

The Government of Punjab

Punjab Public Services Commission

Client Departmental Human Resources Report

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1 Introduction

1.1 Background

This Client Department Report is a deliverable and forms part of the review of the Punjab Public Services Commission (PPSC) to improve the functions, systems and processes of the PPSC. The purpose of this report is to examine the functions of the human resource departments in selected government departments as they relate to recruitment, with an assessment of their capacity to:

- undertake recruitment in an efficient, effective and impartial manner;
- provide the PPSC with timely requisitions and other data required;
- project and plan future staff requirements.

This report is structured as follows.

- Section 1 (this section) contains our approach and methodology.
- Section 2 sets out our key findings.
- Section 3 contains our conclusions and recommendations.
- Section 4 contains Appendix 1 describing the human resource management (HRM) functions and competencies for HRM professionals.

1.2 Key Issues

During the review of the PPSC it became clear that several of the problems with recruitment to posts in the Government of the Punjab arose in Departments' Human Resources Divisions, prior to requisitions coming over to PPSC. For example:

- requisitions are often incorrectly filled out;
- departments "bundle" Requisitions:
 - such that the PPSC can be swamped with hundreds and thousands in one bundle;
 - revealing that the Requisitions are not related to workforce planning processes in the departments, but rather to blocks of vacant posts.

It was also clear that there was little or no communication between the Commission and the departments to address these problems. As a result, it was agreed that a review of departmental recruitment procedures be included in the project to review the PPSC.

1.3 Approach and methodology

We agreed with the Secretary of the PPSC which departments were worthy of review, and selected the following departments:

- Education (Higher);
- Health;

- Livestock and Dairy;
- Excise and Taxation;
- Finance.

The Education and Health Departments were selected because they were the largest departments and had the greatest number of posts for recruitment by the PPSC. The other departments were selected because they are also under review by the Punjab Resource Management Project.

We also wanted to understand the role and function of the Services and General Administration Department (S&GAD) and its relationship with other departments. We therefore held meetings with the Secretary (Services), Secretary (Regulations) and Deputy Secretary (Establishment) to gain a fuller understanding of the human resource management function in the Government of Punjab.

The methodology used to conduct this review was face to face meetings with a number of senior staff in each of the client departments. These were mainly Secretaries, Deputy Secretaries and Additional Secretaries. Many of those we interviewed were very forthright in describing the current situation in their Department for which we are grateful.

We also reviewed a number of documents including the following:

- Recruitment Policy 2004 (no: SOR-IV (S&GAD) 10-1/2003);
- Contract Appointment Policy (no: DS (O&M) 5-3/2004);
- Rules of Business 1974 (amended up to December 2006);
- Service Rules 1974;
- sample job descriptions.

2 Key findings

2.1 Recruitment policy

The latest Government of the Punjab recruitment policy was published in September 2004. Over the years there has been a ban on recruitment and this ban was lifted in May 2003. Since 2003, over 26,000 posts have been filled out of over 100,000 vacant posts. In June 2003, the Finance Department decreed that all appointments be made on a contract basis, unless there were exceptional circumstances and specifically allowed by the Chief Minister on the recommendations of the Contract Appointments Regulations Committee (CARC). The main reasons for this were financial and administrative:

- the Government could not fund the annual pensions' bill;
- poor performance management of regular staff. This lack of performance management allowed a culture of carrying poor performers to exist, making it difficult to take action against them.

The Constitution of Pakistan stipulates that all citizens are equal before the law and are entitled to equal protection. It also provides that no citizen, otherwise qualified for appointment in the service of Pakistan, shall be discriminated against.

The Punjab Civil Servants (Appointment & Conditions of Service) Rules 1974 state that all posts (regular or contract) must be advertised before they are filled. The relevant Selection Committees are also required to ensure that appointments are made strictly on merit and in accordance with the rules, selection criteria and other provisions of the Contract and Recruitment Policies.

