Minde the Gap: The changing face of the Public Service. Getting ‘em in and keepin’ ‘em happy!

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I will talk about

- Why attracting, recruiting and retaining the most talented new professionals to the public service is hard
- Some things that the Tanzanian Government is doing to try to attract, recruit and retain new professionals
- What has been achieved so far
Selling the Public Service

- Attracting new people to the public service is always a hard job.

- There is popular perception that
  - Salaries are low
  - The work is dull
  - New ideas are not appreciated in the Public Service!
  - No challenging work
  - No prospect for carrier development
  - No assurance of luxury life.
On the other hand, in emerging economies such as Tanzania, the most talented University graduates can often be seen drinking imported beer, driving new cars, owning modern houses, and wearing designer labels. By working at places such as Coca Cola, KPMG, Unilever and other multi nationals! To put it simply, the best have lots of options in a growing economy.
Selling the Public Service (3)

- Selling Public Service employment to the MOST talented young profession is a Hard job.
- They often feel under paid, under utilized and under appreciated.
- I will now discuss about how the Government of Tanzania is attempting to do this job.
Decentralization: Reorganizing for Success

- In the 1990’s the key concern of Government was overstaffing, redundancies and ghost workers problems.
- Government had made a mess of its HR and was interested in re-introducing controls to resolve the situation.
- As such, Government opted for centralized management of the Human Resource function.
Decentralization: Reorganizing for success

- However, the centralization of the HR function added layers of bureaucracy which made it difficult to
  - Recruit, promote and develop as well as
  - Discipline and offer incentives to staff

- In addition, the adoption of HR information systems had made most of the bureaucracy unnecessary.
As such, initiatives are in place to Decentralize most HR functions. This includes the Public Service Act of 2002 which mandated

- Management of HR through “employment committees” in local work places
- The re-alignment of the roles of the central organs responsible for HR to be oversight and policy making body.
What we have done

- Improving the image of the Public service:
  - Reducing cumbersome procedures in service provision.
  - Government agencies are being more pro-active in communicating the good that they do.
  - Working closely with media that promote awareness to the Public.
  - Field work are being made available to talented university student’s (as part of practical training).
  - The President’s motto “New vigor, new energy and new speed” is promoting a positive image of the public service.
What we have done

- Improving remuneration
  - Salaries for jobs mostly taken up by new professionals were raised by 44% between June and July 2006.
  - The Medium Term Pay Policy aims to continue raising salaries to market levels.
  - There are now more young professionals open to working in the public sector!
What we have done (2)

- Providing opportunities for Self-development
  - Short courses help the young professional become more exposed, technically skilled and hence “effective” in the work place.
  - Long term courses (such as Masters) enhance the possibility of promotion to senior positions.
- As such both are highly motivational for the new professional to join and stay in the public sector.
What we have done (3)

- Giving new professionals responsibility.
  - New professionals are often given opportunities to prove themselves in challenging tasks.
  - They represent their Ministries at senior events and
  - They are entrusted with nationally important initiatives such as policies & laws.
What has been achieved …

- The quality of public service work is improving.
- Salaries are getting closer to local market rates for technical and managerial positions.
- More professionals are expressing a desire to work in the public service.
- Fewer staff are leaving the public service.
Constraints

- Resources for improving remuneration are inadequate.
- Working facilities are still poor.
- Most of the gains are in urban centers.
- New professionals are reluctant to work in remote or rural areas.
- Inadequate human resources being produced in sectors such as Health and Education.
- Older public servants are still rooted in old ways of doing things and do not support new professionals in change.
Conclusion

We have discussed

- Why it is hard work attracting, recruiting and retaining talented new professionals to the public service.
- Why the Government of Tanzania adopted a policy of decentralization for more effective HR management.
- How the Government is being proactive in attracting, recruiting and retaining new professionals.

We have also highlighted

- Some of the successes it has achieved and
- Some of the constraints to progress
Conclusion

- Thank you for listening.