Session 2
Discussion Paper 3
Strengthening Public Sector Human Resource Management Capacities in Africa
Public Sector HR Managers Promoting Professionalism and Implementing the African Charter on the Values and Principles of Public Service

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15 March 2011
Presentation Outline

- Proposed Role of HR Managers: Professionalism and the Charter
- Facilitating Factors
- Inhibiting Factors
- Strategic Actions for Consideration
Proposed Role of HR Managers

- **Raising Awareness on the Charter within their Departments**
  - Infusing the Charter into Induction, Training and Development Programmes

- **Mainstreaming the Charter into the Accountability/Planning Processes of Departments**
  - Within their own units (leading by example)
  - As part of senior management (influencing others)
  - As custodians of Performance Management and Development Systems (holding people accountable for implementing the values and principles)
Proposed Role…Continued

• Building a professional ethos (ensuring a positive collective conscience within their organisations)
• Ensuring that the compliance aspects of professionalism are adhered to (e.g. dealing with acts of misconduct)
• Offering informed advice on building appropriate HR Capacity

• Monitoring and Corrective Action
  • Are our efforts (e.g. induction programmes) bearing fruit
  • Where are we succeeding/failing
  • What else should we be doing (incl innovation)
  • Ensuring collective learning (from each other & from others)
Facilitating Factors

- A range of enabling instruments are already in place in many administrations
- E.g., Codes of Conduct, Conflicts of Interest Frameworks, policies on training and development, performance management systems and other relevant pieces of legislation
- Increasingly, space is being opened up in many organisations for HR to play a strategic role
- There is an emerging ‘new breed’ of HR Managers determined to play such a role
- Existence of learning programmes and networks for HR Managers
Inhibiting Factors

- Values/principles are often easy to talk about but very challenging to implement
- HR Managers who remain stuck in their old ways (focusing only on administrative work)
- Organisations that do not provide HR Managers with the necessary space to play a strategic role
- Line managers who do not play their role in HR (‘Every manager is an HR manager’)
- Resource limitations
- The risk of being distracted by jargon: e.g., personnel admin vs personnel management vs HRM vs Human Capital Management (Old wine in new bottles?)
Strategic Actions for Consideration

- Honest Self reflection at institutional/national levels (to avoid ‘one size fits all’) to establish:
  - How are we doing in terms of the facilitating and inhibiting factors?
  - What can be done to add momentum to the facilitating factors, and to decisively address the inhibiting factors?
  - Prioritise the actions, implement, monitor and make steering decisions.
THANK YOU!

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