

*Full length research paper*

# The privatization of central statistics office; case of Botswana: The challenges of the change process

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The purpose of this study was to examine the challenges of the change process experienced by CSO in becoming partly-privatized organization and to suggest better ways of going through the transition. This research was done through oral and questionnaire based interviews and therefore resulted in quantitative and qualitative methods of research being used. The targeted respondents were CSO staff members as this change that the study is focusing on is mainly to do with changing their organization. The study revealed that there is poor communication about the change process and that employees do not trust management. The resisting forces hindering the CSO transition process were identified and appropriate recommendations were suggested. This was done by, comprehensively reviewing literature on change management and its processes, conducting interviews from staff through the use of questionnaires to collect their views about change and analyzing collected information and deriving conclusion from the results. The primary data collected comprises of 111 respondents to a questionnaire, and 3 senior managers out of 8, as part of the informed group.

**Key words:** privatization, central statistics office, change management

## INTRODUCTION

Central Statistics Office is a department under the Ministry Of Finance and Development Planning in Botswana (MFDP). This body was formed through Act 13 of 1967 with the purpose to provide official statistics a variety of end-users and for different purposes like development planning.

Over the years, there has been advocacy from different stakeholders like United Nations Statistical Development, Southern African Customs Union, to mention a few, for Statistics bodies in the region to become independent from the governments for various reasons, some of which are:

If a Statistics body falls under a ministry, staffing, training and retaining also falls directly under government control. This results in bureaucracy and large numbers of

unproductive staff that can not be easily disposed off.

To avoid competition for resources with other government departments that may hinder productivity and efficiency CSO.

To disseminate statistics without government and political interferences as the body has to serve everyone irrespective of political affiliation.

To revive the presence and profile of statistics in a country.

Holt (2007) Royal Statistics Society (RSS) emphasized that "independent Statistical service was fundamental both to effective functioning of the statistical service and to public confidence in official statistics". Different reasons were always given as to why CSO could not be privatized, some being, lack of funding for the whole exercise, lack of professional personnel and so on. Despite the contending views about privatization of CSO, an approval was passed in parliament seating of December, 2009 after a draft Bill was discussed through

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2008. A new Statistics Act was written, which nullified former and the organization was renamed as Statistics Botswana (STASBOTS).

### CSO MANDATE

According to Statistics Act, 1967 (Cap 17.01), the CSO was established to serve as Central Authority for the collection, compilation, analysis and dissemination of accurate, clear, relevant, timely and high quality statistical information on social, demographic, economic and financial activities to serve the needs of the users, including government and the general public.

### PROBLEM DEFINITION

The decision to privatize CSO was reached in parliament sitting of December 2009 after consultancy work was conducted in preparing the privatization of CSO. The consultancy report by Kiregyera (2009) outlines some of the preparations as follows:

- Determining the ideal StatsBots structure on the basis of consultations with CSO staff and reference to mission reports on earlier work done by the GDDS consultants.
- Determine the different critical stages for the transitional process
- Advice on the issues for consideration in dealing with human Resource matters
- Pay structures and Payroll Systems
- Assets management and Management of work programs
- Draft a roadmap for the implementation of the transitional process
- Advice on other issues critical to the transition process.
- Despite these recommendations, and the time frames that were put for the transitional process, less progress has been made and CSO is still under the MFDP and this has lead to low staff morale, confusion and friction between employees and managers.

### METHODOLOGY

A questionnaire was drawn to gather necessary information from the study area. Though there are some disadvantages of using the questionnaire as a way of getting data; however, these are low cost in time and money, easy to get information from a lot of people very

quickly, respondents can complete the questionnaire when it suits them, analysis of the answers to closed questions is straightforward, less pressure for an immediate response, respondent's anonymity, lack of interviewer bias, standardization of questions, can provide a suggestive data for testing a hypothesis (Gillham 2000). Both primary and secondary data were used to complete this research. Constituting secondary data is literature on change management, privatization, research methodologies and company documentations such as annual reports, business/strategy plans, including legislative documents like policies. The primary data comprised replies of 111 respondents to a questionnaire, and 3 senior managers out of 8, as part of the informed group.

### LITERATURE REVIEW

A change in legislature granted the privatization of CSO in line with advocacy to privatize CSO in the late 90's as different stakeholders and international organizations like the World Bank, United Nations Statistics Division (UNSD) emphasised their member nations to privatize statistics bodies so that they remain independent, free from government or political influence as providers of official statistics to the general public.

#### Organisational Structure

The department is headed by a Government Statistician (GS) who reports to the PS of the Ministry as provided in the Statistics Act. The GSs' role is to provide coordination to the programmes and the operations of the department within the framework of the policy. He/she is assisted by the Deputy Government Statistician (DGS).

#### Decision to Privatize CSO

Botswana was not immune from privatising CSO as in SADC one can find a few countries that have already made CSO autonomous. South Africa, Zimbabwe, Zambia are the only countries that have undergone privatisation. At the time of writing this paper, statistics departments in Botswana, Namibia Lesotho, Swaziland and Mauritius are still operating as government bodies. In the case of Botswana, the government granted an approval to privatize CSO to (Kiregyera (2009) Enhance credibility and impartiality of Statistics Engender angering change Foster effectiveness and efficiency in statistical production.