The rules state that if a person commits irregularities in the recruitment process, then the department should take disciplinary action against that person. When we asked a number of Secretaries how many people had actually been disciplined they replied 'none to their knowledge'.

Some secretaries recounted stories where very often pressure is brought to bear on officers by local politicians or other bureaucrats to select particular people or to avoid using ethical, fair and meritocratic processes. If the officer does not succumb to political pressure then he/she is subsequently transferred to another department. One person suggested that up to 70% of appointment decisions were based on 'influence' and the network of acquaintances, while only 30% of decisions were merit based.

Based on such anecdotes it appears that often unethical behaviour and a lack of compliance with the Constitution of Pakistan and the Service Rules take place. If this is the case, then this will perpetuate a culture where 'influence and corruption' are condoned and become the prevailing organisational culture in government.

2.2 Strengths and weakness of the PPSC

All departments stated that the role of the PPSC was necessary to ensure there was no influence or interference in the appointments process. They were very satisfied with the recommendations

for appointment made by the PPSC as the PPSC appeared to recommend candidates based on fairness and merit.

However, all departments were critical of the length of time the PPSC took to process requisitions and make recommendations for appointments. Some complained that it took over a year for some appointments to be made, eg Sub-Divisional Officer. Such delays often result in candidates finding other jobs, changing their career plans, or no longer being available to take up the job offer made by the appointing authority.

Some Secretaries were also critical of Board Members. They stated that although they were excellent senior civil servants in the past, as Board Members they did not play an active role: for example, Board Members had no contact with departments to understand their recruitment needs or discuss the difficulties in recruitment and selection.

2.3 Requisition and recruitment process

The process of submitting requisitions to the PPSC is essentially the same for all the departments we interviewed. Once a vacancy is identified, a requisition form is completed containing details of the post including a brief job outline, experience and age criteria together with the relevant Service Rules. If there are several posts in various locations, then a list of the locations against the number of posts is also required to be submitted.

2.3.1 Education (Higher)

There is an absence of strategic workforce planning. The last major strategic exercise in education took place in 1990 to determine the educational needs, subjects, and staffing requirements. Typically when a new institution is built then the needs of the particular institution are determined by the Education Department.

When posts become vacant in Government Colleges, the Principals of the Colleges send the requisition with the number of posts to be filled on a monthly basis to the Office of the Director of Public Instruction Colleges, Punjab. It is the Office of the Director of Public Instruction that carries out most of the work for recruitment, determining staffing requirements and sending the requisitions to the Establishment Wing of the Education Department.

The Establishment Wing receives three-monthly or sometimes monthly requisitions from the Director of Public Instruction Colleges, for posts at BS 17-22 (Gazetted Posts). Once these requisitions are received they are checked to ensure they contain the relevant Service Rules for each post, including job descriptions, qualifications, experience, and age criteria. The Education Department uses a 'bundling' method before it submits the requisition to PPSC, ie it waits until it has at least 200 to 400 posts to fill before sending the requisition to the PPSC. Last year they sent a requisition for 2,603 posts to the PPSC. This inevitably leads to delays in posts being advertised and subsequently filled.

Direct recruitment for posts BS 17 and above is carried out by the PPSC. For posts above grade BS17 there is a quota ratio of posts filled by direct selection by the PPSC versus promotion through the grades as follows:

- BS 18: 30 per cent by direct selection; 70 per cent through promotion;
- BS 19: 25 per cent by direct selection; 75 per cent through promotion;

- BS 20: 20 per cent by direct selection; 80 per cent through promotion.

None of the Secretaries and their staff have any formal qualifications in human resource management, gaining their knowledge and experience on the job.

The Education Department recognises that the PPSC is already overburdened. They believe that the PPSC works with integrity and base their decisions on merit. However, they complained that the PPSC takes far too long to process applications for posts.

