

Building Capacities in Sustainable Development

Dick Stephens, Earthwise, Canada

Introduction

High profile issues of the last decade, from natural disasters such as floods and fires, to legacy issues of toxic waste and contaminated water, have caused a significant shift in public opinion on environmental matters; a deepened awareness of changes to the environment and a global commitment to take action. A renewed urgency to grapple with climate change, coupled with a determination to avoid repeating the practices that led to our current predicament, and in fact, to attempt to reverse the trend, now occupy the minds of many government policy makers and scientists alike. Difficult public policy decisions regarding the appropriate course of action for governments to take loom on the near-term horizon. Never has the need for a “sustainable development” approach to decision making been more relevant.

The developing world is particularly conscious of the pressing need to augment its economic capacity in order to provide even a baseline standard of living for its citizens. To do so, however, without counting the long-term environmental impacts and costs is folly – a repeat of practices already proven wrong. OECD countries, for example, have now come to realize that excess has its costs, and that growth and progress must be circumscribed by environmental limits. A balance is required. A balance between seeking and fulfilling economic opportunities, providing for social and gender equitability, and providing for the long term health of the local and global environment is clearly required. A balance that cannot compromise the legitimate aspirations of developing countries striving to improve the quality of life for their citizenry. To successfully



accomplish this balance requires the development and implementation of the latest and most effective sustainable development principles and practices.

With the growing awareness of environmental issues, coupled with the continuing desire to develop economically, there is a growing need for a broad form of capacity building – in the cross-cutting area of sustainable development – as an effort to strike that critical balance in decision making, one that recognizes the inter-relationship between economic, social and environmental considerations of decisions and the complex consequences of our actions.

Changing Environment/ Challenges to Governments

The pace of life is increasing relentlessly and many social and environmental issues threaten to become intractable. Decisions need to be made quickly and accurately, with a corresponding requirement for instant access to accurate and reliable information.

New technology brings with it many advantages and many unforeseen problems – disposal of used electronic hardware including heavy metals contained therein, privacy issues, and

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2008 CAPAM Biennial Conference *Programme Update*

Pre-Conference Workshop: Vulnerability of Small Island Developing States

The pre-conference workshop will examine the role of public service management in the context of issues faced by small island developing states. The pre-conference will feature two parallel discussions: climate change, coastal and marine issues; and, sustainable tourism and development. The workshop will include two expert speakers and discussion sessions.

The workshop will be facilitated by:

Dr. Jeannine Comma,

Executive Director, Management Development Institute, University of West Indies and member of the Board of Directors - Barbados Tourism Authority.



Dr. Edward Warrington,

Lecturer, University of Malta is a leading academic and professional in the study of governance and small island states. Dr. Warrington is the Director of the Institute of Public Administration (Malta.)

Registration is now open for the 2008 CAPAM Biennial Conference. The early-bird deadline is June 30, 2008.

CAPAM welcomes Lucy Knight

CAPAM is pleased to welcome Lucy Knight as the new Manager, Events and Programmes. Lucy worked at the United Nations Association in Canada and was responsible for organizing their annual Model United Nations conference that welcomed 600+ delegates from across Canada and around the world. After this, Lucy played a key role in the establishment of a socially conscious bottled water company that works in partnership with the United Nations Refugee Agency. More recently, Lucy lived in Uganda where she finished the course and fieldwork necessary for her MA degree in Human Security and Peacebuilding. She helped to organize the 2007 Commonwealth People's Forum in Kampala, Uganda. Lucy has travelled extensively through South America, Europe, South East Asia, and East Africa.

2008 CAPAM International Innovations Awards

This year, CAPAM received over 120 submissions from across the Commonwealth. We would like to thank all participating organisations, ministries and departments and their contribution to this tremendous demonstration of excellence in service delivery. At the close of the competition, we received submissions representing innovations from sectors such as health care, tax and revenue, environment & natural resources, human resources & employment, customs & borders, education, finance & benefits, municipal services, cultural sensitivity, among many others. Within this diversity, it is clear that commitment to service delivery is the commonality. CAPAM would like to extend warm congratulations to this year's semi-finalist submissions. 10 finalists will be selected by the International Jury of Public Service professionals. CAPAM would like to thank the members of the pre-screening committee; Dr. Carolyn Johns, Associate Professor, School of Public Administration, Ryerson University and Ms. Kathleen Lauder, Senior Associate, Institute on Governance.

Congratulations to the 2008 IIA Semi-Finalists!

Australian Taxation Office - Compliance Programme, Leadership and Management Unit - Australian Taxation Office, Australia

Delivering Customer-Centered Services through the 'Building a Better CSA' Initiative, Child Support Agency, Australia

Traveller's Road Information Portal (TRIP), Ministry of Transportation, Canada

Service Canada College and the Service Excellence Certification Program: Spearheading the Professionalization of the Service Delivery Function in Government, Canada School of Public Service, Canada

Our Future Mississauga: Be Part of the Conversation, City of Mississauga, Canada

My Account, Canada Revenue Agency, Canada

e-tool for "Monitoring of Resettlement and Rehabilitation" plan in Irrigation, Department of Andhra Pradesh, Irrigation & Command Area Development, Government of Andhra Pradesh, India

Citizen Centric Approach for Making Safe Motherhood a Right for Every Woman, Government of Madhya Pradesh, India

"Jal Abhishek Campaign" A People's Movement for Water Conservation in Madhya Pradesh, Panchayat & Rural Development Department, Government of Madhya Pradesh, India

Chiranjeevui Yojana, Department of Health & Family Welfare, Government of Gujarat, India

Village Defense Parties - Community Policing Project Spreading a sense of responsibility among its citizens, Nasik District, Village Defense Party, India

eGRAM Vishwagram Mission - Driving Digital Inclusion in Rural Gujarat, Rural Development & Housing, India

Bio-Digester - An Innovation for Organic Farming, State of Karnataka, India

New Public Transport in Indore Under PPP Model, Indore City Transport Services Ltd., India

Mission Shakti, Women & Child Development, India

Jan Seva Kendra, District Collectorate, Gandhinagar (Gujarat), India, India

Customer Service - Improvements from Bedside Registration to Service Delivery, Registrar General's Office, Jamaica

Huduma Bora Ni haki Yako (Quality Service is a Citizen's Right), Public Reforms and Performance Contracting Office of the Prime Minister, Kenya

Local to Global, Giatmara Malaysia, Malaysia

Coastal Erosion Control System - Coast Secure Blocks, The Department of Irrigation and Drainage Malaysia, Malaysia

Bringing Farmers into the Economic Mainstream, Multimedia Development Corporation Ministry of Science, Technology and Innovation, Malaysia

Harnessing New Technology, Department of Civil Aviation, Mauritius

Case Flow Management & Service Excellence, Department of Justice and Constitutional Development, Centre for Public Service Innovation, South Africa

The Speaking Books, The South African Depression and Anxiety Group, South Africa

Community Development Workers, Public Service and Administration, South Africa

Social Transformations - 21 Areas Program, Provincial Government Western Cape, South Africa

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(IIA Semi-Finalists continued)

SCDF's Community Engagement Programme, Singapore Civil Defence Force, Singapore

my cpf: Bridging the Digital Divide, Central Provident Fund Board, Singapore

10 Touchpoints, Ministry of Information, Communications and the Arts, Singapore

Removing Barriers to Educational Success: Improving Identification and Support for Children with Persistent Literacy Difficulties, Ministry of Education, Singapore

Mobile Government, Ministry of Finance, Singapore and Infocomm Development Authority of Singapore, Singapore

Heritage Portal (H-Portal), National Heritage Board, Singapore

Citizen Connect Programme, Ministry of Finance & Singapore and Infocomm Development Authority of Singapore, Singapore

Improving Glycemic Control of Diabetic Patients, Ministry of Health, Gov. of Trinidad and Tobago, Trinidad & Tobago

Surveys of Registration System, Ministry of Lands, Housing and Human Settlement, Tanzania

Formalisation of Land Property Rights in Informal Settlements for Economic Empowerment of Residents, Ministry of Lands, Housing and Human Settlement, Tanzania

The Property and Business Formalization Program (MKURABITA), President's Office - State House, Tanzania

TASAF-I and TASAF-II, Tanzania Social Action Fund (TASAF) - President's Office, Tanzania

Enhancing Leadership and Policy Implementation Skills In the SADC Public Sector

A CESPAM/CAPAM - Executive Training Programme
August 26 – 29, 2008 - Gaborone Sun, Gaborone, Botswana

Rapid changes in socio-economic, political and technological environments have had a profound effect upon the public sector. Governments around the world are attempting to deal with these new realities through Public Sector Reform initiatives that include: policy, legal and regulatory changes, the implementation of E-government initiatives, new and emerging governance structures, decentralisation, enhanced citizenship engagement, new methods of customer service delivery and monitoring and managing the performance of public servants.