According to Baker (2007), legislation is typically used as a way of meeting governmental aspirations and organisations and may effect changes in order to keep up to date and stay within the law, hence the December 2009 parliament sitting passed the statistics bill that legalized CSO. The process seems to be dragging on as dates that were set for the transition to start rolling have passed without any action being realised.

### Change Management

Baker (2007) defines change management as the controlled implementation of required changes to some system; the system may be an organization not just encompassing the systems or processes but people and services.

According to Harigopal (2001), change takes place in everyday life. It takes place in our social, economic and political arenas. It can also mean dissatisfaction with the old and a belief in the new. Accordingly, the ability to plan for, implement and manage change seems to be the core factor that separates successful organisations from unsuccessful ones.

Parton (2000), states that, "managing change is about handling the complexities or travel. It is about evaluating, planning and implementing operational, tactical and strategic journey –about always ensuring that the journey is worthwhile and the destination is relevant". Paton believes that the management of change is a complex, dynamic and challenging process rather than a set of recipes.

Change management has become the cornerstone for organisations intending to remain with a good image. Parton states reasons for change in organizations including:

- Changes in technology used and in customer expectations or tastes
- Change as a result of competition and as a result of legislation
- Change as a result of alterations in the economy, home or abroad
- Changes in communication media and in society value system
- Change in supply chain and in distribution chain

Kotter, Schelesinger and Sathe (1986) state that managers sometimes try to introduce organizational change very quickly-in a matter of days, weeks, perhaps even before people realize what has happened. At times they proceed much slower; change efforts have been known to take years before they are successfully completed. Managers sometimes involve virtually no one

but themselves in the planning and execution of change; at other times they involve many people, perhaps everyone who will be affected by the change.

### Conditions Necessary for Change

On the other hand, Hultman (1979) explains that the conditions necessary for change are: First, people are more likely to change if their current values beliefs or behaviours does not allow them to adequately meet their needs. Second, people are more willing to change a value or belief or behaviours if they belief change will help them more in meeting their needs. Third, people are more likely to change if the change is voluntary rather than coerced. It is usual that the change will persist after a threat has been removed. And finally, people are much more likely to change if you actively involve them in the change process. This will help them want to do what you want. One of the basic principles of human behaviour is that people support what they help create. If people are involved in bringing about change, they will have an investment in it. The change will belong to everyone and not simply you.

It becomes clear and worth noting that managers should play a crucial role in implementing, leading and follow through the change process. This will assist in keeping up to date with new developments or problems that may arise during the change process, and one needs to be prepared to make proper suggestions.

### Change Processes

This therefore suggests that there are different kinds of change managed differently. Different authors explain differently about managing a successful change process in an organization. Burnes (1994:307) explains the ten commandments of implementing change by Rosabeth Kanter in the following way:

- Analyze the organization and its need for change
- Create a shared vision and a common direction
- Separate from the past and Create a sense of urgency
- Support a strong leader role and Line up a political sponsorship
- Craft an implementation plan and Develop enabling structures
- Communicate, involve people, be honest and Reinforce and institutionalize change

Nader (1998) suggests twelve different ways of managing change process as shown in table 1.

**Table 1.** Nader 12 ways of managing change

Implication	Action Steps
The need to share the political dynamics	Build the support of key power groups Use leader behaviour to generate support Use symbols and language deliberately Define points of stability
The need to motivate change	Create dissatisfaction with current state Build participation in planning and implementing change Reward behavior in support of change Provide people time and opportunity to disengage from the old.
Need to manage the transition	Develop and communicate a clear image of the future Use multiple leverage points Develop transition management structures Collect and analyze feedback

Source: Different Ways of Managing Change - Nader (1998:93)

MOL (1994) recognizes that there are four change processes that are distinctive:

- Recognize the problem or the opportunity
- Identify the required change
- Implement solution
- Evaluate

Carnal (1991) gives some guidelines for the effective implementation as follows:

Provide people with help to deal with change, recognizing the valued skills that they may now no longer use, and encourage them to see benefits of change where this is appropriate.

Avoid over-organizing so that there is flexibility to deal with problems. New systems are never 100 per cent successful straight away. Managers need the flexibility to allow adaptation along the way.

Communicate, communicate, and always communicate! Effective communication is crucial but this means quality, not quantity of communication. Check the quality of communication via feedback from staff.

Recognize that the problems others experience are real problems. Emphasize don't ignore, face up to them.

Gain full commitment to change by supporting people. Reward them, provide positive feedback and involve them at an early stage.

Baker D (2000), explains transformational change stages in the following manner:

- Define the change strategy
- Gain management commitment
- Create a change strategy

- Build commitment from the workforce
- Develop a new culture
- Reconfigure the organization
- Manage performance

Baker's strategy involves designing ways to deal with the change through different processes. The first stage is about assessing the need for change in an organisation, as other processes mentioned earlier; there is also need for management commitment who will build commitment from employees so that resistance is minimised. Those will lead to a development of a new culture and the reconfiguration of the new organisation. The last stage is about managing performance of workers in a way to align employees with the new change.

