

**Civil Service Reform and Human Resource Status in Central Government
Case Study of president's Office Public Service Management
By**

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The study is about Civil Service Reform and Human Resource Status. The study was undertaken as partial fulfilment of the requirements for award of Master degree in Public Administration (Human Resources Management). Further more this study may be used as a component to enrich the undergoing reform program in the Public Service. The study aimed at assessing the impact of Civil Service Reform on human resource status in central government in Tanzania. Specifically, the study focused on determining the number and types of employees after Civil Service Reform Programme, examining the capacity of the government employees in terms of skills, knowledge and attitude after the reform, evaluating the Civil Service Reform Programme and see how Civil Service Department (PO-PSM) has changed into a meritocratic organization especially in the aspect of recruitment and appointments. It furthermore recommended on the ways to improve the quality and quantity of human resources.

This is a case study design whereby PO- PSM was the case under investigation. A sample of 85 employees was drawn through simple random sampling and judgemental sampling, data collection methods involved questionnaires, interviews, documentary review and observation methods. Percentages, tables, and figures were used to present the data collected. The findings of the study indicated that, the number and types of employees before reform in the year 1992/1993 was 340, which dropped to 233 after the reform in 1998/99. Therefore, there were reductions of about 31% of the POPS M workforce. The findings further indicate that the number of the employees who were performing core functions were big than those who were performing none core function in both paradigms i.e. before and after reform. Prior to reform the average number was 226 and 123 employees per annum who were performing core and non-core function respectively. The reform went with reduction of employees; those who were performing non-core function were much affected than those who were performing core function. About 82 employees of the former type were retrenched in the period of seven years 1992/93 to 1998/99 whereas 25 of the later type were retrenched in the same period. The non-core functioning group was hardly hit because much of their functions were contracted to private firms.

Also, it was found that skills and knowledge was low before and after reform as less emphasis was directed on human resource development. Furthermore, the attitudes or perception of employees towards reform was divergent on half to half basis. It was noted that meritocratic principle adopted with launching Civil Service Reform Programme was not full adhered. The study concluded that Civil Service Reform Programme managed to reduce the number of Public Servant to more manageable size. Improving quality in terms of skills and knowledge and effecting meritocracy was poorly realized. Basing on the findings, it was recommended that periodic review of human resource to be carried in order to balance deficit and surplus. Further human resource development should be undertaken effectively based on Training Need Analysis. Education on the objectives and impact of reforms should be availed to employees to foster readiness to change. Last, PO-PSM should promote and maintain high standards of professional ethics to streamline operation of meritocratic principles.