These initiatives have had a profound effect on government institutions. New approaches to public sector management have been developed. Governments are experimenting with new forms of alternative service delivery and public-private partnerships.

Seminar Content

Topics that will be covered during the seminar include:

- 1) The Leadership function in the Public Sector
- 2) Exploring contemporary issues and obstacles impacting effective implementation of programmes in the SADC public sector
- 3) Leading the organisation in developing and implementing new policies and reviewing, analysing and updating existing policies.
- 4) Leadership and implementation of change management
- 5) Leading the process to foster positive cooperation and collaboration
- 6) Some Do's and Don'ts for effective leadership

Seminar Objectives

The objectives of this four day seminar are to:

- 1) Provide the participants with a thorough understanding of the leadership function and identify the skills and attributes needed to be a successful leader
- 2) Understand the issues and challenges of anticipating, analysing, managing and implementing a change process
- 3) Understand the issues and challenges of enhancing performance at the individual, team and organisation levels
- 4) Understand how to develop new policies and to plan and lead the implementation of these within the organisation
- 5) Review the essential skill sets leaders require to foster positive cooperation and coordination in their organisation

To register for this programme, please contact Lucy Knight, Manager, Events & Programmes at lknight@capam.org or 613-947-9208.

Introducing the **Public Service Training Institutes** Expert Working Group

Background

In 2005, CAPAM with the Government of India hosted an executive seminar in Delhi directed at senior officials representing public service training institutes (PSTI's) from across the Commonwealth. From this inaugural gathering of PSTI-based executives, CAPAM engaged a broad cross-section of members to further define their interests with respect to sharing information and access to courses and educational material developed in other Commonwealth countries.

In November 2007, CAPAM, together with the Ghana Institute for Management and Public Administration, hosted a follow-up conference entitled "Leadership, Learning, Institutes and Public Service" to focus on the role of PSTI's in supporting public service renewal across all Commonwealth countries. One of the main conclusions of the conference was the need to establish a permanent network to allow continuous dialogue, collaboration and knowledge exchange among PSTI's.

In response to this, CAPAM has invited leading experts representing PSTI's from across the Commonwealth to serve on the PSTI's Expert Working Group. The expert working group will develop and guide the objectives of the PSTI Network.

The first meeting of the PSTI Network will take place in Barbados prior to the Biennial Conference. For more information, contact Ada Wong at awong@capam.org or 1-905-258-0727.

The proposed objectives of the Network are:

1. Maximize the sharing of good practices and lessons learned among PSTI's in the management and delivery of learning programmes for public servants.
2. Promote the interchange of experts among PSTI's through exchange programmes and work assignments.
3. Promote the sharing of learning programmes by allowing learners from participating PSTI's access to courses in other nations, including both traditional classroom courses and e-learning.
4. Promote collaboration in the design and refinement of new programmes particularly in the topics of values, ethics, gender issues and cross cultural sensitivity, to support the growth and encouragement of democratic governance.

The Public Service Training Institutes Working Group

Stephen Adei, Ghana
Rector, Ghana Institute of Management and Public Administration (GIMPA)

Shri B.S. Baswan, India
Director, Indian Institute of Public Administration

Ruby Brown, Jamaica
CEO, Management Institute for National Development (MIND)

Chan Heng Kee, Singapore
Dean, Civil Service College (Singapore)

Dr. Ruth Dantzer, Canada
President, Canada School of Public Service

Dr. Muhamad bin Hamzah, Malaysia
Director, National Institute for Public Administration (INTAN)

Dr. Mark Orkin, South Africa
Director-General, South African Management Development Institute (SAMDI)

Robin Ryde, United Kingdom
Chief Executive, National School of Government

David Waung, CAPAM
Executive Director & CEO,
Commonwealth Association for Public Administration and Management

Innovation Corner

Singapore Police Force launches SMS helpline for hearing and speech-impaired community

Members of the hearing and speech-impaired community in Singapore can now send emergency text messages to a new Short Message Service (SMS) helpline – SMS 70999.

The service, introduced by the Singapore Police Force (SPF) and National Council of Social Service, is aimed at enhancing the safety and security of the hearing and speech-impaired community, which is estimated to number about 10,000. It is similar to SPF's existing emergency number '999', but is catered to meet the needs of persons with hearing and speech impairment.

The project, which is also supported by the Ministry of Finance and the Infocomm Development Authority of Singapore (IDA), provides members of the hearing and/or speech-impaired community with another avenue to communicate with the Police during an emergency. It is aligned with the strategic vision of the government's iGov2010 masterplan to increase the reach and richness of government e-services via the mobile channel.

How SMS 70999 works

The innovative use of this basic technology provides this group of people with an effective means of reacting in an emergency. While using conventional telecommunication equipment could prove difficult, as those who have hearing and speech impairment cannot hear or express spoken words entirely well, SMS 70999 effectively stands in as the text-messaging equivalent of the 999 police emergency number. Once an SMS is received from a registered user, police operators will send an SMS to the user



Mr Wong Kan Seng, Deputy Prime Minister and Minister for Home Affairs of Singapore, at the launch of SMS 70999.

to confirm, if practicable, the nature of the incident or request for help, before dispatching officers to the scene. If the incident requires fire or ambulance-related services, the Singapore Civil Defence Force (SCDF) will also be alerted.

SMS 70999 is a good example of how the SPF have been responsive to the needs of the community, as part of its customer-focused approach. This joint initiative shows that the Police have to constantly innovate to better meet the needs of the community that it serves.

Registering for the Use of SMS 70999

Five Voluntary Welfare Organisations (VWOs) - Canossian School, Disability Information & Referral Centre, Singapore Association for the Deaf,

Singapore School for the Visually Handicapped and TOUCH Silent Club - are partners of this initiative.

Members of these VWOs can register their mobile phone numbers for this service. Registered members will also be able to use an unregistered mobile number for this service by including their NRIC number in their message. Members of the public who are hearing and/or speech-impaired and are not currently registered with these VWOs, may register with the Disability Information & Referral Centre or Singapore Association for the Deaf, to take advantage of this new service.

This service is provided by SPF at no cost to the users, although normal SMS rates will apply for the text messages.

**The Ministry of Finance, Singapore is a CAPAM Institutional Member.*

Introducing CAPAM Affiliates

Caribbean Centre for Development Administration (CARICAD)

Since our establishment in 1994, CAPAM has worked to build regional and international relationships with organisations that fulfil or demonstrate similar mandates, interests and activities. Here is a profile of CAPAM's affiliate in the Caribbean region, CARICAD.

The member states of the Caribbean Community (CARICOM) agreed to the establishment of Caribbean Centre for Development Administration (CARICAD) during a meeting of the Heads of Government in St. Kitts and Nevis in December 1975 with a view to achieving a regional approach to the reform and improvement of their systems of public administration and promoting development with the goal of creating a better quality of life for the people of the Caribbean.

To this end, the agreement establishing CARICAD was signed in March 1979 with Bridgetown, Barbados chosen as the location for its headquarters. The mandate of CARICAD is reflected in its mission statement: "To facilitate and enhance the development and sustainability of a strong leadership and governance framework within the public sector of the Caribbean Community effectively encouraging social partnerships in the process." The organisation has a membership of sixteen countries and territories: Antigua & Barbuda; the Bahamas; Barbados; Belize; Dominica; Grenada;

Guyana; Jamaica; Montserrat; St. Kitts & Nevis; St. Lucia; St. Vincent & the Grenadines; Trinidad & Tobago; the British Virgin Islands; Suriname; and the Turks and Caicos Islands.

CARICAD's current work programme is based on five key results areas: building partnerships; governance and public sector modernisation; institutional strengthening; policy management; and monitoring and evaluation. Sound governance, the development of strong leadership structures by improving the managerial capability of public sectors, and facilitating the effective implementation of public policy are all hallmarks of CARICAD's work. The work programme is facilitated by a competent mix of personnel comprising permanent and project staff, and associate consultants. The team is led by Executive Director, Jennifer Astaphan. This work is facilitated by financial contributions from member governments. In addition, the Department for International Development (DFID) of the United Kingdom has provided significant resources over the last

five years. Other development partners which collaborate with CARICAD include the World Bank, the International Development Research Centre (IDRC) of Canada, the Commonwealth Secretariat, the United Nations Public Affairs Network (UNPAN), the United Nations Department of Economic and Social Affairs (UNDESA), the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the United Nations Development Programme (UNDP), the University of the West Indies, the Caribbean Development Bank, the European Commission Delegation, the International Labour Organisation, and the Organisation of American States. CARICAD also has a formal cooperation agreement with Commonwealth Association for Public Administration and Management (CAPAM) and currently sits on the planning committee for the upcoming CAPAM Biennial Conference, which will take place in Barbados in October 2008.