2.3.2 Health

The Establishment Wing of the Health Department is responsible for the recruitment of doctors, and paramedics while the Administration Wing manages the recruitment of nurses and posts in the tertiary teaching centres. Recruitment of all new doctors is carried out by the PPSC. Twenty per cent of recruitment in higher grades is carried out through direct recruitment by the PPSC while 80 per cent of appointments are made by promoting existing staff. Universities conduct the examinations for doctors, and there is always a subject specialist on the interview panel of the PPSC.

In 2008 the Punjab Devolved Social Services Programme (PSDDP) commissioned a study to develop job descriptions and performance evaluation criteria for medical, nursing and paramedical staff as part of the reforms for strengthening institutional capacity for improved service delivery. These job descriptions and performance evaluation criteria contained in a handbook entitled, Job descriptions and performance evaluation for medical, nursing and paramedical staff (2009), are intended to increase efficiency and effectiveness of health service delivery at District level. It was recognised that the current job descriptions were out of date and needed to be revised so that each category of health worker has a clear understanding of what they must do and what they are expected to achieve. Clarity in defining roles, responsibilities and key result areas, is also intended to eliminate outdated functions and activities and avoid overlapping of duties. We understand from the Secretary of Regulations that this handbook has not yet been approved.

The Health Department is responsible for processing the requisitions for autonomous and special institutions, Medical Teaching Institutions and Mental Hospitals. The process for submitting requisitions is as follows:

- Medical Superintendent of institution determines staffing requirement and sends requisition to the Secretary;
- The Secretary signs off the requisition and passes it to the Deputy Secretary;
- The Deputy Secretary passes the requisition to the Section Assistant for recording and forwarding to the PPSC.

Since 1996 the Health Department has not sent any requisitions to the PPSC as the Government had decreed that all posts would be on a contract basis. As a result of this recruitment policy there was a ban on regularised recruitment, and for the last 13 years, medical staff on 'contract' were recruited by Special Selection Boards.

However, in April 2009 the Chief Minister decreed that all medical officers, including doctors and dentists who were on temporary contracts were now to be regularised and any new post could

be on a permanent contract basis. As a result of this the Health Department recently submitted a requisition for 1,999 Medical Officers (male and female) to the PPSC for recruitment. The Additional Secretary stated that it was urgent that these posts be filled because they were vacant. He believed that the posts could be filled within one month because his perception was that the PPSC could establish six sub-committees with each sub-committee interviewing 20 people a day. However, we understand from the PPSC that this requisition form was subsequently returned to the Health Department because it was not completed correctly - the Health Department is required to complete two requisition forms, one for female and the second for male Medical Officers.

It is clear that there is no communication between the Department and the PPSC to discuss the planning and accurate completion of requisitions, or agree realistic timescales for the recruitment and selection process. This may result in unrealistic expectations and frustrations on the part of both the Department and the PPSC, with each party potentially blaming the other for inefficiency or ineffectiveness.

2.3.3 Livestock and Dairy

There is a total of 1,720 staff in grades BS 17-22 in the Livestock and Dairy Department. Grades BS 19 and 20 are grades to which existing staff are promoted (although the Department is proposing that BS19 is also open to direct open competition) and are carried out by the S&GAD.

In the Livestock and Dairy Department there are two Directors General at grade BS20 or above, and 12 Directors at grade BS 19 or 20. There are eight Section Officers, three of whom are responsible for completing requisition forms. The Section Officer collects information about vacancies and posts to be filled from the Directorate. The requisition is signed off by the relevant Director, Director General, Secretary and then the Additional Secretary of Livestock and Dairy before being passed back to the Section Officer who finally forwards the requisition to the PPSC.

The Livestock and Dairy Department also uses a 'bundling' process, although on a much smaller scale than the Education Department. The Livestock and Dairy Department sends a requisition containing a minimum of five posts to the PPSC for processing. In 2008 the Livestock and Dairy Department submitted a requisition for 97 posts for grade BS 18 positions that were vacant over a period of five years as follows.

