Karas Celebrates Continental Public Service Day

Gender-fair language in the workplace

PMS Implementation Updates

PSC Before and After Independence

Benefit of Implementing EDRMS
EDITOR’S NOTE

I wish to welcome our esteemed readers to this issue of the Public Service Commission’s newsletter - The Public Servant.

Every quarter we ponder about what is amazing and new feature articles we want to bring to you, our readers, and a wider choice of information.

It is at this point that we find it helps to sit back and let our imaginations run free – dreaming of big ideas that will enhance your experience with us.

This issue brings you the burning issues of Sexual Abuse at Workplace; Gender-fair Language in the Workplace; The Silent Epidemic: Sexual Abuse in the Workplace and much other newsworthy coverage.

Most interestingly, The Public Servant will bring to your attention a synoptic overview on “The Public Service Commission Before and After Independence”, written by one of the recently retired Commissioner who served the Public Service Commission (PSC) diligently in pre- and post-independence for more than one and a half decades.

We will also give our readership a glimpse of happenings that took place in and around Namibia such as the 2011 celebration of the Africa Public Service Day held in Keetmanshoop; the launch of the revised pocket guide: “Being a Public Servant in Namibia”; the participation of the PSC at the Ongwediva Annual Trade Fair and the Windhoek Show.

The Public Service Commission of Namibia has continued to deliver on its constitutional and statutory mandate in accordance with its core values professionalism, integrity, confidentiality, impartiality and accountability.

Thus this edition will also look into the Commission’s activities on attending international conferences and peer consultative meetings on public relations issues.

I wish to commend all those who have made contribution in this edition of The Public Servants. All and sundry are most welcome to add value for your money by sending us feature articles about achievements and/or challenges encountered by your respective Office/Ministry/Agency or Regional Council.

We will welcome letters to the editor, comments and suggestions from staff members, clients as well as all our stakeholders to support us in our efforts to ensure fairness in all our undertakings.

This is the right platform to exercise your democratic rights and inform the nation at large.

What I have come to stand for and what I have come to believe in is you have to persevere in pushing for your goals, so long as you know it is going to benefit millions of other people.

The Public Servant is truly living up to its word. It (The Public Servant) is about informing, educating, engaging and experiencing.

Happy reading!

Kayele M. Kambombo

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© THE PUBLIC SERVANT QUARTERLY NEWSLETTER
The Public Servant is a quarterly newsletter published by the Public Service Commission and produced by the Public Service Commission Secretariat. The Public Servant is one of the channels through which news about the public service in and around Namibia is disseminated. The newsletter is published thrice per annum, April, August and December. The statements and opinions expressed in this newsletter do not necessarily reflect the views of the publisher. Copyright is reserved, and should anyone wish to reproduce articles in whole or in part for research purposes, permission has to be obtained from the editor on condition that acknowledgement is made to The Public Servant.
This is a synoptic autobiographic narration of myself as a civil servant in this country before and after our independence and what would follow, therefore, would be my experiences to the best of my recollection, since I did not keep a diary of each event over the years gone by.

Pre-independence Era

If I should start from the perspective of the pre-independence era, I think I should take you to the early 60 when I was a primary school teacher at the then “Ongombe Ombonde Primary School” in the vicinity of Okakarara town in the Otjozondjupa region. This, however, did not last long, because I had all along plans to leave the country for a better education, as opposed to the so-called Bantu Education of Dr. Hendrik Verwoerd, which had begun to take root in this country and which my conscience could not allow me to go through it.

After a few months of doing all sorts of odd jobs (“tea boy”, “newspaper boy” at John Meinert Printing together with another “newspaper boy” Kuaima Riruako, who is now the Honourable Paramount Chief of the Ovaherero and Member of Parliament), “delivery boy” at the Windhoek Post Office delivering mail, etc., I was invited by the Principal of the then “Herero Primary School” (now Bethold Himunuje Junior Secondary School) in the “New Location”, before it was renamed “Katutura” – which means “we don’t resettle” in Otjiherero.

I was invited to teach History, Geography and English to the Standards 3 – 4 (Grades 5 – 6) because I was adjudged to have been good at those subjects.

Even with this invitation, which I did not solicit, I did not stay long there (only a year). On a Friday, and in my class, a messenger from the Department of Native Education came with a letter addressed to me personally, and not via the School Principal, saying: “Die Departement het nie meer jou dienste nodig nie. Dankie vir die diens wat jy gelewer het.” (The Department does not need your service anymore. Thanks for the service you have rendered).

I had to put up a brave face to hide the shock from my pupils and during the interval I went to the Principal with the letter.

After the school duties on that day, we both went and saw the Chief Inspector of Native Education to know why I was sacked. I was told that I was an “Agitator” and a “Communist”, “because of those letters you are writing to the late Advocate Kozonguizi (UK) and Prof Mburumba Kerina (UN-USA) and Reverend Michael Scott (UK). I was shown a pile of letters from me to them for which I never got replies because they were not let through by the police.

My nomenclature

What followed is very interesting but too long a story to tell in this article.

I immediately and with luck got a new job, which added to my list of my nomenclature, namely “petrol boy”, at the BP Petrol Station opposite the Old Windhoek Brewery. Here I learnt the skills of mending all sorts of punctured wheels, washing cars and handling the fuel pumps with dexterity until I left the country for Tanganyika (now Tanzania) where the United Nations scholarships for black South West Africans (Namibians) were awaiting me and others. Incidentally, the late Ewald Kanguatjivi, the late Linekela Kalenga, the Honourable Speaker Theo-Ben Gurirab and I were the first-ever students for these UN scholarships.

