

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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Inside Plenary 8- Discussion topic



Cases of Human Resource
Management Policies and
Practices in the Public Service in
Africa

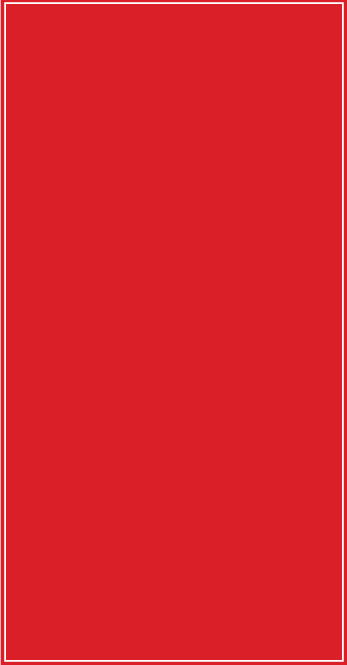
Session's cases

- 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

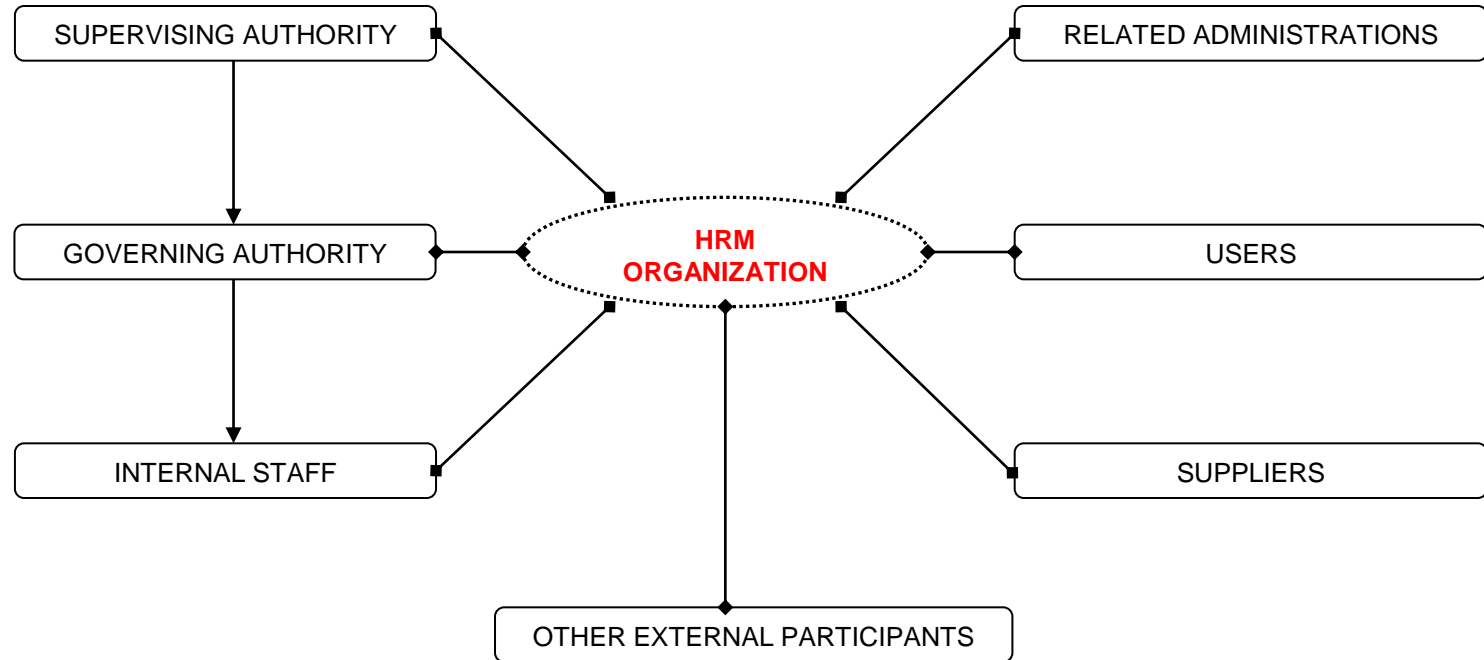
1. Understanding HRM policies
2. Designing HRM policies
3. Reproducing HRM policies into the machine

