training facilities, Multi skills should be work related; and Computer literacy should be emphasised.
15. The Government as an employer should improve the terms and conditions of service of employees before registering a trade union. However with the establishment of a Permanent Pay and Review Board the issue of collective bargaining may not be necessary.
16. There should be vigorous discouragement of mismatching job skills and job assignments.
17. The medical insurance scheme for Civil Servants should be implemented by the financial year 2000-2002. The commissioner of Insurance should be incorporated at the implementation level to ensure that the Government gets value for money.
18. The ratio of Operational and Maintenance (O&M) and capital formation should be in the range of 40% - 60%. And there should be no ad hoc planning.
19. Increments should be tied to performance.
20. All appraisal reports should be received by Public Service Commission by fifteenth of March of every year.

21. Job Evaluation should be done professionally in order to bring out proper grading structures. This should be done by Directorate of Personnel Management who have the capacity to do it without involving external consultancy.
22. In future, the Commission will not interview applicants without receipt of appraisal reports.
23. There is need to have a viable mechanism for enforcement of appraisal process.
24. There should be a deliberate effort to institute performance related pay.
25. The Civil Service is currently marred by self interests and creates a situation where some officers appear indispensable hence their retention in the Service beyond the mandatory retirement age which should be discouraged. Assessment of training needs has not been given the prominence it deserves even though DPM has deployed Human Resource Development officers in Ministries/Departments. Training should be decentralized so that ministries assess their training needs and be in a position to fund the same.
26. The Integrated Payroll and Personnel Data base System (I.P.P.D) is in place and the Treasury recently identified an Information Technology (I.T.) Person. The Government should now think of systems to improve performance rather than people/individuals.
27. There is need to increase funding for training in the Civil Service as it is very low.
28. There should be a cultural change and development of skills of assessing and identifying the High fliers.
29. Consideration should be given to parity in relation to job skills and also significance in contribution to the achievement of set Government goals. The Directorate of Personnel Management should urgently address this issue of harmonisation of posts in the civil service as it is taking too long to implement.

30. There is need to review the pensions superannuation scheme so that Pension benefits are made responsive to cost of living.
31. The comprehensive medical scheme is long overdue and should be implemented immediately.
32. Job Evaluation should be encouraged as it is the basis of equitable pay system.
33. The rationalization exercise did not adequately address productivity. The criteria used in the retrenchment exercise did not wholly conform with the objective of the programme.
34. There is need to develop a reward system that is comprehensive and that ties rewards to performance and workload. This would do away with Honoraria/Strenuous payments
35. Representatives of DPM have not been attending MAC/MSB meetings due to shortage of staff in the Directorate. This should be reviewed with a view to obtaining optimum representations.

Chapter FOUR - Para 64

Recommendations:

1. Public Service Commission should be the initiator of change i.e. it should be the pacesetter for the Ministries/Departments.
2. Public Service Commission should re-define its objectives in-line with dynamics of change.
3. There should be more emphasis on Human Resource Development (HRD).
4. Training should be decentralized from Directorate of Personnel Management (DPM).

5. Public Service Commission should strive to ensure provision of quality service and change of attitude. Change should be incorporated but not individual based.
6. Suggestions should come from all employees regardless of status.
7. Use of suggestions Box should be encouraged.
8. WITs should be reactivated, consolidated and made participatory.
9. WITs should be institutionalised i.e. setting aside time for it.
10. Appraisal forms should be completed by 30th January of each year.
11. There should be performance related pay.
12. Patronage should be discouraged.
13. Counselling should be encouraged.
14. Team work should be encouraged.
15. Performance should be rewarded.
16. Data banks on appraisal should be formed.
17. There should be proper training for appraisees and appraisers.
18. High fliers should be identified and appropriately rewarded.
19. Creativity should be recognised and encouraged.
20. Appraisal forms should be revised to remove ambiguities such as home district, tribe etc that have no direct linkage with performance.
21. Assessment should be done by a committee as opposed to an individual.
22. Opinions and suggestions should be solicited from all cadres of the organization.

23. Team Work should be encouraged.
24. Outstanding performance should be rewarded.
25. A Data Bank for new ideas and innovations and its proper utilization should be established.