Return from exile

Upon my return from exile (1979), I was soon involved in the politics of my former alma mater, the Augustineum Senior Secondary School, as the Chairperson of the Parents Committee. Whilst in that capacity, I was constantly briefed by the students (the likes of Steve Katjiuanjo, Mbaepwa Muvungua, Omu Kakuja, Fessie Marenga, Tjitjai Kavari, Christof Rukero, Festus u. Muundjua}

Festus U Muundjua

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Festus U Muundjua

The Public Service Commission (PSC) has moved from the United House to new premises.

The new offices are more customer-friendly and are located at old Mutual Platz Building in the Post Street Mall on the 4th Floor.

The telephone and facsimile numbers remain the same. For more information contact Giovanna Harases at (061) 287 3037 at the office of the Under Secretary of the Public Service Commission Secretariat.
It was for the first time in the history of the Africa Public Service Day (APSD) celebrations in Namibia that this national event took place at the regional level, viz in the Karas Region.

Speaking on behalf of the Deputy Prime Minister Marko Haufiku at the occasion, the Chairperson of the Public Service Commission Eddie Amkongo pointed out that it is a clear demonstration of the need to share governance and public administration, good practices and experiences at regional level.

The Deputy Prime Minister spelled out that ASPD derives from the collective work of the Pan African Ministers’ Programme on governance and public administration. It is the day on which the women and men who serve the people of Africa are honoured.

On the same day, as the Continental Public Service Day was celebrated at Keetmanshoop in Namibia, in the Great Karas Region, the United Nations also commemorated the United Nations Public Service Day, on June 23, following the example set by Africa. Simultaneously, the United Nations Public Service Forum and the United Nations Public Service Awards were observed in Dar Es Salaam, Tanzania.

The APSD plays important roles such as to:

- Reflect on the function of the public service: its mission, objectives, programmes and projects, challenges and successes;
- Give recognition to and make known the importance of the civil service, its positive contribution and benefits to public servants, population, civil society, private sector and government;
- Motivate and encourage public servants to continue the good work done and to come up with new initiatives and innovations; and
- Prepare the public service and administration for a better future by proposing change, for the social well-being of the population.

Across the continent, this year’s APSD was celebrated under the theme: “Transformative Leadership in Public Administration and Innovation in Governance: Creating a Better Life for all”.

The theme resonates well with the skills required to achieve vision 2030. Achieving this vision requires a paradigm shift from sector-specific development to integrated approaches through strategic partnerships. Transformative leadership will be required that is underpinned by innovative thinking.

“Implementing innovative ideas requires dedicated and disciplined effort and professionalism from leaders in implementing incremental changes as there is an added element of resistance to change in respect of the quantum nature of the change as well as resistance from those who are currently benefiting from the status quo,” Hausiku remarked.

“Leading innovation often requires an ‘outsider’ perspective,” said Hausiku.

He further added that “transformative leadership requires partnership and networking in order to tackle public leadership challenges facing the Public Service such as: equity and diversity; good governance; local empowerment; capacity enhancement, administrative reform; and the like”.

Long serving but retired Public Servants who served for more than 30 years were recognized and received “Long Service Awards” from the Governor of Karas Region.
Africa Public Service Day Under Lens
The Office of the Prime Minister updated the Pocket Guide titled “Being a Public Servant in Namibia”. Its second edition and the Namibia Public Service Charter were both launched in Keetmanshoop on the occasion to celebrate the Africa Public Service Day.

The African Public Service Charter which is now known as the African Charter on the Values and Principles of Public Service and Administration has been revised and was adopted by African Union Commission Heads of State and Government in January 2011 in Addis Ababa, Ethiopia.

Namibia signed and ratified the African Charter on the occasion of the 7th Conference of Ministers for Public/Civil Service in Africa at Nairobi, Kenya in May 2011.

The rationale behind the African Charter on the Values and Principles of Public Service and Administration is to build trust in government by establishing predictable and consistent service delivery standards and conduct of public officials that will ensure that citizens are treated fairly, equitably and without bias wherever they access government services.

If well implemented and followed to its letter and spirit, the Charter holds potential for promoting and ensuring professional and ethical behavior, transparency, accountability and integrity in the public service. The Charter is a strong vehicle for promoting professionalism in the Public Service in Africa.

“It is also to ensure ongoing customer consultation and managerial action to improve service delivery in line with changing customer needs.”

**PMS implementation updates**

By Kayele M. Kambombo

The Performance Management System (PMS) team from the Office of the Prime Minister endeavours to clarify the Implementation of the new PMS in the Public Service of Namibia that was introduced to replace the conventional Performance Appraisal System (PAS) which was suspended by Cabinet in 1998.

Following are the latest updates for the implementation of the PMS:

**PMS Overview**

After political independence in 1990, the Republic of Namibia embarked upon an “economic struggle” to improve the living condition of the citizens. Research has established that, for any government to be effective and efficient in terms of public service delivery to the citizens, its machinery (public service) must be functioning effectively to meet the national aspiration as enshrined in the national documents.

Therefore, a new Performance Management System (PMS) was introduced to replace the traditional Performance Appraisal System (PAS) which was suspended by Cabinet in 1998. Although, the ultimate goal of the two is an improved public service delivery, there is a difference in application. Performance appraisal was an annual or one off event, whereas performance management is a continuous process which involves daily management of activities.

Moreover, the PMS is aligned to Vision 2030, NDPs, Strategic Plans, and Annual Plans which are linked to the budget, individual performance agreements and personal development plans. Individual performance is reviewed quarterly and there is an end year performance assessment (rating) and reporting. The end year performance assessment report for each individual is to be kept in the personal file at the Human Resources office.

