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**PERSONNEL ADMINISTRATION**



A low-performing personnel team for twenty years! With large resources at the troop’s disposal, but still, the questions on incompetence remain evident from the community towards the appointees. This is one of the saddest stories that will shock many administrators, employers, and even leaders of our century. In parallel with the concept of personnel administration, it is clear that any recruitment of labor and attraction of talents must certainly assure the achievement of the institutional goals. However, there is no attraction of talents and forces that intend to remain void and fruitless. As a matter of clarification, this riddle unveils the history of MONUSCO’s presence in the Democratic Republic of Congo. Comparing both the resources and the recruited labor forces in order to establish peace in the nation of Congo, the outcome is far below the target. According to information on the UN website, by October 2017, the total strength of UN peacekeeping troops in DRC reached approximately 18,300. More than thirty nations have contributed military and police personnel for peacekeeping efforts, with India being the single largest contributor.

The United Nations stated four goals for the DRC operation: first, to restore law and order, second, to keep other nations out of the crisis, third, to help build the country's economy, and fourth, to restore stability. It is also reported that from 1999 to 2017, about US$8.74 billion has been spent to fund the UN peacekeeping effort in DRC.

In light of this, I choose not to cage my thoughts within the perimeter of the context of school personnel administration but also expand the thinking perspective in a broad scope. Thus, this paper will discuss the world of personnel administration compared with the domain of human resources management under 15 basis, key functionalities such as job analysis, planning, policies, development, a better way to conduct performance appraisals. Finally, I will share nine principles that I gradually developed along with my managerial and leadership experiences.

The management process of an organization's workforce, or human resources (HR) department or unit as it is often referred to, is responsible for the attraction, selection, retention, training, assessment, and rewarding of employees while overseeing the organizational leadership and culture and ensuring compliance with employment and labor laws. In circumstances where employees desire to and are legally authorized to hold a collective bargaining agreement, HR will also serve as the company's primary liaison with the employees' representatives (usually a trade union).

**Why should an organization attract employees?**

We live in a competitive world where everyone and every institution desire to have the best. It may happen that Vodacom and Airtel, both telecommunication companies, are looking for a good, talented and experienced programmer. Regardless of how extensive the job might be, or how big the salary is, the responsibility of attracting the right candidate to this position remains with the HR department.

In my understanding, attracting an employee to the new job also depends upon the individual’s interests, priorities for work and goals in life. For example, in my personal opinion, a big salary is not everything. I have seen friends and relatives who work for big companies earning big salaries but they don’t have time to enjoy the benefits of those big perks. Their schedules are very tight to the point that they live in the office but sleep at home.

On my side, what can attract me to a job is firstly the opportunity to share my best, meaning, serving in the line of my potential and excellence. After this I always consider the level of social space that the new work setting would provide; do they value my family life and wellbeing? Job attraction also consists of the organization’s reputation. I remember there was a time when my three applications to three different organizations were successful. After passing all the three interviews, then I had to decide on which among the three organizations had the most attractive and convenient conditions for me to work in.

**Selection and Recruitment of Personnel**

Selection is the process of carefully choosing someone or something as being the best or most suitable among many available options. No one expects to hire incompetent or hopeless personnel since this could result in the gradual death of the institution. Needless to say, careful selection must take place during the recruitment process.

I always say to the interview panel, ‘*’never drop gold and pick up a stone*’’. In September last year (2021), I was appointed as one of the interview panel members to conduct the Cuso volunteers’ recruitment sessions. Cuso International is a Canadian development organization working with different local partners, both NGOs and Government Institutions by providing technical assistance through skilled volunteers placement. Due to the COVID19 pandemic, Cuso is currently not deploying international volunteers but instead, they recommend that qualified local volunteers should be recruited in order to keep the community programs in progress.

In this regard, in Tanzania, particularly the Shinyanga region, Agape Girl’s school as one of the beneficiaries needed a total of nine 9 teachers, capable of teaching Science, English, Swahili and General studies. This requirement demanded the application of a professional interview procedure. In order to obtain the desired results in our selection of candidates, we had to undergo two phases of interview sessions. The first one known as oral interview; a discussion that enables to discover the candidates ‘abilities to cope with the six Cuso dimensions as follows: Positive and realistic commitment; Commitment to learning; Flexibility and adaptability; Self-assurance; Working with others and lastly the Sensitivity to the needs of others.

After this phase, we had the selected candidates conducting demonstration classes as a way to also prove their teaching abilities.

Selecting the right personnel is an important action to be taken by the HR department. Many have dropped gold in order to pick up stones and consequently ended up in having fruitless workers on board.

In governmental institutions the selection and verification process must be carried out regularly in order to verify and update the existing personnel presence and database. This verification process was implemented as a result of the ghost workers scenario that emerged in Tanzania, DRC, Kenya and Nigeria where these governments realized that they have been consistently paying workers who had already died or retired.

Particularly in Tanzania, in the month of May 2016, the late President John Pombe Magufuli issued a decree that within 15 days, all the regional commissioners and other governmental institutions must work jointly to clear the issue of ghost workers. This was obvious that the government payroll systems were still holding the wrong selected personnel for corrupt reasons. According to the BBC news website, in the same year of 2016, Tanzania managed to remove more than 10,000 "ghost workers" from its public sector payroll in a crackdown on corruption.

Payments to the non-existent employees had been costing the government of Tanzania more than $2m (£1.4m) a month, according to the prime minister's office. President John Magufuli, who was elected in October 2015, had promised to cut wasteful public expenditure in office. He ordered the audit in March, calling for the money saved to be used towards development.

