

CONCEPT NOTE
Human Resource Management
Interim HRD Unit In Excise & Taxation Department



Background

1. The Civil Service Reform component of the PGEIP envisages a modern Human Resource Management system for maximizing the well being and efficiency of the work force under the given circumstances. Although discussed in detail in various project design documents, very briefly this paradigm shift from the traditional public sector 'personnel management' to a more modern HRM paradigm had been suggested with a view to focus the energies of the public sector department on active human resource management as against an application of the standard administration of rules and regulations. Any modern HR management system is concerned with maximizing the performance of an employee, by giving him the necessary tools (enabling environment), compensating him adequately and finally evaluating him against the targets (both departmental and personal) set at the onset of any performance cycle.
2. With this shift in mind three interconnected work streams were setup for the HR part of the project. These included:-
 - a. The establishment of a modern and professional Human Resources Management Information system.
 - b. The implementation of a more effective strategy and policies for the capacity development of all staff together with increased provision of training courses.
 - c. The development of Generic Job Descriptions for management and senior professional staff jobs to facilitate the setting of actual work targets (personal Job Descriptions) and ultimately a quantification of performance.
3. The Implementation Plan agreed with the Department included the establishment of a Core Team to work with the HR Specialists on drafting Job Descriptions and carrying out a Training Needs Analysis (TNA) process. This later became a fourth work stream to set up an HRD Unit in the Department.

'Interim' HR Unit

4. It needs to be kept in mind that a fully functional HR unit with the necessary training and expertise is quite elaborate. However, several of the activities normally associated with the HR Function (recruitment, posting & promotion, pay and grading) are currently controlled centrally by S&GAD or the Finance Department. In the current paper, therefore, a basic HRD unit is proposed which would undertake those activities which are possible within the current regulations, but which will contribute towards the achievement of the three work streams mentioned in para 2 above. The HR Specialists will work with this Unit to achieve the current targets and orient them towards the eventual establishment of a fully fledged HR function.
5. **Proposed Structure**
The structure proposed for this new unit is at annex A to this document and the functions / posts shown on the chart are outlined below.

a. ***Supervisory Committee***

Secretary E&T has already notified a group of senior officers with HR responsibility. This group comprises senior officers with full-time commitments who will not be in a position to give the full-time attention the day-to-day activities of the HRD Unit will require. For this reason this group has been identified on the orgchart as the Supervisory Committee. It is envisaged that this committee will be convened from time to time under the chairmanship of the DG (E&T) to oversee the HRD Unit and ensure that full co-operation is taking place between the HRD Unit and the HRM administration under Director (HQ).

b. ***Head of Human Resources***

This role requires a qualified HR professional who can tutor and guide the staff below him/her in the technical HR aspects of their roles. Ideally, such a person will be found from within the ranks of the Department, but may in the first instance require the recruitment of a suitable person from outside the Department, possibly on contract from the private sector.

c. ***Job Descriptions & Performance Management***

This role involves supervision of the job description process from writing the generic JDs, through assisting line managers to write the personal JDs with their subordinates, to collecting the training needs identified by the target-setting and monitoring component of the JDs. The jobholder will require some technical training in JD writing skills, but should be selected from within the Department for qualities of empathy and interpersonal skills. The role will involve management of two subordinate functions:

- *Line management support*: This role involves ensuring line managers are trained to complete the personal JDs with their subordinates, and monitoring the target setting (which is an integral part of the JD process) is being carried out.
- *Generic JD Librarian*: This role involves collecting and maintaining the library of generic JDs as they are written, ensuring that they are kept up to date as jobs change, and advising line managers on the best generic JD to use for any specific post

d. ***Training & Development***

This role involves supervising the collection and consolidation of training needs, determining the best means of addressing the needs and then procuring the supply of training from the most cost-effective source. Sources of demands for training will include requests collected by the JD section (at c. above) as well as corporate-level TNA surveys carried out by the HRD Unit from time to time. The role has two subordinate functions:

- *Training Needs Consolidation*: This role involved keeping records of all training requests and consolidating similar requests to ensure the most economical method of delivery can be determined. The role will also involve maintaining records on the HRMIS of who has received what training, and evaluating the quality and effectiveness of the training.
- *Training Procurement & supply*: This role involves keeping an up-to-date register of approved training suppliers, including an internal pool of tutors as well as external national and international institutions. In addition, the role will research suitable sources of ad hoc or specialist

one-off training. This role will also involve the administration and contractual arrangements for supply of training.

e. HR Records & HRMIS

This role involves managing the HRMIS to ensure accurate and reliable employee data is available either on-line or via ad hoc reports to authorised managers and staff. The role requires a person with reasonable technical IT competence, but a primary focus on the HR function with a view to ensuring a user-friendly and easy to use service. The role will supervise two subordinate functions:

- Data Validation: initially this role will carry a heavy administrative workload to ensure that data entered into the system is checked for completeness and accuracy. Once steady-state has been achieved, annual or bi-annual checks will be carried out with employees asked to verify in writing the correctness of their data.
- Data entry and retrieval: it is expected that, initially, a significant number of line managers will be reluctant to access the data directly and will prefer to have data entered and retrieved for them. For this reason a KPO will be required for the foreseeable future to enter new data, make corrections, and print out reports.

f. JD Core Team

The JD Core Team is proposed as a temporary arrangement to facilitate the writing of generic JDs as quickly as possible. This team of four or six individuals would be trained in the JD principles and process. They would interview a sample of jobholders in each of the different types of job to obtain a good cross-sample of the typical tasks and responsibilities. This group would then be trained in the preparation of personalised JDs, and would be deployed around the Department's locations to train and mentor the line-managers in the relevant skills. Once completed and steady state has been achieved, this team could be reduced or disbanded completely

Training & Tenures

6. Most of the roles described above, with the exception of the Head of HR, can be filled by currently serving E&T officers or staff. However, to be effective, the leading HR role needs to be filled by an individual who has a professional HR qualification and, ideally, some experience. This requirement may mean that a professional HR practitioner has to be recruited from outside on a two to three year contract. During this tenure, the Head of HR would guide the HR Unit's activities and impart knowledge to a nominated successor from the Department through mentoring and formal training interventions. The successor should be required to serve in post for a minimum of three years and to ensure that the next successor is ready to take over.
7. Candidates for the other HR roles should be selected on the basis of an evident interest in the HR function, an empathy with people, and a willingness to commit to a minimum tenure of two to three years in post. Training would be by a combination of learning on the job through mentoring by the Head of HR and attendance on short HR skills courses provided by local high calibre training institutions such as LUMS, the Lahore Business School or the Punjab University Business School.

Logistics

8. It is understood that the creation of new posts is a complex and time-consuming process. It is therefore possible that the HRD Unit will not be established by the time the PGEIP programme ends in May 2012. However, without a team of officers and staff as outlined in the orgchart and sections above, it is unlikely that the HR work streams will result in sustained changes in the management and development of the E&T workforce.
9. It is therefore strongly recommended that a Core Team of selected officers and staff is established informally as soon as possible in order that they may begin working with the HR Specialists and learning the necessary skills through mentoring and training by the consultants. Members of the informal Core Team with suitable skills and qualities may then be formally appointed to the HRD posts as these are formalised by the relevant authorities.

Caveat

10. Without a formal HRD unit or at least an informal HR Core Team to maintain the momentum, it is highly likely that the processes will fail. As the DG (E&T) knows from his own experience, new HR processes are rarely maintained in the absence of a strong champion.