One of the major requirements to implement PMS is daily management and leadership which culminate into a formal quarterly review between the supervisor and a supervised staff member.

The process has been developed by the Namibian public service, because research has shown that, though PMS principles are universal, successful countries implement home grown systems as per their context/environment. Therefore, the achievements and challenges highlighted in this article are based on the implementation of the above process.

Achievements to date: Strategic and Annual Plans development

The Strategic Plan is the main document in managing the performance

Continues to page 7
Benefits of Implementing EDRMS

By Sarah Negumbo

What is EDRMS?
The EDRMS is based on a software application that manages all types of records in all formats such as the paper-based format and the electronic format, during their entire life cycle (i.e. creation, preserve, retrieving, retention and disposal).

Once the EDRMS is properly implemented and configured to work with the Ministry’s line of business, it will ensure that the institution’s records are handled efficiently, consistently and in accordance with the Archives Act (Act 12 of 1992) and its codified instructions. However, it requires that, staff members at all levels are trained in its usage and also provided that the institution develops or maintains its records and information management culture.

The benefits of implementing and using EDRMS
EDRMS benefits will not come from deploying the software alone, but will also need a well planned and well-resourced project that effectively addresses the associated change management and training issues for staff. The benefits of the EDRMS could be recognized by the most three key users, namely; the employees, the institution and the stakeholders (society);

Employees
They will perceive and experience that service will be quicker and more convenient whereas discovery and access to required information will ensure improved administrative efficiency and effectiveness. At the same time the need for secure evidence and informed decision making will be realized. Underlying all this should be the realization that avoidance of ‘reinventing the wheel’ when developing documentation systems is part of best practice. In ministries EDRMS focal teams play a major role in this respect.

Institution
The list of benefits in this regard is virtually endless: secure and systematic management of unstructured data such as e-mails, documents and spreadsheets, efficiency gains with improved quality and consistency of organizational processes, reduced risk of loss of records, reduced legal liability exposure, ability to integrate core business applications with EDRMS enabling improved records capture through automation, and facilitation of compliance with legislative obligations and standards.

Stakeholders (i.e. societal benefits)
Improved accountability and transparency of government administration, improved customer service (i.e. to investors, international agencies, etc.) and serve as evidence of the authenticity, integrity and reliability of electronic public records.

In most cases, older paper records are hard to search, frequently redundant and often inconsistent, whereas electronic records can be easily searched, shared and managed in an efficient way. Storing paper is very expensive, whereas storing electronic data is very cheap and getting cheaper by the day.

Another benefit of using EDRMS is that once all data are captured electronically, they can also be accessed remotely on a 24/7 basis whereas the paper records are only accessed at their physical location.

In view of increasing electronics usage by staff because of desktop availability linked to local area networks, it is in the interest of every Offices/ Ministries and Agency (including regional councils and local authorities) to maximize the usage of electronic records and minimize the use of papers, so that users are provided with the right information at the right time. This is a modern and unique challenge for all as we continue pursuing the noble objectives of Vision 2030 and NDP3.

“The benefits of the EDRMS could be recognized by the three key users, namely; the employees, the institution and the stakeholders (society);”

Sarah Negumbo is EDRMS Project Manager

PMS implementation updates

of an organisation including public institutions. Our record as of 2010 indicates that only one ministry is without a strategic plan, but all 13 Regional Councils (RCs) and the rest of OMAs have finalized and are implementing their strategic plans through annual plans. Thanks to the Consultancy Service Group for assisting with the development of strategic and annual plans in the public service.

Pilot phase 2009-2010
After the design of the PMS process was completed, the Office of the Prime Minister, Ministry of Works and Transport, Ministry of Home Affairs and Immigration, Ministry of Labour and Social Welfare, Ministry of Regional, Local Government and Housing and Rural Development and the Ministry of Finance were selected to pilot the methodology for the financial year 2009-2010.

The pilot phase was officially launched by the Right Honourable Prime Minister Nahas Angula. At the same occasion three of the six Permanent Secretaries signed their first performance agreements with the Secretary to Cabinet.

The lessons learned from the pilot phase helped in the refining of the Performance Management System and its implementation in the rest of the Namibian public service is based on incremental approach as per the NDPs targets.

Full Rollout 2010-2011
During the financial year 2010-2011, the following OMAs and RCs were brought on board in addition to the six piloted sites i.e. Office of the Auditor General, Ministry of Environment, Ministry of Youth, National Service, Sport and Culture, Otjozondjupa and Caprivi Regional Councils.

Caprivi Regional Council and the Office of the Auditor General have rolled out the process up to the last person in their structures.

The preparation for the full roll out in an OMA/ RC takes about 10 days in total (four days for annual plan and six days for applied training (three days for managers and three days for the rest of the staff members). At the end of the three days training participants walk out with their draft Performance Agreements (PAs) and Personal Development Plans (PDPs).

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THE PUBLIC SERVANT 7
the late Herman Itembu, just to mention but a few) about the oppression and abuse of students by some of their white teachers who were members of the South African Army fighting SWAPO.

I raised their grievances with the Department of National Education bosses and explained that the “wind of change” was blowing from Zimbabwe, Namibia and South Africa. In the case of the latter I reminded them about the students’ riot in Soweto whilst in our own case I referred to the United Nations Resolution 435. Although at that point in time I had not joined SWAPO but was with the National Patriotic Front (NPF) of Moses Katjuongua, some were insinuating that I was a “SWAPO in disguise” on account of my having been a lecturer at the United Nations Institute for Namibia (UNIN) in Lusaka, Zambia and had too many friends in the SWAPO leadership.