**Retaining Personnel**

Retaining of personnel is the ability to make the workers stay longer in the organization. I have seen people being recruited, selected but within a couple of days they no longer wish to be in their new working environment. For example, my wife resigned from her position as a school Doctor from one of the most sought-after international schools in Dar es salaam, and the reason was neither salary delays nor low pay. Her main reason was an unbalanced work-life environment. Being a mother of three little kids, yet required to attend work even during the weekend and during the frequent night school events, the school had no intention of even finding a school nurse to assist and back up their doctor. In addition to this, holiday requests were keenly reviewed and sometimes rejected in case they conflicted with the admin’s best interests.

Roger Caras said: *“Never continue in a job you don’t enjoy. If you’re happy in what you’re doing, you’ll like yourself, you’ll have inner peace. And if you have that, along with physical health, you’ll have more success than you could possibly have imagined.”*

*According to Joshua Becker, the WSJ Best-Selling author of The More of Less and The Minimalist Home, he listed down some 12 tips that help personnel enjoy waking up in the morning and looking forward in a job*. However, I will explain these tips combined with my personal experiences.

1) **A job must make a positive difference**: This means we must choose a job that adds value to our world, that leaves us better than our recruitment stage. Personally, instead of being a director in a poor and shabby company of ten personnel. I better be a supervisor of one hundred people in an active and rich company. I remember a time I was a Principal in a small vocational training center, later on, I opted to work with the Global College as the Head of the Language Training Department. What always matters the most to me is operating in a productive and fast pace environment. Here I can easily grow and develop my potentials.

2) **Enjoy our co-workers:** spending a large percentage of our day at work requires us to be around friendly and supportive people. It is comforting to know that colleagues support us, cheer us, and work together with us as a team. I remember once a new teacher joined our staff and everybody was busy on his desk without caring of the new personnel, but I spared time welcoming that teacher, giving her the ABC of the workplace, and even answering her queries. After a couple of months, she got familiar with the environment and said to the team that I can’t forget how gently and friendly Johnson received in this school. Sometimes workers’ attitudes can contribute much in the retention of others.

3) **Feel appreciated and valued:** A paycheck is nice, but that goes straight to the bank. On the other hand, appreciation is something you carry in your soul every day. I have met workers who did not extend their contract simply because their bosses were not appreciative to their efforts done in the organizations.

4) **Being trusted**: It’s nice to know that somebody isn’t always looking over your shoulder. And when you are given a task, you are given the freedom to complete it. I personally learned that we must learn to invest trust before we win trust from others. I cannot fully entrust somebody’s responsibilities until I am fully convinced of his or her level of trustworthiness. That is why my hardest task is to replace a teacher. Entrusting a new figure with people’s children is not an easy thing but trust is an inevitable dimension of life.

5) **It is something you love to do**: The old adage by Mark Twain is completely true, “Find a job that you love and you’ll never have to work a day in your life.” Look for a job that keeps you motivated by its very nature, not solely by the paycheck – because that wears off real fast.

6) **A job that fits your personality:** Some enjoy working with people, others enjoy completing tasks. Some like making the decisions, others don’t. Finding a job that fits your sweet spot is important.

7) **A job that challenges a person to grow**: Looking for a job that will make you better and allow you to work hard is very significant. Thus, a job that forces a person to grow beyond his current skill set will make him a better person.

8) **The company’s values align with mine**: At the end of the day, our integrity is what matters most. We must not compromise it every time we walk into the workplace. If we are at a job that requires us to suspend our personal convictions, that isn’t the right place for us to be.

9) **A job with a flexible, results-oriented culture**: A culture of flexibility suggests a results-driven focus—one that is more interested in personnel successfully completing their tasks with excellence than clocking in a set amount of work hours during a specified time of the day. For example, in some of the institutions that I worked for, they imposed on workers/teachers to do lesson-planning in a handwritten way although some teachers have the ability to do computerized planning. They will insist that all plans must be written on lesson books since they have to be checked and signed by the Deputy headteacher. They give no room for flexibility, innovation, and change. Working flexibility maximizes life and confidence in personnel.

10) **A job that values family**: There is no contract to be in a family, this is the most permanent institution to be in. Therefore, jobs and contracts can pass away but my family identity will always be there. No matter how many privileges and incentives we are offered in our jobs; the place of a family remains irreplaceable. I personally have trained myself to evaluate the family space given by my job and in case I sense that the job or work is trying to disconnect me from my family, then that work is not the right place for me. I remember when I was a headteacher at the Living Minds Primary school of Dar es salaam. I was very sensitive to family-related issues. For instance, due to the various privileges and advantages granted to single married workers, especially mothers, even the single workers also wished to change status in getting married earlier in order to gain from the privileges that married workers are enjoying. These included early departure time; teachers with little children were exempt from escorting the school buses; teachers had fee exceptions for up to 3 legitimate children; there were flexible schedules for young mothers and fathers, etc.

11) **A job that brings balance to life:** Work is not so bad when we love it. But if we are not allowed to explore other endeavors (play/hobbies/family) because of its demands, it is not healthy for our soul, life, or body. Finding a job that allows us to enjoy our lives outside of work too is very crucial.

12) **A job that brings satisfaction**: The ability to look back at our days, invested years in a job, or a life spent with clear satisfaction, is more valuable than any number of digits in the bank.

