
Selling 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
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Selling the Public Service

- Attracting new people to the public service is always 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.
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Selling the Public Service (2)

- 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
 - Wearing designer labels
 - Take their children to good schools and good medical care.
 - 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.
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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.
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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.
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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.
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Decentralization: Reorganizing for success

- 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.
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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 Presidents motto “New vigor, new energy and new speed” is promoting a positive image of the public service.
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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!
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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.
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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.
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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.
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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.
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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 high lighted

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