What these doubting Thomasses and skeptics did not know is the fact that I had known a lot of the SWAPO leadership long before we all went into exile, stayed together as refugees in Tanganyika, schooled and room-mated together whilst they were SWAPO’s and I was SWANU. SWAPO and SWANU were just labels like Festus, Theo Ben, Hage, Ewald, Hailundu and Jesaya, etc. What counted first and foremost was that we were all Namibians, full stop, and I had known them for more than 30 years, more than the three years that I was a lecturer at UNIN.

When it became clear to the Department of National Education that with the prevailing political climate in the country, the Augustineum would soon go the Soweto way if it remained in the hands of an all-white staff, they decided to invite me to join the Augustineum as a Principal or Vice-Principal.

Incidentally, I did not want the position of Principal due to something else that had started developing and was in the offing.

Some of the members of the Parents Committee and some students somehow got wind of the development and urged me to go for it, which I did but not without my own conditionality. I discussed these with the power-that-be and these were:

1. That those Koevoet and South West Africa Territory Force members should be withdrawn from the Augustineum or else wear civilian clothes and remove their 9mm pistols on their heaps to look like teachers and not like soldiers in a school;
2. That all the teachers would obey, respect and carry out my official directives, should I become the Vice- or the Principal;
3. That should there be some amongst them who would not subject themselves to my authority (because I am black) they should leave before I come, and there were some who so did;
4. That I would address both the students and staff in English and would reserve the right to speak Afrikaans only if and when I so felt;
5. That should I choose to be a Vice-Principal (which in fact is what I eventually chose for other reasons) I would not be a lackey of the Principal but follow the dictates of my own conscience and regard him as only a partner and not my boss.

The Department of National Education bosses agreed. Albeit willy-nilly, I was elated and so were the students and the Parents Committee members.

Incidentally, I did not want the position of Principal due to something else that had started developing and was in the offing.

**Government Service Commission**

Namibia's former Honourable Member of Parliament, Moses Katjuongua, who was a Minister in the “Transitional Government of National Unity” wanted to challenge the Colonial Administration of the Administrator General, Adv. Louis Pienaar, and submitted my application for the vacancy on the “Government Service Commission” left vacant by another former Honourable Member of Parliament, Andrew Matjila (a good friend of mine).
This article may be a bit provocative to some males, particularly the chauvinists but it is certainly true that most women, if not all women will highly appreciate it.

Women should stand up for their rights and make their voices heard in promoting gender-fair language in the workplace.

Everyday language in the corporate world, mass media and government is pervaded by words and phrases that discriminate against women.

A basic principle in management communication, writes Gloria S. Chan in Management Communication in the Global Era, is that “extreme care should be taken that sexist language is not used.”

Chan, a professor at the Asian Institute of Management, notes that the widespread impact of the feminist movement has accused American writers to be careful about their language. Africa and Namibia in particular, is no exception to the rule.

Even textbooks, she says, advise readers to stay away from words like spokesman, statesman, workmanship, and craftsmanship.

She says, however, that managers must be sensitized to the urgency of using non-sexist language because they have to keep abreast of the global trends in communication.

A book called Guidelines for Equal Treatment of the Sexes (McGraw Hill Book Co.), she reported, calls on writers to treat men and women “as individual people, not primarily as members of the different sexes” and states that “neither sex should be stereotyped or arbitrarily assigned to a leading or secondary role.”

Yet, a cursory look at some corporate journals and even the newspapers, including the classified ads, reveals that discriminatory words are still widely used.

In the Namibia setting, among the gender-discriminatory words are man-made, manpower, one-man show, tradesman, chairman, salesman and ombudsman, to mention a few.

The latter word - ombudsman - almost brought about a big national debate at the time when Advocate Bience Gawanas-Minnie took over the position of Ombudswoman. Being a woman, Advocate Gawanas-Minnie, was even called by some as “Ombudsman” instead of Ombudsperson or Ombudswomen. What a shame!

In the sport arena, the world football federation, FIFA, considers the word “sportsmanship” demeaning and has banished it, replacing it with fair play. Up to-date you may still hear the word “sportsmanship” at various sport press conferences, sports award galas or sponsorship award events. Namibian “sportsmen”, oops! still did not heed the call. Please use fair play and NOT sportsmanship anymore.

The following alternatives are suggested for some of the most commonly used words that discriminate against the female gender: staffed for manned; handcrafted or artificial for man-made; workforce or personnel for manpower; run by one person for one-man show; fair play and sporting for sportsmanship; trades people for tradesmen, business executive for businessman, chair or convener for chairman; principal for headmaster.

In addition, phrases which can be considered demeaning and should be banished, according to the University of Sydney Non-Discriminatory Guidelines, are; “you think just like a man,” “you’re pretty smart for a woman,” “even a housewife can do that,” “boys in the storeroom,” and “girls in the office.”

Because of the growing number of women employees, in both managerial and at staff levels, there is tremendous need to foster gender-fair language in the contemporary workplace.

Chan notes: “Organisations that have adopted a more gender-fair management style seem to perform better. Studies have shown that gender-fair work cultures contribute to higher productivity and innovation for product development, and wider reach of product lines.”


SOME NON-SEXIST WORDS PREFERABLY TO BE USED

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<td>mailman</td>
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<td>or girl office helper or assistant</td>
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<td>girl Friday</td>
<td>spouse</td>
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<td>assistant</td>
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Language Guidelines, are; “you think just like a man,” “you’re pretty smart for a woman,” “even a housewife can do that,” “boys in the storeroom,” and “girls in the office.”

Because of the growing number of women employees, in both managerial and at staff levels, there is tremendous need to foster gender-fair language in the contemporary workplace.

Chan notes: “Organisations that have adopted a more gender-fair management style seem to perform better. Studies have shown that gender-fair work cultures contribute to higher productivity and innovation for product development, and wider reach of product lines.”