Year	No of posts
1999	13
2000	21
2001	17
2002	26
2003	20
Total	97

The Livestock and Dairy Department stated that the reason for the accumulation of posts was because of a recruitment ban imposed by the Government from 1999 to 2004. The requisition for the above posts was sent to the PPSC in July 2008 and recommendations for appointment were finally made by the PPSC 11 months later on 10 June 2009.

The Livestock and Dairy Department believes that the PPSC carries out their work well, but the length of time taken to fill vacancies is far too long. They suggest a reasonable timescale would be about three months - from the submission of a requisition to a recommendation for appointment.

2.3.4 Excise and Taxation

The Excise and Taxation Department has approximately 3,155 staff. The Secretariat comprises the Secretary, two Deputy Secretaries and a few Section Officers that deal with the recruitment and selection of staff. The Excise and Taxation Department is headed by a Director General of Excise and Taxation.

There are three tiers of recruitment, two of which are handled by the PPSC. The first is at a senior level: Excise and Taxation Officer (BS 17); and the second tier is that of Excise and Taxation Inspector (BS14) which according to Service Rules is required to be recruited by the PPSC. The latter post is critical because this is a mid career position that potentially leads to promotion to the most senior levels.

Earlier the Excise and Taxation Department had asked that lower grades (BS 9-15) be recruited by the PPSC because of concerns about a lack of transparency in merit based decisions made by Departmental Selection Committees. The Excise and Taxation Department are considering using National Testing Service for recruitment as their processes are confidential, merit based, transparent and not subject to influence.

The Excise and Taxation Department does not have qualified human resources staff at the moment although the HRM function resides in the Administration Department. The HRM role the Administration Department plays includes the administration of recruitment and selection of staff, promotion, career path planning, training and capacity building. Most staff in the Administration Department have not received formal training but acquire knowledge and skills through experience on the job.

The Secretary confirmed that very little workforce planning actually takes place as there are a prescribed number of staff required to carry out particular functions in the Department. There is also a policy framework established by the S&GAD which determines the size of the Section and number of staff.

The Service Rules set out the requirements for the percentage of posts which can be filled by direct recruitment and those that are to be filled by promotion of existing government staff. For example, for the post of Excise and Taxation Officer, 40% of posts can be filled by direct recruitment and 60% by promotion. These figures vary from post to post depending on the availability of suitable staff from the feeding cadre pool.

When a vacancy occurs where the appointing authority is the Department of Excise and Taxation, eg Excise and Taxation Officer, the relevant Director sends the requisition to the Director General who in turn forwards it to the Secretary who sends it to the PPSC for processing. In the case of Inspectors, where the appointing authority rests with the Director General, the requisition is still sent to the Secretary as the conduit for forwarding to the PPSC.

Job descriptions are developed by the Administration Department within Excise and Taxation. For existing posts the old job descriptions continue to be used unless significant changes to the

role and function have taken place. If there are significant changes to existing job roles or if new posts arise, then the numbers or staff and functions may be reviewed by the Administration Section of the Excise and Taxation Department and recommendations made to the S&GAD.

Criteria used for selection typically include qualifications, age, experience, and attitude. Where appropriate, the candidate's physical fitness is tested for suitability to the post. Generally panel members ask the questions they wish (there may be no consistency in the questions asked to all candidates), and very often gut feeling is used to reach decisions.

The view of the Excise and Taxation Department is that the PPSC's processes are fair and based on merit. Although the Excise and Taxation Department acknowledges that the PPSC works under a lot of pressure, nevertheless it would like the PPSC to significantly reduce the time it takes to process requisitions and make recommendations for appointment.

2.3.5 Finance

The Finance Department does not have any system of workforce planning or forecasting future workload and the number of staff required to carry out additional activities and tasks. There is also no future planning of the types of people required in terms of their skills, qualifications, experience and personal qualities. Workforce planning is simply a process of filling vacancies, by completing requisitions whenever there is a felt need or some crisis arises, eg if, if they believe they are short-staffed. There is no mechanism in place that triggers Departments to think about workforce planning, mostly because budgeting is carried out on an incremental basis rather than Departments operating as cost centres where cost savings would be one of the key drivers. This has led to an excess of staff in some grades, and staff shortages in other grades.