Chapter Six - Para 112

Recommendations:

1. There should be full utilization of the appraisal reports for identification of training needs, promotions and exit.
2. There should be improved communication net work with DPM, Treasury, OOP and other Ministries in the Management of Civil Servants.
3. There is need for increased funding for advertisement of vacancies.
4. There should be a policy guideline on advertisement of vacancies.
5. Information Technology should be established in Public Service Commission immediately.
6. Tools and equipment should be provided for efficient service delivery.
7. Counselling should be introduced in the Ministries.
8. WITS and SSS should be revived
9. Monitoring of delegated powers should be enhanced
10. PSC should have a well defined vision and well-articulated policies.
11. Training should be enhanced
12. Teamwork should be encouraged

13. The appraisal system should be objective
14. All employees should be involved in development of policies
15. There should be security of tenure of employees to enhance job security
16. Schemes of service should be realistic
17. Remuneration should be improved
18. An appropriate reward system should be developed
19. There should be provision of working tools to enhance productivity.

Chapter Seven - Para 140

1. There should be a deliberate attempt to create a conducive environment for confidence building for the disabled
2. The disabled should be accorded an opportunity to prove his/her worth
3. Competence should be tested through the interview process to access mobility for upward progression for the disabled.
4. All variables remaining constant, give preferential treatment to the disabled.
5. Policy planning for the disabled members should commence at the grass root level.
6. Rehabilitation and counselling of the disabled should be a continuous exercise. Training of the disabled to cope should be considered as a special need.
7. Transparency in selection for training should be encouraged.
8. Proper career guidelines should be developed

9. There should be provision of adequate training facilities for youths
10. Manpower planning policies to enhance demand/supply balance
11. There should be rehabilitation of delinquencies/drug abusers
12. There should be cultural and religious shift
13. The quota system should be enhanced without compromising meritocracy.

Chapter 9

CLOSING SESSION

REMARKS MADE BY ENG. A.H.M. SHARAWE, EBS, CHAIRMAN PUBLIC SERVICE COMMISSION OF KENYA

141. In his closing remarks the Chairman stated that the Commissioners and Senior Officers had learnt a lot from the facilitators and the visits they had made to both private and public institutions. He urged them to put in good use what they had learnt. He noted that the mere interaction by members of the Public Service Commission of Kenya would go a long way in enabling the Commission to work as a team and hoped that such workshops will be frequent in future. He observed that the Civil Service needed urgent reforms which includes Application of PS 21, application of WITs and SSS, being creative and innovative, harmonization of Schemes of service and application of modern technology among others
142. He added that the success of these concepts would largely depend on how committed the participants are in implementing them as it had been suggested that Public Service Commission should be the pacesetter of reforms in the Civil Service. To be effective in this endeavour, Public Service Commission of Kenya should initiate the necessary changes to create a model for other Government Ministries and Departments.
143. The Chairman further noted that it had emerged from the workshop that Human Resource was the most important aspect of economic development and therefore over relying on the availability of financial resources to effect change at Public Service Commission of Kenya should be discouraged as the most crucial thing would be to source for funds specifically to improve the human resource capacity through training. This would enable the Public Service Commission of Kenya to evaluate the skills of its staff vis-à-vis their assignments to ensure that they are properly deployed, as a form of motivation.
144. He pointed out that the Public Service Commission of Kenya together with Directorate of Personnel Management would soon come up with

a training policy paper that will be geared towards capacity building for the whole Civil Service and whose main criteria will be based on a proper training needs analysis. He further pointed out that the low morale among Civil Servants is occasioned by job insecurity, poor remuneration, lack of proper medicare among others but assured the participants that these issues were being addressed by Directorate of Personnel Management. He observed that the fact that one was lucky to remain in the service when others were retrenched should in itself serve as a motivator. As managers we should reassure our staff of their job security but caution them that this security is conditional on performance.

145. The Chairman hoped that the Civil Service will borrow a number of concepts that have been applied successfully elsewhere and the recommendations made at the workshop in order to initiate and manage change in the Civil Service for the benefit of our clients.
146. He noted that the stay together during the workshop had made the Commissioners and Secretariat know each other better and had created a sense of unity which was a positive sign as the main secret behind success, is teamwork. He urged them to break the barrier of fear between Commissioners and Secretariat and to carry the same spirit with all those working with them.
147. In conclusion, the Chairman expressed his gratitude to the Provincial Commissioner, Coast Province and his staff for co-ordinating with the various organizations that were visited during the workshop and for providing transport, the management of Kenya Ports Authority, Bamburi Cement Factory and G.T.I. Mombasa for hosting members of the Commission though they were informed of the visit at short notice. He then declared the workshop closed.