SOME NON-SEXIST WORDS PREFERABLY TO BE USED

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<td>gentlemen's agreement</td>
<td>unwritten agreement and/or based on trust</td>
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<tr>
<td>man humanity or human beings</td>
<td>man person or individual</td>
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<td>man-to-man one-to-one and/or person-to-person</td>
<td>number two man</td>
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<tr>
<td>saleswoman or saleslady</td>
<td>sales clerk or salesperson</td>
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<td>layman</td>
<td>layperson or non-specialist</td>
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<td>switchman</td>
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ONGWEDIVA - The Public Service Commission (PSC) successfully showcased its products at the 11th edition of Ongwediva Annual Trade Fair (OATF).

The stand of the PSC was visited by thousands of customers making use of the good services rendered.

All exhibition materials at the PSC were distributed to all those who visited the stand. Interest in matters concerning personal personnel matters has grown amongst the public servants and the public at large.

The OATF gave the PSC a huge mileage. The demands for information and the urge to know have grown in leaps and bounds among the trade fair visitors. This is an indication that the PSC made good progress with the dissemination of its information.

The nine days OATF has clocked a record of over 100,000 visitors to this year’s fair as compared to over 80,000 for last year.

From humble beginning 11 years ago, Ongwediva Annual Trade Fare has grown in stature to become one of the biggest trade fairs and business exhibitions in Namibia.

In addition to local exhibitors, the show now attracts international visitors from Africa and other parts of the world. African countries made their presence felt at this year’s OATF.

Countries such as Angola, Botswana, Ghana, South Africa, Zambia and Zimbabwe as well as exhibitors from Indonesia and Japan showcased their products.

Under Secretary, Deputy Permanent Secretary, (in some Ministries) and Permanent Secretary, whilst more new posts (Personal Assistant, Special Advisor, Ministerial driver-cum-bodyguard, etc.) were created and not so much to create jobs but more to respond to the ever increasing needs of the new dispensation.

The country needed new Offices, Ministries and Agencies (OMAs) and the Foreign Service (High Commissions and Embassies) had to be established. As a result of all these new developments, the civil service became bloated and the wage-bill skyrocketed and some of the ill-wishers of the “new SWAPO government” or the “Nujoma government” became bloated and the wage-bill skyrocketed and some of the ill-wishers of the “new SWAPO government” or the “Nujoma government” began to murmured. One would hear in the corridors of our buildings questions like:

“How can people from exile who are unqualified and inexperienced be entrusted with the running of the country?” One acquaintance of mine in the Secretariat of the Commission, who took me for granted to be his trusted friend asked me whether what he was asking was not true.

What some of these colleagues did not understand or know, and which I tried to explain was the fact that a lot of these returnees had high qualifications and experience from their days in exile.

As a matter of fact, SWAPO in exile was, as far as I am concerned, not just a mere party but indeed a “Government-in-exile” with all the ministerial portfolios or make-up. There is for instance nothing that you would see as just a mere party but indeed a “Government-in-exile” with all the ministerial portfolios or make-up. There is for instance nothing that you would see as line functions of the new OMAs that differ from what SWAPO was doing in exile. Let me refer to just a few:

• The Army (defence)
• Educational institutions and centers
• Agricultural institutions
• Department of Works and Maintenance
• Health institutions, doctors, nurses and paramedics
• Foreign affairs, with offices in many countries and observer status in the UN, Commonwealth, OAU, etc.

Continues to page 8
Prime Minister Nahas Angula Tours Exhibition stands at Ongwediva Annual Trade Fair
The National Council for Higher Education (NCHE) was established by the Higher Education Act of 2003, Act No 26 of 2003 as an advisory body to the Minister of Education on higher education related matters. The objectives of the NCHE are to promote;

- the establishment of a coordinated higher education system
- Equitable access of students to higher education institutions
- Production of highly skilled human resources in areas of national economic importance
- Quality of education offered in Higher Education Institutions and advice on the allocation of funds to public higher education institutions.

With regard to quality assurance, the NCHE amongst others monitors the quality assurance mechanisms of higher education institutions and accredit with the concurrence of the Namibian Qualifications Authority (NQA), programmes of higher education provided at higher education institutions.

NCHE is, therefore, a National Quality Assurance agency in higher education, responsible for coordinating the work of the relevant education providers and their legislative partners; institutionalizing a system of quality assurance that would ensure academically, professionally and technically grounded qualifications that can facilitate the achievement of national development objectives and contribute towards innovative scholarships and knowledge creation as well as enhance access with equity to higher education.

The NCHE has worked diligently in developing a draft standardized and consistent policy on quality assurance. The Quality Assurance system will assist the NCHE in realizing its goals of safeguarding the higher education system to respond to the demand for greater accountability and efficiency in the public funds, massification vis-à-vis shrinking resources, greater stakeholder scrutiny of education and training processes, mobility of students and cross-border education due to the internalization of higher education and changes brought about by information and the concomitant need for the explanation and recognition of standards in different countries.

The National QA system is a hybrid one, with a focus on programmes accreditation and institutional audits. It is this system that will assist the NCHE to realize its mandate or goals of assuring quality in academic programmes of higher education institutions and monitoring quality mechanisms of higher education institutions.

Mindful of the possible workload at higher education institutions, the NCHE is challenged to establish modes of cooperation with professional bodies that streamline the accreditation process and minimize the impact of accreditation activities on institutions’ time and resources.