In the Province of Punjab recruitment and selection has been carried out sporadically because when there is a fiscal crunch, the Government issues a ban on recruitment. This ban hinders Departments from planning for the future and, therefore, Departments continue with the current complement of staff.

If a vacancy arises within the current approved established number of posts, which are budgeted for, requisitions are simply raised for those vacant posts and sent to the PPSC.

When a new technical post arises it is a cumbersome process to create a new job role with its career path. In the Finance Department there is no one who is trained in HRM who can competently complete the bureaucratic processes such as write a job description and person specification, and obtain the appropriate Service Rules and approvals from the Central Committee of provincial government. This service is provided by the S&GAD but the Finance Department would like to have its own HR staff to deal with these matters.

If a vacancy arises then the 'old' generic job classification is used to recruit a new person even though the job may have changed, in terms of responsibility, skills or workload. Very often job classifications and generic job descriptions remain in place for more than 10 or 20 years. This sometimes results in a mismatch of people with posts because specific knowledge, skills and experience are often not accurately described.

If a new job arises the Finance Department requires that the qualifications, functional requirements duties and responsibilities, grade progression, etc are indicated in a working paper.

A Committee comprising S&GAD Regulations and representatives from the Department discuss and approve the post before the requisition is sent to the PPSC.

Although the PPSC is viewed as a body with integrity that recruits on merit, the main criticism against it is the length of time they take to recommend appointments, in some cases taking more than nine months. However, there was recognition that the PPSC carries an enormous workload and suffers from underfunding which constrains its operations.

2.3.6 Services and General Administration

Among its functions as set out in the Rules of Business 1974 (amended up to December 2006) the S&GAD is responsible for:

1. Service Rules (other than Civil Service Rules) relating to various Service and posts and interpretation thereof.
2. Matters connected with the recruitment, training, pay, allowances, promotion, leave, posting and transfer of:
 - a. Provincial Civil Service (Executive Branch);
 - b. Provincial Civil Service (Judicial Branch);
 - c. Punjab Secretariat (Section Officer) Services;
 - d. Ministerial establishment of the Provincial Secretariat.
3. Organisation and Methods including:
 - a. Periodic review of the organisation, staff, functions and procedure of the Departments, Attached Departments and Subordinate offices and suggestions for improvement thereof;
 - b. Training in Organisation and Method;
 - c. Career pattern of Government employees;
 - d. Review of staffing pattern of Government Departments;
 - e. Departmental examinations;
 - f. In-service/pre-service training of ministerial employees and Section Officers (Probationers);
4. Absorption of surplus staff and allied matters;
5. Employees welfare scheme;
6. Anti-corruption.

The S&GAD Services describe themselves as being the hub for human resource management (HRM) activities. However, the use of the term HRM is used quite differently than it is in the United Kingdom (UK).

For S&GAD human resource management essentially means postings, transfers, promotions, training and the annual confidential reports (ACR). It is about memos and letters being passed up through the bureaucratic chain to be approved by people at various levels. The Establishment Wing of the S&GAD which is responsible for the posting and transfer of technical staff in departments does not even have a computerised database containing the personnel records of all staff in departments, yet it is required to review recommendations for promotion of people in departments. It therefore lacks the basic tools with which to perform its function adequately.

There is no corporate planning, HR or development and workforce or talent planning does not take place. Performance management is not linked to performance objectives established by the corporate planning process. There are no strategies to motivate or engage employees to apply discretionary effort to improve organisational performance. Learning and development is seen in terms of training and that training is driven by the supply of training courses offered by institutions, rather than on a systematic needs analysis of what is actually required to improve the performance of individuals, functions or departments.

In the UK there exists the Chartered Institute of Personnel Management and Development, a professional body for those involved in the management and development of people. They have recently published a document that sets out the latest thinking on what a human resources function should be undertaking in an organisation including in the public sector. These functions are included in the diagram below.