**Developing and Empowering Personnel**

The above twelve tips indicate the value of human resources and retention criteria. In the same manner, personnel values can be added through training, seminar or any capacity building workshop programs. As a common definition, Employee Training and Development in HRM is defined as a system used by an organization to improve the skills and performance of the employees. ... An effective training and development initiative based on training needs analysis helps the company to enhance the skills of working manpower and improve productivity. According to Rick Bellingham, Ed.D and

Russell J. Campanello argued that *“Building organizational capabilities means aligning people, processes, systems, and culture behind the business goals. In order to align people behind organizational goals, it is necessary to identify the individual competencies required for success and then either hire for those competencies or develop them in the workforce”.* Book: *Personnel Administration to Human and Organizational Capital Development, page no 141.*

In 2012, as a consultant, I designed and facilitated a training program aiming at capacitating a team of personnel at LSG- Sky Chefs. This is one of the largest airline catering companies operating in 40 countries worldwide. Besides the meals supply service, Sky Chefs offers other services to airlines such as, in-flight equipment, laundry and logistics solutions. According to their 2019 annual report; Sky Chefs delivered 409 million meals a year and is present at about 205 airports across the globe serving more than 300 airlines and a growing number of European train operators.

In Tanzania alone, Sky Chefs hires more than 90 ground staff who work as house cleaners, chefs ‘assistants, laundry workers and gardeners. In the previous, the majority of them could not communicate in English except in Swahili and their dialects; something that became an obstacle to the international auditing team and inspectors who regularly come to inspect and certify the food production environment. Questionnaires must be fill in and discussion with all workers category is inevitable besides a severe language barrier. This raised the need for training and developing the majority of the ground staff. A tender was advertised to institutions that were capable of conducting effective training in the English language through communicative-based approaches. Luckily enough, our proposal won the tender and my team and I was given 45 employees to train within the company’s premises. It was not easy training adults who spent their full day working intensively. Since it was a 3 months’ program with a total of 144 class hours, we had to work hard in order to achieve the outcomes. Eventually, our training program addressed the skills gaps to a great extent, and good comments and higher scores from international auditors were once more regained by Sky Chefs Tanzania.

However, the impact of training is always great and long-lasting in an organization that consistently invests in training and developing its staff. Sometimes it is very costly to hire highly skilled personnel but through a dynamic and progressive training plan, the average worker can become highly competent and very productive. I have seen this in several places I have worked at. One of the examples is at the Global College where through our in-service training operations, we managed to save $ 36,000 annually, an extra amount that was to be required from us if we had hired 10 Montessori teachers to run our kindergarten and lower primary school campus. I have discovered that effective personnel trainings can prevent the organization from excess expenditures on consultancy services and unnecessary joint ventures.

**Organizational Assessment**

This is a process that identifies the strengths and weaknesses of an organization. An organizational assessment is also an excellent method to take a figurative step back and evaluate how the organization operates as a whole. As I stated in the very beginning of this paper, the presence of MONUSCO in the DRC is almost useless due to poor impact and unseen sufficient results of their operations since 1999 to present. In March 2021 I made a trip to my country DRC, precisely in Goma north Kivu region. While there I got an opportunity to meet one of my long-time friends, a Tanzanian military man based in Goma, and one among the peacekeeping brigades under MONUSCO. I asked him why their role was not bringing the expected results as well as the envisioned peace relief to the society of Congo. To my surprise he answered that, ‘*’It is a matter of goodwill from the top*’’.

In parallel with this, one of the MONUSCO annual report titled ‘***’Assessing the effectiveness of the United Nations mission in the DRC via MONUSCO***’’, indicated the some reasons that hinder their operational outcomes. According to them reasons included the insecurity dynamics and the nature of conflict systems in the eastern DRC. As for the facts on ground, it is obvious that the entire Congolese community is desperate for peace and tranquility. Thus, as a simple assessment on MONUSCO, there is no doubt that these troops are not doing enough to ensure peace in the eastern of Congo.

On Tuesday, Nov. 30, 2021 the DR Congo and Ugandan armed forces (FARDC and UDF) launched joint military operations against rebels of the Allied Democratic Forces (ADF) in North Kivu and Ituri provinces in eastern Congo. This approach is viewed by the population of Congo as an alternative and effective solution after the longtime poor results from MONUSCO. The two countries operations are a clear indication that the citizens are sick and tired of fascinating UN reports and theories on the matter of peace and stability of the region.

I personally used to say that if MONUSCO were my company and I the CEO, the first thing I would have done was to fire everybody who has been engaged in the twenty year series of fruitless operations in the Congo. According to the MONUSCO fact sheet information on the UN peacekeeping website, it is revealed that the deployed civilians personnel as of 2021 has reached a total of 17,783. This includes 2,970 civilians, 170 experts on mission, 1,626 police, 328 staff officers, 12, 384 troops and 305 UN volunteers.

On the other side, the uniformed personnel number reached 16,316 comprising 14,000 military personnel; 660 military observers; 591 police; 1,050 personnel of formed police units. So far, top ten countries military contributors are: Pakistan, India, Bangladesh, Indonesia, South Africa, Napal, Morocco, United Republic of Tanzania, Uruguay and Malawi. Top ten police contributor countries are: Senegal, Egypt, Jordan, Bangladesh, India, côte d’ivoir, Togo, Niger, Djibouti and Burkina Faso. **Method of financing**: MONUSCO is funded through a separate account approved on an annual basis by the General Assembly. **Approved budget:** (07/2021–06/2022): $ 1,123,346,000 dollars With this view, this is an enormous personnel resource with extremely rich logistic facilities. I Based on my AIU course module for personnel administration, I have learnt that it is important to perform job evaluations in an organization. The main purpose for job evaluation is the balancing of two goals: internal equity and external competitiveness. Internal equity refers to paying different jobs differently, based on what the job entails. On the other hand external competitiveness refers to paying satisfactory performers what the market is paying. This is basically focused on what each individual is doing as their efficient and effective part of their jobs. This model gives us a picture on how a reward goes hand in hand with satisfactory performance. I personally evaluate performance based on five basic elements; the set plan, time provided, available resources, technology and teamwork abilities (expertise).

