

GROUP 3

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TOPIC

PROFESSIONALISING

GORTT HR STAFF

CURRENT STATE

- HR has been established against a back drop of misaligned systems, policies and regulations. Regulatory framework does not facilitate proper and efficient HR practices
- Challenges with the Central agencies
- Tardy or no responses from Central Agencies
- Inconsistent advice being provided resulting in misapplication of Regulations
- Insufficient delegation/devolution of authority/powers
- MDAs do not have control over the recruitment and selection of persons to staff them
- Job spec and job descriptions are not aligned to service delivery of HR officers
- Very little consultation by Personnel Department with Line Ministries in formulating job descriptions and job specifications

CURRENT STATE

- Organizations work in silos
- Quality of HR staff
- High Turn over
- Pool of candidates for HR positions from as low as Rg 14
- HR Practitioners are not engaged as strategic partners
- PMAS while is very robust has not been properly implemented in the Public Service

FUTURE STATE

- New regulatory framework which delegates all HRM functions to line Ministries with an independent body to provide oversight, monitoring and evaluation services
- JDs for the HR stream require immediate review
- Merge the central agencies under one umbrella body
- Senior HR officers should be engaged in Mentoring and Coaching of junior/ inexperienced officers and execution of this function should be assessed on the Officers' performance appraisal.

ROADMAP TO GET THERE & CRITICAL SUCCESS FACTORS

- Amendment of the constitution for the merger of the three central agencies and the attendant rules, regulations and policies.
- Formulation of systems, functions and procedures governing the merged Unit
- Job evaluation exercise for the positions in the HR stream
- Full delegation/devolution of all the functional HR duties and responsibilities and terms and conditions of employment of Public Officers to line Ministries
- Review and standardize policies, guidelines, rules and regulations for the entire Public Service.
- Full implementation of the PMAS in MDAs with robust monitoring from the merged organization

ROADMAP TO GET THERE & CRITICAL SUCCESS FACTORS

- ❑ Assignment of consultants in their various areas of expertise to advise MDAs
- ❑ Permanent Secretaries and Heads of Departments must change their mind set and value the important role of HR professionals as STRATEGIC PARTNERS

Critical to the aforementioned is strong political will and a body of HR professionals empowered to execute their roles and responsibilities without fear or favour.