Kotter, Schlesinger and Sathe (1986) state tactics that can be used by managers to roll out change as the following:

Persuading people of the merits of change.

Forcing or coercing people to accept change without resistance.

Offering people some form of compensation in lieu of what they will lose as a result of the change.

Supporting people emotionally or with education to help them accept the change.

Scaring people into accepting the change.

Asking people to participate and help in the design and implementation of the change.

Co-opting people- making them feel as if they are participating.

Applicability of these tactics depends on the kind of change that is taking place. Not all situations will be the same.

Lewin's three step model of change is described as follows:

**Unfreezing**- this refers to unfreeze the status quo. Burnes (1994). This is necessary to deal or overcome individual or group resistance. This can be done by building trust, actively participating in recognizing problems and suggesting ways to solve them. This will help in unfreezing stage of change.

**Moving**-this is the stage where there is need to work together, encouraging and persuading employees to agree to the change.

**Refreezing**-This is the last stage that is very important to be taken after the change has happened. It is necessary to take this step to avoid people from going back to their old ways or habits that were changed. It involves changes in organisational culture, norms policies, practices etc.

According to Kritosons (2004), the Kurt Lewin three step theory focuses on changing behaviours of organisations and individuals and according to Dawson (1994), Lewin's theory focuses on change as a process that ends, but beliefs that change is a process that is continuous and open ended.

The Lippits Phases of Change theory focuses on the roles and responsibilities of the change agent. It is a theory developed in addition to Kurt Lewin three Step change theory. According to Kristosons (1994), following is how the theory is described;

Diagnose the problem and Asses the motivation and capacity for change

Asses the resources and motivation for the change agent. This includes the change agent's commitment to change, power and stamina.

Choose progressive change objectives. In this step, action plans and strategies are developed.

The role of the change agents should be selected and clearly understood by all parties so that expectations are clear. Examples of roles are cheerleader, facilitator and expert.

Maintain the Change, communication, feedback and group coordination are essential elements in this step of the change process.

Gradually terminate from the helping relationship.

In view of the models presented above, the Lippits phases of change model focuses both on change as presented by Lewin and at the same time the roles of the change agent. Therefore it becomes the most relevant model to apply in the case of this study.

Kurt Lewin developed a Force Field Analysis (FFA) Model to assist in identifying the change dynamics of a situation and help in a way to develop a plan to execute

change. According to Sherwin (2009) there are always forces for and forces against the change one wants to bring about. Supporting forces - people or circumstances which will help and support the change.

Opposing forces - people or circumstances which will try to block, oppose, and hinder the change.

The success of implementing the change will be determined by the balance between the two forces and their management. This model becomes more applicable to use in addressing the objective to this study i.e. identifying the challenges of the change process.

Rath (2009) et al, Model (See figure 1) consists of the following questions: where are we? Where are we going? How do we get there? How do we know we are getting closer? The nature of this model with regard to change is that people never stop asking these questions until desired results of change are attained.

### Challenges of the Change Process

McCarthy (2004) gives 6 reasons why organisations fail through the change process:

People planning comes last-Organisations like planning about the financials, their outputs, their physicals and most of the time they forget or plan last about the people dimension.

The role of managers disregarded-they are important people to win the hearts and minds of staff but are mostly disregarded.

Communications failing to win hearts and mind-mangers most of the time tend to be passionate about the change and the vision for the future and will tend to poorly communicate the vision to other staff members.

Individual agendas are ignored-during the change process, the question for what's in it for me is mostly not attended to and mostly ignored. This can frustrate employees and yet it is taken very light.

Engagement isn't measured-

Lack of a project manager

With the information presented above, it is clearly evident that CSO is poorly managing the change process as it is experiencing a lot of challenges. These challenges have resulted in low staff morale, confusion and employees to some extent feel betrayed, thus decreasing productivity as evidenced by CSO Staff Perception Survey results.

Ramnarayan et al (1998) notes that the key decision makers need to set directions for the future and the temptation is to centrally mandate the detailed changes that need to be instituted in organisations, but the problem is the following two things:

The task of designing the needed changes is extremely complex and will not be possible for a few people who are the key decision makers to visualize the detailed

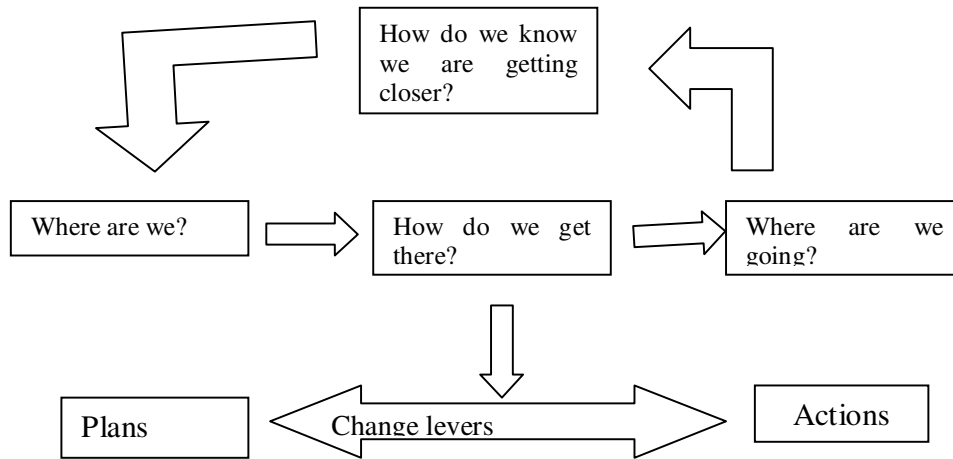


Figure 1. Rath and Strong Change Management Model: 2009

changes needed. The rest of the organization and other stakeholders such as customers, the controlling super system are also locked in their mindsets. Mandated changes might therefore generate perceptions of the threat among these people which could easily derail the change process. (Beer et al. 1990, Kotter 1995).