APPENDICES (i)

(i a) LIST OF PARTICIPANTS

Eng. A.M.H.Sharawe, EBS	-	Chairman
Mrs. J.A. Wena	-	D/Chairman
Ms. M. Gichuru, OGW	-	Commissioner
Mr. G. Ole Kiok	-	Commissioner
Mr. J.S. Nyamato, SS	-	Commissioner
Mr. C. M. Senga	-	Commissioner
Mrs. M. Tonje, OGW	-	Commissioner
Mr. N.N.Too, CBS	-	Commissioner
Eng. P. Wambura, CBS	-	Commissioner
Mr. S.Kiruki, MGH, CBS	-	Commissioner
Mr. M. Twahir, OGW	-	Commissioner
Mrs. Wanjohi	-	Commissioner
Mr. E.O. Oganga	-	Commissioner
Mr. S.S. Boit, EBS	-	Secretary
Mr. N.J.Ondijo	-	D/Secretary (Admin.)
Mr. H.H. Githae	-	D/Secretary (Disc.)
Mr. J.C. Okoth	-	SPPO(R&S)
Mrs. R.A. Nyanjom	-	SPPO(Agenda)
Mrs. J. Okungu	-	Legal Officer
Mr. S.O. Olala	-	SFO
Mr. J.K. Maingi	-	US (Admin.)
Mrs. E.K. Nyamai	-	US (P/Audit)
Mr. M.M.Tiema	-	US (Exams)
Mr. G.T. Muita	-	US (Agenda)
Mr. A.K.Mugira	-	US (Agenda)
Mrs. W.N. Kirimi	-	PPO (Admin.)
Mr. B.W. Barasa	-	SAS (P/Audit)
Mr. S.A. Molla	-	SAS (Disci.)
Mr. J.K. Soi	-	SAS (Exams)
Mr. G.G. Mukuria	-	CPO (R&S)
Mr. S. L. Gwaliamba	-	SA

(i b) LIST OF RESOURCE PERSONS

1. Mr. S.P. Njau - D/Director - DPM
2. Mr. S.S. Boit, EBS - Secretary – PSCK
3. Dr. Zipporah Kiruthu - Lecturer – UoN.
4. Mrs. M. Njau - Lecturer – KIA

(i c) WORKSHOP CHAIRMAN

Eng. A.M.H. Sharawe, EBS, Chairman PSCK

(i d) MASTER OF CEREMONY

Mr. S.S. Boit, EBS, Secretary PSCK

(i e) COORDINATORS

- | | | |
|------------------|---|--------------------------------|
| Mr. N. J. Ondijo | - | Deputy Secretary (Admin.) PSCK |
| Mr. J.K. Maingi | - | Under Secretary (Admin.) PSCK |
| Mr. S.O. Olala | - | Senior Finance Officer PSCK |

(i f) RAPPORTEURS

1. Mrs. N.N. Baaro - Principal Personnel Officer
2. Mr. P.B.Kusimba - Senior Assistant Secretary
3. Mr. J.A.Kutekha - Senior Assistant Secretary
4. Mr. K. Kinyanjui - Chief Information Officer

(i g) SUPPORT STAFF

1. Mr. S.M. Mathenge - Computer Operations Officer
2. Mrs. M.N. Muguchu - Secretary
3. Mrs. D.A. Oluk - Secretary
4. Mr. Joshua Obwolo - Driver
5. Mr. Joseph Mogaka - Driver

WORKSHOP EVALUATION:- *QUESTIONNAIRE*

This Workshop was organised by PSC(K) and financed by the Directorate of Personnel Management for Commissioners and Senior Officers of the Public Service Commission of Kenya. The PSC(K) had also to chip in.

The Workshop objectives:-

❖ **General Objectives**

The Retreat/Workshop aims at enabling Commissioners and Senior Staff to improve management capacity of the Public Service Commission in a changing environment.

❖ **Specific Objectives**

At the end of the Retreat/Workshop participants will be able to:

- Identify areas in the on-going reform process which require immediate attention and lay modalities to do so.
- Approach the era of rationalization/retrenchment in a more organised and prepared manner.

The theme of the workshop however was

“Public Service Reform:- challenges and opportunities”.

You are requested to answer the following questions as objectively and accurately as possible. No consultation is required and you are not required to indicate your identity anywhere on your answer sheet. You should give your answers in the spaces provided on the answer sheet.

Your accurate Evaluation of this Workshop will help planners improve on the design and execution of the next workshop either for you or those who did not have the chance to attend this workshop.

