


Human Resource Management (HRM)

Key Challenges and Recommendations

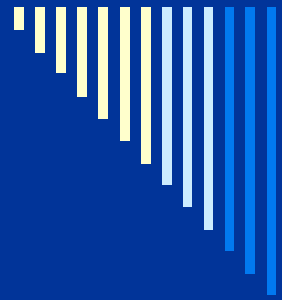
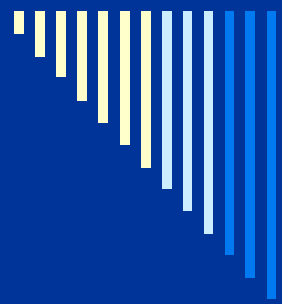


Table of Contents

- Definitions of HRM
- Main issues at stake in HRM
- Priorities of HRM
- Typology of HRM regimes
- Recommendations for the future
 - Institutional mechanisms
 - Managerial mechanisms (of HR, strictly speaking)

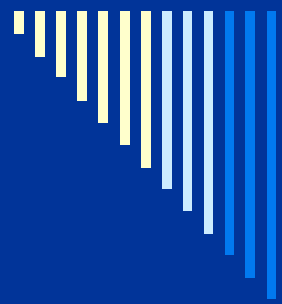


A definition

Broadly:

Set of tools to

- (1) recruit employees, form and organise their professional careers, and
- (2) ensure that employees are assigned to do the adequate tasks and that the overall performance of the administration is aligned well with the general and particular objectives that it seeks to accomplish.

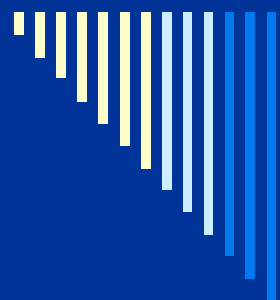


A definition

Specifically:

Set of tools which makes it possible to undertake

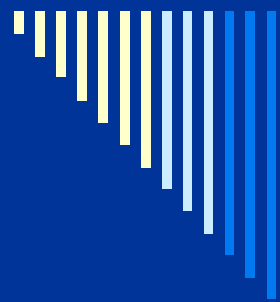
- 1) a search for the best possible assignment of people to the required tasks, and
- 2) a search for the best possible service delivery given the human faculties present.



Crucial Issue

Ensure that human resources are used most effectively with a view to bringing « administrative performance » which, unlike in the private sector, is not measurable in terms of profits or direct cost, but integrates the specific dimension of “public service”

Which assumes linking:



Crucial Issue: Administrative Performance

Public service as the unique dimension:



Objectives sought



General



Specific

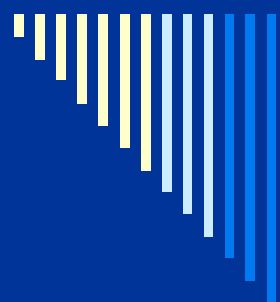


Evaluation of strengths and weaknesses
of each administration

*To define priorities in
improving the
human resources*

**How to make sure that public
service is most effective and
affordable?**

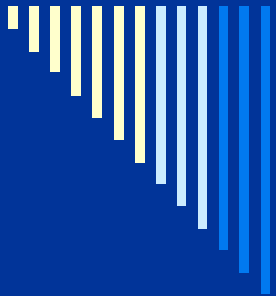
**Which public policies to prioritize and
what immediate problems to resolve?**



Crucial Issue: What is the benchmark?

*Evaluation of what should be the standard for
« good administration » in method and application:*

- ❑ **competency** (including efficiency),
- ❑ **accountability** (including integrity),
- ❑ **transparency** (ranging from the legitimacy of acts of the administration to civic participation),
- ❑ **sense of public interest** (which includes the fair handling of users) .



