

# GROUP 8- HR Fragmentation

DPS Kurt Meyer – MPAC  
Anthea Davis - Judiciary  
Annalisa Sankar - MPAC  
Candice Jaglal Mohan - PMCD  
Allison Wells Green – SCD  
Denise Phillip - PSA

# CURRENT STATE



- ▶ Fragmentation of HR functions: SCD, PD, PMCD, MPAC, Line Ministries
- ▶ Inherent model of fragmentation in almost all support areas in the Public Service (accounting, auditing, legal, information and if we are not careful procurement, etc)

# CURRENT STATE



## Issues/Challenges:

- ▶ Outdated governance models stemming from a Constitution and Civil Service Act which served a different time and population
- ▶ Delayed HR processes due to fragmented HR e.g. recruitment, promotion-impacting ability of workforce to deliver services
- ▶ Duplication/gray areas in functions performed by central HR agencies
- ▶ Government's ability to implement its mandate is negatively affected

# FUTURE STATE

Options to consider:

- ▶ One central HR agency separate from Ministries with an independent organization to provide oversight
- ▶ A view of Public Service as a corporate entity with Ministries allowed to perform their own HR functions (decentralization of the HR functions) and also the establishment of an oversight independent agency which will provide policies, oversight, monitoring and consequence management

# ROADMAP TO GET THERE

- ▶ Development of policy framework with consultation
- ▶ Reformed Constitution and legislative framework
- ▶ Reduction in the number of Ministries and anchor fixed Ministries in legislation with clear functions
- ▶ Establishment of performance standards
- ▶ Robust performance management system for all levels
- ▶ Use websites/open government mechanisms to keep the public informed about HR practices in Ministries

# CRITICAL SUCCESS FACTORS

- ▶ Political will & follow-through
- ▶ Stakeholder commitment
- ▶ Executives & Senior Management have the right competencies
- ▶ Civil society “watchdogs”
- ▶ Reduction in size of Public Service
- ▶ Performance contracts between Permanent Secretaries and Central Oversight Agency