

# Chapter 6

Principle 6:  
Professionalisation and  
Improved Morale



## Chapter 6

# Principle 6: Professionalisation and Improved Morale

---

### 6.1 What does it mean to be a professional?

by Dr Joan Nwasike, Adviser and Head of the Public Sector Governance Unit, Commonwealth Secretariat

#### Overview

Population growth as well as our needs and wants have increased tremendously over the past decade, making it imperative for scientists to find better modes and higher yields of production. Other social issues have gained attention globally, meanwhile, including increased poverty, wars, global financial crises, cybercrime, migration, climate change and natural disasters. In order to combat these and other economic and social complexities together with maintaining our sophisticated lifestyles, we need specialised knowledge and skills in every field of study. This situation has in turn given rise to the increased number of professionals within institutions.

This study seeks to argue that it is important and necessary to create and maintain professionals and professionalism with institutions. It gives a brief historical overview and a definition of and criteria for being a professional.

#### 6.1.1 Definitions of professional

Bennion (1969) gives an interesting analysis of the historical elements of professionalism, citing that, up till 1841, professions were limited to the church, the law and medicine, with possible claims from the army and the navy. He goes on to give a perspective on the debate on which occupations are considered professions and which are not. In the 21st century public service, civil servants should be considered professional, as their roles are distinct: they have to provide citizens a wide array of quality services. Some of the areas of service are specialist areas but all areas within the public sector demand professionalism and adherence to codes of ethics in their execution. As technology increases, there is a need for expert professionals in the public service and the call for professionalism in the public service will continue.

Various authors have differing definitions of and criteria for 'a profession'. Bennion (1969) cites the Car-Saunders' Report on Education for Commerce, where a professional is regarded as 'anybody of persons using a common technique who form an association the purpose of which is to test

competence in the technique by means of examination.’ Another interesting definition put forward by this author is the definition by the Royal Institute of British Architects in its submission to the Monopolies Commission: ‘A professional is a person expert in some field of activity who shares the responsibility for decisions and gives a service to others in that part of their affairs to which the professional expertise applies, bringing to bear in this participation wider values than those whom he is advising may necessarily themselves consider relevant.’

However, it is clear from the first definition that the concern is credentialism; the second definition clearly states that the professional is an expert, shares responsibility for decision-making and gives a service to others. According to the Free Encyclopaedia, Western nations such as the USA use the term ‘professional’ to describe highly educated, mostly salaried, workers who enjoy considerable work autonomy and a comfortable salary and are commonly engaged in creative and intellectual challenging work.<sup>1</sup> Friedson (1994), on the other hand, suggests that the structure of the labour market contributes to discrimination among the occupations since it is classified into primary and secondary sectors, the primary being the segment with steady employment and the secondary comprising unskilled labour, the transient and the underemployed. He argues that, by using this categorisation, the upper tier of the primary market is characterised as professional because of the lifetime, relatively secure and stable work careers in particular identifiable occupations. Using Friedson’s categorisation, public servants can therefore be placed in the upper tier of the primary market and as such are professionals.

### 6.1.2 Criteria for being a professional

Several authors on professionals, including Freidson (1994), have also documented some criteria for being a professional. These include being credentialed, have use of discretion and autonomy in doing their work, being peer reviewed and evaluated, being intellectuals and having a capacity to control and regulate themselves. Additionally, the Free Encyclopaedia’s main criteria for professionals include being paid for what you do, expert and specialised knowledge in the field, excellent manual/practical and literary skills in relation to the profession, high quality of work, a high standard of professional ethics, a reasonable work moral and motivation, participating for gain or livelihood in an activity or field, appropriate treatment of relationships with colleagues and professional attire.<sup>2</sup> The inclusion of attire is interesting, as it is not known to the author to have been mentioned in any other definition or criteria of the professional.

