

Impact of HRM Processes and Practices on Existing and Potential Staff

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Fulfillment of the HRM Function : Facilitated or Restricted?

- The HRM Function in the Public Service is currently restricted.
- Topping the Agenda is the way HRM is “managed”
- No single Agency has responsibility for HRM in the Public Service.



HRM Functionality?

- These restrictions:
 - Prevent optimal functionality of our HRM Units; and
 - Deprive our PSs/HODs of the support, continuity and fluidity of operations that enable:
 - effective decision making
 - astute management of the organisation
 - achievement of strategic objectives.

Key Challenges and Concerns

- #1: Lack of Cohesive / Integrated Approach to HRM
- #2: Inconsistent Advice / Inaccurate Information / Tardy Responses
- #3: Ineffective Succession Planning
- #4: Inconsistent Application of Public Service Rules and Regulations
- #5: Complex Classification and Compensation System
- #6: Mis-aligned Structures.

Challenge # 1

Lack of Cohesive / Integrated Approach to HRM

- HRM must be seen by ALL stakeholders as integrated.
- At Line Agencies HRM is not disaggregated.
 - ... Nothing will be achieved; no one will be satisfied
- This too MUST be a reality for the Central Agencies responsible for HRM.

HRM Architecture



Alignment of systems, functions, policies and procedures amongst the Central Agencies is a necessity for the realisation of a common HRM Architecture.

Common Vision for HRM



- Need for one common Voice and Vision iro HRM in the Public Service.
- As the key Central Agencies (CPO, DPA, MPA) share the same Minister, we hope this would become a reality soon.
- We await tangible evidence of this!!!

Challenge # 2

Advice from Central Agencies

- At our Agencies, we assess and treat client's needs individually.
- We need customised solutions, at times.
- Advice from Central Agencies must be sound, consistent, accurate and timely ... at all levels.
- Why?
- We depend on this to act and make day to day decisions.

The Question of Trust

- We need to trust the advice from you.
- When different Advisors give different advice to different Agencies, we stop trusting that advice ...
... we stop trusting **You**.
- We then rely on one another and our shared experiences.

Challenge # 3

Ineffective Succession Planning

- Succession Planning involves identifying and developing potential future leaders, senior managers and individuals to fill business critical positions ... in the short- and /or the long term - CIPD (2017)
- For us, effective successful planning is a misnomer. Why?
- We have no control over the:
 - Recruitment and Selection process (identifying); or
 - Determination and development of the potential future leaders and managers.

Succession or “Rite of Passage”

- We invest tremendous resources in training and development.
- But, the DPA has the sole right to determine “rite of passage”
.... through appointment, promotion or transfer.
- So, Contract Employment emerged as a solution.

Challenge # 4:

Inconsistent Application of P/S Rules and Regulations

- Goals are accomplished through people – best possible resource.
- But ... our attempts are sometimes stymied :
 - Man-made “streams”
 - Conflicting guidelines / instructions
 - Restrictions
 - Inconsistent application of rules and regulations
- Need for Consistency, Clarity, Transparency and Equity.

Challenge # 5

Complex Compensation and Classification

- Our Compensation and Classification system is outdated.
- Once we cannot pay well, we cannot attract well.
- Many positions are suppressed.
- The Classification Exercise remains suspended.
- Impact on MDAs - ineffective resources; inability to produce.
- This must change!!

Challenge # 6

Mis-aligned Structures

- Today's economic climate requires us to do more with less.
- However ... we operate with:
 - structures that have been defined for us
 - Job Descriptions and Specifications that are not aligned to our current reality; and
 - continuous changes to our staff complement, especially at middle and senior management levels.
- This too must change ... we are creating a Perfect Storm.

Effects of the Perfect Storm

- We have learnt to be resourceful. We have become innovative, creative and solution-oriented leaders
- We explore other employment options:
 - Short term employment; Consultancy arrangements
- We train and develop the resources You provide us, over and over.
- The link between effective HRM and achievement of Strategic Priorities through Implementation must never be misaligned.

Effects of the Perfect Storm: This is far too costly ...

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People Centered Service

- MPAC's focus is on people centeredness and service excellence
- To perform optimally, we need you to:
 - pay closer care and attention to ensure that MDAs are appropriately structured and staffed to effectively execute their mandates;
 - appreciate that MDAs have peculiar needs that require different solutions;
 - meet our needs and requirements in a timely manner.

Summary

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- We await your support and “perfected” architecture that will provide:
 - updated regulations
 - policies and templates
 - guiding principles
 - This will enable greater operational efficiency and standardization.
 - We stand ready, as HR Leaders, to continue the dialogue and to work with you towards HRM Transformation.



Thank You!

Have a Successful Workshop