The NCHE’s quality assurance system is in support of its objective to promote the establishment of a responsible, relevant and coordinated higher education system in terms of the Higher Education Act 2003, No 26 of 2003, Sub-section 5(a). Both the institutional audit and programme accreditation systems are applicable to all higher education institutions, public and private, all types of programmes offered at these institutions and all sites and modes of delivery.

The system is also applicable to Namibian institutions that operate programmes abroad and to foreign providers that offer programmes inside Namibia.

In terms of the Higher Education Act, the Registrar registers an institution, if the Registrar is satisfied, amongst others that the institution is suitable and adequate and not inferior to that provided by a comparable public higher education institution which is funded by the state.

This is done with the aim of protecting students from ‘the fly-by-nights’ institutions with mere aims of making quick bucks, without the consideration of genuine quality education.

Higher Education Institutions are crucial in the achievement of development strategies V2015 - the Millennium Development Goals (MDGs), National Development Plans and V2030. Thus, capacity building is profoundly important.

Mocks Shivute is the Executive Director of NCHE
**Windhoek Show not impressive**

By Kayele M. Kambombo

WINDHOEK - The 2011 Windhoek Show has drawn a myriad of conflicting comments from the exhibitors and the visitors with regard to exorbitant entrance fees.

The exhibition stands were also hiked up for reasons only known to the Windhoek Show Society.

The Windhoek Show has attracted 327 exhibitors this year as compared to Ongwediva Annual Trade Fair (OATF) that has a record of 554. Over 100,000 people visited the OATF as match up to the Windhoek Show with a little over 50,000 visitors.

One of the visitors to the show from Katutura, Kautenga Marenga, was extremely unhappy with the entrance fee that was raised 100 percent from N$20 of last year to N$40 for this year for adults and N$20 per child.

“The organizers of the Show should bear in mind that the majority of the people who come here are from Katutura. The taxi and entrance fees cost N$67.50 per person per day excluding food.

“The 350ml tin of Coca Cola or Fanta cost N$10. That is just too expensive. I think the prices should be regulated and standardized by Coca Cola brand as exhibitors get the beverages for N$4.50 only per can. This type of exploitation of man by man should be stopped as it cripples us totally”, Marenga fumed.

Meranga’s sentiment was echoed by many visitors.

Another visitor, Miriam Shafombabi complained about the costly traditional chicken sold at the Small and Medium Enterprise (SME) food stalls. A whole chicken cost N$120 with a handful of omahangu pap at N$10. “This is just outrageous”, Shafombabi quipped.

Samantha Mouton also complaint about the double price for beverages sold at the show. She suggested the prices to be synchronized.

Many customary exhibitors claimed not to have made sales profit compared to t past years. Some exhibitors doubted whether they will participate in the next year’s Windhoek Show.

One exhibitor who wanted to remain anonymous claimed that her customers could not show up at the Show due to inflated entrance fee and pricey food. However, there were some who were determined to try their luck for next year.

Conversely, the corporate and Government institutions felt they have reached their objectives for showcasing their products at the Show.

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**PMS implementation updates**

In addition, the Performance Management Unit (PMU) was impressed by the commitment shown by the cleaners, labourers, secretaries and drivers of the Caprivi Regional Council. Loads of thanks go to the PMS coordinators in the OMAs and RCs for the job well done. The process continues in the next financial year and new OMAs and RCs will be taken on board.

**CAPTION: PMS training workshop for Otjozondjupa Regional Council 2010 by the Performance Management Unit (PMU)**

**PMS Policy**

The Public Service of Namibia, through the coordination of the Office of the Prime Minister, has developed a draft PMS Policy which is ready to be presented to the Cabinet Committee on Public Service (CCP). The Policy will regulate and enforce the implementation of PMS in the entire public service. Many thanks go to the OMAs who participated in the process.

The establishment of the Performance Management Unit (PMU)

Effective PMS implementation in any organisation requires a dedicated unit which is charged with the overall coordination of the design and implementation. Therefore, the public service of Namibia has officially established a Directorate Performance Management Unit (PMU), Department Public Service Management (DPSM) within the Office of the Prime Minister, to assist various Offices, Ministries and Agencies and Regional Councils in implementing the PMS.

Additionally to the staff compliment of the Performance Management Directorate in the Office of the Prime Minister, a Technical Assistant was appointed for the next four years to provide technical assistance in the PMS implementation. He has been contracted through the EU financing support to the PMS project.

The ultimate goal of PMS is critical if Namibia is to become a developmental state. The visionary leadership of the Namibian public service managed to solicit additional funds for the project from the African Capacity Building Foundation (ACBF) and the European Union (EU) while the government of Namibia makes a huge contribution towards the programme every year.

*Martha Mbombo is the Under Secretary: Department of Public Service Management in the Office of the Prime Minister*
The 7th Pan-African Forum on the Modernization of Public Services and State Institutions was held on 27 – 28 June 2011 in Rabat, Morocco.

Ambassador Eddie Amkongo, Public Service Commission’s Chairperson and Libertine Mbekele, Human Resources System Analyst attended the African Training and Research Centre in Administration for Development (CAFRAD).

CAFRAD was also attended by various Public Service Commissions and other State Institutions.

The main objective of the Forum is to bring together African officials in charge of public services, Governance and fight against corruption, to examine together the state of the implementation of national development programs and goals, the challenges to be overcome and the solutions to be suggested to ensure the actual achievement of these objectives.

Consideration was given to the question of how the reinforcement of good Governance, the establishment of effective public services and the fight against corruption can contribute to finding solutions to the current development concerns.

The specific objectives are as follow:

• To exchange experience, knowledge and good practices on the various topics of the Forum;
• To reinforce the participants’ capacities of intervention in the establishment of good Governance, fight against corruption and achievement of development policies, strategies and objectives;
• To examine the ways and means to further involve Public Service Ministries and other participating institutions in the implementation of the conclusions of the Forum.