### Resistance to change

Resistance to change is any attempt to maintain the status quo when there is pressure for change as Connor and Lake (1988) explains. They further say acts of resistance can slow or stop the organization's transition from its current state to the desired future state. Resistance is a very normal phenomenon in the process of learning and change, Boonstra (2004). One may ignore it but that is the big mistake. It is commonly regarded as negative and not as a virtue and therefore carried out covertly. He continues to say, some of the symptoms for resistance are inattentiveness, sluggishness, disregard for punctuality, absence, delaying of time schedules, endless discussions about fundamental principles. He further explains some reasons for resistance as arising from psychological roots as follows:

- Those who are affected do not know what is going on. There is lack of information.
- They know but they do not see the reasons for the action or its goal.

They may very well know what is going on and even see the reasons for it but, but do not believe the message or the person who delivers the message.

They may have understood and believe what has been said, but don't want to follow because they are anxious of being unable to meet new demands.

Klein J (2004; 5) states that during the change process, employees go through the motions in response to a new initiative or a push from a change agent. Once the change agent leaves, the pressure is off, and it's back to the old ways of doing things or on to the next change. Therefore, CSO may be prewarned not elicit the inputs of outside consultants to drive the change process for a while and then reverting to business as usual at the end of such a consultancy intervention.

### Dealing with Resistance

There are six approaches to change model by Kotter and Schlesinger (1979), which gives ways to deal with resisting change. These are:

- Education and motivation
- Participation and Involvement
- Facilitation and support
- Negotiation and agreement
- Manipulation and computation
- Explicit or implicit Coercion

### PRIVATIZATION

Privatisation refers to transfer of ownership and control of government or state assets, firms and operations to private investors. Broadly used, the term privatization

includes other policies such as "contracting out" that is, the process by which activities, while publicly organized and financed, are carried out by private sector companies, e.g., street cleaning, garbage collection, housing, education, Khemani and Shapiro (1993)

An article on **"The Meaning of Privatization,"** by Paul Starr (1998) explains that Privatization emerged as the modern and the most vital tool in helping developing nations move out of slow growth mode. It is proven to be a sustained economic growth and prosperity model. Gilroy and Leonard (2010) define privatisation as a means of shifting all aspects of service delivery from government to private sector. It is seen as a strategy to lower costs of government and achieve higher results.

### **Privatization in the context of CSO**

It can therefore be explained that CSO privatization is a part privatization as the proposed CSO structure and the Statistics Act (2009) stipulate that the organization will still be reporting to the Ministry of Finance and Development planning. For those reasons, the government will still be funding the organization to carry out its mandate.

## **EMPIRICAL FINDINGS**

### **Uganda Bureau of Statistics (UBOS)**

A paper on reforming National Statistics Systems in Africa, a paper by Ben Kiregyera indicate that the Department of Statistics in the Ministry of Finance, Planning and Economic Development of Uganda was in 1998 transformed by an act of parliament into an autonomous body, fully funded by government to act as the principal data collecting and disseminating agency responsible for coordinating, monitoring and supervising the National Statistics System. The Bureau became operational with the swearing in of its Board of Directors in August 1999. Other members represent the Parent Ministry (Ministry of Finance, Planning and Economic Development), the Institute of Statistics and Applied Economics (Makerere University), the private sector and the civil society.

The success factors in the Uganda's statistical transformation have been identified by (UBOS, 2007:26) as:

- Ability to assess demands for data especially among key policy and decision makers and aligning the data production cycles and processes with the key national policy and planning cycles.

- Effective leadership provided by highly technocratic, focused, hands on and small Board of directors, a professional and dedicated management team responsible for day to day operations of the agency.
- Effective organisational management systems and an information technology strategy
- Establishment of structures that promote vertical and horizontal coordination in the NSS e.g. data producer-producer committees, data user-producer committees, recruitment of highly skilled and professional staff.
- Statistical and physical infrastructure investment including IT networks, capacity building programs and a modern building.

