



Concept Paper: Establishment of an HRD Unit in L&DDD

Livestock and Dairy Development Department

Punjab Government Efficiency Improvement Programme

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Final



CONCEPT PAPER

Establishment of an HRD Unit in Livestock & Dairy Development 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.

HRD Unit

4. It needs to be kept in mind that establishing a fully functional HR unit with the necessary training and expertise is quite a major undertaking. 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. It is not the intention of this project to propose alternations to these centrally controlled activities. In the current paper, therefore, a basic HR Development 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.

Proposed Structure

5. Transitional and final organisation structures proposed for this new unit are at Annex 1(a&b) to this document and the functions / posts shown on the charts are outlined below.

It is estimated that the transitional phase of establishing the HRD Unit will take between three and six months. During this period, the main difference between the organograms is that in the transitional structure there are two HR Co-ordinator roles, one in Research and one in Extension. These roles will involve monitoring and leading the Job Description work and co-ordinating any training requests that emerge during the JD process.

As the transitional phase reaches completion, it is suggested that the HR Co-ordinator (Research) will move to the HR Policy and Organisation Development role and the HR Co-ordinator (Extension) will take on the JD & Performance Management role in the final structure. The other senior roles (Director HRD, Training & Development, and Records & HRMIS) will need to be established at the soonest opportunity and will be permanent through the transition phase and into the “steady state” phase.

- a. ***Supervisory Committee***

This oversight committee would comprise selected senior officers nominated by the Secretary (L&DD). It is envisaged that this committee will be convened from time to time under the chairmanship of the Secretary or Additional Secretary to oversee the HRD Unit and ensure that full co-operation is taking place between the HRD Unit and the HRM administration under DS (Admin). Membership of the Committee should include DG(E), DG(R), Director HRD, and DS Admin. While day-to-day operational decisions may be taken by the Director HRD, any policy or strategic decisions would require approval of the Supervisory Committee.

- b. ***Director (Human Resource Development)***

Ideally, 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. While the Department is fortunate in having at least two officers with a relevant HR qualification, it is unlikely that either would be strong enough to perform the role of Director HRD. Ideally, a professional HR practitioner should be recruited on a three to five year service contract. However it is recognised that the process of getting approval for, and actually recruiting, such a person would take many months. In the interim, therefore, an internal candidate with appropriate management skills should be selected to lead the HRD Unit through the transition phase and, subject to his performance and wishes, beyond.

- c. ***HR Policy and Organisation Development***

This role is not required immediately, but may be introduced towards the end of the transition phase. Staffing would comprise a manager and one or two researcher / analysts who would be responsible for monitoring the latest international HR practices and determining whether these may be adapted for implementation in the Department. They would also be responsible for ensuring that the organisation structure of the Department is adjusted as and

when necessary to support and facilitate the Department's strategic and operational objectives.

d. 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:

- Support to Line Managers: This role involves ensuring line managers are trained to complete the personal JDs with their subordinates, and monitoring the target setting and appraisal components which are an integral part of the enhanced JD process.
- 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

e. Training & Development

With the introduction of the new 4-tier promotion process, the Department has undertaken a major processing and administration task in managing the first phase of the training programme. Later, in "steady state" operation the T&D role will involve 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. Again, accurate records will be needed to certify officers as having satisfied or exceeded the minimum training require to qualify for promotion. The Department is fortunate in having an officer with a HR degree in training management who would be a suitable candidate. 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.

f. 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 will be essential to

ensure a user-friendly and easy to use service. The role will supervise two subordinate functions:

- HRMIS Development and User Training & Support: This role will be responsible for maintenance and on-going development of the HRMIS software. This role will also provide training and support to users of the HRMIS.
- Data entry, validation and retrieval: 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. Also, 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.

g. **HR Co-ordinator** (Transition phase)

Because of the strong cultural divide between the Research and Extension “wings” at present, it is recommended that during the transition phase while the work is focussed on the job description work, the Director HRD should be supported temporarily by an HR Co-ordinator from each wing. Their role would be to work closely with the Director HRD and to liaise with and lead the JD Core Teams in the respective wings. On completion of the transitional phase the two Co-ordinators would transfer to permanent roles in the final organogram, probably the HR Policy & OD role, and the Job Description & Performance Management role.

h. **JD Core Team**

For the same reason as two HR Co-ordinators are proposed, during the transition phase there will be two JD Core Teams of three or four persons each. Their role will be to facilitate the writing of generic JDs as quickly as possible. These teams would be trained in the JD principles and process. In addition to supporting the writing of generic JDs, they would be trained in the preparation of personalised JDs, and would be deployed around the Department’s locations to train and mentor line-managers in the relevant skills. Once completed and steady state has been achieved, the two teams would be consolidated into a single pool of four to six part-time JD writers and trainers.

Training & Tenures

6. Most of the roles described above can be filled by currently serving L&DD officers or staff. Ideally, the leading HR role needs to be filled by an individual who has a professional HR qualification and real-life experience in an HR role. In addition, the selected person should be contracted to serve in post for a minimum of three years. However, as noted above this scenario is not feasible in the short term, but should be borne in mind for the longer term. In the meantime, the HRD team will need to undergo some professional HR training, and could well prove a suitable long-term occupant of the post. He certainly enjoys a deeper understanding of the Department’s culture and procedures than an outsider would have.