There are several arguments for and against professionals and professional institutions, notably hostility to professional autonomy based on historical abuses of economic self-interest. Illich (1978) in his paper 'The Need Makers' made some scathing remarks about professions and professional institutions, referring to them as 'disabling professions' and specialist bodies as a 'new kind of cartel'. He is quite blunt in his argument as to the imposition on citizens by the profession and professional bodies backed by legislation. He asserts that major institutions spend a great part of their energy in maintaining five myths to enslave the client to the experts professional. However, in our opinion in this 21st century, there is a need to encourage and maintain professionals at every level in an organisation, and professional institutions as networks of professionals, for the following reasons:

- As individuals, we feel we have the potential to acquire the knowledge and skills to perform several tasks but know we will not have the time to be experts in all tasks since we cannot perform each task every day. Some tasks do require frequency of work for continuous development to attain a certain level of competence. Examples are in medicine, law and accounting, as well as policy analysts, web designers and computer software engineers, among others.
- Technological developments have grown in geometric progression over the years and therefore an individual will have to spend several hours a day keeping up with the technological innovation. For example, in IT, there are specialists in every segment of the industry who have to be certified; the same goes for the music industry, which is segmented into directors, composers, writers of song and lyrics, mixers, etc. These are individuals who spend their entire life perfecting what they do and becoming creative and innovative over the years. The same argument holds for a spray painter in the commercial division of an automobile manufacturer, who has to be credentialed as an expert, and can be extended to the public service.
- There has been an increase in the sophistication of national, regional and global society's needs.
- There has been an increase in natural disasters owing to climate change.
- For professional expertise to exist as a stable and reliable activity, it must be institutionalised.
- Expertise in complex societies needs some form of credentialism, which protects the consumer and the citizen.

- In accordance with the Theory of Relativism, no rule is absolute, hence professional institutions monitor professionals for compliance at the same time as creating a shelter for the professional, and serve as a motivator for people to invest time and resources in acquiring particular kinds of expertise (e.g. the Institute of Chartered Accountants).
- Networks are being used across national, regional and international levels to encourage professionals to exchange ideas and knowledge with each other and by so doing to build a form of solidarity to enhance and strengthen their area of expertise. The Commonwealth Secretariat has been creative in creating networks of professionals.

### 6.1.3 Conclusion

In conclusion, society has become so sophisticated that citizens rely on professional expertise and on professional institutions for advice, and to receive quality services to enhance their day-to-day lives. The dependence on the professional within the public service and other institutions has put pressure on professionals and institutions, particularly public institutions, to adhere to ethical conduct as set out in their respective National Constitutions and Codes of Conduct.

There is also a degree of professional responsibility inherent in being a professional, because professionals lay claim to maximal competence and, to adhere to a social value, they ought to be ready to assume responsibility for their actions. However, we find that some problems go unnoticed until the problem explodes. In some national and global crises, it is believed that, leading up to these, information was known but a government or an organisation delayed the decision. This means every citizen who is dependent on the professional will have to be responsible for their own well-being and be on their guard, as compliance with standards varies from individual to individual and from institution to institution if left unchecked.

Public servants have the power to use discretion and they can decide who should be served first and those whose service should be delayed. Therefore, without professional standards of conduct within the public service, the use of discretionary power can be abused to the detriment of the delivery of outcomes to citizens. Public servants, like all professionals, do have a personal moral responsibility to themselves and the public at large.

## 6.2 Professionalisation, motivation and morale improvement in the public service in Kenya: The role of the Public Service Commission

by the Public Service Commission (Kenya) Secretariat

### Overview

This study briefly reviews the mandate and functions of the Public Service Commission (PSC) of Kenya and highlights the various approaches it has employed towards professionalising the public service and improving motivation and ultimately morale among public officers. While acknowledging that attempts at professionalising and motivating the service still remain largely implicit in the overall mandate of the PSC, the study concludes that, for enhanced results under the twin goals, the PSC and other state actors will need to better target, implement and measure interventions.

### 6.2.1 Introduction

The mandate of the Public Service Commission (PSC) in Kenya entails competent human resources, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service as outlined in Article 232 of the Constitution, on values and principles of public service. Implicit in this mandate is the expectation that an effective execution of the statutory and legislative functions of the PSC also leads to the attainment of the twin goals of professionalising and improving the morale of the whole of the public service.