Priorities in the Field of Human Resources (HR)

Countries with weak administration	Countries in transition	Developed countries
<p><u>Initial development</u> <i>Creating the conditions for a competent administration</i></p>	<p><u>Motivation of employees to participate</u> to the making of new public policies</p>	<p><u>Cost / Performance link:</u> <i>Weight of the administration in the GNP</i></p>
	<p><u>Making public service jobs attractive</u> <i>Preventing the brain drain</i></p>	

Principal HRM Issues at Stake: *A Typology*



Recruitment
Employment
Autonomy
Structure

Regime type

Crucial problems to resolve

Founded on initial merits	with	organised	Staff Mobility
Not founded on initial merits	without	career	Drain to the private sector (PS M/S)
Founded on general skills			Leadership et independence (HPS) Promotion criteria
Founded on special skills			Professionalising the staff with general skills
Independent of government			Difficulties related to mobility & Narrow competency fields
Linked to government (nominations of political nature)			Administrative strength (HA) & Lack of accountability and transparency of agents
Centralised			Lack of impartiality and clientelism
Decentralised			Absence of transparency
			Corruption and/or particularistic local interests

PS M/S: Middle and high level public servants

HPS: High level public servants

HA: High administration

General Recommendations

HRM Regimes

Central tool
in charge of HR

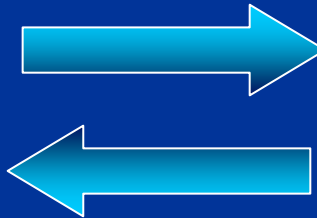
Separate control
agencies

Internal promotion
mechanisms

Leading tools for
provisional
management

Bodies of employee
participation

Institutional
Mechanisms



Managerial
Mechanisms

Charter/ « public service
contract »

Participation of employees
/ users

Accountability of higher
management

Continuous education of
all category of employees

**professionalising*

**openness and mobility*

**(professional) ethics*

Human factor in public administration



Institutional Mechanisms

1. Central tool in charge of HR

- ↙ at the global level: for career management in order to ensure satisfactory mobility, regardless of the recruitment mode
- ↙ at the level of any given service: in order to ensure the right allocation of employees to posts, their motivation and performance
- ↙ with coordination among all administrative entities : (for instance, regular meetings of HRM managers at each ministry or local administrative body).



Institutional Mechanisms

2. Separate agencies in charge of control:

- ↙ respect for accounting and financial rules,
- ↙ overall workings of the agency,
- ↙ employee evaluation (staff performance),
- ↙ disciplinary sanctions.

3. Internal promotion mechanisms, regardless of the mode of employee recruitment



Institutional Mechanisms

4. Leading tools for the provisional management of posts according to:

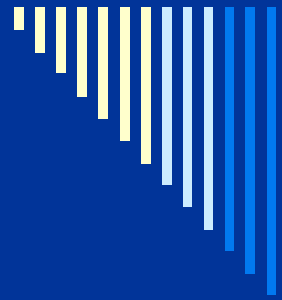
↙ demographics in public service, and

↙ administrative needs

short-term (case of reconstruction)

medium-term (new challenges : environment security, sanitary control, and of course, development policies: infrastructure, health, education)

5. Bodies of employee participation in the organisation and workings of the department



Managerial Mechanisms

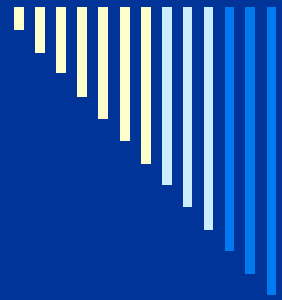
- 1. Establishing a charter or a « *service contract*» in each administrative agency in order to ensure the**
 - ↙ motivation,
 - ↙ recognition of merit,
 - ↙ capacity of teamwork,
 - ↙ effective ties with the users.
- 2. Encouraging employee participation in the definition of the charter; and user participation, whenever possible.**



Managerial Mechanisms

3. **Accountability of higher management on whom depends the implementation of the charter:**

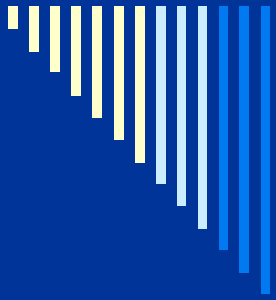
- ↙ foreseeing that the evaluation of higher management includes their capacity to advance the implementation of the objectives of the charter / service contract ;
- ↙ planning regular meetings of chiefs of agencies on « good practices » and
- ↙ increasing their familiarity with comparative studies (foreign problems and practices).



Managerial Mechanisms

4. Organising the continuous education of all categories of employees with a view to ensuring

- ↙ professionalisation (NTIC, for instance)
- ↙ openness and mobility
- ↙ balance between continuity of administrative action and its capacity to confront change, and
- ↙ professional ethics in public service



THANK YOU