Over the last 29 years CARICAD has provided technical assistance and support to member governments in the quest to improve efficiency and effectiveness through its expertise in organisational and policy development, strategic planning, human resource management, service delivery, and E-Government. As the Caribbean continues to respond to the challenges of globalisation and regional integration, improved public sector performance is needed now more than ever, and CARICAD will continue to strive to achieve this while fulfilling its Vision: "To be the model of organisational excellence and the premier catalyst for institutional change and development."

For more information visit www.CARICAD.net



Diversity Management in the Tanzanian Public Service

Dr Stella Josia Bendera,
Diversity Management Unit,
President's Office, Public Service
Management, Tanzania

Introduction

Diversity is multilayered, and dimensions of diversity begin with individual core values, which are linked and wrapped into social identities, the type of experiences and influences one has, and finally into the organization one is working with and the way it influences how one conducts himself or herself in that organisation.

In terms of organizational diversity, there are at least three categories of diversity related to performance and strategy. These are structural or functional diversity (differences based on organizational functions and tasks such as administrative vs. operational), business diversity (differences in markets, products and services), and workforce diversity (different types of employees) (DeLucca and Mcdowell, 1992; Gentile, 1996). There is not one common usage of the concept of diversity in organizational literature.

Research suggests that what make certain attributes salient is constructed in particular social and historical contexts (Ospina, 1996; Williams and O'Really, 1998). The mix of salient attributes may vary from organization to organization and from society to society. But social categories appear to greatly influence employment contexts in most societies. Social markers include gender, race, ethnicity, religion, sexual orientation, physical ability, age, and family, economic, educational and geographical backgrounds and status.

When addressing the issue of diversity the following should be considered:

- Diversity has a historical perspective;
- Diversity in many instances is shaped or augmented by political decisions; in those instances we are looking for

some political solutions, backed up by appropriate managerial practice, based on a human rights culture;

- Diversity is not an issue that should be dealt with only in organizational settings within the nation state, but that it is much bigger and also a phenomenon to be dealt with in the international and multilateral arena.
- Diversity encompasses all individual differences that affect the performance of tasks or the conduct of relationships, which have an impact on the outputs, outcomes and services as well as on other facets of organisational life and activity.
- Diversity includes all characteristics that go into shaping individual perspectives.

Therefore, it is important for each of us to define diversity from a personal/organizational and/or historical viewpoint. Below are some ideas one could consider in developing a definition for diversity:

- Diversity is effectiveness at using the talents of people of different backgrounds, experiences and perspectives;
- Diversity is about more than what is visible; It marks all layers of society right through to the international level;
- Diversity is treating everyone with fairness and respect;
- Diversity is about creating an environment that is inclusive, drawing upon the strength of the differences of the workforce to exceed the expectations of customers.

Therefore, from an organisational point of view: Diversity is a practice of identifying and acknowledging individual and group differences and harnessing those differences on the basis of gender, age, ethnic origin, sex, religious beliefs and disability, for

the purpose of maintaining individual and group basic rights, increased productivity and welfare of employees. (Sonia Ospina, 2001).

The way the concept of diversity is understood impacts the way it is promoted and managed.

This paper will address the following:

- Focus on deeply entrenched historical inequities affecting groups of people, which were created through prior decisions based on giving or denying access to resources and power;
- Explore workforce diversity in an organization;
- Look at workable strategies for embracing workplace diversity;
- Address scope, patterns and management of diversity with a focus on the Tanzanian public service.

Diversity and its Relation to Power Resources

While addressing the concept of diversity we should also focus on deeply entrenched historical inequities, affecting groups of people that were created through prior decisions which were based on giving or denying access to resources and power. For example, the apartheid system of the former South African regime vividly expresses the political nature of some diversity forms. The entire system was based on the denial of state resources to certain racial groups. The decision to allocate resources on racial grounds has in turn resulted in some social groups having a disproportionately bigger chance/opportunity of having achieved a certain level of wealth, having a relatively better education, of being in employment for as long as they wanted to be. In stark opposition,

the majority of the black population remained uneducated, unemployed and unemployable. Thus diversity, cannot be removed from issues relating to power and resources (Fraser-Moleketi, G, 2001).

The unequal position that women experience is another example that demonstrates the link between resource allocation issue (politics) and diversity issues. Women across all societies have been systematically disadvantaged in terms of power and resource allocation decisions. Factors contributing to the continued negative identity and disadvantaged status of women are because powerful societal organizing principles such as religion, division of labour, traditional patriarchal cultures and politics come together. These forces are not being adequately challenged for their effect on gender transformation. Thus two arguments can be put forward, firstly, diversity in many instances is socially constructed and as such is political and accordingly needs political attention. Secondly, we should not restrict the discussion on diversity and diversity management to the organizational level only. Diversity is more than an organizational issue, it is historical (Fraser-Moleketi, 2001).

Extreme levels of diversity that is being experienced between developed countries and developing countries need to be addressed. We cannot be deemed to be consistent if we argue that within a developed country and within a developing country diversity needs to be dealt with, but we leave international relations untouched. Extreme concentration of sources of power in the hands of the few and a sense of powerlessness in the hands of the many is not a diversity issue that can be ignored if we want peace and development internationally. It is imperative that the primary forms of diversity be dealt with- preferably in the first instances.

Diversity at the Organisational Level - What does this mean?

Forces of globalisation, technology and internalization of public policy issues have increasingly contributed to the expanded trans-border flow of information, knowledge and labour. The way organisations interact with one another and how colleagues working together relate is increasingly less alike, with respect to gender, cultural background, age and disability. They are different in their perspective lifestyles, attitudes, values, behaviours, fields of specialization and thought patterns. Moreover, there is a shift on how contemporary organizations are being governed in terms of organizing tasks and people.

Human capital is one of the most valued and scarce resources in organizations, it is important to manage it well. Therefore:

- Diversity management is an important way of tapping into an organization's collective thinking in order to resolve both strategic and operational issues, effectively putting all minds to work;
- Diversity management is an institutional initiative that seeks to create and maintain a positive working environment where the similarities and differences of individuals are all recognized, understood and valued so that all employees can reach their full potential and maximize their contributes (Farrah Qureshi, 2007).

In a nutshell, managing diversity means similarities and individual differences are recognized, understood, and valued so that all employees can reach their full potential and maximise their contributions to an organisations strategic goals.

In the work place, diversity is discussed in terms of workforce attributes-what does it bring in workplace? Or what is there which can be seen as being

diverse and need to be addressed? For example, individual core values, differences in knowledge, skills and abilities.

Again those which are social in character for example, gender, religion and disability. How do those key attributes affect the experiences and opportunities of employees who have them and those who do not. The reality of workplace diversity is complicated. Each employee in an organization fits into several potential social categories, therefore, many identities are likely to occur simultaneously.

Workforce diversity is a double edged sword which can increase productivity and creativity if managed effectively; but which, if poorly managed can increase the likelihood of group conflict. Best practice organizations value employees and cultivate an environment where cultural awareness, sensitivity, fairness and integrity prosper.

In more recent times, public administration and management thinking on workforce diversity has taken new and increasingly nuanced forms. Workers struggles has led to recognition of various insights in management thinking and new management techniques which compel managers to balance efficiency, profit making and social inclusiveness for all members of society.

Social inclusiveness means creating and sustaining conditions which make it possible for various strata of society to be represented. This view of inclusiveness, emerged as a core element of public sector management in the 1990's, as virtues of good governance through democratic participation. For example, issues of gender mainstreaming became a central focus of public policy in different parts of the world. In one country after the other, human rights clauses were

inserted in constitutions to protect the socially excluded from different forms of discrimination, particularly, on grounds of gender, ethnic origin, physical condition, religious belief and socio-economic status. In practical terms, an organisation could hire employees from different backgrounds, but there is no inclusiveness if in management positions you find only employees from few social groups. There are challenges in organizations both public and private, in terms of diversity practices and performances:

- Some organisations value diversity, but have not yet fully committed their policies, practices and resources to driving diversity to the core of their operations;
- Others have policies and programs to support diversity, but there is room for improvement in the strategies used to identify, retain and develop a diverse workforce, and in the way these strategies are linked to performance outcomes and success.