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



Understanding

Actors' key drivers

Participants	Key drivers	CLASSIFICATION
Supervisory Authority	Strategic and politic	Privilege
Governing Authority	Management	Mission
Internal Staff	Technical	Duty
Users	Involvement	Concerns
Suppliers	Purveyor	Engagement
Related Administrations	Collaboration	Role
Other external participants	Indifferent or involved	Attitude

Understanding the Behavior Grid

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

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

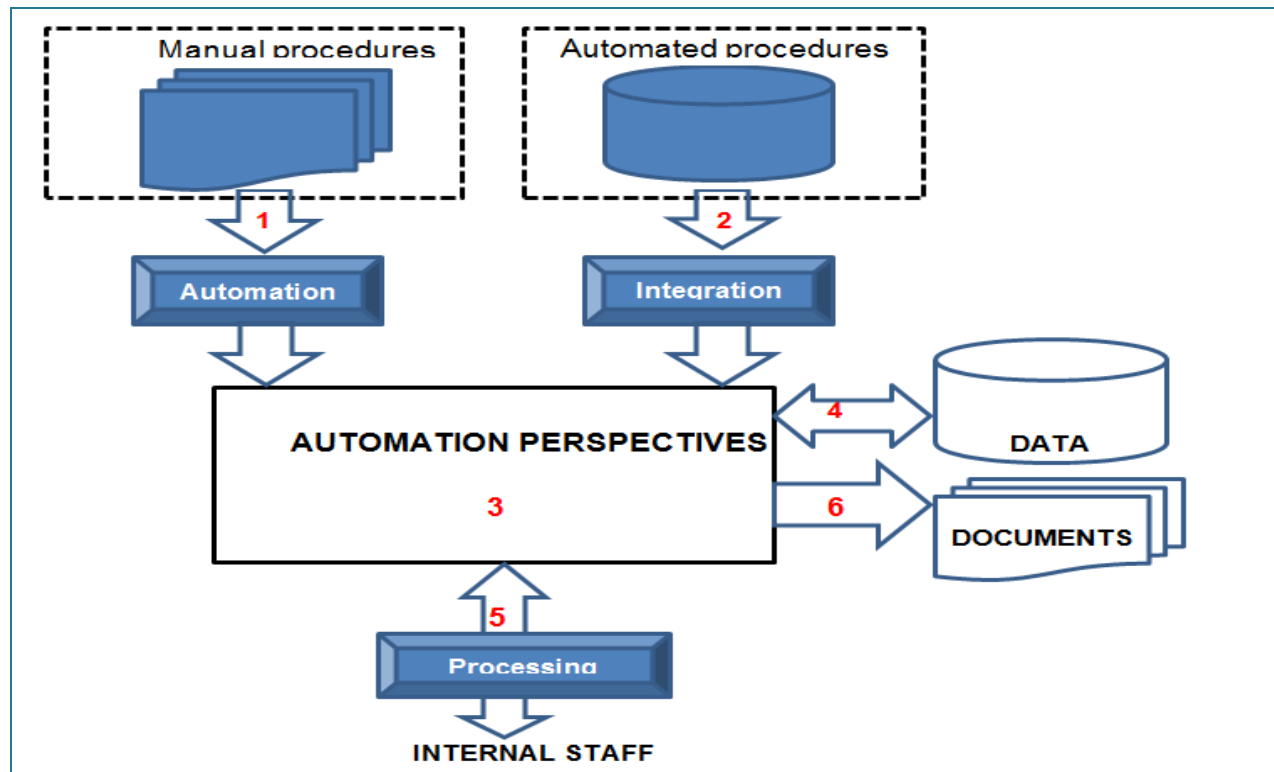
2 – Representing HRM policies

- ❑ 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

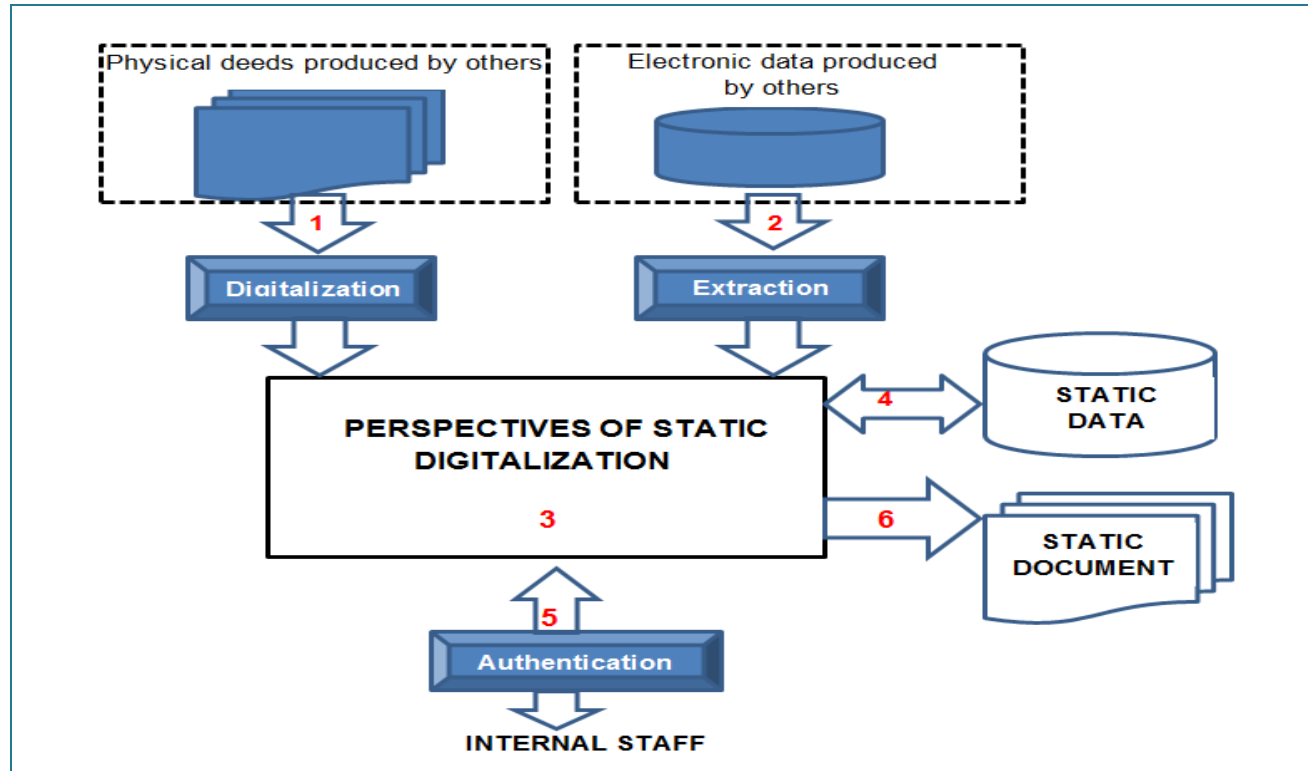
3 - How to reproduce in the machine

- ❑ 3 perspectives:
 - ✓ Automation
 - ✓ Digitalization (static & dynamic)
 - ✓ Transparency (static & dynamic)

