RE-POSITIONING HR FOR STRATEGIC HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE

EPCM Steering Committee

Burgers Park Hotel

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CONTENTS

• Purpose of presentation
• Background
• Research findings
• Interventions
• Strategy for change
• Progress made
• Implementation
PURPOSE OF PRESENTATION

• To reflect on the need for strategic HRM in the Public Service
• To reflect on different interventions and strategies supporting the institutionalization of strategic HRM
BACKGROUND

- The current decentralized HRM framework requires HR components and HR practitioners to strategically support the achievement of their department’s goals by providing for all the HR requirements.
- In the main, the focus shifted to the strategic alignment and management of human resources in support of achieving the service delivery goals of departments.
- Various studies revealed deficiencies and shortfalls in this respect –
BACKGROUND (cont)

- Uncertainty about the structure/deliverables of HR components and the value they should add
- Weak definition and understanding of the roles between HR practitioners and line managers
- Inadequate focus on the competencies required by HR-components

• To address the situation, the DPSA undertook a research study to identify interventions to improve the HRM function at departmental levels
RESEARCH FINDINGS

• The HRM function should be underpinned by the following approaches:
  – Adequate empowerment of heads of department through the delegation of HRM responsibilities by executing authorities
  – Improve the monitoring/enforcement of compliance with national HRM prescripts
  – Establish HRM as a shared responsibility between HR components and line managers
  – Improve the capacity in departments to conduct strategic human resource management
HR components should adopt four strategic roles –

- Strategic partner and change agent (HR-planning, policy development, organizational development, change management)
- Talent and employee champion (Recruitment, retention, labour relations, performance management, employee wellness, HR development, career management, termination of employment)
- Hr-administrator (Administrative processes, document/record management, payroll administration)
- Hr-information and knowledge generator (HR-information management, research and dissemination of information)
INTERVENTIONS

• Approved by Cabinet:
  – Design organizational models for departmental HRM components
  – Develop a competency framework for HRM components
  – Review and align HRM training with the competency framework
  – Develop performance indicators for the HRM function
  – Establish a learning forum for HR practitioners
STRATEGY FOR CHANGE

• As HR Practitioners we need to guide the development of a more flexible, adaptive Public Service.
• The capacity to implement departmental strategies requires implementation of Human Resource strategies focusing on people related issues.
• HR strategies align the management of people with the overall business objectives.
• The HR function needs to be guided by appropriate norms and standards and HR policies must enhance the effective and appropriate use of human resources in departments.
STRATEGY FOR CHANGE (cont.)

Strategic Frameworks to drive the change

- HRD Strategy
- Leadership Development Strategy
- Diversity Management Strategy
- HRP Strategy
- EH+W Strategy

Supporting mechanisms

- HR Competency Framework
- Training for HRM Practitioners
- Performance Indicators for HRM
- Learning Forum for HRM
- Organisational Model for HRM components

Functional Practices

- HR Org. Strategy
- Employee Relations
- Quantity of Work Life Management and Environment Management
- HR Practices
- HR Utilization and Development

Norms and Standards for Functional Practices
PROGRESS MADE

• **DPSA strategies:**
  – HRD strategy to be considered by Cabinet for implementation
  – Leadership development strategy has been developed and consulted at the SMS conference
  – Strategies on EH&W, Diversity Management and HRP are nearing completion
PROGRESS MADE (cont)

Interventions approved by Cabinet –

- Development of generic organizational structures for HR components close to finalization
- Draft competency framework for HRM components will be presented today
- SAMDI and PSETA commenced with HRM course design and standardization
- Draft performance indicators for the HRM function will be presented today
- A learning forum, in the form of six steering committees and an annual forum has been established
PROGRESS MADE (cont)

- Generic: Emotional competencies
- Generic: Professional conduct
- Functional: Labour relations
- Functional: E H&W
- Functional: HR utilization and development
- Functional: HR practices
- Functional: Organizational strategy

Competency framework for HRM

PROGRESS MADE (cont)
Strategic partner role
Change agent role
Employee champion

Strategic dimension

Org development and design
Recruitment and life cycle
Management
Comp management and COS

Technical dimension

Performance indicators for the HRM function

Quantitative dimension

HR utilization and development
Work life and environment
Management
Labour relations

PROGRESS MADE (cont)
• Draft Proposals on Norms and Standards for a Single Public Service provide for Norms and Standards to be grouped into 10 functional areas

• Strong emphasis will be placed on strategic HRM and delegation of powers and responsibilities to support it
## IMPLEMENTATION

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<thead>
<tr>
<th>INTERVENTION</th>
<th>STAKEHOLDERS</th>
<th>APPROACH</th>
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| Generic organizational structures for HR components | **Development**: DPSA in consultation with departments  
**Implementation**: Individual departments | Structures to be of a guideline/informatory nature |
| Competency framework for HRM components | **Development**: DPSA in consultation with departments  
**Implementation**: Individual departments | Framework to be of a guideline/informatory nature |
| Review and align HRM training | **Development**: SAMDI and PSETA in consultation with departments  
**Implementation**: SAMDI and individual departments | Training to be of a compulsory nature and aligned with the competency framework |
### IMPLEMENTATION (cont)

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<th>INTERVENTION</th>
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<tbody>
<tr>
<td>Performance indicators for the HRM function</td>
<td><strong>Development:</strong> DPSA in consultation with departments</td>
<td>Indicators to become part of the prescribed reporting requirements</td>
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<td><strong>Implementation:</strong> Individual departments</td>
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- Proposed Norms and Standards to support the development of regulations to be issued in terms of the envisaged PAMA
THANK YOU

SIYABONGA