With my personal evaluation model, in case targets are still not attained under all these conditions, then there is something wrong somewhere, unless otherwise the program is interrupted by either the ongoing pandemic or some natural catastrophic disasters. On the questions of MONUSCO in the DRC, they have got all the necessary equipment, advanced technology, experienced team and resources that it takes to eradicate war in the eastern Congo, yet unfortunately excuses are endless in their reports.

**The difference between Personnel management and Human Resource Management**

I am going to display the difference between the personnel management and human resource management, but let’s take a look first at the definitions. Personnel management and human resource management can be defined as obtaining, using and maintaining a satisfied workforce. But this is a difficult part of management that is concerned with employees at work and with their relationship within the organization. According to Flippo ‘*’personnel management covers the planning, organizing, compensation, integration, performance of people for the purpose of contributing to the organizational individual and societal goals”*.

According to Edward Francis Leopold Brech (26 February 1909 – 22 September 2006), a British management consultant, and author of management theory and practice books, known for his work on the history of management, “*Personnel management is that part which is primarily concerned with the human resources of the organization*.”

It is sometimes considered to be a subcategory of human resources that only focuses on the administration. However, there are two primary functions of personnel management: The operative functions and the managerial functions. The operative functions are the activities that are concerned with procurement, development, compensation, job evaluation, employee welfare, utilization, maintenance and collective bargaining while the managerial function is about planning, organizing, directing, motivating, controlling and coordinating the personnel. These are the basic managerial activities performed by the personnel management.

**What really is Human Resource Management?** HRM encompasses the management of people in a macro perspective. It is the process of managing people in the organization in a structured and thorough manner. The HRM covers the fields of staffing (hiring people, retention of people, pay and perks setting and management, performance management, change management, and taking care of exits from the company to round off the activities. In this age of contemporary organizations, the HR function is concerned with notions of people, enabling people development and focus on making the ‘’employment relationship’’ fulfilling for both the management and the employees. According to Edwin B. Flippo, he defined HRM as “*planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.*” In this perspective, HRM covers a broad spectrum of activities which includes employment, recruitment and selection, training and development, employee services, salary and wages, industrial relations, health and safety, career planning, working conditions, appraisal and assessment, etc. So let us explore the distinct features that differentiate the two domains. Below are 15 bases for comparison between personnel management and human resource management:

**Comparative table**

|  |  |  |  |
| --- | --- | --- | --- |
| S/No | Basic for comparison | Personnel management | Human Resource Management (HRM) |
| 1. | **Meaning** | The aspect of management that is concerned with the workforce and their relationship with the entity. | The branch of management that focuses on the most effective use of the manpower of an entity, to achieve the organizational goals. |
| 2. | **Approach** | Traditional | Modern |
| 3. | **Treatment of manpower** | Machine, tools or commodity | Asset or liability |
| 4. | **Types of functions** | Routine function | Strategic function |
| 5. | **Basis of pay** | Job evaluation | Performance evaluation |
| 6. | **Management role** | Transactional leadership | Transformational leadership |
| 7. | **Nature** | Reactive | Proactive |
| 8. | **Labor management** | Collective bargaining contracts | Individual contract |
| 9. | **Initiatives** | Piecemeal | Integrated |
| 10. | **Guide to management actions** | Procedural | Business needs |
| 11. | **Decision making** | Procedural | Business needs |
| 12. | **Job design** | Division of labor | Groups or teamwork |
| 13. | **Focus** | Primarily on mundane activities like employee hiring, remunerating, training and harmony. | Treating manpower of the organization as valuable assets, to be valued, used and preserved. |
| 14. | **Aims** | Increasing the business in terms of production. | Manages collectively the employee participation, increasing its productivity, the work culture of the company or the organization and its effectiveness on HRM vs Personnel management and the organization. |
| 15. | **Shared interest** | Main focus on the interest of the organization | Focuses on the mutuality of the interest of organization. |

***In terms of meaning, personnel management*** is the aspect of management that is concerned with the workforce and their relationship with the entity. Personnel management is more administrative in nature and the personal managers’ main job is to ensure that the needs of the workforce in relation to their immediate concerns are well taken care of in human resource management. Personnel Management is a branch of management that focuses on the most effective use of manpower in order to achieve the organizational goals.

HRM goes beyond the administrative task of the personnel management and its input passes a broad vision of how the management would like their resources to contribute to the success of the organization each year. HRM ensures the fulfillment of the management objectives which is the returning or maximizing the return of investment and the same time ensuring that the needs of individuals or resources are taken care of.

***In terms of approach*** in each domain, personnel management is a traditional based-approach of managing people in the organization that uses cursive measures to make people work well while in human resource management is it is a modern based-approach of motivating people in the organization through a reward system, challenging jobs and career development.

***On the subject of treatment of manpower***, the personnel management system treats their people as tools or machines to be replaced. On the other side, the human resource management structure treats employees as a valuable asset or resources to be preserved in the organization.