As public service is the building block of the public sector, its success depends on the collective efforts of public officers. In this context, public officers can collectively contribute to significant and meaningful transformation when they are first motivated in a way that enhances their overall morale in the work place.

### 6.2.2 Professionalisation of the public service in Kenya

Professionalisation of the public service is an over-arching process that is critical to the performance and results of the entire service, for a number of reasons. First, it underpins the specialised knowledge and expertise of public officers. Second, it infuses work ethics, values, commitment and principles of conduct. Third, it establishes common professional culture and identification for the various professions in the public service. The fourth component has to do with professional autonomy and delegation of power to the associations (Gornitzka and Larsen, 2004). Professionalisation thus encompasses all other values that guide the public service, such as loyalty, neutrality, transparency, diligence, punctuality, effectiveness and impartiality.

In Kenya, these values and principles are enshrined in Articles 10 and 232 of the Constitution. The Public Service Values and Principles Act 2015 has been enacted to operationalise the implementation of values and principles. These values and norms are better reinforced if there exists a system of administrative policies, management practices and oversight agents that provides incentives and penalties to encourage public servants to professionally carry out their duties and observe high standards of conduct.

The contribution of the PSC to the professionalisation of the public service in Kenya can be located in seven main areas: establishment of recruitment and selection requirements; development and dissemination of human resource policies; structured delegation of authority; promotion of values and principles of governance and public service; evaluation on compliance with values and principles of governance and public service; technical support to county governments; and specialised and targeted training and development.

**Recruitment and selection requirements:** The PSC's efforts to professionalise the public service commence at the very formative stage of onboarding. The PSC has since established a list of requirements on ethics and integrity for all applicants to advertised positions. Examples of these include a certificate of good conduct from the Criminal Investigations Department, a tax compliance certificate, Higher Education Loans Board (HELB) loan repayment clearance, Credit Reference Bureau clearance and Ethics and Anti-Corruption Commission clearance. These forms of clearances, it is believed, ensure only persons of good ethical and professional standing are able to join the service or be elevated to higher-level positions in the service. In addition, new entrants in professional cadres are required to produce evidence of membership of relevant professional organisations.

**Development and dissemination of human resource policies:** As the body charged with establishing an enabling human resource management and development (HRM&D) policy environment in the public service, the PSC has continuously strived to develop new policies in this regard while reviewing existing ones in line with the new Constitution and new legislation. In addition, the PSC goes beyond the policy generation function to that of ensuring the adequate dissemination of any new or revised policies across the service.

**Structured delegation of authority:** Given the wide scope and large size of the public service, the PSC has opted to improve administrative effectiveness and efficiency through the use of structured delegation of authority to ministries, departments and agencies. Through the delegation instrument, the PSC is able to ensure the HRM&D function continues to be handled in the most professional way by authorised officers to whom administrative dimensions of HRM&D functions in ministries, departments and agencies have been delegated.

**Promotion of values and principles of governance and public service:** In Articles 10 and 232, the new constitution stipulates the national values and principles of governance and the values and principles of public service, respectively. In their aggregated forms, these Articles address 10 major values and principles: fair competition and merit in appointments and promotions; diversity management in the service; responsive, prompt and equitable service delivery; devolution and sharing of power; public participation in policy formulation and implementation; upholding of human rights; efficient, effective and economic use of resources; good governance, transparency and accountability; professionalism and ethics in the public service; and sustainability of development programmes. The continuous promotion of these values and principles supports the professionalisation proposition for the entire service.

**Evaluation on compliance with values and principles of governance and public service:** Beyond the promotion of these values and principles across the public service, the PSC has striven to undertake annual evaluations on the extent to which public sector organisations comply with these values and principles. Based on the findings of the evaluation, the PSC prepares a report with general and specific recommendations on areas for improvement, which it presents to the president and Parliament.

**Technical support to county governments:** The county governments, established in 2013, are only at the nascent stages of constituting themselves as effective governance and service delivery units. Towards ensuring the integration of professionalism, efficiency and effectiveness in the discharge of their functions, the PSC has continued to offer technical support to the new counties in the areas of establishment of organisational structures, HRM&D and induction and continuous training of county government officers.

