

## CURRICULUM VITAE

**NAME:** BAKWENA FESTINA SHALE

**DATE OF BIRTH:** 5<sup>th</sup> December 1948

**SEX:** Female

**MARITAL STATUS:** Married with two children and two Grand children

**NATIONALITY:** Botswana

**POSTAL ADDRESS:** P. O. Box 40858, Gaborone

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**HONOURS:** Presidential Order of Meritorious Service, 2009

### Work EXPERIENCE

The Employer is Botswana Government. Forty years of public service experience, nine of which were at Director level and 18 at Permanent Secretary level as follows;

**May 2012 to date:** Ombudsman

**2010 - 2012:** Director of Public Service Management – Coordinating human resource management, human resource development, policy development and management.

- 2008 - 2010:** Permanent Secretary, Ministry of Communications Science and Technology – Coordinating Science Research and Technology & Telecommunications, Railways, Aviation, Roads Transport and Broadcasting.
- 2004 – 2008** Permanent Secretary Ministry of Education and Skills Development – Coordinate development of human resources for the economy.
- 2003 – 2004** Administrative Secretary (Permanent Secretary) in the Office of the President – Provide Oversight monitoring of public sector administration.
- 1999 – 2003** Director of Public Service Management – responsible for Public Service, human resource development, policy development and management
- 1997 – 1999** Deputy Permanent Secretary Ministry of Education (support services) coordinating Tertiary Education Funding, Teacher Training and Development and Ministry Management
- 1995 – 1997** Deputy Permanent Secretary (Administration) in the Office of the President – Deputizing the Administrative Secretary in providing oversight monitoring from office of the President in Public Sector administration.
- 1994 – 1995** Under Secretary (Ministry Management) in the Office of the President – Head of Ministry Management responsible for coordinating the corporate function of the Ministry.

- 1986 – 1994** Bursaries Secretary (Director, Tertiary Education Funding) managing a government scholarship fund, placing students into tertiary institutions locally and abroad and monitoring their performance
- 1976 – 1986** Senior Research Testing Officer, Research Testing Officer responsible for examinations, testing and research in education
- 1973 – 1974** Secondary School Teacher – Offering English and History.

### **Boards and Council Membership**

Previously served in the following Boards/Councils

-  Botswana International University of Science and Technology (Chairperson)
-  Botswana Institute of Development Management (Chairperson)
-  Botswana National Productivity Centre (Chairperson)
-  University of Botswana Council (Member)

### **PROFESSIONAL/COMPETENCY DEVELOPMENT**

- February 2013: **INTRODUCTION TO CORPORATE GOVERNANCE TO BOARD EFFECTIVENESS INSTITUTE OF DIRECTORS** – Durban RSA
- July 2012 – Feb 2013: **EXECUTIVE LEADERSHIP PROGRAMME** – offered in six modules covering “Leadership Challenges”, “Mastering Complexity”, “Drive for Results”, “Engagement”, :Focusing on Customers” and “Leadership Effectiveness – Botswana Public Service College, Botswana

May 2012: **WHEN CITIZENS COMPLAIN:** The role of the Ombudsman in improving public services – Public Administration International – London, U.K

November 2012: **SHARPENING YOUR TEETH** – Advanced Investigative Training for Administrative Watchdogs – Office of the Ombudsman New Zealand

November 2012: **MANAGING UNREASONABLE COMPLAINT CONDUCT** – Ombudsman New South Wales

### **EDUCATION AND TRAINING**

**1974 - 1976** Master of Arts in Educational Research Methodology – University of Pittsburgh, Pennsylvania USA

**1980 - 1981** Post Graduate Diploma in Counseling Psychology Teachers College (Columbia) USA

**1969 – 1973** Bachelor of Arts with a Concurrent Certificate in Education: University of Botswana Lesotho and Swaziland – Maseru Lesotho

**1966 – 1968** Cambridge Overseas School Certificate St Joseph’s College Kgale

### **PERSONAL SKILLS AND COMPETENCIES**

**MOTHER TOUNGUE:** Setswana

		<b>Reading Skills</b>	<b>Writing Skills</b>	<b>Verbal</b>
<b>OTHER LANGUAGE:</b>	English	Excellent	Excellent	Excellent

**SOCIAL SKILLS AND  
COMPETENCIES:**

Unconditional acceptance and respect for opinions of others; mediation; conciliation; coaching and counseling that one acquired from being

**Founding Member and Patron of a family club whose objectives are:**

- ✚ Promote family as a critical unit of society, the nation and the world.
- ✚ Promote mentorship of younger members of the family by more experienced ones and through benchmarking best family practice to develop leadership and competencies
- ✚ Promote harmony within the nucleus and extended families.

**Patron of a Nursery School** (21/2 – 5 yrs) for orphans and vulnerable children run by community members comprising Parents, Health personnel, teachers/counselors, members of the Police Service, Politicians etc

Mother, grandmother and the most senior sibling involved in mediation, counseling and mentoring.

**ORGANIZATIONAL SKILLS  
AND COMPETENCE:**

Leadership competencies, especially communication resilience, tolerance, mediation and counseling acquired from the illustrious career in the civil service and having been at the apex of Coordination of Public Service human resource development as Director, Public Service Management for six years. In addition the competencies were sharpened by being

**Founding Vice President of the UBLS Association whose Objectives are:**

- ✚ Promote peace, progress and prosperity for the peoples of the SADC region.
- ✚ Promote efforts towards universal education, reduction and eradication of poverty, unemployment, drug abuse, alcoholism as well as combat HIV/AIDS.
- ✚ Promote efforts to educate and mentor youth in moral leadership.

**Interim Chairperson of the Botswana Public Service Bargaining Council** - during the salary negotiations in 2011. One had to manage an unprecedented country-wide public service strike. Where the competencies were again put to test,

**PUBLICATIONS AND CONFERENCES:**

Attended International Ombudsman Institute Conference – Wellington New Zealand – Nov 2012