***In terms of type of function***; personnel management has a routine oriented-function. This means that it is repetitive or regular in nature. Here people relate from day-to-day operations and they follow a standard procedure, while in human resource management they have a strategic function which means it is not routinely or repetitive in nature. Here people relate to long term functioning and they are guided by policy manuals that require expertise.

***The next element in comparison is the basis of pay***; the basis of pay for personnel management is job evaluation, order basis of salaries also based on job evaluation. Under job evaluation, workers are rated based on the pile of tasks accomplished regardless of factors such as a sense of responsibility, qualifications, personal motivation for quality, excellence and working conditions. In the domain of the human resource management, the company pays the employee based on their work performances. So, salaries, wages and other rewards are highly linked with the individual’s rate of performance.

***Then comes the basis of management role***. In the personnel management domain, the leadership style is transactional. This style is merely seized the leaders as a task oriented person. Thus, the leader focuses more on procedures that must be followed, punishment for non performance and noncompliance of rules and regulations, prioritizes figures and task accomplishments ahead of human factors such as personnel bonding, interpersonal relationship, trust, understanding and tolerance. On the other hand, the human resource management creates leaders who are transformational. This leadership style encourages business objectives to be shared by both employees and management. The leaders mainly focus more on people, hence they are known as people-oriented leaders. The importance of rules, procedures and regulations are eliminated and replaced with shared vision, corporate culture and mission, trust and flexibility.

***Next is the nature of both domains***; in personnel management the system is reactive, meaning they respond to the demands as they arise. In human resource management the system is proactive. This means that they are continuously anticipating, planning and advancing.

***In terms of Labor management***, the personnel management experiences collective bargaining contracts and they strive to reconcile the aspirations and views of the workforce with management interests by institutional means such as collective bargaining trade unions, negotiations and similar process. This leads to fixation of work conditions applicable for all and not necessarily aligned to overall all corporate goals. However, HRM gives big trust in dealing independently with each employee and gives more importance on customer focused development activities as well as facilitating individual employees rather than bargaining or negotiating with trade giants.

***On the basis of initiatives***, the personnel management is a piecemeal initiative, an independent stop function of an organization with little involvement from line managers and no linkages to the organization core process. In human resource management the initiatives are integrated with the organizations core strategy and functions. Although at this point the human resource department carries out much of the tasks, human resource initiatives involves the line management and operations staff heavily.

***Next is the guide to management actions***, the personnel management uses procedural actions meaning they lay down procedures which are actors to management actions, while the human resource management uses business needs.

***The next comparison factor is on the decision making***, in personnel management, decision making is slow while in human resource management decisions are promptly made. The personnel management structure draws a line between top management and other employees. it also gives leaders the authority of taking decisions alone under the set of rules and regulations of the organization. On the other side, in human resource management they believe in taking decisions collectively after considering the employee participation. This is decentralization of authority in competitive environment of the organization.

***In terms of comparing the job design***, the personnel management has division of labor meaning the work of the organization is divided into small tasks or jobs where people are given a standard format or set of rules and individual tasks to perform. On the side of Human resource management, they have groups for teams. Here they have realized that more freedom should be given to the employees and if people work in teams, performance will increase.

***The next comparison element is ‘’focus*** “primarily on the mundane activities like employee hiring, renumerating, training and harmony. Here the focus is on the Personnel management while the in human resource management focuses on how to treat the manpower of the organization as valid assets to be valued, used and pursue. However, the last two elements are the aims and shared interests. The aim of the personnel management is increasing their business in terms of production while the human resource management aims at managing the employee participation which will always result in increasing the productivity, the work culture of the company or the organization and its effectiveness on both the HRM vis-à-vis to the personnel management employees and the organization.

Lastly is the shared interest; in the personnel management, the interest of the organization is ‘’my organization should grow; my organization should have higher profit and that is the interest of the personnel management. Though in human resource management it changes from me into ours. Thus, this is also known as mutuality of interests, meaning that not only the organization should grow but also the employees must grow. With such a focus and mentality of interest, it is not only the organization that should grow but also the employees should grow in their careers and salary wise.

Personnel Administration and Human Resource Management are both functions that require leadership skills. Along the course of my leadership life in different institutions, although I worked in different positions such as language teacher, school coordinator, head of department, headteacher, educational and business consultant, books author, marketer, school counselor, school board member, a business owner, volunteer and most frequently as a ToT (Trainer of Teachers), all these functions have over the years built me up and as a result, the accumulated experiences have enabled me to establish a series of principles that govern my leadership life in whichever organization I work in. In this light, the following are my 10 principles in administration leadership:

**Principle number 1: *A leader is a protector of others*.**

I was inspired by a Christian movie titled “Fireproof” with a slogan that says, ‘***’Never leave your partner in fire***”. This film changed my perspective in the course of leading and managing organizations. To ensure this, I am always keen and responsive to the safety and wellbeing of the people that am working with. A classic example is when one day a certain parent came to my office complaining furiously that the school bus had left his child. This parent threatened to take the driver concerned to the police. As the headteacher, after I listened to both parties, the parent and the driver, I realized that the driver was not as guilty as the parent portrayed him to be. The driver explained the circumstances under which the child had been left, and after listening to him, I concluded that his reasoning was very sound considering the situation.