**Specialised and targeted training and development:** The PSC continues to work with the Kenya School of Government, other ministries, departments and agencies and non-state actors in the design and delivery of curriculum and content to establish a professional public service through induction programmes and specialised and targeted training.

### 6.2.3 Motivation and morale improvement in the public service

Although they are closely related concepts, motivation and morale remain different in level and scope of drive on behaviour. While motivation can be located at the individual level, morale is often a group-level phenomenon. Motivation has been defined as the ability of people, institutions and societies to perform functions, solve problems and set and achieve objectives (UNDP, 2006). An individual who is motivated is one who is energised or activated

towards an end (Ryan and Deci, 2000). Reem (2011) points out that motivating employees to do well at their jobs is vital, as it is through their efforts that the goals of organisations are achieved. Being located more on the outcome side of motivation, public sector morale in Kenya can be seen as an indirect result of the more explicit effects of interventions to motivate individual public officers.

Morale, on the other hand, relates to the psychological state of public officers as expressed in self-confidence, enthusiasm and/or loyalty to the vision of the organisation. Morale flows from people's conviction about the worth of the actions and the hopes of rewards, material or otherwise, in the future (Wittermer, 2000<sup>3</sup>). In the public service, employee morale refers to the overall outlook, attitudes, satisfaction and confidence that public officers feel in the work place. It also entails the behaviour of employees wanting to belong to the government ministry, department or agency that they work for (Bennett and Hess, 2001; Seriovanni and Starratt, 2003; Taylor, 2004).

Although latent in the day-to-day processes and operations of the PSC, this section focuses on the avenues through which the PSC has attempted to achieve improved motivation and morale among public service employees service-wide. These include introduction of a service excellence award scheme; review of policies; improvements in terms of service; training and development; and flexible career progression.

**Introduction of a service excellence award scheme:** The Public Servant of the Year Award recognises the actions and achievements of public officers, who go above and beyond what could be reasonably expected and, in doing so, create a national momentum for quality service delivery and ideals of the highest public service standards and values. Now in its second cycle, the award is expected to help address public officer motivation problems by way of recognition for outstanding and exemplary performance. Further, it is anticipated that motivated public officers can be effective public sector transformation agents in a way that contributes to overall public sector efficiency and effectiveness.

**Review of policies:** In view of the dynamic nature of the public service, the policy and legislative environment, the society that it serves and user feedback from ministries, departments and agencies, the PSC has continuously reviewed its existing policies to keep them in tandem with global best practice. The ultimate aim of these reviews is to identify policy constraints in the terms and conditions of service with a view to enhancing the motivation and generally the morale of public officers.

**Improvements in terms of service:** Working in concert with the Treasury, the ministry in charge of public service, the PSC is already in the process of improving the overall terms of service for public officers. Examples in this area are found in the rolling out a contributory pension scheme, a car loan

scheme, medical schemes and a heavily subsidised housing mortgage scheme for public officers.

**Training and development:** Outside its professionalisation function in the public service, the provision of continuous training and development opportunities to public officers has been one important approach to motivating public officers to improve their morale.

**Flexible career progression:** Some segments of the public service in Kenya have traditionally been plagued by major job stagnation or delayed promotions. In its new agenda for public service transformation, the PSC has focused on fast-tracking all instances of stagnation to ensure affected officers are promoted and remunerated appropriately. It is expected that this will be one of the avenues for improving motivation and morale across the service, especially among lower and middle cadre officers.

#### 6.2.4 Conclusion

Efforts to professionalise, motivate and improve the morale of the public service in Kenya still remain clouded by more pressing and immediate public sector reform goals. At best, these efforts are only implicit. In general, while the level and extent of professionalisation can be difficult to measure, the potentially more measurable aspects of the public service, such as motivation and morale, remain without any credible or objective baseline or status data. As a result, not much is known about the exact impacts of current strategies. To be able to mount systematic and better-targeted interventions, all sector players will have to work in concert and base these interventions and their monitoring and evaluation on good data for measuring progress and improving impacts and outcomes.