Further details of each of the functional areas are contained in Section 4: Appendix 1.

3 Conclusions and recommendations

3.1 Role and function of the S&GAD in relation to departments

The function of human resource management (HRM) in S&GAD which to some extent are mirrored in departments is one based on administrative tasks and activities, and is outdated. Rules are set for the recruitment process and departments are required to strictly abide by them.

There is a lack of HR strategic and workforce planning, engaging, managing and developing staff and, therefore, very little change is directed at increasing overall organisational performance.

3.1.1 Recommendation

Although this recommendation is outside the scope of our terms of reference and this report, we nevertheless recommend that reform at a strategic level in the S&GAD is required, as this impacts on the function of HR in departments. This will involve recruiting qualified HR staff, developing HR strategy, and developing and implementing modern HR policies, procedures, systems and processes which are cascaded down to departments.

3.2 Capacity of staff

Generally staff act as administrators rather than human resource management professionals. They process forms and papers, and ensure that the requisitions meet the Service Rules requirements. In essence they are 'supervisors' overseeing the recruitment process.

There are no qualified HR professionals in the departments visited and specific HR training is not provided.

3.2.1 Recommendation

The HRM function in departments needs to be strengthened. Staff need to be trained in good HRM practices, systems and processes and take on a more proactive role.

3.3 Workforce planning

Generally departments do not carry out specific workforce planning or staffing assessment of skills, and experience required to meet future needs. Workforce planning as a concept is not recognised in its true sense – the planning of posts and the required number of staff is simply based on the number of vacant established posts.

3.3.1 Recommendation

There needs to be strategic planning of services and an assessment of future staffing requirements based on identified future needs.

3.4 Planning, coordination and communication

There is a lack of planning, coordination and communication of the departments with the PPSC about the forthcoming requisitions and posts that the department expects to submit. Not only are requisitions sometimes not completed correctly and remitted to the department, but also the PPSC is often inundated with requests from departments to recruit and select for a large number of posts. This overburdens the work of the PPSC and makes it extremely difficult for the PPSC to plan and fill those posts in a reasonable timescale resulting in delays in selection processes for these and other posts. As a consequence departments complain that the whole recruitment and selection process takes a very long time.

3.4.1 Recommendation

The PPSC needs to engage in regular dialogue with Departments to discuss their recruitment and selection requirements, plan the process, manage expectations, and deal with issues that arise. Monthly meetings could be set up with a small team from the Department and a Board Member.

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4 Appendix 1

4.1 HR functions

It is widely recognised in developed countries such as the United Kingdom that the role of a Human Resources Department is critical in the effective performance of an organisation and its people. Over the last few decades the role of HRM (or Personnel as it is sometimes known), has changed from being an administrative function which was the repository for personal staff files, processing and recording various forms, to one which takes a proactive role in the business strategy of an organisation and helps to increase individual and organisational performance. The functions of HRM have changed significantly to undertake this new role.

The Chartered Institute for Personnel and Development has set out the functions and the competencies required of HR professionals which are needed to operate effectively in the 21st century. The key HRM activities are shown in Figure 1 and described below.

Figure 1



4.1.1 *Strategy, insights and solutions*

Uses deep understanding of the business – activities, strategies and plans and underlying drivers of and barriers to sustainable performance, and needs of customers and employees – and unique insights to drive business performance through the creation and delivery of HR strategy and solutions. Examples of key topics included within this professional area are:

- understanding the external context in which the organisation operates;
- the levers that drive change;
- change on the horizon and their potential impact on the business;
- promoting the leadership team to define a response.

4.1.2 Leading and managing the human resources function

Leads and manages a fit for purpose HR function, with a strong track record of operational excellence and a deep understanding of the organisation requirements. Ensures that the function has the right capability, capacity, and organisation design, and that HR employees are fully engaged, work collaboratively and possess a deep understanding of organisation and the drivers that create value. Examples of key topics included within this professional area are:

- HR capability building HR;
- team activity planning and execution;
- HR budget management.