According to Farrah (2005), four windows map institutional and individual development in relation to diversity competence. The open window, which is small, include policies, work plans data, vision and mission of an organisation. The hidden window, which is large, consists of fears and stereotypes, biases inherent in an organisation. The blind window, which is large include organisational perceptions about what they want to be. There is a blind spot in the organisation which will only be identified by an outsider. The fourth window is the diversity challenges window where employees have their own uniqueness. The challenge facing an organisation is to harmonise these windows by creating awareness, taking action, giving feedback and being committed in pursuing diversity.

“The common goal of managing workforce diversity is to create an

“Achieving and managing diversity in public organizations requires a comprehensive strategy. This strategy must emphasize a shift from looking at hiring numbers (affirmative action) to focusing on valuing difference.”

organizational climate and a human resources management system where diverse employees become a “normal” condition of organizational life. There are a number of potential gains associated with successfully managing diversity challenges, (Ospina, 1996).”

These are as follows:

- Ethically, benefits include promotion of fairness and justice in workplace which help to create economic opportunities and to reduce social inequality;
- The legal and public policy benefits include greater compliance with human resources legal requirements, increased representation and responsiveness in the bureaucracy and increased grassroots support for agency programs and policies;
- Human Resources management benefits include increased competitiveness in personnel acquisition by enhancing the agency’s reputation and ability to attract and keep the best employees and promote creative approaches to work;
- Organizational benefits include increased internal capabilities, greater ability to address change, greater flexibility in organizational design, decreased discrimination litigation and increased organizational legitimacy due to enhanced reputation and with effectiveness.

Successful diversity initiatives require

clear communication about intent, strong leadership commitment, and concrete strategies and objectives linked to organizational needs and goals. It also means putting those diversities to the best possible use in the organization.

Embracing Workplace Diversity in Public Organisations

Achieving and managing diversity in public organizations requires a comprehensive strategy. This strategy must emphasize a shift from looking at hiring numbers (affirmative action) to focusing on valuing difference. This strategy would allow public organizations to transform themselves into employers of choice for the most capable individuals regardless of their background.

Traditional affirmative action programs while needed and necessary, do not guarantee workplace diversity. Nor do affirmative action programs promote cultural change and effective integration (Rice, 2001). According to Rice, 2005, implementing and managing diversity involves a transformation process described below, taking into account four major elements.

Conversion from a Monocultural to Multicultural Organization

A future condition for public organizations is to have a multicultural and diverse cadre of employees who work in a nurturing and caring environment. A multicultural working environment accommodates different ideas, values and experiences of organizational members which are then integrated and transformed into constructive and productive workforce. Underlying this process is a proactive approach to multicultural problem-solving that emphasizes organizational change, sharing

and learning. The objective is to remove elements of a mono-cultural organization-domination of one group over another and exclusionary hiring and membership practices.

Adoption of a Participatory Shared Approach to Leadership

In a multicultural organization, participatory shared leadership and supervision is a necessary element. Shared leadership in public organizations would assist in creating and fostering a milieu where all employees are respected, appreciated, and accepted for their contributions and perspectives. In this kind of environment, employees' efforts are likely to be more productive, effective and rewarding. Further, all employees would have an equal chance at participation, career enhancement, and career advancement. This type of leadership and supervision would allow the organization to take advantage of the diverse backgrounds and abilities of its employees. Therefore, organizational leadership must not only value diversity but must also lead and manage in a way to seize the benefits that differences bring.

When dealing with culturally diverse employees Jun (1996), identified five factors which an organizational leadership must understand:

- Reframing cultural perspectives i.e. changing the mindset;
- Facilitating social learning i.e. increase knowledge on differences;
- Learning interpersonal skills;
- Empowering employees;
- Promoting participation and representation.

According to Bond and Pyle (1998), through these five factors, "effective leadership support for diversity" can be evident in both the processes and outcomes of organizational work, that is if diversity changes include

representation in all its spheres.

Pursuit of Organizational Diversity Objectives

To develop a comprehensive diversity strategy in public organizations could be a long term process, it must be implemented quickly and thoroughly to gain a hiring advantage over other organizations and to provide a better and more efficient services that the public customer demands. Choudhury, (1996) argues that "the purpose of managing diversity is to transform the organizational culture, ridding it of all unproductive biases, and creating an enabling environment for all employees to operate at full potential and contribute to organizational effectiveness." A major result of this diversity strategy is that individuals are fully integrated into all structures and activities of the organization.

Developing a Marketing Approach for Diversity Program Design and Execution

Diversity changes in public organizations must not only be far-reaching, they also involve dramatic changes in the interactions between public servants, how they see themselves, and how they accomplish their jobs. Therefore it is necessary that a marketing approach be implemented that considers both the employee and public service consumer as a vital tool in promoting these new changes.

It should be recognised that, in addition to having a workable strategy and achievable goals, there are other necessary components for achieving and maintaining diversity in public organizations which include communication, leadership, mission and marketing.

The success or failure of any endeavour, particularly one as sensitive

as diversity, will depend heavily on clear and concise communications for all groups of individuals involved, especially those who are somewhat "conservative".

Leadership is important from two perspectives. Firstly, organizational leaders should know how employees feel. Leaders should look beyond their personal feelings and frames of reference. It is the responsibility of leaders to understand the unique experiences, knowledge, and cultures of employees to make sure that their needs are met.

A public organization's mission defines why it exists and what results it expects to achieve. The mission statement should be up-to-date and developed through concerted discussion and decision-making by both management and employees.

The changes needed to bring about diversity in public organizations will not be an easy task for many public organizations. Organizational leaders and employees can be assisted by marketing methods. Marketing in the public sector should take into account service development and service delivery activities. If a marketing approach is used in a public organization, a strategic marketing plan will have to be developed. Diversity management should thus be viewed as an inclusive concept, encompassing a broader focus than employment equity would suggest. It requires one to look at the mindset and the culture of the organization and the different perspectives people bring to an organization on account of their ethnicity, social background, professional values, styles disabilities or other differences.

Diversity in the Public Service

Although diversity covers a wide scope, its pattern is different worldwide. In Europe and America, the concern is

more on how to balance or incorporate minority groups disaggregated mainly by racial and ethnic dimensions. The West speaks mainly of American or African origin, Asian American etc and to a lesser degree Saxons, Anglo-Saxons, etc. In Sub Saharan Africa, the scope and pattern of diversity differs significantly. In Nigeria, the quest is to balance the “Federal Character of the State”. Federal Policy was introduced in response to the educational imbalance between the South and the North. In South Africa, the emphasis is to ...emancipate the Previously Disadvantaged Individuals (PDIs). In theory, recruitment into the civil service of South Africa is based on merit. In practice, the South African civil service could not close eyes to the historical imbalances referred to earlier, and the need to rectify them.

The need for more diverse civil services rests on three basic premises:

- The continued and pivotal importance of public bureaucracies in the modern state;
- The need for civil service reform to transform traditional bureaucracies;
- Demographic and political changes stemming from a variety of causes and taking different shapes throughout the world.

Diversity is justified by the requirement for a highly qualified workforce, social equity, development of human capital, innovation and problem solving, cultural change, and nation building.

Due to increased need for high quality personnel in policy and management positions, governments need to draw on a wider pool of talent. Likewise, the civil service should not be the preserve of any one group, but should be realistically open to all citizens.

The public service in most countries reflects a complex occupational, professional and social diversity

“Governments cannot afford to ignore the ferment in society that swirls around their agencies and institutions. They are required to respond to a greater range of clients and stakeholders, who may make inconsistent claims, refuse to accommodate the status quo, and demand recognition and satisfaction.”

case of workforce diversity. If poorly managed, competing social identities of gender, race, ethnicity, religion, sex-orientation, physical ability, family and economic background may escalate into conflict. There is therefore, a strong public administration case for effectively managing diversity in the public service not only for the sake of government credibility, trust and legitimacy among its citizens but equally important, in facilitating the exchange of new perspectives, improve problem solving by inviting different ideas, and create a respectful work environment that contributes to successful organizational performance.

Governments cannot afford to ignore the ferment in society that swirls around their agencies and institutions. They are required to respond to a greater range of clients and stakeholders, who may make inconsistent claims, refuse to accommodate the status quo, and demand recognition and satisfaction.

The government of Tanzania highly values diversity in the public service not only in itself, but most importantly, because it is rooted in the national constitution and public administration values of responsiveness, balanced organisational justice and fairness. The current diversity discourse fully recognizes the fact that the needs,

desires values and perspectives of members of different social groups are not mutually exclusive but congruent or complementary. The efficient management of diversity in the public sector is critical in a developing country like Tanzania, largely because public service remains the sector that sets the tone for development and reflects on all the economic, social and cultural tensions of society. The Tanzania pattern of diversity is a stand-alone one due to history, language and orientation of the Tanzanians. This reality can further be appreciated by considering the sheer size of the country and its total population, rate of urbanization the heterogeneous ethnic composition and culture, multiple religions and emerging social and economic inequalities of the citizens. Thus institutional crafting for diversity management from elsewhere is likely to meet some limits, and such adoption may not work in the Tanzanian workforce.