1. **Pre-training Evaluation**

- a) the planning and designing of this Workshop took about 3 weeks. Were you as a participant involved in the:-
- (i) planning and design of the workshop? **YES or NO**
 - (ii) identifying the training needs of the course participants?

YES or NO

(iii) drawing the training objectives of the Workshop? **YES or NO**

b) were you as a participant informed by planners of the workshop that a course was being planned for you? **YES or NO**

c) did your Department get involved in the initial planning of this workshop?
YES or NO

2. **WORKSHOP OBJECTIVES**

(a) In your opinion the objectives of this Workshop were:-

(i) clear and achievable **YES or NO**

(ii) relevant to the Workshop target **YES or NO**

(b) What performance problems do you as a participant have and which of the training objectives will help you improve your work performance?

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(c) What other training objectives do you think would have been included to make this Workshop a success?

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3. (a) State three work objectives of your Department/Section

(i)
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(ii)
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(iii)
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(b) Show how any of the stated training objectives will help you realise the work objectives of your department/section.

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4. Workshop Timing, Venue and Duration.

(i) In your opinion, was the timing of this Workshop appropriate?

YES or NO

(ii) Was the venue of the Workshop conducive enough to enable the training function take place?

YES or NO

(iii) Were the facilities offered by the hotel adequate

- Accommodation } **YES or NO**
- Food } **YES or NO**
- Any other facilities } **YES or NO**

(iv) Was the duration of 5 days adequate enough to have the Workshop contents covered well? **YES or NO**

5. Workshop materials

Were the following material given during the seminar adequate enough to enable you follow Workshop sessions properly?

(i) Paper, }
Pen, } **YES or NO**
File folder etc }

(ii) Workshop handouts and references? **YES or NO**

(iii) Workshop exercises and notes? **YES or NO**

6. Looking at the Workshop contents or topics, comment on the following:-

(i) Relevance of the Workshop contents to set training objectives.

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(ii) Relevance of the Workshop contents to set organizational work objectives.

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(iii) Suggest any other topics that would have been included to enable participants achieve the training objectives set for this Workshop.

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7. You had the following resource persons during the workshop. Rate their performance as detailed below:-

1. Mr. S.S. Boit, EBS	A	B	C	D	E
2. Mr. S.P. Njau	A	B	C	D	E
3. Ms Z. Kiruthu	A	B	C	D	E
4. Mrs. Mary Anne Njau	A	B	C	D	E

KEY

- A - Very satisfactory and effective
- B - Satisfactory and fairly effective
- C - Satisfactory
- D - Not satisfactory
- E - Poor and hardly effective

8. Overall the Workshop was:

- (i) Satisfactory and effectively handled **YES or NO**
- (ii) If your answer in 8(i) is no, then what do you think were the problems?
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- (iii) For future Workshops, I recommend that resource persons should be:-
 - (a) Civil Servants?
 - (b) People in private sector?
 - (c) University Lecturers?

(d) Senior Officers from Public Service Commission?

* **tick whatever you think is your recommendation**

9. State any three projects that you intend to undertake when you go back to your office as a way of reinforcing the training objectives you have acquired in this Workshop.

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10. What new skills have you acquired in this Workshop that will help you when you go back to your work station?

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11. What other general remarks can you make as a way of improving on future workshops?

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12. On Tuesday 21st November, 2000 and Thursday 23rd November 2000 you had Field Trips to Bamburi Cement Factory/GTI Mombasa and Kenya Ports Authority respectively.

(a) Were the visits necessary? **YES or NO**

(b) Did they come at the right time? **YES or NO**

(c) Did you learn anything useful on your trips? **YES or NO**

(d) What is it that you learned?

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Thank you so much for your contribution and I wish to assure you that any comments you have on this paper will be kept taken seriously and attempts will be made to implement most, if not all your suggestion(s).

WORKSHOP EVALUATION

At the end of the workshop, an Evaluation was conducted among the participants so as to gauge their assessment of how the workshop was conducted. Of the 38 evaluation forms distributed to the officers, only 28 were returned. The following Evaluation is therefore based on responses received from 28 participants only. The number represented 73.68 % of the forms distributed.