### 6.3 Cameroon. Devolution of state human resource management

by Pierre Vincent Ngambo Fondjo, Secretary General, Ministry of Public Service and Administrative Reform, Yaoundé, Cameroon

#### Overview

One objective of the African Charter on Values and Principles of Public Service and Administration as stipulated in Article 2(4) is to 'Encourage citizens and users of public services to actively and effectively participate in public administration processes'. One of the principles of the Charter, Article 3(8), is 'institutionalizing a culture of accountability and integrity and transparency in Public Service and Administration'. Reform on the 'devolution of State Personnel and the payroll management' falls within the global framework of valorising human resources and modernising the Cameroon

administrative machinery as spelled out in the National Programme on Governance and the Fight against Corruption (NPG), adopted in June 2000 and reviewed in 2005.

The stakes of implementing this reform, just as with many others, is to create optimal conditions for the improvement of the public administration in order to make it 'more efficient, simpler, faster and more competitive, accountable and citizen-oriented', as recommended on several occasions by President Paul Biya. The reform aims at introducing a real human resource management approach in the Cameroon public service that perfectly combines its three components: staff management, human resource development and the forecasts of manpower.

### Definition of key concepts

**ANTILOPE:** A French acronym for a computer application called the **National Application for IT and Logistic Processing of State Personnel**, used in processing state personnel salaries and pension.

**AQUARIUM:** An electronic space in which the sites of SIGIPES place information (in local and/or remote mode) at the disposal of users, in search of information on their career, salaries, pension and status of evolution of their administrative files in the processing chain.

**SIGIPES:** A French acronym for Computerised System for the Integrated Management of State Personnel and the Payroll.

#### 6.3.1 Introduction

The stakes of implementing this reform, just as with many others, is to create optimal conditions for the improvement of the public administration in order to make it 'more efficient, simpler, faster and more competitive, accountable and citizen-oriented', as recommended on several occasions by President Paul Biya. The reform aims at introducing a real human resource management approach in the Cameroon public service that perfectly combines its three components: staff management, human resource development and the forecasts of manpower.

#### 6.3.2 Reform overview

In the 1980s and 1990s, the ministry in charge of public service and that in charge of finance, respectively, managed the career and salaries of state employees. To allow these two computer applications to properly exchange information, a SIGIPES/ANTILOPE interface was established. The two applications designed for a centralised form of management soon became obsolete; they had the following shortcomings, among others:

- Management by the ministry in charge of public service of employees known only by their service number (without knowing the owner);

- Cumbersome and unreliable methods of processing files;
- An inadequate number of staff in the ministry;
- Inefficient control of the administrative situation of public employees;
- A long time spent in calculating the benefits of retired workers;
- Lack of an accountability system;
- Inconsistency of the computer application for the payroll with modern needs.

In light of the aforementioned difficulties, the government decided, within the framework of the NPG, to take up the reform challenge ('Devolution of State Human Resources Management'), in order to ensure better and efficient management of state employees and for better results. The reform is materialised by the transfer to each user ministry of some of the attributions or competences hitherto entrusted to the ministries in charge of public service and finance. This strategy, which lays emphasis on the accountability of ministries using the services of state personnel, is based on the following concepts:

- Accountability;
- Efficiency and satisfaction of users;
- Services of proximity;
- Reliable governance of government services;
- Streamlining of personnel organisation and management methods.

The overall objective of the reform is to control the number of public employees and the state wage bill. These objectives resulted in a wide range of innovations that paved the way for a real change of organisational culture within the Cameroon public service.

### 6.3.3 Objective of the case study

This case study seeks to introduce the Cameroonian model of human resources management to other member countries; bring out the significance of the reform; and advocate to other African public services to decentralise personnel management.