Managing Diversity in Tanzania, Working with Diversity

The history of Tanzania accounts a great deal for the current scope and patterns of diversity. The earlier interactions of Tanzania with the outside world goes back as early as 14th Century when Portuguese traders visited and settled on the coastal areas of Tanzania. Later the coastal belt was dominated by Arab traders who were mainly slave traders. The slave trade, by its nature culminated into intermixing of ethnicities through settlement of runaway slaves and the former slaves who regained freedom, along the coastal towns and islands.

Unlike the majority of the neighbouring countries, Tanzania has been quite stable with very minimal official record of major inter-racial, ethnic or inter-religious conflicts. The peaceful nature and stability of the country may be attributed to the fact that almost

all Tanzanians speak Kiswahili, the national language, a deliberate nation-building endeavour by the four governments, a secular state, and a state-managed transition from a single to multi-party politics, among other factors.

The Tanzanian society is by nature a diverse and complex society. Tanzania is a United Republic, made of the coming together of Tanganyika and Zanzibar in 1965. While Zanzibar is essentially composed of two islands-Zanzibar and Pemba - Tanganyika is mainly hinterland with a wide stretch of coastal line. The country's population of 34.5 million is made up of over 120 ethnic groups and cultural affiliations across more than 24 regions and 123 administrative districts. There are more than 15 fully registered political parties. Similarly, there are a number of religious groupings, with major ones being Christianity and Islam. The government of Tanzania has committed itself to promote values, behaviours and working practices which recognize the differences between people and groups and thereby enhance staff motivation and performance as well as releasing the necessary potentials to deliver improved services to customers. This commitment has included policy attempts addressing the under representation of women in key decision making positions, physical ability and addressing issues of public servants infected with HIV/AIDS.

Legislation Governing Diversity: Institutional Framework

The institutional framework in Tanzania offers a good foundation upon which to build strong diversity management policies. The government policies, legislations and regulations generally provide for equal opportunity of every citizen to actively participate in any national activity, including serving

and being served in the public service. Such frameworks are available in the national constitution, various policies, laws and regulations. Tanzania has also ratified various international conventions that foster diversity.

Public Service Policies

The Tanzania Public Service has favourable policy and legal framework that support equality between men and women. The Public Service Management and Employment policy of 1999, para 5.8 provide for the following:

- In selecting candidates for recruitment, the selection criteria should not provide for overt or unintended discrimination against women, people with disabilities and other vulnerable groups
- Para 5:28 provides for flexible working hours and part time working to enable employees particularly women with children to combine working environment with family responsibilities
- Para 5.33 provides for maternity leave of 84 days for female employees. In this connection, the current labour law approved in 2004, also provides a leave of 3 days to the husband whose wife has given birth
- The National Employment Promotion Service, 1999, Part 11 para. 8 (f) stipulates that one of the functions of the National Employment Advisory Committee is to address matters relating to issues concerning employment of persons with disability.
- Part IV para 13 (1) (a) states that in the performance of its function under this Act, the Service shall perform its functions without political, gender, religious ethnic or any discrimination

The Public Service Reform Initiatives

Public Service Reform Program (PSRP) phase I, was geared towards transforming management systems as well as attitudes in the Public Service.

Under PSRP1, the government of Tanzania took measures to ensure equal access and equality in employment among its citizens. The Diversity sub-component had the responsibility for ensuring that diversity issues remain on the active agenda of the PSRP.

In order to promote more women into decision making posts the Public Service reform program included an Affirmative Action strategy which included providing assistance for women to study for a Masters Degree. The programme started in 2002/2003 by providing scholarships to 20 women. To date, 150 have completed their Masters degrees, and 40 more women will complete their studies in 2008, making a total of 190 women trained to the level of Master's degree during PSRP, phase I.

In 2005, the Diversity sub-component, carried out a study, on Management of Diversity in the Public Service. The objective of the study was to take stock of achievements and problems that would help to determine the scope and patterns of diversity, perceptions of diversity and effectiveness of existing policies and institutions.

The findings of the study revealed that the Tanzanian Public Service presents a complex case of workforce diversity. It has competing social identities of gender, physical ability, skills and age and employees living with HIV/AIDS. Other issues in future and for which the study sounded a wake up call are ethnic and religious differences.

On the basis of the findings, there were recommendations made on policy options, on institutional arrangements, strategies, programs and guidelines for successful diversity management interventions in the public sector.

Strengthening the Institutional Framework

It is one thing to have excellent laws and policies on the books and quite another to have them effectively and efficiently implemented in order to deliver expected results. Through PSRP phase I, PO-PSM issued circular no 2, 2006, on provision of services to public servants who have been infected with AIDS. Guidelines on Management of people with disability, and Guidelines to Manage public servants infected with HIV/AIDS were developed. These guidelines will be distributed to all Ministries, Departments and Agencies (MDA) and Local Government Authorities (LGA). It is expected that each institution will manage to use these guidelines as a process of creating diversity management programmes and monitoring their implementation in respective MDA's and LGA's.

There are several policies that in one way or another highlight issues of diversity in the Tanzanian public service such as the National Employment Promotion Act, 1999, and the Women and Gender Policy, 2000. In a rather disjointed fashion, these policies highlight various components of diversity management in Tanzania. The Women and Gender Policy sets out integration of gender equality in policies, plans, development strategies and actions in all sectors.

The backdrop to these policies is the recognition that action is needed to enable women and other disadvantaged groups to take their rightful place in the society, by being recognized and involved at all levels in the workplace and in the society.

It is likely that PSRP phase II, will include further affirmative action strategies including additional scholarships for female and other under-represented

groups in the public service. The plan is also likely to include awareness raising strategies on disabilities issues and a requirement for MDAs to design interventions to make their workplace more conducive to people with physical disabilities.

A more sustainable approach to be adopted during PSRP II is for the Diversity Management Unit to ensure that diversity issues are mainstreamed into the entire public service. Moving from awareness to understanding and to other levels on diversity journey should take place at PO-PSM and at the MDA levels. This will indeed require commitment from top management in the public service.

Conclusion

Mainstreaming values of fair, transparent and inclusive governmental policies and institutions will benefit all social groups. Government's ability to comply with diversity-friendly policies and norms has a strong social impact. However, diversity management requires a positive force to enhance performance. It requires committed leadership.

A public organization that achieves and manages diversity is one that recognizes demographic changes in which women and other disadvantaged groups will increasingly be part and parcel of the workforce and also holding higher positions; and one which has a growing realization of how diversity can result in more effective means of working and interacting in the interest of both organizational productivity and individual well-being and satisfaction. The saliency of diversity issues in all spheres of life in all societies across the world makes it necessary for all of us to turn our serious attention and collective minds to how best to meet the challenges that this reality poses for creating peaceful, stable and prosperous societies in the future. If

we leave it unattended or ignore it, the potential is great for destructive conflict and instability in situations where individuals from diverse situations and background find themselves in shared space and mutual activity. We need to acknowledge interdependency and believe that our future well being is tied up together. We cannot separate the strands any longer.

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Strategic Partnership through Human Capital

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The distinction in value that people bring to the organization had been lost in the past as financial capital, physical capital and technological capital were viewed as the driving energies behind the success of organizations.

The transition from personnel management to human resources management saw an increase in awareness that human resources in an organization are equally critical to overall business success as technology and other physical resources. At the core; the value that human resources bring to the organization is knowledge, skills, attributes and brain power. When collectively embraced the composition of an organization's human capital is considered a key strategic business advantage that organizations possess.

In the Economist article, titled "The Battle for Brainpower" (2006), exploration is made regarding the importance of human capital and the business of talent management. In a speech at Harvard University in 1943 Winston Churchill observed that "the empires of the future will be empires of the mind." With this premise, the war for talent is noted as being at its highest point where companies are investing heavily on getting the right person for the right job with the ability to simply perform. Normally, this desire and fight for human capital rested with technology and accounting agencies. But there is now a rise based on high demands on companies to perform and to ensure that at all levels of the organization, competent employees are on board.

