



# HR REFORM Workshop

Service Commissions' Department  
Perspective  
February 1, 2016

# SCD Prior to March 2015

- ▶ SCD had not conducted a comprehensive organizational audit
- ▶ Public Service Commission Support Units were designed along Functional Lines
- ▶ The Department had not converted to specialized Human Resource Adviser offices as other Central Agencies
- ▶ Movement of staff from SCD to Ministries and Departments – promotional/acting opportunities

# Prior to March 2015

- ▶ Paper based environment
- ▶ Manual systems
- ▶ Department did not keep abreast with the expansion of the Public Service (1 HR officer per every 150 employees)
- ▶ Impact of legislative changes – Judicial Review, Equal Opportunity, FOIA, Court Judgments
- ▶ Rapid turnover of staff and loss of institutional memory
- ▶ Attrition as a result of retirements

# TRANSFORMATIVE ACTIONS BY SCD



- ▶ Meeting with staff on functional structure
- ▶ Merging of Functional Areas
- ▶ Accommodation issues – modernization of work stations, rental of DFL BLDG
- ▶ Digitization of records
- ▶ Correspondence Backlog Project
- ▶ Digitization of PARs up to December 2015

# TRANSFORMATIVE ACTIONS Continued



- ▶ In line with Central Agencies – professionalized from HRO to HRA
- ▶ Continued review of SCD with PMCD
- ▶ In house Training by SCD Training Team
- ▶ Social and Economic approach to fill vacancies where greatest impact e.g. Fire and Prisons Services, Finance (Revenue Officers, Budget Analysts, Valuation Assistants), Manipulative (Cleaners, Messengers, Drivers), Clerical, Administrative

# Consultants' Observations and Findings



- ▶ March 2015 to March 2017
- ▶ Consultants conducted needs analysis of SCD in following areas:–
  - a. Governance
  - b. Legislation, Regulations and Policy
  - c. Organization Structures
  - d. Human Resources
  - e. Organizational Development and Knowledge Transfer

# Observations and Findings continued



- f. Core Business Processes overburdened
- g. Facilities insufficient and separate
- h. Management Information Systems not fully operational

# IS Project Implementation

- ▶ Established 8 working teams –
  - i. Vacancy Reduction
  - ii. Client Services
  - iii. Policy and Regulation
  - iv. Communications and Change Management
  - v. Database
  - vi. Mentoring and Training
  - vii. Monitoring and Delegation
  - viii. Organizational Realignment



# IS Project Implementation continued



## ▶ Project Deliverables

- Strategic plan
- Transition plan
- HRM plan
- ICT plan
- Change Management plan
- Communications Plan

## ▶ Knowledge Transfer

- Business Process Reengineering
- Organizational Design and Development

# Implementation Accomplishments

- ▶ **Merger of the PRACTING and Temporary Units to form Client Services Unit.**

Ministries now benefit from being serviced by one team for all matters pertaining to promotions, acting and temporary appointments.

- ▶ **Completed filling 2500 vacancies**

# Implementation Accomplishments

- ▶ Note completed on enhanced SCD Monitoring, Reporting and Evaluation; subsequent SCD Monitoring plan developed and received initial acceptance by the PSC
- ▶ New policy template drafted and approved to enhance the clarity of future policies consistent with international best practice. First policy –Promotions has been drafted and approved by the PSC;  
Next step– Acting and Recruitment policies– in progress.

# Implementation Accomplishments

- ▶ **SCD Training needs survey completed.**  
**Training Proposal developed. Some training completed.**  
**Mentoring Circles Program implemented.**
- ▶ **Organization Design dialogue held with Commissions and Executive team**  
**Organization Design training delivered**

# Implementation Accomplishments

## ICT and Process Re-design Improvements

- ▶ Data clean-up began
- ▶ Electronic data base is being populated as an interim step
- ▶ Monitoring Plan including metrics approved  
Decision taken to proceed to delegation
- ▶ Draft delegation plan underway along with discussions about where to delegate first

# Implementation Accomplishments

## ▶ Adoption of New Symbols of Change

- **New Logo** to brand and give the Institutional Strengthening project an identity. Also to help SCD staff break from the past.
- **New Tag Line “Towards Service Delivered”** serves as a constant reminder of our mission



*“Towards Service Delivered”*

# IS Future State

- ▶ Organization Design
- ▶ Job Design and Classification
- ▶ Attraction and Retention
- ▶ Performance Management
- ▶ Employee Recognition
- ▶ Talent Management and Succession Planning
- ▶ Learning and Development

# Future State continued

- ▶ Corporate Culture
- ▶ ICT Platform
- ▶ Change Management
- ▶ Communications
- ▶ Professionalization of staff to provide advisory support to the Commissions and Ministries and Departments



# RESOURCES REQUIRED

- ▶ Transformation Unit – change management, business process reengineering, project management
- ▶ IT platform
- ▶ Capacity Building
- ▶ EDMS – records, data capture
- ▶ Examinations and Assessment/Selection Center
- ▶ PMCD's continued review of support units

# Learnings

- ▶ SCD did not accept the report totally. In areas of future state, structure SCD has reviewed
- ▶ Consultancy addressed implementation – unique in this regard. Time was allocated to the implementation, as a result we were able to identify issues and address them
- ▶ Consultants had to be reminded that SCD services 4 Commissions and therefore there was a need to ensure all Commissions were considered

# Learnings continued

- ▶ Dedicated resources required before the inception of the consultancy project for example – transformative unit, project team, change manager
- ▶ Need for clear reporting lines in contract documents
- ▶ Thank you