STRATEGIC HUMAN RESOURCE MANAGEMENT
NARROWING THE GAP BETWEEN POLICIES AND PRACTICE
IN THE PUBLIC SERVICE IN AFRICA

THE AuDiT MODEL

Durban
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Session’s cases

I. HR development/training policy and practice in the Ugandan public service (by Ms. Adah Muwanga)

II. Policy and practice of managing diversity in the public service of South Africa (by Ms. Odette Ramsingh)

III. Motivation and remuneration policy in the Benin public service (by M. Amidou Adamou)

IV. Online training for HR managers in the public service in Africa (by Dr John-Mary Kauzya)
Questions to have in mind

I. How to assess the alignment of HRM policies and the entity’s strategy?

II. How to ensure the conformity of HRM practices with regard to policies?

III. How to determine the gap between HRM policies and practices?

IV. How to streamline HRM policies and practices?
Our contribution

A guide to building Intelligent HRM systems that narrow the gap between Policies and Practices in the public service in Africa
Basic steps to Intelligent HRM system

1. Understanding HRM policies
2. Designing HRM policies
3. Reproducing HRM policies into the machine
1 - Understanding HRM policies

- Derive main components (from rules, regulations and legislative texts)
  - Administrative Structures
  - Actors (Governance participants)
  - Missions assigned to structures or participants

- Delimit the governance sphere
  - Governing authority, internal staff
  - External participants
Understanding the Network of actors

SUPERVISING AUTHORITY
GOVERNING AUTHORITY
INTERNAL STAFF
HRM ORGANIZATION
RELATED ADMINISTRATIONS
USERS
SUPPLIERS
OTHER EXTERNAL PARTICIPANTS
## Understanding

### Actors’ key drivers

<table>
<thead>
<tr>
<th>Participants</th>
<th>Key drivers</th>
<th>CLASSIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Authority</td>
<td>Strategic and politic</td>
<td>Privilege</td>
</tr>
<tr>
<td>Governing Authority</td>
<td>Management</td>
<td>Mission</td>
</tr>
<tr>
<td>Internal Staff</td>
<td>Technical</td>
<td>Duty</td>
</tr>
<tr>
<td>Users</td>
<td>Involvement</td>
<td>Concerns</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Purveyor</td>
<td>Engagement</td>
</tr>
<tr>
<td>Related Administrations</td>
<td>Collaboration</td>
<td>Role</td>
</tr>
<tr>
<td>Other external participants</td>
<td>Indifferent or involved</td>
<td>Attitude</td>
</tr>
</tbody>
</table>
## Understanding the Behavior Grid

<table>
<thead>
<tr>
<th>Participants</th>
<th>EXPECTED BEHAVIOR</th>
<th>ABNORMAL BEHAVIOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Authority</td>
<td>Supervision, Control, Monitoring, Strategy</td>
<td>Lack of strategy, performing duties assigned to the governing authority</td>
</tr>
<tr>
<td>Governing Authority</td>
<td>Execution of missions according to current legislation, supervision of the tasks assigned to internal staff</td>
<td>Lack of supervision / monitoring, execution of the tasks assigned to internal staff</td>
</tr>
<tr>
<td>Internal Staff</td>
<td>Execution of tasks in accordance with existing regulations and rules.</td>
<td>Non execution of tasks according to the rules, selective or partisan treatment of files, requiring the presence of the user/citizen.</td>
</tr>
<tr>
<td>Users</td>
<td>Monitoring files, research information, various queries</td>
<td>untimely interruption of the work of internal staff, not replying to queries, disorganized information retrieval</td>
</tr>
<tr>
<td>Related Administrations</td>
<td>Forwarding documents generated to the related administration (via internet, intranet)</td>
<td>Documents generated or used are unreliable, unavaible.</td>
</tr>
<tr>
<td></td>
<td>Reuse the information generated throughout the system (single point of entry for data security and authetication)</td>
<td></td>
</tr>
<tr>
<td>Suppliers</td>
<td>Provision of goods and services according to the rules and regulations</td>
<td>Fictitious contracts or contracts poorly executed</td>
</tr>
<tr>
<td>Other Participants</td>
<td>External and independent observation (or control) Proposing solutions</td>
<td>Interference in the management of the Organization.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bias in requiring the implementing a policy or a particular strategy</td>
</tr>
</tbody>
</table>
Understanding the Allocation of roles

- Selection of participants
  - Compliance with rules, laws and legislation (Legal)
  - Accountability (Managerial)
  - Competency (Technical)
  - Partisan pressure (Partisan)
  - Various requirements (A combination of all)
2 – Representing HRM policies

- Assess governance charges or loads
  - **Weight** of administrative structures
  - **Responsibility** of internal participants of governance
  - **Value** of tasks assigned
Detect **hypertrophied** and **atrophied** charges revealed by

- Structural inconsistencies (conflicting missions…)
- Abnormal high number of missions assigned
- Excessive breakdown of missions
- Excessive breakdown of participant’s power or authority
3 - How to reproduce in the machine

- 3 perspectives:
  - Automation
  - Digitalization (static & dynamic)
  - Transparency (static & dynamic)
Automation
Static digitalization

1. Physical deeds produced by others → Digitalization
2. Electronic data produced by others → Extraction
3. Perspectives of static digitalization
4. Static data
5. Authentication
6. Static document

Internal staff
Dynamic digitalization

1. Physical deeds produced by others → Digitalization
2. Electronic data produced by others → Extraction
3. Perspectives of Dynamic Digitalization
4. DYNAMIC DATA
5. Notification
6. DYNAMIC DOCUMENTS

EXTERNAL PARTICIPANTS
Static transparency
Dynamic transparency
Integrating the 3 types de perspectives
Design and implement automatic HRM systems in order to determine

- Actors’ role
- Actors’ responsibilities
Conclusion: Intelligent HRM

- An Efficient Public Service integrating
  - Understanding HRM policies
  - Representing HRM policies
  - Reproducing HRM policies into the machine
  - Automation
  - Static digitalization
  - Dynamic digitalization
  - Static transparency
  - Dynamic transparency
References

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