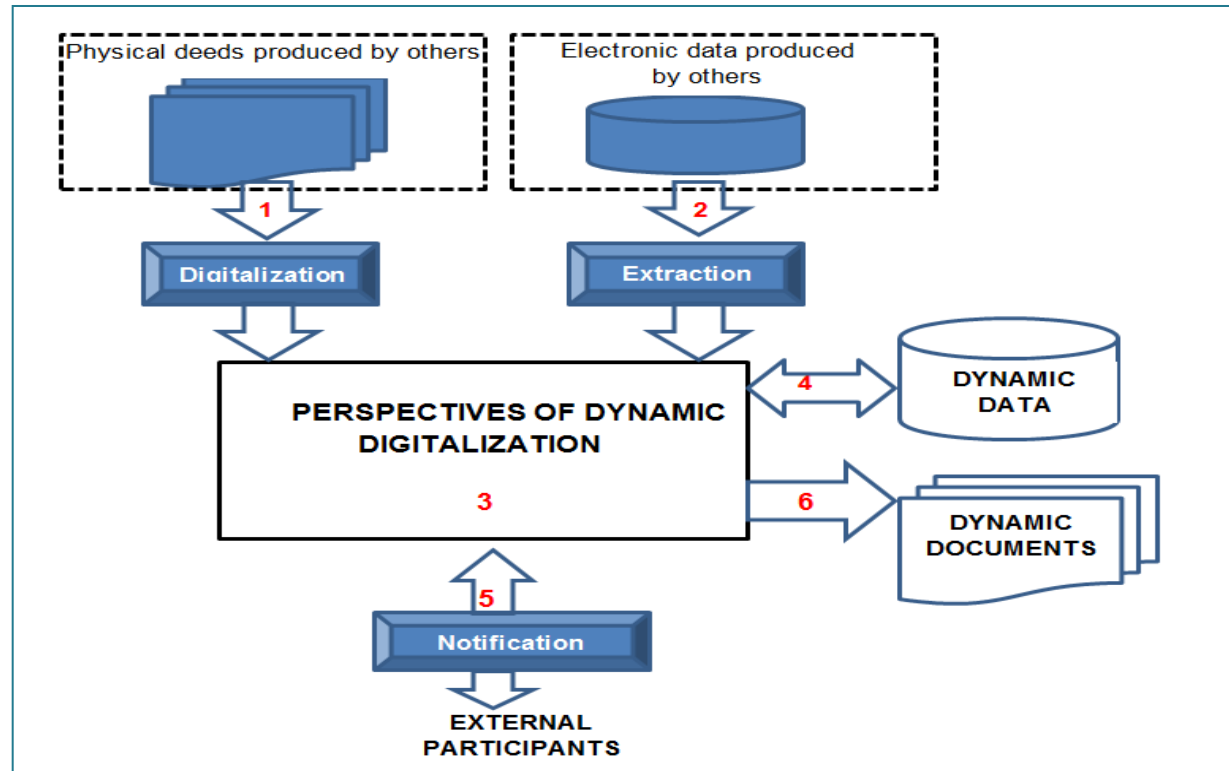
Automation



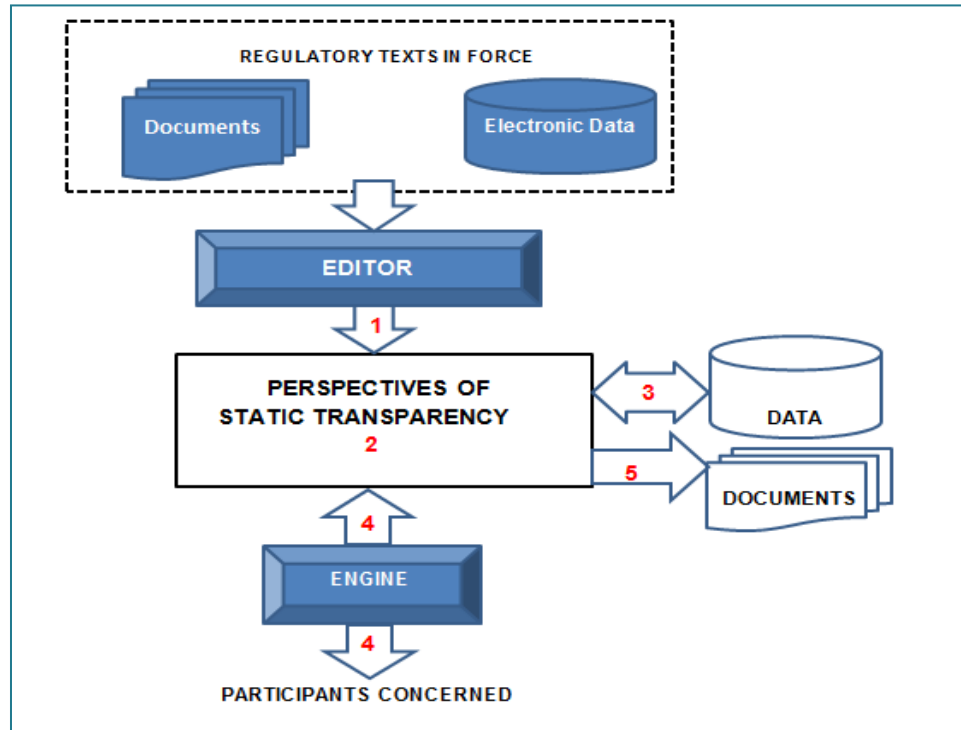
Static digitalization



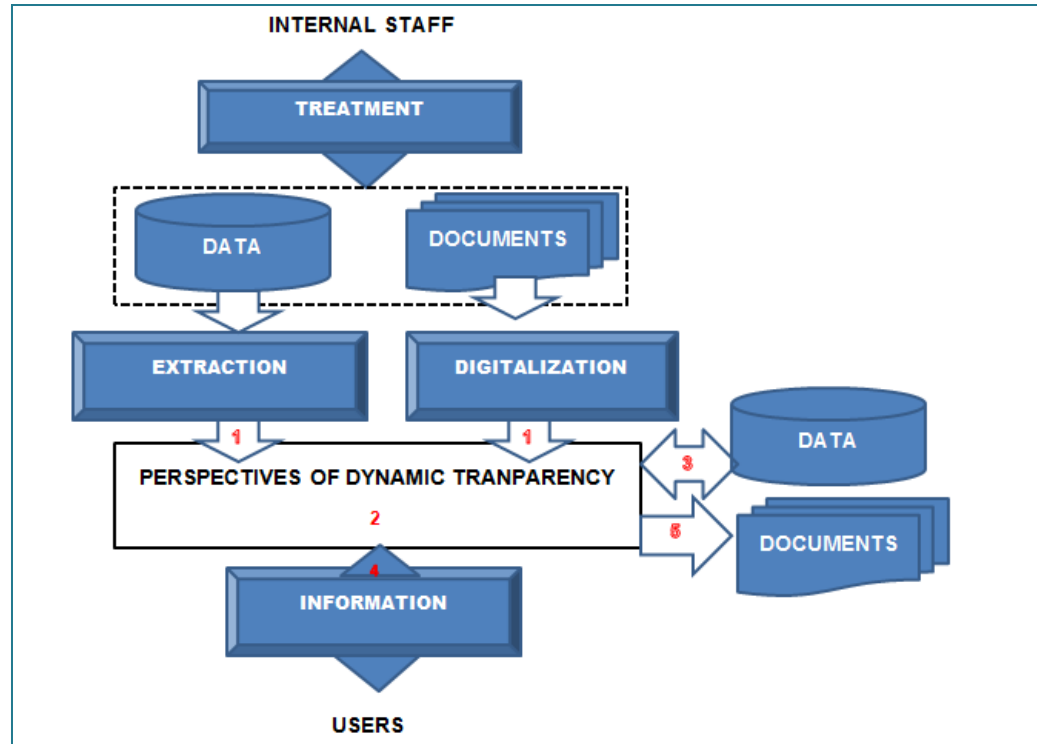
Dynamic digitalization



Static transparency

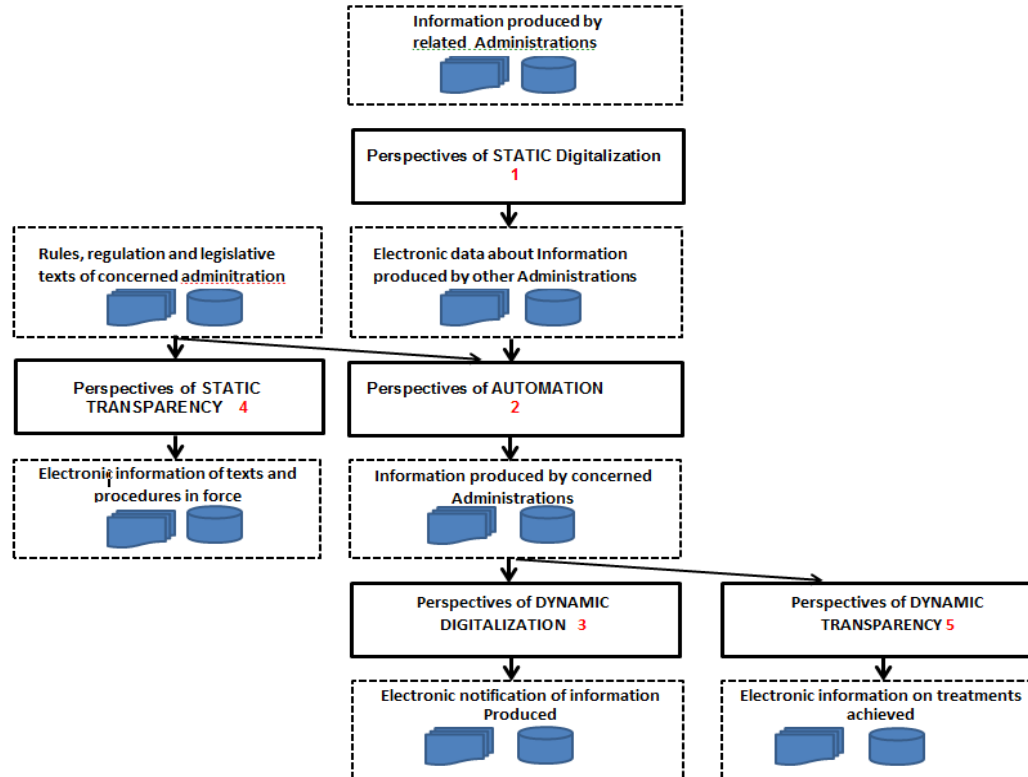


Dynamic transparency



Integrating the

3 types de perspectives



The bottom line

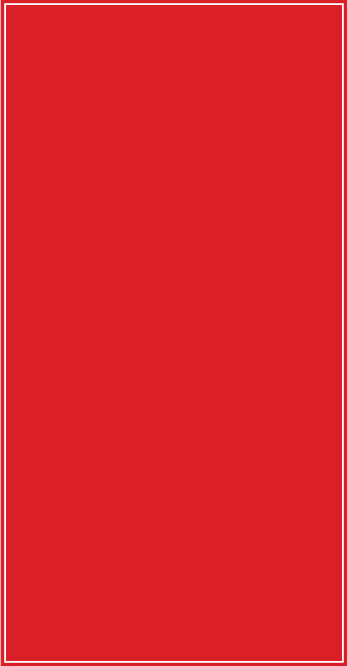

- ❑ Design and implement automatic HRM systems in order to determine
 - ✓ Actors' role
 - ✓ Actors' responsibilities

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

- ❑ Gouvernance et Intelligence Artificielle – bâtir une administration performante (Jean-Yves DJAMEN , Afredit 2008, 256 pages).
- ❑ Corporate Leadership Council. Corporate Executive Board. Developing a strategic HR Function. Aligning Individual Competencies. Washington DC, January 1997.



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