With references to the dotcom boom, the article stresses the importance for companies to not just view the quest for human capital as a fad but

rather, to understand the importance of managing talent so that recruitment of the brightest and the best yields longevity and high retention among workers. A survey by the Society for Human-Resources Management suggested that 83% of workers were "extremely" or "somewhat" likely to search for a new job when the economy recovered (The Battle for Brainpower (2006). This statistic gives direct credence for human resource professionals to become competent in their discipline and to become the key enabler for businesses. They ensure that human capital is valued and retained through the systems, programs, and policies that are created and championed.

"Thanks to a hyper-competitive labor market, professional-service firms have become more preoccupied with talent than ever; and even companies in more mundane businesses have begun to think that they cannot manage without it." (Everybody's Doing It, 2006). The article suggest that the high demands placed on companies is due to globalization, an increase in mergers and acquisitions. These are driving factors supporting the increasing focus on talent management.

As such, while companies have engaged in exceptional technological advancement, they are now viewing human capital as a key competitive edge in securing a strong market. This can also be a means of extending sustainability and financial growth. Again, human resources professionals will lead the charge in managing human capital. They can be pivotal to the strategic positioning of a companies strategic direction.

Capital One has taken a direct approach towards securing a

strong market share by hiring staff that are young and "data-centric" (Everybody's Doing It, 2006). In this situation, human capital is viewed as a competitive advantage over rival companies such as American Express and Visa.

Notwithstanding investments in human capital and talent management, companies guided by human resources professionals must be creative, innovative and ingenious in recruitment methods. The introduction of job testing, competency standards and enhanced performance management systems must be explored in an attempt to ensure that recruitment and retention efforts are successful within organizations.

Bersin, (2006) in his article 'Why Talent Management Is Key To Business-Focused Learning', highlights the changing workforce and the high demands being placed on human capital. Bersin, (2006) states, "companies will need to make a concerted effort to recruit, hire and integrate young workers in the workforces. Succession planning, identification of key leaders and development of leadership and management skills will be critical for mid-career employees." Companies such as Raytheon, a defense provider, support the belief that human capital is a key catalyst towards organizational success. As such, strategic efforts are being made to ensure alignment with key functions such as performance development, succession planning and leadership development.

It is evident that human capital is a key business resource in achieving success, just as important as managing financial and physical resources. Human resource managers thus have

the opportunity to make a meaningful contribution that cements the important role of human resources. Globalisation has changed the world labour market allowing individuals to work virtually, and with increasing speed of response from any location.

This ease created by increased technology has led to the philosophical belief that human capital is by far the most valuable asset to any organization. This ease also creates immediate challenges for Human Resources Professionals who now have an increased responsibility to ensure that the right people, for the right jobs are rightly hired and add value to the organization. Rynes, Brown and Colbert (2002) see this reality as the ideal opportunity for Human Resources Managers to add to the strategic business objectives of organizations.

The extent by which HR professionals are therefore able to speak in qualitative and quantitative terms regarding the value that humans bring to the organization will be the deciding factor in the growth, success and respect of the profession of human resources management. The extent

by which HR professionals are able to speak the language of business with real numbers and great analysis of human resources issues, also lends to positioning for the profession. Rynes, Brown and Colbert (2002) in their notation of challenges facing HR professionals speaks about the need for surveys and research methodologies in order to present real data that can add to the organization's understanding of the human resources impact in the organization through recruitment, retention, and comprehensive programs.

Moreover, HR professionals must act now and do so with confidence, linking performance expectations to organizational objectives and those objectives to individual agreements and developmental plans geared at measuring the success of organizational outputs. When the value of individuals is sufficiently recognized, the role of Human Resources Development as strategic business planning will become more of a noted reality.

Conclusion

With greater appreciation for human capital as a key business advantage,

there is added responsibility for Human Resources Professionals to become more prudent in their work, while ensuring that the right strategic direction is provided in the area of talent management. The human/knowledge capital era is evident and businesses with vision and strategic focus will find the best ways to recruit, retain and develop top talent with the intention of using such human capital to compete, sustain and progress the company's business mission.

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Building Capacities in Sustainable Development

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(continued from pg. 1)

an increase in paper generation and disposal. Meanwhile, legacy issues like toxic waste, contaminated soil and contaminated water continue to haunt many jurisdictions. Social and economic issues associated with quick fixes such as promised by deforestation, or the conversion of food crops to fuel crops, have brought further impoverishment and economic hardship for those left behind in many countries of the third world.

In countries adhering to the principles of democratic governance, the public is much better informed with current information and demands more influence in decision making, creating the opportunities and challenges associated with effective citizen engagement, such as through multi-stakeholder consultations and collaborative decision making.

Pressures to expand economic growth come with countervailing pressures to protect the environment from continued abuses associated with the developments of the past.

Increasing concerns over the projected catastrophic impacts of climate change (global warming) has led to an urgent demand that decisions be made more carefully and in the context of sustainability. Predictions of an associated increase in sea-rise, flooding, and the intensity of hurricanes, etc. require effective planning and preparation for damage mitigation, emergency and post-event response. This issue is of particular importance to island and low lying states.

The new global economy operates in the context of a myriad of diverse laws, policies and government attitudes about development. Competitiveness

for development opportunities often counters the desire for effective environmental protection, especially in developing countries seeking economic opportunities for their citizenry. New efforts to provide consistent processes and standards require a new level of international cooperation.

There is an emerging interest in governance methodology to cope with the new and emerging suite of environmental issues and problems. A trend towards community-based governance brings a new set of issues related to standardization/harmonization between neighbouring communities or jurisdictions that may interact with a common geographic attribute or development proponent. The impacts of development, once considered to be a local matter, are now often regional, national, international or even global in scope. National and international negotiations leading to formal operating agreements will become common place in environmental management regimes. Mechanisms will need to be established to undertake such negotiations and to oversee the implementation of the resultant agreements. Governments are inheriting complex environmental issues such as pre-existing contaminated sites, the need for ready and clean energy, water shortages and a lack of clean safe drinking water, an increase in environmental hazards and natural disasters, the safe disposal of hazardous wastes and the linkages between the environment and community health.

The challenges faced by governments become even more complex when trans-boundary, multi-national issues come into play such as global warming, invasive species, marine transportation and oil spill contaminations. The need

to integrate economic and social considerations into the decisions and strategies adds yet another layer of complexity into the mix.

Approaches to Environmental Management

Governments today need to be able to factor consideration of these complex and multi-dimensional issues into policy development and their overall decision making. These considerations place a new layer of thinking onto their deliberations.

Most countries, and especially developing countries, do not have the luxury of simply allocating more human and financial resources to each new environmental issue or problem that is identified. Governments, instead, need to have an inherent flexibility – to be able to alter priorities and change direction; to be able to move resources from efficiencies in an established program to a developing one; to be able to leverage funds/resources from private/public partnerships or from inter-jurisdictional partnerships. Priority setting, collaboration and innovation are critical in today's fast moving world. A systematic approach is required to ensure the capability of individual governments to effectively address sustainability issues as they emerge. More importantly, there is a critical need for a more holistic decision making approach – one that takes into account environmental, social, health and economic considerations.

A Process To Enhance Sustainability Practices Within Governments

Policy Challenges

From a sustainability perspective,

policy objectives confronting governments include:

- determining how to clean up legacy problems, restore natural resources, and achieve human health protection in both the workplace and the community;
- designing strategies to allow for future economic growth, while protecting the environment, maintaining biodiversity, safeguarding human health, and preserving cultural/social values; and
- identifying new and emerging issues and the developing approaches and tools necessary to address them.

The goal of this process is to assist governments by helping them build their capacity to meet the above objectives.

Methodology

In our previous experience, interested countries have undertaken a comprehensive assessment of the organization's environmental management framework, structure, resources and administrative tools including policies, legislation, and established operational practices. The purpose of such an approach is to identify strengths and shortcomings, current and emerging problem areas and potential areas for improvement. This helps in identifying a plan to transform the government department or responsible agency's capacity/capability to effectively implement the principles of sustainable development, including managing and protecting the environment to the best of their current ability while identifying a path forward for future improvement.

Fundamental to this process is the recognition that sustainability is not a new issue competing with economic development or social issues for attention and resources. Rather, it

is the manifestation of an appropriate integration of social, economic and environmental considerations in decision making. Methods of undertaking integrated analyses to strike the desirable, sustainable outcome must be discussed and incorporated into the work undertaken.

Departments and agencies in this dialogue could be facilitated by the adoption of a modular approach focused on skills transference and building upon the expertise extant. These modules could consist of:

Module 1 – Introduction to Sustainable Development, Integrated Analysis and Environmental Scan

Module 2 – Key Issue Identification/ Issue Management Discussion

Module 3 – Key Issue Hands-On Exercise – Approach to Issue Management, including a discussion about the development and implementation of a Sustainability Evaluation Tool.