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 learning through mentoring by the Head of HR and/or attendance on short HR skills courses provided by local high calibre training institutions such as LUMS, UVAS, PVMC, etc.
8. It is suggested that officers selected for HRD roles should complete their 4 weeks of training under the 4-Tier System with HR modules rather than the programme being discussed in a separate initiative.

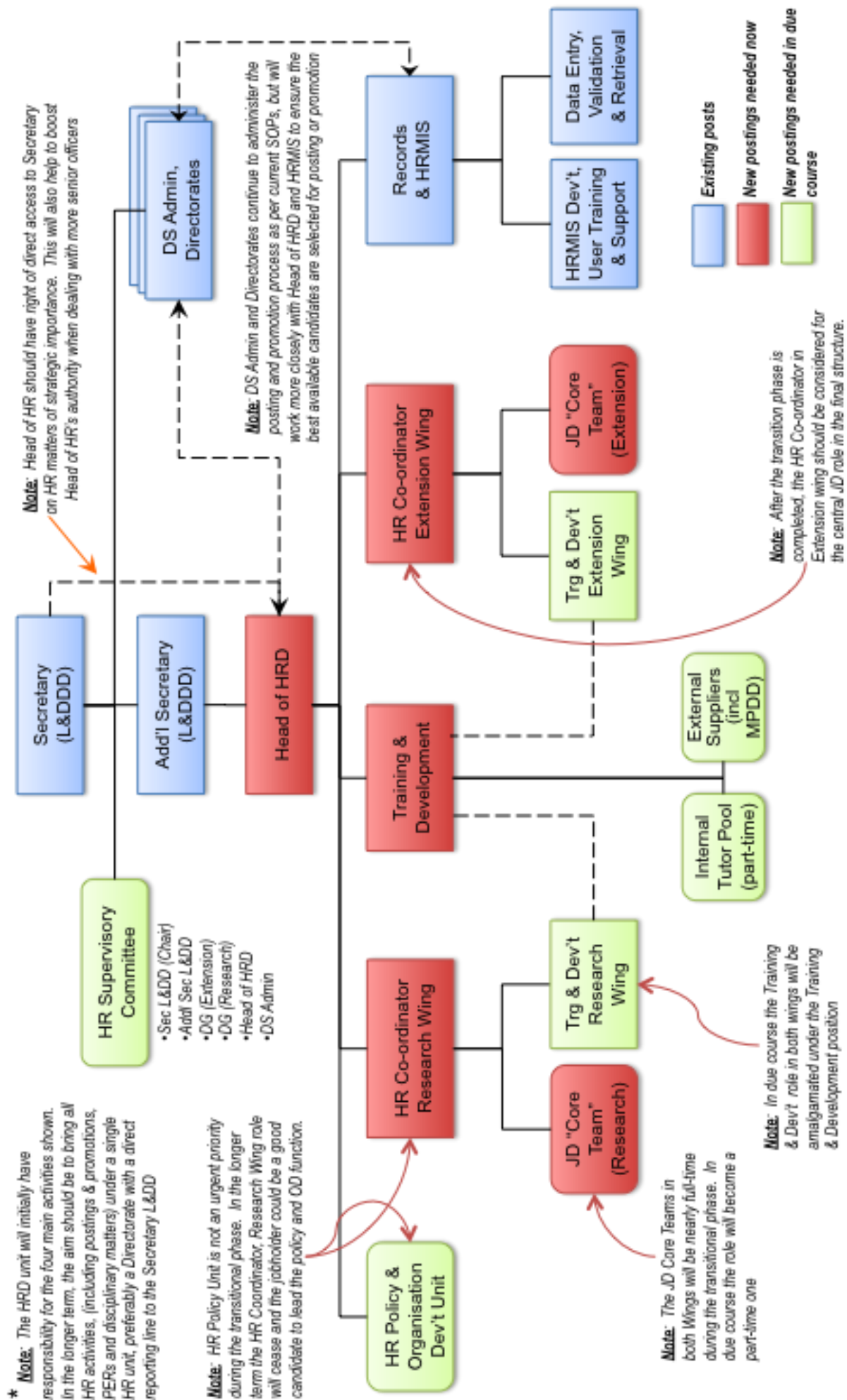
Logistics

9. 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 fully established by the time the PGEIP programme ends in May 2012. However, without a team of officers and staff as outlined in the organogram and sections above, it is unlikely that the HR work streams will result in sustained changes in the management and development of the L&DD workforce.
10. It is therefore strongly recommended that an HRD 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 HR Team (including the officers identified above) with suitable skills and qualities may then be formally appointed to the HRD posts as these are approved and notified by the relevant authorities.

Caveat

11. Without a formal HRD unit, or at least an informal HRD Core Team, to maintain the momentum, it is highly likely that the HR processes will quickly begin to fail. It is therefore strongly recommended that the necessary action be taken as soon as possible in order that maximum benefit may be derived from the four weeks remaining.
12. It is therefore most pleasing to note that, at the time of writing, the role of Director HRD has been notified, and candidates for the other senior roles are in the process of being selected and notified. This HR team will receive training and guidance from the HR Specialists during the remainder of the project.

ANNEX 1a: Suggested transitional structure for HRD Unit* in L&DDD



ANNEX 1b: Suggested final structure of HRD Unit* in L&DDD

* **Note:** The HRD unit will initially have responsibility for the four main activities shown. In the longer term, the aim should be to bring all HR activities, (including postings & promotions, PERs and disciplinary matters) under a single HR unit, preferably a Directorate with a direct reporting line to the Secretary L&DD