The second meeting of the General Assembly of the Association of African Public Services Commissions (AAPSComs) took place from 19 – 20 July 2011, in Abuja, Nigeria.

The event hosted by the Federal Civil Service Commission of Nigeria was officially opened Prof. A.O Afolabi, Head of the Civil Service of Nigeria, the event on behalf of His Excellency Dr. Goodluck Jonathan, the President of Federal Republic of Nigeria.

Ms P M Tengeni, the current President of the AAPSComs, who is also the Deputy Chairperson of the Public Service Commission of South Africa, and delegates from various countries in Africa, such as Ethiopia, Gambia, Namibia, Kenya, Lesotho, Liberia, Rwanda, South Sudan and Tanzania, attended the event.

The Public Service Commission of Namibia was represented by its Chairperson Ambassador Eddie Amkongo, Commissioner Florence Munyungano, Under Secretary of the Public Service Commission Secretariat, Morimunu Kavitjene and Frans Enkali, Director for the Performance Management Unit in the Office of the Prime Minister.

In pursuit of the AAPSComs objectives of ensuring that public administration is effective and efficient, and considering that Public Services Commissions are the key instruments through which governments across the African continent ensure that the quality of service delivery in their respective Public Services is enhanced, the Performance Contract as an indispensable tool for achieving excellence in the Public Service in Africa served as the theme for the second meeting of the General Assembly of AAPSComs.

As service delivery is a key challenge for the Public Service in Africa, this event has proven to be a successful platform for AAPSComs members to discuss and share experiences in relation to the following:

• Mechanisms to hold public servants accountable.
• Excellence and leadership in the Public Service.
• Talent management as an approach to build a culture of excellence.
• Ways to create organizations with a climate for excellence, high standards and continuous improvement.
• The features of performance contracting.
• Mechanisms to engage citizens in public sector management.
The PSC before and after independence

The list could go on, but those few should suffice.

Besides that, I must mention here that those fellow Namibians who came back from exile and who landed in top-middle and lower levels of jobs did not get these as gifts merely for having been in exile. They too had to compete with fellow returnees and other hitherto disadvantaged Namibians. In a word, they too had to qualify in terms of academic requirements of those job categories. What we (the Commission) has to waive or relax however was the number of years of experience.

This means that a lot of these returnees who worked in the various SWAPO Departments did have some relevant experience, enough to be gainfully employed in the new OMAs.

Last-in, first-out principle

The policy of “Rationalisation” was embarked upon and was initially welcomed, especially by the white colleagues, as it was prematurely believed that it will reduce the number of the bloated civil service. They coined a very interesting expression as a formula or principle in terms of which those perceived to be unqualified and inexperienced returnees will be jetisoned from the Public Service. It was the formula or principle called: “Last-in, First-out.”

In our deliberations on the draft Rationalisation document to be proposed to the Cabinet, by the Public Service Commission, I whispered to my then newly-appointed member of the Public Service Commission and an old chum of mine from the Old Location of Windhoek, namely the late Joe Ithana, and said to him: “Joe, that formula means that you and your elks (fellow returnees) would have to go first” because you are the ‘last-in’, whilst those that you have found here (remainees) would stay, if we propose that formula to the Cabinet.

I think that on the same day he must have sped to Swakopmund to enlighten Cabinet on some of the unsavoury things in the Rationalisation document, including the meaning of ‘last-in, first-out’ principle. The person who was the mastermind behind this principle was sent packing the following day because the principle invited the wrath of the Cabinet.

Some of the former members of the defunct CPI, still within the new Public Service Commission, tried another frustrating public administration lesson for the newly appointed returnees. They invoked the Staff Rule that prohibited people on probation from participating in the car and housing schemes. I have tried to convince my white colleagues in the Commission and in our Secretariat that such a staff rule ought to be put on hold or be waived. Their argument was that it makes no sense to allow people on probation to participate in these schemes when you are not sure that their probation would be confirmed. Should their probation not be confirmed, then their cars and houses would be possessed and sold by the lending institutions.

Prima facie, this may sound, OK, but would it be a wise personnel practice to deny high level appointees like new Deputy Directors, Directors, Under Secretaries, Deputy Permanent Secretaries, Permanent Secretaries and Secretary to Cabinet these benefits attached to their job categories whilst lower levels, and mostly whites, were driving expensive cars like Mercedes Benz and BMWs?

And since they just came from exile, where would they find accommodation, since government houses were not allowed for people on probation either, whilst they were occupied by these South African secondees and local whites? Would such a denial not invite another revolution or rebellion in the new Public Service? Eventually these rules had to bent, but for our now Honourable Judge President, Petrus Damaseb, he had one more little hurdle to cross.

The rules did not allow participation in the car scheme if one did not have a driving licence, which he did not have. He would have none of that and argued that if to have a car under the Motor Vehicle Scheme was his entitlement it is none of the business of a rule to deny him that on account of him having no driving licence, because he was going to hire a driver for himself. He said it in such a manner that invited no further argument and he got his scheme car.

I think, on hindsight, that it would have been the height of insensitivity to deny these new high profiled top management cadres these benefits at a time when those coming from exile and those in the former colonial civil service were not good bedfellows, as it were. We were viewing each other with suspicion and my particular concern was that we would have made instant enemies out of the very high level and well-connected people like Permanent Secretaries, connected to the President, the Prime Minister and influential Ministers that we should have befriended instead of inviting for a war at a time when we needed to strengthen the new Civil Service. Common sense prevailed and those benefits and allowances were waived.