The child ‘s home was located in a valley, and that morning it happened to be raining heavily. Due to the heavy rain, the road to the child’s home became very rough and slippery. The driver rang the parent and tried to reason with him to take the student to the main road but the parent refused and kept imposing on the driver to drive the bus down to his gate. After a tough conversation, the driver finally refused to risk the lives of many children for one. He left and that’s when the parent later followed to school. The man came shouting and claiming that he had been insulted by the schoolbus’ driver after leaving his child behind. “I must take him to the police’’, said the parent. Of course, his claims could have been true but since no one heard the conversion between them, and the fact that there was no proof of what really transpired, the claims remained uncertain. In this sense, I had to use my psychology to protect our driver but at the same time seeking to regain peace with the parent. Thank God, the situation was peacefully resolved and life continued. Protection from a leader or administrator is always important.

**Principle number 2. *Being ready to assume the office responsibility*.**

In the year 2004, I remember as an expatriate teacher from Congo with my fellow teachers from Kenya, all working together for a certain international school. Unfortunately, it reached a point where work permits became a challenge. Many foreign teachers were brutally arrested and even repatriated back to their countries. Some school owners used to deny any association with their teachers once caught by the immigration officers. This situation used to be a disappointment to the personnel and was taken as a sign of irresponsibility on some school leaders and owners. Neglecting to assume one’s responsibilities as a leader can raise many doubts, create insecurity and bring confusion among staff.

**Principle number 3: *Seeing people’s potentials for the present and future moments.***

In 2012, I hired a female teacher. fresh from college, with insufficient experience but she seemed to be very talented and trainable with the passion to work with us. Out of many highly qualified and experienced candidates, I together with the panel decided to employ this young lady, though we faced severe opposition from the school owner. Since this applicants did not possess a diploma or an education degree but she only had a six-month certificate in early childhood education. After two years of working with us pursuing different in-service trainings and workshops, she developed her teaching skills in a very amazing way.

The immediate advantage the school got was that it saved around 400$ every month that would have been the cost of hiring an experienced Montessori teacher for the KG3 class. Secondly, this teacher was among the most committed and reliable teachers.

Two years later, she requested for permission to pursue further studies at the Tanzania Open University evening program. The school owner refused to accord her permission thinking that she could not properly execute her work duties. He didn’t see the future by then. I had to convince him to allow the lady teacher by demonstrating how teachers’ further studies would be beneficial to our school. Permission was granted after designing a balanced and productive schedule. To cut the long story short, this lady pursued her diploma and later on her degree in education and now she is playing a vital role in the Global school as the deputy headteacher. Thus, it is important to give a chance for growth to the personnel while also increasing their value for a great future. Malcolm X said in 1962 that: *“the future belongs to those who prepare for it today”*. As I always say, “Preparation of personnel is always a process and not a one-time event”.

**Principle number 4: *A leader is mainly a creator of systems not necessarily events.***

A system can be defined as an institution or platform that consistently sustains the work traffic. A system is a generational machine. A system determines the destiny of an organization and the life quality of the people in it. An event on the other hand I personally define it as a one-time ceremonial activity that combines resources and consumes them at one time. Compared to the system, an event expresses the ambitions and impressions of now. I have seen administrators and leaders who live “events-oriented” lives, mainly and heavily investing in short term issues and making temporary decisions for permanent circumstances.

During my working experiences, the first thing I often do is to detect, analyze or establish a system in the organization since I strongly believe in the power of sustainability and productive-automations. Over the years I have realized that a system always run better with institutional oriented people. This echoes with the speech of the former USA President Barack Obama to the Ghanaian Parliament in July 2002 where he said, “*Africa doesn't need strongmen, it needs strong institutions. Now, America will not seek to impose any system of government on any other nation. The essential truth of democracy is that each nation determines its own destiny. But what America will do is increase assistance for responsible individuals and responsible institutions, with a focus on supporting good governance*”. I personally consider an institution as a system that runs even without the presence of its designer or leader. One of the things I hate most is to see the leader being considered as “the oxygen” of the team, meaning if the leader is not there then there is no life in the organization. I believe in automating the system, capacitating and equipping the team in order to render it much more productive and independent while promoting business continuity. Thus, we must long for establishing effective, permanent systems that bring forth generational solutions in our communities and nations at large.

**Principle number 5: *Partnership mindset***

My experience over the years has proved that we cannot accomplish much without the culture of partnership. I believe that is why God created a man and a woman. This is the established principle of complementarity in the planet. In my life I have found people with great potential, highly talented with big tremendous visions, but most of these people failed because of their individualistic lifestyles. They often fail to maintain even a small partnership with others sharing some common interest with some small resources. I can say that these types of leaders are full of selfishness, full of ego and envy. They always want to earn and possess what is not theirs. They enjoy exploiting and utilizing others’ energy, youthfulness, strength, intellectual capital, talents, etc throughout without taking their lives and future as a concern. If they pay, it is just peanuts and meaningless compensation compared to what is produced. So, at the end of the day, they usually end up dropping miserably the ones who contributed to their success.

This is captured in one of the African stories that tells of a man who climbed on his fellows’ shoulders to pick mangoes from a tree. While eating from the tree, he kept throwing peels to those who had acted as his ladder to the tree. I have realized that due to such a selfish mentality, we do not have long-term wealthy people and organizations in Africa because people are not ready to share and partner in business.

There was one of my friends, a head teacher working for more than 20 years in a certain private primary school whose name I won’t mention here. He fought from scratch for that school to flourish. One day I asked him, regarding all the efforts and commitment that he had invested in this school, and advised him to ask to be a partner rather than just a famous employee. He answered me by saying, “I know the mentality of my bosses. They will never grant me a partner’s status”.