4.1.3 Organisational design

Ensures that the organisation is appropriately designed to deliver organisation objectives in the short and long term and that structural change is effectively managed. Examples of key topics included within this professional area are:

- job design
- structure design.

4.1.4 Organisational development

Ensures that the organisation culture, values and environment support and enhance organisation performance and adaptability. Provides insight and leadership on development and execution of any capability, cultural and change activities. Examples of key topics included within this professional area are:

- culture development;
- organisation change.

4.1.5 Resourcing and talent planning

Ensures that the organisation is able to identify and attract key people with the capability to create competitive advantage, and that it actively manages an appropriate balance of resources to meet changing needs, fulfilling the short and long term ambitions of the strategy. Examples of key topics included within this professional area are:

- resourcing planning and activities;
- succession planning;

- induction;
- redundancy execution.

4.1.6 Learning and talent development

Ensures that people at all levels of the organisation possess and develop the skills, knowledge and experiences to fulfil the short and long term ambitions of the organisation and that they are motivated to learn, grow and perform. Examples of key topics included within this professional area are:

- learning and development activity;
- coaching;
- career development proposition and execution.

4.1.7 Performance and reward

Builds a high performance culture by delivering programmes that recognise and reward critical skills, capabilities, experience and performance. And ensures that reward systems are equitable, market-based and cost effective. Examples of key topics included within this professional area are:

- ex-patriation management;
- performance culture;
- systems and processes.

4.1.8 Employee engagement

In the context of organisation objectives, ensures that in all aspects of the employment experience – the emotional connection that all employees have with their work and to their organisation (in particular line manager relationship) is positive and understood, and that it delivers greater discretionary effort in their work and the way they relate to their organisation. Examples of key topics included within this professional area are:

- employer brand;
- employer satisfaction;
- values;
- culture definition.

4.1.9 Employee relations

Ensures that a relationship between an organisation and its staff is managed appropriately within a clear and transparent framework underpinned by organisation practices and policies and ultimately by relevant employment law. Examples of key topics included within this professional area are:

- trade union;
- grievance and disciplinary;
- health and safety.

4.1.10 Service delivery and information

Ensures that the delivery of HR Service and information to leaders, managers and staff within the organisation is accurate, efficient, timely and cost effective and that human resource data is managed professionally.

4.2 HR competencies

There are eight behavioural competencies that are required of HR professionals at different professional levels¹. These are listed below.

4.2.1 Collaborative

The HR professional works effectively and inclusively with colleagues, clients, stakeholders, customers, teams and individual both within and outside the organisation.

4.2.2 Courage to challenge

The HR professional shows courage and confidence to speak up, challenge others even when confronted with resistance or unfamiliar circumstances.

4.2.3 Curious

The HR professional shows an active interest in the internal and external environment and in the continuous development and improvement of self and others at both organisation and individual level. He/she is open-minded with a bias and willingness to learn and enquire.

4.2.4 Decisive Thinker

The HR professional demonstrates the ability to analyse and understand data and information quickly, is able to use information, insights, and knowledge in a structured way using judgement wisely to identify options and make robust and defensible decisions.

4.2.5 Driven to Deliver

The HR professional demonstrates a consistent and strong bias to action, taking accountability for delivery of results both personally and /or with others. He/she actively plans, prioritises and monitors performance, holding others accountable for delivery.

4.2.6 Personally credible

The HR professional builds a track record of reliable and valued delivery using relevant technical expertise and experience and does so with integrity and in an objective manner.

¹ CIPD HR Professional Map May 2009

4.2.7 Role model

The HR professional leads by example. He/she acts with integrity, impartiality and independence, applying sound personal judgement in all interactions.

4.2.8 Skilled influencer

The HR professional demonstrates the ability to influence across a complex environment, to gain the necessary commitment, consensus and support from a wide range of diverse stakeholders in pursuit of organisation benefit.

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