

The background features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern and dynamic visual effect.

# IMPACT OF CURRENT HRM PROCESSES AND PRACTICES ON MDAs; READINESS OF MDAs TO ASSUME DELEGATED HR RESPONSIBILITIES

# Impact of current HRM processes and practices on MDAs

In a staff survey conducted in 2015, respondents were asked to identify the least efficient Division.

Forty-six percent (46%) identified the Human Resources Division.

The Division that was second was identified by eighteen percent (18% of the respondents).

Why?

Is MFCA unique in this regard?

# Impact of current HRM processes and practices on MDAs

## PLANNING

- ▶ extremely long delays in filling positions
- ▶ related growth in the contract establishment
- ▶ The solution has become a problem - many contract vacancies as well - the short term phenomenon
- ▶ Only able to plan where staff is unique to Ministry
- ▶ High turn around of staff ... including across Ministries
- ▶ Positions awaiting classification

Staffing has **not** become HR Planning and MDAs are not suitably resourced to fulfill their mandate and demands (sometimes break rules as a result)

# Impact of current HRM processes and practices on MDAs

## Training and Development

Just not being done at the Ministry level. Reduced to the selection of persons to attend courses.

Must go beyond Training Plans

Development of capacity in T and D must be led from the Centre.

Core offerings developed at the Centre rolled out in MDAs - service delivery; orientation/induction; supervisory; performance management.

# Impact of current HRM processes and practices on MDAs

**Performance Management:** span of control challenges in some areas; lack of training of supervisors; ongoing professional development lacking.

**Employee Relations:** lack of properly contracted EAP providers and staff structure - needed particularly now.

**IHRIS:** primarily workforce administration and payroll modules utilised. Other critical modules can't be triggered for individual Ministries.

**Contracts:** Delays in receiving contract terms; aggrieved employees; dated packages resulting in loss of preferred candidates

# READINESS

- ▶ Relationship of HR with rest of staff - issues of trust
- ▶ Staffing of HR Divisions:-
  - are HR Divisions/Units **adequately** staffed?
  - are HR Divisions **appropriately** staffed? Are they better staffed than the former Personnel Sections?
    - ▶ Composition
    - ▶ Qualifications/JD
    - ▶ How HR is currently staffed

# READINESS

- ▶ How are HR Divisions performing in the areas already delegated?
  - Do central HR agencies know the answer to the above? (Intuitively or factually?)
  - The need for continuous training and development in areas delegated.
  - The need for continuous provision of resources (e.g. Terms and Conditions manual)
  
- ▶ **Are the central HR agencies adequately resourced to monitor and to develop HR Divisions in MDAs?**

This is key and must be addressed along with any significant delegation of additional HR responsibilities.