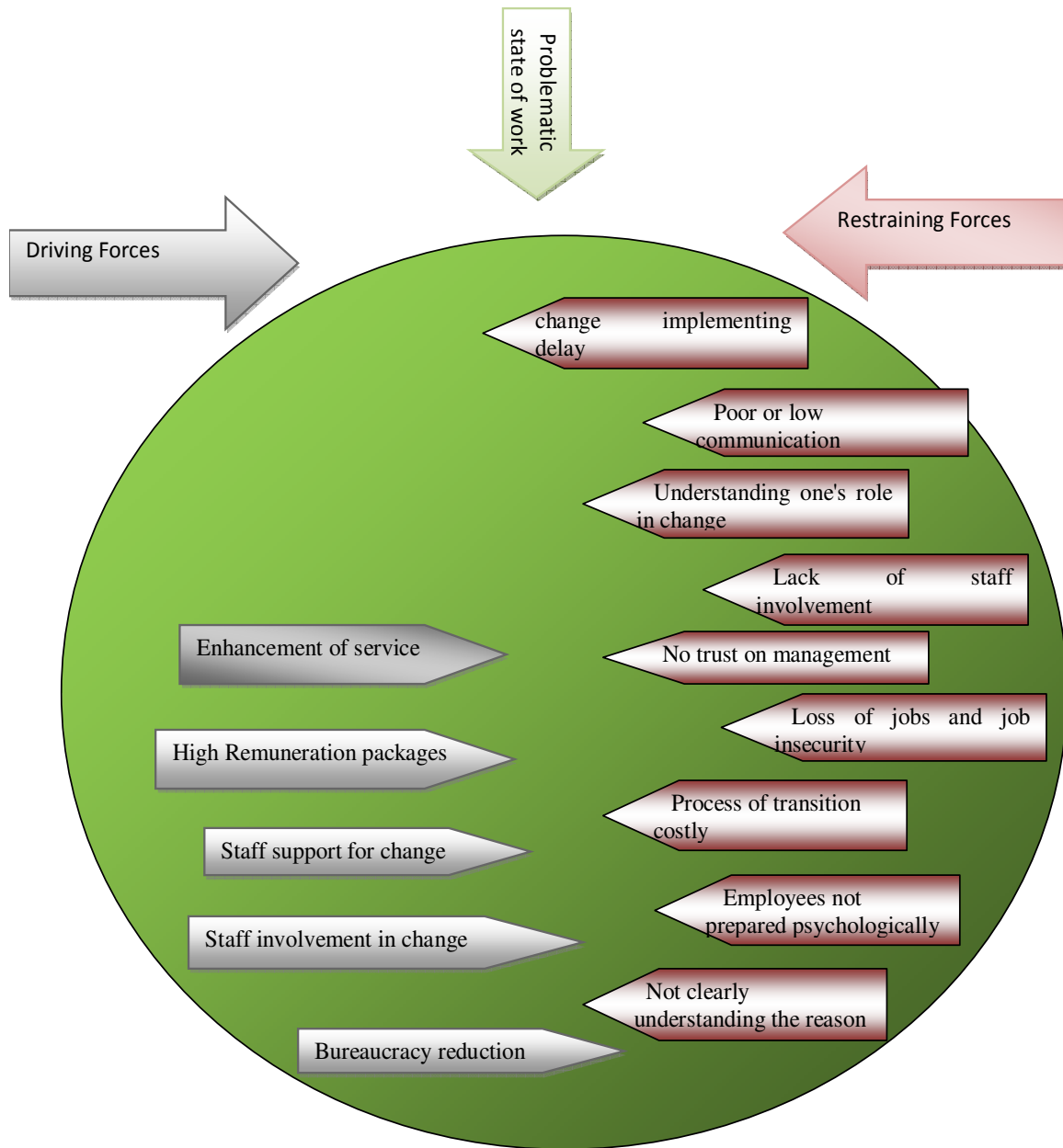
The African Capacity Building Foundation paper (2006) state that the weakest aspect of the above statistics reforms in Uganda is that they were National Statistics Office (NSO) centric.

### **Civil Aviation Authority –Botswana (CAA)**

The Civil Aviation Authority was formed in 2004 after an Act of parliament was passed to grant it autonomy from being Department of Civil Aviation (DPA) which fell under Ministry of Works Transport and Communication of Botswana. One of the top priorities of the body as laid down by Benza (2009), is to be a regulatory arm of government expected to run airports efficiently and profitably.

Despite the passing of an act in 2004 to nullify DPA, formalities were only made in 2009 in terms of a new budget, staffing and asset requirements. The proposed CAA according to Benza was to have 800 staff members, most of them from their latter department. During this process, employees were made aware that they would have to go through a new recruitment process. The delay in implementing CAA's transition was because of a number of reasons some of which being, a delay in appointment of Board of Directors, poor budgeting made to cater for transition, and the long recruitment process to mention a few.

An article "Grey Fields for DCA Staff" Kelebogile Shana (2009) of Sunday Standard newspaper reported that during the 12 months secondment of staff to the new CAA in 2008, there were reports of fear of job losses amongst staff as recruitment processes were still ongoing. Employees who failed to make it to CAA were deployed back to government. According to Shana's report, most employees that were left out were older officers nearing retirement, almost 80% of industrial class employees as their duties were privatised and a few others who opted to voluntarily remain with government. It

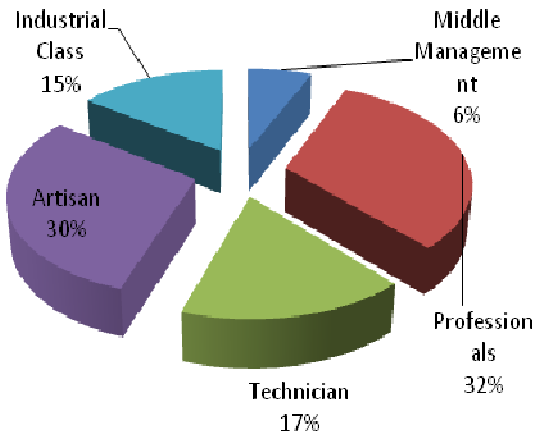


**Figure 2.** Force Field Analysis in CSO case: Maitumelo Molebatsi 2010

can be concluded that the CAA though already an autonomous body, it took a long time to implement the change, but some success factors of being autonomous are the expansion of the Sir Seretse Khama Airport, the Maun and Kasane airports, as well as revision of prices in the Civil Aviation arena in Southern African countries after being the cheapest for a very long time.

