Human Resource Management (HRM)

Key Challenges and Recommendations

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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.
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)

<table>
<thead>
<tr>
<th>Countries with weak administration</th>
<th>Countries in transition</th>
<th>Developed countries</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initial development</strong>&lt;br&gt;Creating the conditions for a competent administration</td>
<td><strong>Motivation of employees to participate</strong>&lt;br&gt;to the making of new public policies</td>
<td><strong>Cost / Performance link:</strong>&lt;br&gt;Weight of the administration in the GNP</td>
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<td><strong>Making public service jobs attractive</strong>&lt;br&gt;Preventing the brain drain</td>
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## Principal HRM Issues at Stake: A Typology

### Regime Type

<table>
<thead>
<tr>
<th>Recruitment</th>
<th>Employment</th>
<th>Autonomy</th>
<th>Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founded on initial merits</td>
<td>Drain to the private sector (PS M/S)</td>
<td>Staff Mobility</td>
<td>PS M/S</td>
</tr>
<tr>
<td>Not founded on initial merits</td>
<td>Leadership et independence (HPS)</td>
<td>Professionalising the staff with general skills</td>
<td>HPS:</td>
</tr>
<tr>
<td>Founded on general skills</td>
<td>Promotion criteria</td>
<td>Professionalising the staff with general skills</td>
<td>HA:</td>
</tr>
<tr>
<td>Founded on special skills</td>
<td>Difficulties related to mobility &amp; Narrow competency fields</td>
<td>Administrative strength (HA) &amp; Lack of accountability and transparency of agents</td>
<td>HA:</td>
</tr>
<tr>
<td>Independent of government</td>
<td>Lack of impartiality and clientelism</td>
<td>Absence of transparency</td>
<td>HA:</td>
</tr>
<tr>
<td>Linked to government <em>(nominations of political nature)</em></td>
<td>Corruption and/or particularistic local interests</td>
<td>Absence of transparency</td>
<td>HA:</td>
</tr>
<tr>
<td>Centralised</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Decentralised</td>
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</tbody>
</table>

**Crucial problems to resolve**

- Staff Mobility
- Drain to the private sector (PS M/S)
- Leadership et independence (HPS)
- Promotion criteria
- Professionalising the staff with general skills
- Difficulties related to mobility & Narrow competency fields
- Administrative strength (HA) & Lack of accountability and transparency of agents
- Lack of impartiality and clientelism
- 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

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

Managerial Mechanisms

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.
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