I also have almost a similar experience where in January 2017, a certain lady invited me to her office. This lady started her school but did not have enough capital to operate it. She needed my experience and my intellectual capital too for promoting and establishing her school. She proposed to me the post of the head of school and promised me that when the number rises, she would greatly reward me. I agreed and took over the office. By then that school only had 25 students. When I took over I established a system of quality academic standards ensuring significant professional growth for teachers. Afterward, reaching the year 2020 the school managed to enroll around 90 students. Numerically and financially this figure meant a growth from $9000 to $51000 gross income per year, equivalent to 46% revenue growth. I was seriously working in that school, sometimes leaving the office at around 8pm just to ensure that the targets on the four aspects of growth are met; academic, numeric, finance and professional growth are all promptly evident in the organization.

With evidence that things had become financially better compared to how they were when I was joining, I went to the boss and asked her to increase my allowance. Unfortunately, she didn’t but instead she came up with political speeches and excuses. On the other hand she kept on building new classes, expanding the school, buying new school buses but forgetting to reward my efforts. During that time, I was only being paid an equivalent of $90 monthly as fuel allowance with the expectations that there will be an honoraria or great rewards given as promised. This hurt me so much I decided to resign from the school. Consequently, a few months latter parents begun to take away their children from the school after they noticed the effect of my gap. The number started to drop down and the system began to again face financial constraints. This is the result of rejecting people or partners who contribute to the initial success of the organization, thinking that the owner alone can achieve much.

**Principle number 6: *Emotionally intelligent leaders*.**

We lead human beings and not robots or objects. This principle helps me understand that a good leader must learn to listen to his people. We are committed to lead human beings, living creatures within and institutions. A good leader must have emotional intelligence that enables him to respond promptly to the emotions of others. However, their views, choices and feelings can differ and change based on the environment, ambitions or circumstances. I do not demand hard work when it is time for relaxation. For example, during the mid-term breaks, if there is no workshop scheduled, I always tell my teachers to stay home with their families. Of course such decisions used to bring disputes and tensions between my office and some of my former CEOs. They used to argue that since teachers are being paid on monthly basis; they must attend school even on holidays except during their annual 21 days of leave.

I personally believe in the theory that teachers deserve more breaks than just 21 days. Since they work in multi-tasking directions, engaging in handling various natures of students, for sure they deserve more time for rest and recreation apart from the standard 21 days. My personal observation showed that the 8 hours a teacher engages at work daily are more intensive compared to other people's work in the offices and elsewhere. Therefore, it is very important to give teachers more opportunities to refresh and re-energize themselves in order to provide greater work resulting in high performance.

In parallel with this, I always discourage mechanical duties and unnecessary repetitions that drain the energy of teachers for nothing. As a response to this, I also invest in promoting the use of technology in the schoolroom. Technology is one of the tools that ease the teachers’ work such as lesson planning, audio, and visual learning activities, discoveries, fun and games activities, and even addressing the issue of behavior management. All these can be easily facilitated through educational technologies. I used to tell my educational staff that I prefer to have a team full of life rather than full of work that results in stress and depression.

Over the years I have proven and agreed with sociologists that human being are not tools but living creatures having the six mental faculties namely: imagination, intuition, will, perception, memory, and reason. These also result in feelings and emotions. These are all parts of a human being’s life and they must be considered. I know some leaders who have got no sense of considering the feelings of others; they act as robots. They do not even care about their family life or the marriage of others. Anything to do with these issues is annoying and is treated as an obstacle to their system.

Contrary to my beliefs, during my leadership experience, I always design a system that responds to the social and emotional needs of the workers. To mention a few, I normally design systems that privileges married people, disabled ones, parents and old people in the organizations. Along with this, I also design systems that positively pay attention to the claims and advice from workers, making sure that all people are protected and given a positive regard. I remember once, my fellow teacher was fired by the headmistress simply because he gave his opinion saying that: “I think the communication in this school is not direct”. This mere statement was enough to make the guy fired from his job. Everyone was disappointed by the reaction of the administration office. Of course, there was some truth in that statement but sometimes due to the emotions people have which leads them not to apply the expected protocols to express themselves, even we leaders often react and reproach people in a wrong manner out of the wave of our feelings and emotions. So, we must treat people with both emotional and rational intelligence. This fact echoes with the thought I found in the book titled: The Emotionally Intelligent Manager, written by David R. Caruso and Peter Salovey. The authors argue that “*the integration of rational and emotional styles is the key to successful leadership. It is clear that good decisions require emotional and logical skills. But too much of one or the other, or the incorrect application of either, can present problems”. page no 3*

**Principle number 7: *A leader must properly manage the resources of the institution and strive to lead in integrity and accountability*.**

In most of my leadership positions, besides leading the educational staff and the administration issues I also get involved in the management of money as well. No matter how much I try to avoid dealing with money, the system often forces me to and I end up being entrusted with the responsibility of handling some financial resources. Of course, this has frequently proven that it is a sure way of speeding up things and cutting down the lines of bureaucracy in the administration and management of the organizations I have worked for.

I have to admit that in the beginning I struggled a lot with proper skills in handling money, but later on, I managed to improve especially on planning, record management, transparency and appropriate execution of planning. My biggest struggles were when dealing with unplanned expenditure decisions. Every time I held office money, I did not want to see things pending in my eyes. So, the fuel money could be turned into transport money; the money for purchasing the library items such as, stationeries or books for teachers and students most of the time would be deposited for issues like building project regardless of the effects this would have on the daily operations. After sometime, I was witnessed the consequences and effects of the misappropriation of money and realized I needed help to get out of this ignorance and weakness. This led me to engage in personal development where I read books, learned and pursued training on proper financial management. These series of programs kept me changing progressively and eventually I improved on this area.