The Force Field Analysis model (See figure 2), by Kurt Lewin is one aspect of the change management literature that came out strongly as relevant this study because it outlines a dichotomy of those forces for and against a changing system. According to Lewin’s theories, human behaviour is caused by forces – beliefs, expectations, cultural norms, and the like – within the "life space" of an





**Figure 3.** Respondents per current position

individual or society. A force field diagram portrays these driving forces and restraining forces that affect a central question or problem. A force field diagram can be used to compare any kind of opposites, actions and consequences, different points of view, and so on.

**DATA ANALYSIS**

SPSS was used to analyse the data captured. SPSS was easily available and more user friendly to the researcher and fairly understood than others.

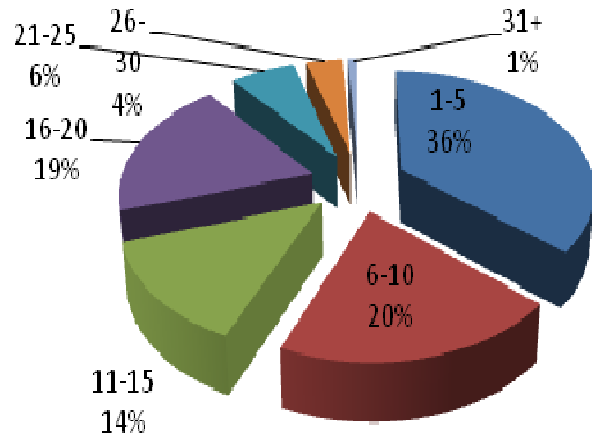
**Demographic Profile**

**Respondents per current position at CSO**

Professionals highly responded with a 32% response rate, artisans at 30%, technicians 17%, and industrial class are represented by 15% and middle management at 6% (See figure 3).

**Years worked at CSO**

From figure 4 36% had worked between 1 to 5 years; these were the largest group presented. Respondents who worked between 6 to 10 years where 20%, 11 to 15 years of service was represented by 14% respondents. Employees who worked between 16 to 20 years constituted 19% of the respondents, while those who worked between 21-25 years were represented by 6%. Only 1% was officers who had worked for more than 31 years.



**Figure 4.** categories of years worked at CSO

**Implementation of Change**

**Employee awareness of CSO privatization**

Figure 5 below shows the number of people who are aware of the privatization process of CSO as being 97 and the ones not aware being 11 out of a population of 111. Missing respondents in this case is 3.

**Information about the Change by Management**

The analysis shows that 67 respondents communicate about the change process, while 39 says they do not. On the other hand, 90 say official communications are not sent out about the change and 17 say they are. 82 respondents reflect that there is no timely communication about the change and 23 say there is timely communication. 58 people are free to ask about the change process and 48 are not. 80 do not get satisfactory response and 27 get satisfactory feedback.

**Status on sending of Official Communiqués**

The analysis shows that 84% respondents say official communications are not sent out and 12% say they did not receive.

**Supports for the Change by Staff**

From the results, it shows that majority of the respondents support the transition as 42.3% strongly support, 20.7% support, 19.8 being neutral about the

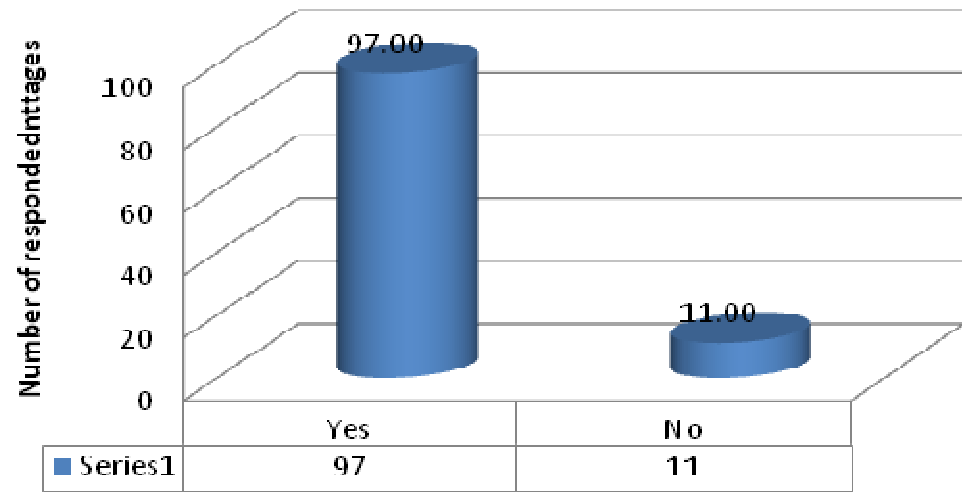


Figure 5. Employee awareness of CSO privatization

transition and 9% and 7.2% do not and strongly do not support the change respectively.

