



**UNIVERSITY OF NAIROBI**

**REMARKS BY PROF. PETER. M. F. MBITHI, DEPUTY VICE-  
CHANCELLOR (A&F), DURING THE OPENING SESSION OF  
THE ICT CENTRE TEAM BUILDING TRAINING HELD AT  
THE KENYA WILDLIFE TRAINING INSTITUTE, NAIVASHA,  
ON 7<sup>TH</sup> – 8<sup>TH</sup> JUNE 2007**

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The Director, ICTC

Invited Guests

ICT Staff

Ladies and Gentlemen

It gives me pleasure, once again, to participate in a training workshop organized for staff of the ICT centre. It is only a few weeks ago that I attended another workshop that you organized to prepare a document on ICT policy and standards in the University.

The training workshop being held since yesterday is about team building among ICT staff in the University, as one way of

enhancing service delivery within the department and the University at large.

From a management perspective, the ICT Centre is considered as a key player towards the attainment of the University's goals and objectives. Indeed, institutions and enterprises the world over are adopting IT as the driving force since clients expect prompt, accurate and reliable service.

As you proceed with your team building activities, it is important to note the following:

- That the University has gone out of its way to appoint highly qualified staff for ICT Centre so that the Centre can discharge its mandate.
- That the University has tried to ensure that these qualified staff are appropriately placed in terms of job ranking and grade and therefore;
- That the ICT Centre currently has the highest concentration of senior level staff among the non-teaching cadre in the University.

- That the University therefore expects the highest level of professionalism from ICT staff to enable it meet its goals and objectives.

The ICT Centre, like many other departments in the University still has considerable distance to cover before we can confidently say that there is notable and effective teamwork. In many instances staff tend to want to work independently of one another and in that way end up “pulling” in different directions. In such a scenario, however well qualified the staff may be the effect of such lack of team work is there is no synergy. Because of this assignments get delayed, there are several repetitions and the final product is not as good as it could have been. This has the potential of creating a situation where there is poor or substandard service delivery.

The immediately notable challenges facing the ICT Centre as it proceeds with team building are follows:

- Having strong personalities with rigid, independent minds.
- Lack of proper consultations as staff handle various assignments

- Need for staff to have a high level of ownership of the processes within the department and the University at large.
- Improvement in levels of integrity among staff.
- Need to recognize and respect established structures, the “Chain of Command”, irrespective of our qualifications and placing within the structure.
- Total respect for University rules and regulations.
- Need for staff to cultivate a sense of belonging and not view themselves as on transit to other departments or greener pastures. (Not to view ICT Centre as a training ground for one to acquire higher qualifications and then exit).

While it is the responsibility of all staff to rise to the above challenges, it is also important for the senior staff in the Centre to provide the necessary leadership, the kind of leadership that is forward looking, in step with the University of Nairobi aspirations and goals, and which is results-based. The Director of ICT Centre therefore has the challenge of::

- Developing staff within the Centre for ICT even as they develop at a personal level i.e. strike a good balance between organizational and personal development.
- Ensure the leadership provided does not divide the people and that there is cohesiveness.
- Ensure that the leadership shepherds the staff towards realization of the Centre's (and the University's) Vision and Mission.
- Ensure that there is no room for spectators and joy riders.
- Ensure there is no favoritism and people are not divided into 'Camps'.

Apart from galvanizing ourselves and working as a team, it is important for staff to note a few parameters that indicate commitment to service delivery.

- Punctuality
- Proper time management
- Commitment to the centre's and University's objectives
- Concern for results

It will be difficult for staff to pull together if some of them have no concern for results.

My challenge to staff of the ICT Centre, therefore is for them to ensure they are committed to the virtues of integrity, professionalism loyalty and obedience. They also need to adopt the spirit of sharing duties, responsibilities and available resources.

Other areas for staff to re-assess and address are:

- Promoting a positive attitude towards work and towards others.
- Embrace effective and courteous communication within and with other stakeholders.
- Acknowledge the diversity of the team and therefore be tolerant of everyone's ideas. Accept constructive criticism.
- Recognize and respect our leaders and our seniors
- Recognize that our daily assignments are "projects" for which we need to plan, execute, evaluate and adjust as necessary.

- Need to consult and utilize the strengths of other team players, and
- Cultivate the virtues of accountability, responsibility, confidence, mutual respect and trust in ourselves and others.

It is only after adopting the above that we shall be able to work as a team, and benefit from the synergy, emanating from team building.

It is by respecting and trusting one another that we shall achieve the ICT Centre's Vision i.e. "To help build a world class university by leading in developing and innovatively Using ICT".

With those remarks, It is now my honor and duty to declare this ICT Centre Team building workshop officially open.

Thank you.