A 4th module addresses the managerial needs of the most senior officials in government by examining the complexities and challenges of implementing sustainability policies in a highly competitive policy environment where political and public sector demands and expectations may conflict with environmental priorities. These modules provide organisations with the foundation from which to build and undertake a strategic planning process to move systematically from current to desired capacity.

The level and nature of current governance capacity will vary dramatically from country to country. All work related to environmental scans, issue analysis, policy consideration and formulation, resource options and program development would

concentrate on the specific needs of the jurisdiction under consideration to ensure the development of culturally relevant approaches to the issues being addressed. All processes will be undertaken in a manner that leads nationals to their own conclusions and helps them develop programs that reflect their culture and overall governance model. Innovative possibilities such as intra-regional cooperation that could leverage the respective strengths could be considered as a way of maximizing the effectiveness and efficiency of limited resources. Opportunities for resource assistance from the international community and its institutions could also be identified and strategies of access will be discussed.

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Enhancing Malaysian Innovative Research Leadership from an Experiential Perspective

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Introduction

High performance and innovative research in the institutions of higher education requires inspirational, authentic and emerging research leaders. This should work in tandem with the government's mission and vision to enhance the standard and quality of higher education. Public universities now have a pivotal role in establishing a country as an excellent research hub. However, evidence reveals significant shortages in research leadership skills that relate to creating a sense of vision in a fast changing research environment, motivating research staff and leading them through change, and being innovative in research products and services. In view of this scenario, this paper explores how to reduce the critical research leadership "inspiration gap" to achieve optimum staff engagement and the resulting high levels of research innovation and performance. This article is written based on the 'personal' experience of a Universiti Putra Malaysia (UPM)'s researcher Hj. Kamaruzaman Jusoff, currently a visiting professor at Yale University, a world ranking American Ivey League University (2nd in 2007, after Harvard.)

The standards and quality of higher education must be well maintained in order for a particular institution to be globally recognised (Brennan et al.: 1997). To begin with, definitions of a leader by management theorists includes "one who enables people to work more effectively together in a state of interdependence; or one who has followers and has the ability to liberate people to do what is required of them in the most effective and humane way possible.

Leaders are made not born. Good research leaders develop through a never ending process of self-study, education, training, and experience. They are visible, accountable to the research team or staff and have a commitment to further the purpose and goals of research (Evans, 1999). Meanwhile, an innovative leader is someone who has skills and creative followers producing new products, processes or services. In short, good and innovative research leaders must be creative, visionary, imaginative, inspirational, insightful, foresighted and intuitional in leading their pool of researchers. It is not enough to simply be innovative, research leaders must be emerging leaders (Carucci, 2007). Their traits should also comprise intelligence, initiative, excellent interpersonal skills, high self-esteem, a willingness to take risks and the ability to tolerate the consequences of taking risks.

Developing Effective and Innovative Research Leaders

How can these traits make innovative research leadership more effective? Effective research managers are normally able to elicit from each team member his or her commitment, creativity, consistent and excellent productivity, and maximum potential contribution toward continuous improvement of process, product, and service. An effective quality research manager requires some elements of leadership with business/commercial understanding and some research expertise. A research leader-manager is both a research leader and a research manager.

There are several leadership theories in literature of which opinions are given

on how one becomes an innovative research leader (Middlehurst, 1993). Trait, behavioural and contingency theories represent conventional approaches to leadership and have provided important foundations for research on the subject. Some traits of a good innovative research leader in the arts, sciences and technology are creativity, technical foundation, confidence, consultative but decisive, inspirational, visionary, leading by example, and high technical standards. Personal qualities include being ethical, caring, ready with deserved praises, clear but gentle criticism and most importantly, never hurting a team member or subordinate's confidence. Some personality traits should be inherent in effective research leaders including being creative (but principled), authentic (but trustworthy), emerging (but undivided), curious (but disciplined), "Rebellious" (but with reason), bold (but cautious), intuitive (but thorough), thorough (but not stifling), persistent (but not stubborn), last but not least optimistic (but self critical).

Hence, with such traits, university and public service research leaders can be further developed to play a stronger role by answering the following questions, namely:

- What should qualify a university or research department as a world class institution?
- What percentage of staff and academics publish research in internationally recognised citation indexes and/or high impact journals in recent years?
- What percentage of staff or academics are highly educated,

trained, or PhD holders?

- Has there been any international collaboration between departments and ministries or world class universities?

Building Research Infrastructure and Capacity, the Role of Universities and International University Exchange, Malaysia

Up-to-date research infrastructure and learning tools are essential for a researcher and to enhance the quality of the teaching, learning and research environment. With the latest technology tools for leadership in teaching, learning, research and career development, these kinds of support help to enhance the desired quality of research leadership. Together with this and an uncompromised usage of technology, Malaysian universities must recruit and retain to graduation an excellent and diverse undergraduate, graduate, and professional student and high impact research staff. Hiring and keeping the best researchers would lead towards successful commercialisation and business effectiveness (Anon, 2007). This will in turn enhance and better serve the Malaysian industry.

As a visiting scholar at Yale University, Hj. Kamaruzaman Jusoff has experienced first-hand the value of international academic exchange. It would be of great value to Malaysian public service and universities to fund potential research leaders to visit world class foreign universities, research labs or institutes. This is expected to greatly strengthen the research capabilities of local universities scientific and technical personnel. Expanding links with these universities also allows Malaysian research leaders to improve their industrial capabilities more quickly, and to employ highly trained personnel who have professional connections to research institutions.

Cooperative research agreements between local universities and foreign firms should also be a source of infrastructure and commercial technology. A joint initiative by Malaysia Academy of Science's Brain Gain Malaysia (BGM) and the Ministry of Science, Technology & Innovation (MOSTI)'s initiative is one of the good examples.

Strategic technical alliances with other world market research leaders allow such participating universities to penetrate new markets faster and give them access to a broader range of cutting-edge technology. These cooperative efforts will enable spin-out Malaysian firms to move rapidly onto the national as well as world stage.

Malaysian universities can provide any number of incentives for technology transfer, including funding commercialisation, providing plants and equipment, contributing other technology, or facilitating local market access. There are a number of benefits to be gained from cooperation with foreign academic research institutions. Strategic cooperation can also include participation in joint international research. In the long run, Malaysian universities will also engage in international R&D projects in such fields as environment, energy and natural resources and expanding international education and training programmes.

Full commitment and concerted efforts from all parties are needed to ensure the successful development of innovative research leaders in Malaysian universities and institutes. Here, academia plays an important role in ensuring success of Malaysian universities as world class research universities.

The "way forward" is the internationalization of research

innovation, and leadership in this area will depend on fostering a strong relationship between leading academic departments.

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The Requirements for **Effective Management** in the Twenty First Century in the **Australian Public Service** and other Business Organisations

By Dr. Stephen Kendal,
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Overview of the Requirements

“Scholars of management and leading chief executives agree that the shape of world markets and the nature of the enterprises that compete in them are being made by three forces.... Increasing globalisation, widespread technological innovation and pressure on business to customise products and services have created an international business environment that would be unrecognisable to the manager of fifteen years ago. As the business environment changes, so do the skills and characteristics required of those employees who are best positioned to interpret and influence future changes; namely managers” (Enterprising Nation, 1995:x).

Today’s organisations compete by using flexibility, speed and innovation and their managers therefore require excellent technical expertise as well as all round management ability. New organisations have thus been devised whose design emphasises flexibility, speed and innovation, because there is clear evidence that good managers achieve the best results through such organisations and thus are likely to bring about a more competitive economy and higher performing enterprises. Indeed it is likely that future waves of technological innovation and other challenges will require Australian organisations to recreate themselves on a more or less continuous basis. To do so they will need multi-skilled managers with great capacity to learn and relearn their own roles and the bases of their enterprises’ competitive advantages (Enterprising Nation, 1995).

The New Emphasis on Organisation Development

The issue for Australia is thus how

best to achieve world competitive management skills and organisation development, on a continuous basis, by giving access to high standards of management and leadership skills training and thus make possible great success in the area of organisation development.

Research of the 1990s clearly identified that Australia’s providers of management education and training and development had succeeded in providing many basic functional skills but an over-emphasis on the more analytical (academic) areas of management which is still commonplace, had neglected the development of strategic skills (suitable for leadership, coordination and successful implementation) and the people skills — needed to bring about cooperation and good communication — also a necessary requirement for a successful manager.

Since the 1990s there has been very significant attempts often led by the Australian Government to bring about successful changes of this nature, by upgrading vocational education and training and reform to management education. (Enterprising Nation, 1995:xix).