### Staff Readiness for Change

The results show that 41.1% of staff was satisfied with the readiness of CSO to change which is a slightly higher percentage the remaining percentage was neutral and dissatisfied with the level of readiness at 29.0% and 29.9% respectively. In terms of levels professionals were more satisfied with the level of readiness that other positions, 19.6% out of 29.9% of professionals were satisfied with the level of readiness and only 3.7% of professional was dissatisfied. Middle management was also highly satisfied with the level of readiness for change at CSO, out of 6.5% middle managers 5.6% was satisfied, with the level of readiness and only 0.9% was dissatisfied. Among artisan 12.1% was dissatisfied with the level of readiness which is higher than 5.6% which was satisfied and industrial class employees 8.4% was dissatisfied compared to 2.8% satisfied.

### Test of Hypothesis

- H0 (Null): There is no relationship between the level of staff and the level of satisfaction with readiness for change at CSO.
- H1 (Alternative): There is a relationship between the level of staff and level of satisfaction with readiness for change at CSO.

The Pearson Chi-Square value of 0.004 suggest that there is a very strong relationship between position/level at CSO and the level of readiness of staff for change, therefore we reject the null hypothesis and accept the alternative hypothesis and conclude that the level of satisfaction readiness to change is directly dependent on the level that one holds (See Table 2).

### Employee Morale

The results show that a majority of people are looking forward for the new CSO as 60% are looking forward, 17.1% are not looking forward for the coming CSO and 22.9% are neutral. Results also reveal that many respondents do not trust managers as 67% revealed they do not trust managers, 20.8% do not know and 12.3 said they do trust managers. 51.9% reveal that they are not proud to be part of the current CSO, 38.7% said yes whereas 9.4 are neutral on the matter.

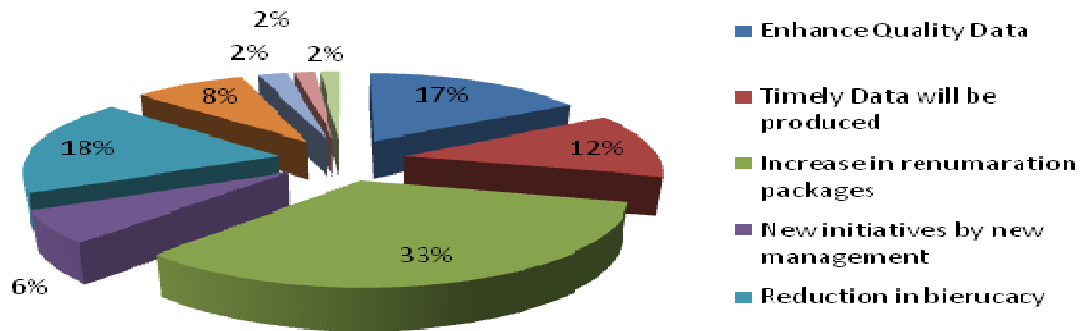
Increase in remuneration packages is leading in the advantages as it was 32% of advantages listed, followed by 18% who said it will reduce bureaucracy, 17% indicated that it will enhance the quality of data, 12% being production of timely data. Some advantages as laid by respondents were professionalism of the department and 2% new initiatives by new management being experienced (See figure 6).

### Perceived Disadvantages for Transforming CSO

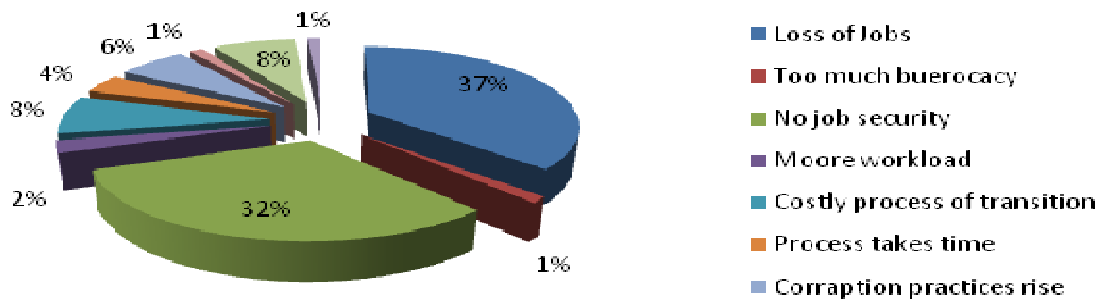
The leading being 37% job insecurity, 32% loss of jobs, 8% reflecting costly process of transition. Some

**Table 2.** Test of Hypothesis

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.56	20	0.004
Likelihood Ratio	43.94	20	0.002
Linear-by-Linear Association	16.19	1	0.000
N of Valid Cases	107		



**Figure 6.** Perceived Advantages and Disadvantages by Staff



**Figure 7.** Perceived Disadvantages for Transforming CSO

disadvantages include lack of training, unionization, more workload and they constitute around 1% each from the disadvantages (See figure 7).