### 6.3.4 Reform implementation

The reform is based on the principle that 'the minister who actually uses a state employee should manage their career and pay their salary'. To give a legal framework to all the implementation stages of the reform, the following instruments were signed:

- Decree 2004/320 of 8 December 2004 to organise the government that paved the way for the reorganisation of ministries (creation of a sub-department of personnel);
- Decree 2012/079 of 9 March 2012 to lay down the regulations governing the devolution of the devolution of state personnel and payroll management;
- Order 048/CAB/PM of 13 July 2000 to set up a Coordination and Follow-up Committee of the SIGIPES project;
- Joint Order 9145/MINFOPRA/MINFI of 10 December 2001 to start the reform.

Reform implementation took place in three major phases.

#### **Experimental phase 2001–07**

During this phase, the reform piloted in four ministries. These ministries had to start by:

- Updating the state personnel database and payroll;
- Drawing up instruments that corresponded to the new policy of human resources management, notably by reorganising ministries, with the creation in each ministry of:
  - A department of human resources for ministries with more than 6,000 persons or a sub-department of personnel, salaries and pension in ministries with fewer than 6,000 persons as the case may be;
  - A unit for the SIGIPES project;
  - A social welfare service;
- Production of the first document of reform orientation in 2003.

#### **Execution phase 2007–09**

The following activities were carried out:

- Drawing-up of the draft charter on the devolution of state personnel and payroll management;
- Mutualisation of financial resources, enabling the extension of SIGIPES in 22 other ministries;
- Recruitment of 470 computer specialists to manage the new application;
- Training of professional staff.

**Extension phase 2009–12**

- Extension of SIGIPES in 10 remaining ministries;
- Recruitment of a number of computer specialists within the framework of the special recruitment of 25,000 young certificate holders into the public service;
- Production of the second document of reform orientation in 2010;
- Establishment of reform by Decree 2012/079 of 9 March 2012 to lay down the system of devolution of state personnel and payroll management;
- Popularisation of the policy document on devolution in December 2012, during a seminar organised for officials in charge of the management of human resources of the central services in ministries and 10 Ministry of Public Service and Administrative Reform (MINFOPRA) regional delegates.

**6.3.5 Impact of the reform**

To date, all the 36 government departments are equipped with SIGIPES that is functional. The impact of the devolution reform can be seen at the managerial, administrative and socioeconomic level.

**At managerial level**

- It improves the image of public administration.
- It ensures a constantly updated state personnel database.
- It ensures the transversal and extensive view of state human resource mobility.
- It ensures the forecast management of public expenditure.
- It reduces time spent and ensures celerity in the processing of files.

**At administrative level**

- It ensures employees' evolution in their career.
- It controls the number of employees through this management method.
- It ensures that instruments produced are kept in a secure environment.
- It ensures more accountability of public employees by keeping them in stable positions.

### At socioeconomic level

- It fights corruption and poverty.
- It facilitates access to data on the career of public employees.
- It improves service delivery.
- It masters the wage bill.
- It ensures national budgetary planning management.
- It discharges the state of its internal debt.
- It masters public expenses.

Concretely,

- Human resource management procedures validated in MINFOPRA have been adapted in 29 ministries.
- Some information destined for users in search of information on their career, salaries and the status of evolution of their files in the processing chain is placed at their disposal, thanks to SIGIPES AQUARIUM, a symbol of transparency and rapidity in the procession of files related to the management of human resources in ministries.
- The updating of the state personnel database and the payroll has enabled the state Treasury to replenish its coffers, to start recruiting again (25,000 young certificate holders in 2011 and 470 computer specialists) and even to substantially increase salaries (by 5 per cent in 2014).
- The reform has brought employers closer to their employees (the transfer of competences that were formerly the exclusive rights of MINFOPRA and the Ministry of Finance (MINFI)) as it has enabled every minister to henceforth sign the career instrument of their personnel; this proximity management is an opportunity to make senior managers more accountable, which results in more transparency in the management of state human resources.
- State employees are now displaying more rapidity, availability and determination in the processing of files.
- The successful holding every year of the annual seminar for secretaries general is a mark of appreciation of the reform on the devolution of state personnel and payroll management in administrative habits.

Despite the above-mentioned achievements, and given the rapid technological evolution, the reform also became unable to absorb certain dysfunctions observed, such as:

- The obsolete nature of the equipment;
- Problems of maintenance owing to the scarcity of skills;
- The complexity of the SIGIPES/ANTILOPE interface;
- Incoherence between data from SIGIPES and ANTILOPE, etc.