- (1) In the Pre-training Evaluation, half of the respondents were involved in planning and designing of the workshop; about half were also involved in identifying training needs of the course participants and more than half were involved in drawing up the training objectives of the workshop.
- (2) 79% of the respondents were aware that a workshop was being planned for them, while more than 50% of the respondents indicated that their departments were involved in the initial planning.
- (3) 93% of the respondents indicated that the workshop objectives were clear and achievable and were also relevant to the workshop target.
- (4) Lack of objective appraisals/improvement of management capacity, lack of clear job descriptions/lack of resources like transport, computers, etc, was cited as problems by participants.
- (5) Stress Management should have been enriched with, say, Clinical Psychology; Information Technology techniques; Staff Counseling; Public Relations; Job Evaluation techniques were suggested as training objectives which should have been included.
- (6) All the respondents gave work objectives of their own department e.g. those in Discipline Department gave objectives like critical analysis of cases; fairness in handling such cases, and observation of particular problems in relation to policy issues as their work objectives for the department.
- (7) Statement like improving work performance; avoiding stress; accepting challenges; enhanced communication skills; affirmative action on recruitment and time management featured prominently in the answers to the question of how the training objectives would help realize work objectives of particular Departments/Sections.
- (8) In workshop timing, venue and duration, all the respondents said that timing was appropriate; the venue was conducive to make the training function take place and duration of five (5) day was also enough. It is only in case of facilities that one respondent stated that the conference room was small and dimly lit and it should have had more natural than artificial lighting.

- (9) More than 86% were agreeable that the materials given during the workshop were enough to enable them follow the sessions properly. All the respondents agreed that the workshop contents were relevant to set training objectives and more than 80% responded that the workshop contents were relevant to set organizational work objectives.
- (10) Liberalization; Policy Formulation; Effective Communication, Time Management; Counseling; Job Enrichment; Exposure to private and other public service operations in other countries were suggested as topics which should have been included.
- (11) Presentation of action plan/way forward was somewhat hurried and should have been given more time.
- (12) More than 90% of the respondents called for a mixture of resource persons from Civil Servants/People in Private Sector/University Lecturers/and Senior Officers from Public Service Commission.
- (13) Many respondents mentioned teamwork, WITS, Stress Management, training needs assessment, job evaluation as the projects they intend to undertake when they go back to their offices.
- (14) Management of stress, gender sensitivity; how to work with others; adoption of respect approach rather than fear, and team spirit, were mentioned as skills learnt in the workshop.
- (15) More time for plenary sessions; consultative meetings prior to drawing up workshop programme; more time for action plan/way forward and formation of implementation team after workshops were suggested for improving future workshops.
- (16) 89% of the respondents stated that the visits were necessary; 82% said that the visits came at the right time; and 79% agreed that they learnt something on these trips. But in the case of what they learnt during the field trips, the following were offered. -

How other organizations deal with Human Resource Management/ Training; how private sector use human resource to enhance work performance; how organizations can have social responsibilities in the areas they operate in; and the way to set performance goals and how to monitor them.

(iii) ACTION PLAN

Issue / Problem	Activity	Sub-Activity	By Whom	Results Indicator	Time Frame
Shortage of Staff	Redeployment	Liase with DPM	Secretary PSC(K)	Full Staff Compliment	31 st March 2001
Laxity in Filling Appraisal Reports	Issue a Circular Letter to Authorized Officers	-	Secretary PSC(K)	Compliance	30 th Dec. 2000
Poor Monitoring of Delegated Powers	Strengthening of Audit	Identify Job Group Alert DPM to Attend	Secretary PSC(K)	Audit be Fully Staffed	31 st March 2001
Lack of Training Policy	Liase with DPM to Secure Funding	Assessment of Training Needs	DPM	Policy Formulation	1 st July, 2001
Lack of Adequate Tools & Equipment	Source Funds from Treasury	Development of Training Policy	The Authorized Officers	Provision of Tools and Equipment	Continuous
Misplacement of Manpower	Proper Placement	Letter to Head of Public Service	Secretary PSC(K)	Improved Job Placement	Continuous
Poor Flow of Information	Computerization	Networking	PSC(K) and Authorized Officers	Information Flow	31 st March 2001

Issue / Problem	Activity	Sub-Activity	By Whom	Results Indicator	Time Frame
Performance improvement	Introduction of Wits		All Authorized Officers	Improved Performance	Continous
Lack of Comprehensive Medical Scheme	Medicare Insurance Cover	Contract Insurance Cover	DPM	Health Insurance Cover in Place	1 st July, 2001
Succession Management	Bridging Ice Gaps in Existing Structures	Staff Development	All Authorized Officers / DPM	All Gaps Bridged	Continous
Stress	Counselling	Special Training for Counsellors	All Authorized Officers / DPM	Decline in Discipline Cases	Continous