**Cross Sectional Analysis**

The findings show that 56.8% of staff members said they are looking forward to the new CSO and only 16.2% said they are not looking forward for the coming CSO and the other 21.6% said they don't know, most people who said they are looking forward for the new CSO are in the age Groups 25-29,30-34 35-39 and 40-44. Among those who said they are not looking forward to the coming CSO

mainly they were in age groups 30-34 (4.5%) and age group 40-44 (4.5%) and another 2.7% was in age group 50-54.

A higher proportion (51.4%) of staff members said they feel undervalued due to lack of involvement in the change process and 34.2% said they don't feel undervalued. Young staff members in the age groups 30-34 (9.0%), 35-39 (8.1%) and 40-44(9.9%) are the ones who mostly indicated that they feel undervalued. Table 2 above indicates that those who said they don't feel undervalued cut across all age groups.

The findings show that 49.5% staff members do not feel proud to be part of CSO, most staff members who are not proud are in the age group 40-44(11.7%) and

another 9.9% was in the age group 30-34. Those who said they are proud to be part of CSO was 36.9% and a higher percentage of them are in the age group 40-44 also the lower age groups also had significant numbers who are happy.

A higher percentage of staff members (36.0%) worked for 1-5 years at CSO followed by those who worked for 6-10 year at 19.8% and 16-20 years with 18.9%. Among staff members who worked for 1-6 years 26.3% out of 36.0% said they are looking forward to the new CSO indicating that new staff members highly anticipate the privatization of CSO. In general 56.8% which is a high number is looking forward for the new CSO. The findings also indicated that there is no significant difference between the number of years worked and the willingness for the CSO to privatize.

## DISCUSSIONS

### Clarity of Roles Defined

Burnes (1994) stated earlier that one of the commandments of implementing change as creating a sense of urgency. Results show that the process is taking too long as the comment is given by 34 respondents in the findings. Data also reveals that it is not clear as to who does what in the change process as clarity of roles is not well defined and understood as illustrated by a response rate of 54.7% dissatisfied of respondents from which 31.% are neutral and 24.3% satisfied.

### Staff Readiness

Results show that employees are ready and looking forward for the new coming Statistics Botswana. It is revealed by a response rate of 60% from a total of 105 respondents. The 17% are not looking forward for the coming CSO while 22.9% do not know. This is a sign that shows that people can't wait for the change, but there seems to be the problem with the current status as 51.9% of respondents don't feel proud to be part of the current CSO, 38.7% feel proud and 9.4 do not know. There is some discomfort with the current status of the department but when looking into the results, it shows that by considering the position level of an employee against looking forward for the new coming CSO, professionals seem to be the ones leading with a positive response. This might be aggravated by the fact that literature reveals that one of the reasons for privatizing organization is to enhance professionalism, so one can confidently think they will be absorbed easily by the new organization as also evidenced by best practice cases.

### Management Trust

Employees need to gain trust on people leading them. Results show a mistrust of management by employees at 67%. Only 12.3% respondents trust management a 9.4% does not know. This is a condition that is contrary to effective implementation of a change process.

## CONCLUSION

There is fear of job losses and job insecurity that may be brought about by the change process as some aspects brought out by the study. Employees also feel they are not involved in the change process contrary to literature on the change processes. Management revealed some of the challenges of the change process as being lack of skills and capacity to lead the change. A contributory factor to this aspect is also lack of resources to fund the exercise as revealed by management.

On the other hand, there are some areas of positivity with regard to the change process in CSO. Staff is aware of the change process that is happening to CSO and most of them are ready for the change, even though a cross sectional analysis of staff readiness against the level or position at work revealed that employees who are ready fall within the category of professionals.

Results also reveal that the change process is not followed in the right manner as it is supposed to, in order yield positive result. This is shown by a check and balance table of the Lippitts theory in relation to the current state at CSO. A lot has not been done as Lippitts theory stages of change prescribe.

## RECOMMENDATIONS

Looking into the literature that was reviewed and the results of the study, it could be said that CSO is not adhering to some provided guidelines on change management and its principles, therefore the following recommendations could be made:

Management should always inform staff on what is happening with regard to the transition Communication through other means rather meetings should be embraced. i.e. internet, official memos and other informal meetings. There should be a communication strategy put in place.

Managers should improve on their managerial skills as results show lack of trust on management. Management should be open with what is going on and must also learn on what is happening to be on a higher level about the transition, not as it is with the case with the current situation. Management at all level should be in a position

to provide counseling and emotional support to officers who need it regarding the transition.

An external change agent should be engaged to lead the process.

## FUTURE RESEARCH

There must always be change management systems in place especially in government as the world is always changing. Government organisations tend to ignore this aspect and leave it to external agents and that is why it becomes so difficult in situations like the CSO where there are no funds to implement the change. Future research on change management is proposed as change is always happening and is dynamic.

The Lippitts theory of change could also be improved on the stages that it states. It should include a stage where someone within the organisation that is going through change, has to be mentored by a change agent during the change process. This is suggested so that when the change agent terminates from the process, at least someone remains for continuity purposes. Future research on the matter could be made.

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