These initiatives can be expected continue to develop and diversify given the significant evidence for such support of managers and the continuing need for organisations to be efficient and effective in today’s highly integrated economy, which must meet the challenges of much reduced tariff protection arising from Government policy in the 80s and 90s, and the continuing importance in the world’s economy of the interdependence of the Australian economy with that of other nations stemming from the

nature of globalisation.

The Day-to-Day Challenge of Most Managers

Managers face a daily context of routine and risk areas to exercise management and leadership skills. Thus for most:

“... the urgent is often the enemy of the important. The need for decision and action on immediate crises too frequently seems to preclude the serious, careful study of fundamental and long range problems that are so essential to foresighted leadership. Then the neglected problems of the future suddenly arise in their true importance and become new urgencies to which we must quickly respond, generally with improvisations that are too little and too late.” (Kennedy, 1960:32).

This observation above, reflects the trust in the belief by Australian managers and other leaders that analytical and other means of training are important sources of information and help in the formation of management and leadership competencies but the application of this knowledge is valuable, so long as it is applied successfully in the non theoretical context of daily experience and uncertainty of the work place or in the board room. It is widely held that successful judgments of this nature make possible successful resolution of the practical rather than academic (theoretical) issues that arise and thus personal and organisational efficiency is best determined by an executive or other leader.

Business and Organisational Efficiency

Efficiency is the major preoccupation

of expert managers whether they are within small, medium or large-scale organisations and its achievement is the primary goal of resourcing organisational development.

Therefore the development of management and leadership skills, which result within a business organisation, are often of a high level. However efficiency is an elusive term, but cooperation by staff particularly at the organisation level is a fundamental process underpinning its achievement. For example:

“Efficiency of effort is the fundamental sense with which we are concerned. Is efficiency relative to securing of necessary personal contributions (of staff) to the cooperative system (an organisation)?

The life of an organisation depends on its ability to secure and maintain the personal contributions (through cooperation) of energy (including transfer of control of materials or money equivalent) necessary to effect its purposes. (This) ability is a composite of many efficiencies and inefficiencies in the narrow senses of these words (within an organisation), and it is often the case that inefficiency in some respect can be treated as the cause of total failure (sometimes).

But certainly in most organisation(s) ... there is no basis for comparison of the efficiencies of separate aspects (because organisations function as a complex system of many aspects and efficiency can thus result from diverse positive and negative factors)” (Barnard, 1968:93). However it is apparent from observation and experience that efficiency in other types organisations, which are not intended to serve purely material ends, is not therefore based on material considerations only. For example Barnard (1968:93) argues thus:

“There are many organisations of great power and permanency in which the idea of productive efficiency is utterly meaningless because there is no material production”.

Therefore Barnard (1968:93) again also observes the efficiency sought after and frequently attained by such organisations is based largely on non-material (often personal or subjective) factors explaining:

“Churches, patriotic societies, scientific societies, theatrical and musical organisations, are cases where the original flow of material inducements (incentives leading people to cooperate) is towards the organisation, not from it — a flow (which can be) necessary to provide resources with which to supply material to supply (these) material inducements (incentives to cooperate) to the small minority who require them in such organisations”.

Barnard (1968:93) argues further therefore of the necessity — for a balanced and comprehensive understanding of the nature of efficiency required for managers and other leaders — if efficiency is to be achieved by them at both the personal (subjective) and organisational level (the business context or task) arguing:

In most cases where the primary purpose of organisation(s) is the production of material things, insufficiency with respect to the non-material inducements (incentives), leads to the attempt (by managers or other leaders) to substitute material inducements (incentives for non-material incentives). Under favourable circumstances, to a limited degree, and for a limited time, this substitution may be effective. But to me, at least, it appears utterly contrary to the nature of men to sufficiently induce (them) by material or monetary considerations

to contribute enough effort to a cooperative system (an organisation) to enable it to be productively efficient to the degree necessary for persistence over an extended period of time.

The Attainment of Efficiency and Effectiveness

Managers and other leaders usually work within the framework of an organisational setting. Therefore the task of the manager is clearly understood to get the best results from the use of resources and the application of appropriate management and leadership skills usually at the organisational level. This is best achieved if there is balance and good judgment when structuring tasks by a manager so that the organisation achieves its objectives in a fair but efficient manner, so it can compete or even lead in the market place, or in the case of a public sector agency for example achieve a highly significant leadership position or reputation.

Absolute efficiency (ideal efficiency) is rarely attainable by managers and leaders but managers and other leaders can often achieve more practical (and thus achievable) improvements in organisational efficiency with (and sometimes through) improvements in effectiveness (improvements in efficiency at the individual employee and executive level which can pill over to the organisational level also).

The achievement of such results depends on the balanced knowledge and application of technical (usually material) factors and people skills such as leadership, which can lead to these desirable changes. Barnard (1968:94) also argues this way stating:

“To establish conditions under which individual pride of craft and of accomplishment can be secured without destroying the material economy of standardised production

(through the use of physical resources) in cooperative operation (a business context) is a problem of real efficiency. To maintain a character of personnel that is an attractive condition of employment involves a delicate art and much insight in the selection (and rejection) of personal services offered, whether the standard of quality be high or low. To have an organisation that lends prestige and secures the loyalty of desirable persons is a complex and difficult task in efficiency. — It is for these reasons those good organisations — commercial, governmental, military, academic and others — will be observed to devote great attention and sometimes great expense to the non-economic inducements (incentives) because they are indispensable to fundamental efficiency, as well as to effectiveness (at the individual and organisational level) in many cases.”

Change Management

Leadership and management skills make possible the application of competencies, and other knowledge, usually based on experience, which therefore requires constructive understanding and implementation of change within an organisation, in order that its organisation development is to continue to be of benefit and make possible further achievements in critical areas of organisation performance.

However enhancing organisational development is a process of paradox, because it supports existing organisation processes (as already argued) but through value adding to enhance future performance, some aspects of what has already proven achievable through existing organisational development approaches will become less significant or indeed redundant when new ideas concerning development are introduced.

The changes introduced may therefore have significant temporary or longer term negative impacts at the organisational level, and can sometimes be a source of increased or indeed very significant stress leading for example to the deterioration of health essential for good performance for one or more employees.

Indeed confusion and misunderstanding within the organisation ranks can result, and may be difficult to correct giving rise to controversy and unwillingness to embrace what has been proposed: The typical employee in such an organisation may then perceive what has been done then as a too great a challenge and possibly overwhelming. Confusion and misunderstanding as argued here has been long observed in these circumstances:

“To avoid looking foolish, they feel compelled to demonstrate that others’ opinions are always wrong. When everything else fails, they resort to the argument that such and such was good enough (for others in the past). Having said this, they act as if the affair (the business outcome) had been settled and congratulate themselves on having exposed the pretender (the key executive or leader responsible) who claimed to be wiser... But yet these same men rarely see what really was excellent among the ideas and practices of the past, and whenever someone suggests that a particular thing perhaps might be done better than former times, these men cling tenaciously to the past” (Greene and Dolan, 1967:33).

Consequently executives and other leaders when bringing about change at the organisation level, require many leadership insights such as planning skills to make possible, in a balanced fashion increases in efficiency, which enhance the much needed cooperation by staff, and



which can be understood well enough by them so that any conflict between their personal goals and to what is expected at the individual staff member level is minor and therefore help make possible successful implementation of the change processes required.

Future Priorities for Australian Policy

Traditionally, Australia has relied on its natural endowments to create competitive advantage for its firms (and other business organisations). However, as competitive success depends more and more on behaviourally-based factors and less on traditional market positions, the management of intellectual and human assets is likely to become more important than the management of physical assets. It is therefore now vital for Australia’s economic future that business (and other organisations) receive(s) a substantial share of our most able young people (Enterprising Nation, 1995:1276). This approach would make possible the success of future generations of managers and similar leaders because they would be then be well placed and well enabled to the challenge of the business tasks that lie ahead.

Australia needs to better understand and continuously improve the way it develops and utilises the talents of

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managers because for too long careers in business and administration been undervalued leading the best students to seek training in better known areas for study and training such as medicine and law. In this regard the following key recommendation made in the Keating years, and continues to be appropriate but do not appear to be yet honoured (more than likely for political reasons over the Howard years).

“The Government, preferably the Prime Minister, should on suitable occasions specifically address young Australians on their career choices, seeking to shift community perceptions of a business career and to establish in the community’s mind the national importance of having talented young Australians choosing careers in business (or other organisations)” (Enterprising Nation, 1995: 1277).

Australia needs to embrace such approaches as above urgently, if it is to equip managers with the appropriate competencies and insights to face today and the challenges ahead.

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