In the face of these dysfunctions and others, the government, with the assistance of the European Union, decided to acquire a new integrated computerised system for the integrated management of state personnel and payroll. This reform to migrate towards a single database was launched on 12 March 2014. The new application will depend on the decentralisation reform and require that career instruments from the devolved services be transmitted both automatically and systematically to the MINFOPRA national site (on careers) and to that of MINFI (on salaries).

#### 6.3.6 Challenges faced

After preliminary work some technical difficulties still persisted and needed to be improved upon:

- Technical inadequacy of some materials, such as servers, or other ongoing projects, such as the process to update the state personnel and payroll database, which has adversely affected use of the modern management too;
- Problems maintaining the SIGIPES application: dysfunctions of the computer equipment can occur at any given moment, blocking user customers' files;
- Mobility of state employees after being trained for the project, an issue of high priority for negotiation now;
- Lack of frank collaboration between MINFOPRA and other ministries;
- Technical failure of the SIGIPES application;
- Shortage of qualified personnel;
- Inadequate financial resources in relation to the size of the project.

#### 6.3.7 Prospects for the reform

- There is an ongoing project to set up a system of electronically processing files and registers using the dematerialisation of human resource management procedures and the digitalisation of data. This will help reduce processing files and solve the issue of lack of space and safety for these files.

- Within the framework of evolution, it is envisaged that vertical decentralisation of management of state personnel and payroll will establish the management of career and salary instruments under either heads of administrative units or competent regional delegates.
- At the moment, a reform project known as SIGIPES Second Version is ongoing. Its principles are working differently, serving differently and 'one government one service'. This reform is a demonstration of the government's constant desire to improve the quality of services provided to its citizens.

### 6.3.8 Conclusion

Implementation of this reform, despite some difficulties, has enabled Cameroon to make major strides in modernising its public administration. It is hoped that the new computer application will enable Cameroon to have a single personnel database that is more reliable, secure and capable.

### Notes

- 1 <http://en.wikipedia.org/wiki/professional> accessed 12 January 2001.
- 2 Ibid.
- 3 The unfashionable Drucker: ethical and quality chic; James S. Bowman; L Witterman (Florida State University, Tallahassee, USA).

### References

- Bennett, T. and B.I. Hess (2001) *Performance of Operational Policy Rules in Organizational Structure*. GSI Working Paper. Pittsburgh, PA: Carnegie Mellon University, Tepper School of Business.
- Bennion, F.A.R. (1969) *Professional Ethics: The Consultant Professions and their Code*. London: C. Knight.
- Friedson, E. (1994) *Professionalism Reborn: Theory, Prophecy, and Policy*, Chicago, IL: University of Chicago Press.
- Gornitzka, Å. and I.M. Larsen (2004) 'Towards Professionalisation? Restructuring of Administrative Work Force in Universities', *Higher Education* 47: 455–71.
- Illich, I. (1978) 'The Need Makers', in Slayton, P. (ed.) *The Professions and Public Policy*. London: University of Toronto Press.
- Re'em, Y. (2011) *Motivating Public Sector Employees: An Application-Oriented Analysis of Possibilities and Practical Tools*. Working Paper 60. Berlin: Hertie School of Governance.
- Ryan, R.M. and E.L. Deci (2000) 'Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions', *Contemporary Educational Psychology* 25(1): 54–67.
- Seriovanni, T.J. and R.J. Starratt (2003) 'Morale Learning and Socially Embedded Synaptic Self', *Journal of Morale Education* 40(3): 417–25.
- Taylor, G.S. (2004) 'The Internal Disclosure Policies of Private-Sector Employers: An Initial Look at the Relationship to Employee Whistle Blowing', *Journal of Business Ethics* 12(2): 127–36.
- UNDP (UN Development Programme) (2006) *Incentive Systems: Incentives, Motivation, and Development Performance*. Capacity Development Resource Conference Paper 8. New York: UNDP.