Narrow the disparity gabs

Article 23 of our Constitution was a big issue of heated debates in the Public Service Commission when it came to appointing or promoting blacks (non-whites) over and above white Namibians.

Words like “reversed discrimination”; “reversed racism”, etc. were thrown around. Some of us in the Commission took the view that it was a Constitutional requirement or intent to balance the Civil Service and to advance the appointment of people who were hitherto discriminated against and disadvantaged socially, economically and educationally by the practices and laws of Apartheid. Furthermore, we argued that Apartheid laws were never intended to disadvantage white people as such, be it socially, economically or educationally.

To advance the appointment of the hitherto disadvantaged meant to us to help them to catch up with their white counterparts in the socio-economic and educational areas and narrow the disparity gabs. Reversed discrimination were just scare-crows.

The Public Service Commission also took a decision or policy that once affirmed, those previously deprived would not be re-affirmed twice but would have to compete on equal footing with everybody.

Despite all the trials and tribulations and the teething problems of a new nation, we have made a quantum leap as a civil service in keeping the country on track. We still have a lot more to do. Vexatious issues of the Performance Management System, the ever-growing problems of Decentralisation like the shortage of housing for the decentralised personnel in the rural regions and lack of schooling facilities for their children, the reluctance of urbanised civil servants to work in the hinterlands, to mention but just a few, will remain with us for a long time to come.

Sincere appreciation and indebtedness

I am happy to have been part of all the successes and failures of the Public Service Commission(s) of this country and hope that I will have made my contributions. I feel honoured and privileged by our Founding President and Father of the Nation, His Excellency Dr Sam Nujoma and the incumbent President, His Excellency Hifikepunye Pohamba for the trust they had in me to have each nominated me for this high position of a member of the Public Service Commission. May I equally express my unsreserved gratitude and appreciation to them and the various National Assemblies for having appointed me to that position, each time, and unopposed. For all that, the words “Thank You” may not even be enough to say, but thank you all, anyway!

Festus U. Muundjua is a former Public Service Commissioner who has retired at the end of October 2010.
there is a silent epidemic in the workplace called "sexual workplace abuse." it comes in the form of sexism, sex discrimination and sexual harassment.

women who experience this abuse may sometimes be the breadwinner of their households or a single parent.

with 42% of single parents, which are usually women, living below the poverty line, risking homelessness, we must identify the root of issues that affect women in the workplace. we must level the playing field.

women have limited participation in the american society. they are still discriminated against in most aspects of society. they are discriminated against in housing, education and especially in the workplace.

there is a lack of sensitivity towards women's plights in the workplace because employees are uneducated when it comes to handling these types of sensitive issues. women are treated poorly by their colleagues and superiors simply because they are women. and many will end up walking away from the workplace, simply because they don't understand their rights.

more women vote than men, so why does this silent epidemic continue to flourish in the workplace? why have there not been sufficient laws designed to protect women in the workplace?

with an alarming number of women now ending up in jail and prisons, we must (now) look at connecting "sexual workplace abuse" and other disparities in the workplace to the present conditions in the community.

when women file discrimination complaints also called eeo complaints, the equal employment opportunity commission (eeoc) (http://www.eeoc.gov) will not protect them. eeo counsellors will discourage them from filing or tell them that they filed the complaint too late. once they file the complaint the retaliations and reprisals result in: 1) women being illegal terminated, 2) women being forced out on unpaid stress leave, and 3) women who stay and work in the hostile work environments end up being severely depressed or suffering a nervous breakdown.

depression is the number one barrier women face in the workplace. many are on some type of anti-depressant. working seems like an impossible task when you feel depressed.

according to surveys, untreated depression is a bigger obstacle to women's professional success than other issues such as child and elder-care responsibilities, pregnancy and sexual harassment.

some depression has been brought on by other acts of illegal stalking and intimidation both on and off the job. in federal law enforcement (customs, immigration, atf, secret service, irs, etc.) male superiors would even go as far as to obtain internal affairs agents who are mostly white men to follow women around the neighbourhood, sit outside their homes, and threaten their families - especially if the women were single parents. and of course you could not report these acts to local police departments because they were in cahoots with federal law enforcement managers and internal affairs agents.

sexism and sex discrimination is widespread in the workplace. minority women managers are paid less than their male counterparts and in most cases earn less than white women – even when they may have more education.

black women are the most underrepresented group in management. women managers, in general, are underrepresented in most of the highest paying industries. but with a growing number of managers now becoming women in corporate america - over 98% of leadership books are written by men.

so we must recognize that men and women lead differently and revise these books as soon as possible. we must also recognize that it’s been men managers that have kept sensitivity, integrity, cultural diversity, sexual harassment and eeo training out of the workplace – similar to "the fox guarding the hen house..."

when women are forced off the job, many turn to prostitution or sell drugs. many single parents will end up living with men they don't necessary want to be with – just to provide for their families. sometimes this type of cohabitation ends up in domestic violence where these women are maimed or killed.

we know that harassment all too often goes unreported for a variety of reasons such as self-blame or threats of blackmail by coworkers or employers.

what it boils down to in many cases is a sense of powerlessness that we experience in the workplace, and our acceptance of a certain level of inability to control our careers and professional destinies. this sense of powerlessness is particularly troubling when research has shown that individuals with graduate education - experience more harassment than do persons with less than a high school diploma. the message is when you try to obtain power through education; the harassment in general becomes worse.

sexual harassment is very pervasive and occurs today at an alarming rate. statistics show that anywhere from 42-90 percent of women will experience some form of sexual harassment during their employed lives. but the statistics do not fully tell the story of the anguish of women who have been told in various ways on the first day of a job that sexual favours are expected; or the story of women who were sexually assaulted by men with whom they continued to work.