In the same light, during my finance development programs, I was introduced to a very important principle known as ‘the law of separate entity. I used to have one of my bosses who could not separate his pockets from the school operating capitals (money). So many times, when we collected school fees, he could withdraw the money and circulate it into his business expecting the money to generate profits, but many times, he was experiencing failure and disappointments. Consequently, the ruffle and crisis effects to the organization used to remain high. Since I was close to him, he would often confess clearly to me saying words such as, ‘’I have messed up with the school incomes” or “I have blown it up again. Please don’t tell anybody about it. I am working on it. I am trying to find a loan somewhere so that your operations restabilize”.

In addressing this situation; I had to consult a business consultant and asked him for advice, and good enough this man shared with us the principle of separate entity, emphasizing that if you want to experience growth and sustainability in your organization; this business must be separated from the owner. Fortunately, the owner was positive and flexible enough in receiving advice for better changes. Thereafter, we established rules and guidelines to ensure the separated entity principle permanently functions in the organization. Our slogan was ‘eat your fruits and let the seeds regenerate’. Hence, we simply meant to say that: ‘*never touch the capital, touch your shares and profits’*.

**Principle number 8: *Transparency is everybody’s screen*.**

I have noticed that many organizations or institutions that flourish and sustainably develop do so because they operate in transparency. When there is transparency, there is a sense of belonging in the organization. Thus, we don’t need to hide anything but on the contrary, we need to share and celebrate the success of the organization through the culture of transparency.

During my current placement with Cuso international, a Canadian international development organization that connects communities around the world with skilled Canadians, local and international volunteers to help end poverty and inequality, I have realized that this organization has superb policies and many of us volunteer like their system of operations and especially the level of transparency in the organization. The communication is direct and everything is clear and nothing is hidden to the people of Cuso international.

On the other hand, I usually suggest to my seniors that even the organization’s income should be subject to a transparent discussion. If we shared and discussed the targets of the organization, then we have to disclose the return so that everyone in the organization can evaluate the level of their individual productivity and effort that generated the income. Organizational transparency is very important. Here in Tanzania, in November 8, 2021, the Member of Parliament for Mtama Constituency, Nape Mnauye called for transparency as the national debt hit Sh78 trillion. Nape spoke in Parliament in Dodoma and said, “Tanzanians deserved an explanation on the ballooning of the national debt in the last six years.” Many young people were shocked because out of 10 Tanzanians only one knew the exact figure of the national debt. As a matter of fact, common citizens are told about national debt to be paid out but only a few could determine the exact borrowed figures to be reimbursed to the lenders. This is a result of lack of transparency in leadership. People should be told where they are, where they were and eventually where they’re going.

**Principle number 9: *A leader must be must be practically available in the lives of his people.***

I have noticed that when leaders are just visible in the lives of their people they achieve little results in terms of trust, commitment and even performance. But for those leaders who are available in the lives of their people they achieve much more results in terms of acceptability, commitment, trust, loyalty and high performance.

As a response to this, I’ve developed a culture of taking the social life of people that I am leading as a concern to my office. Thus, I often plan for social visitations, bringing gifts to the staff, encouraging Christmas gifts-exchanges while also providing prompt support whenever it is needed. As much as I can, I avoid protocols and bureaucracy that hinder me from engaging with the people I am leading. I have learned to make myself available and quick to creating time to personally address challenges rather than delegating too much. Being available in the system as a leader is very important unless otherwise the organization has grown strong in reaching a high level of maturity and automation. Hence, it is important for the leader to witness the reality on the ground and especially encourage the management at work.

While still writing this paper, I had the chance of watching a debate on one of the television broadcasts in the DRC, Democratic Republic of Congo (Top Congo Tv). The debate’s theme was analyzing the costs and the absence of the president in his office. It was documented that since President Felix Tshisekedi came into power in 2018 up to date, in three years he has realized **117** international trips, spending an average of five days per trip. This makes it a total of around **585** days of absence. What this means is that this president has technically spent more than one year and a half outside both, the country and his office. Therefore, according to the national Revenue Authority report that covers the budget and nation’s expenditures it was published that President Tshisekedi trips’ costs had reached $253 million in the period of three years.

In my personal opinion, this is a huge amount of money spent just on trips. Considering the fact that the 2021 DRC budget was just $6.6 billion. The saddest truth is, a public-school teacher with a high school diploma is paid 103,000 Congolese francs ($80) per month, one with three years at a university receives 106,000 Congolese francs ($82.33) with a bachelor's degree receive 113,000 Congolese francs equivalent to $87.77. As a matter of fact, these personnel are not regularly paid, as they experience salary arrears and severe payment delays. In the army and other public sectors, the situation is just as bad. Needless to say, this is a failure in personnel and HR management.

This AIU course has helped me a lot in learning and re-examining my professional experiences on leadership, personnel management and the level at which human resource management has been executed in the different organizations I have worked for.

I equally developed good and practical skills for evaluating and measuring performance at work. And most importantly, I have clearly learned that managing personnel or human resources require multiple skills such as strong analytical skills, management ability, and coordination of programs. People who excel in human resources careers also have top-notch soft skills, such as the ability to listen and provide empathy to employees who might be difficult to manage.

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