



HRM PRACTICES IN THE PUBLIC SECTOR

Paper 2

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The CSB has developed 5 strategic objectives to improve HR policy, HR management and public sector performance

Strategic objectives

- 1 HR strategist and regulator**
- 2 HR management excellence in public sector institutions**
- 3 Transformed public sector culture**
- 4 Competent public sector employees**
- 5 Efficient and lean public sector organisations**

To reach its strategic objectives, the CSB has to implement new programmes and measure its success in achieving the objectives

Strategic Objective

Activities for the period 2008-2014

1

HR strategist and regulator

- Change civil service law and executive regulations
- Restructure CSB organisation
- Acquire best-practice HR expertise
- Develop policies along the HR value chain

2

HR management excellence in government institutions

- Train CSB employees and build up HR knowledge
- Set up database with HR knowledge
- Develop CSB Portal to provide information and services
- Set up rotation scheme for senior HR executives in ministries

3

Transformed public sector culture

- Adapt working times to meet service delivery needs of the public
- Enhance performance management system
- Recruit, promote and pay based on merits
- Implement internal and external communication strategies

4

Competent public sector employees

- Define training goals and standards and develop programme catalogue
- Encourage life long learning
- Develop special training for employees in service delivery
- Establish training needs analysis standards for employees and organisations

5

Efficient and lean public service

- Delegate routine administrative HR functions to Ministries
- Automate and outsource services
- Evaluate government performance
- Develop framework for outplacement and privatisation
- Create mechanism to pool and redeploy employees

The 5 strategic objectives of the CSB aim to improve HR policy, HR management and public sector performance (1/5)

Strategic objective/sub-objective	High-level programme	KPIs/targets
<p>1 HR regulator and strategist</p> <ul style="list-style-type: none"> Revised Civil Service Law specifying the CSB's new role HR Policy-making capacity in CSB Comprehensive and actionable HR strategy Comprehensive evidence-based HR policies created with participation of government organisations 	<ul style="list-style-type: none"> Change the Law to allow greater flexibility Review and amend Civil Service Executive Regulations Restructure CSB organisation to reflect the target state and acquire HR policy-making skills Seek external assistance to strengthen policy-making and acquire appropriate best-practice HR expertise for Bahrain Develop capacity of Oracle HR Database to support strategy Develop regulations and standards along the HR value chain in consultation with customers Prepare government institutions for new role to apply new standards and policies Enhance employee value proposition (EVP) 	<ul style="list-style-type: none"> Approved change of Civil Service Law – to cover monitoring, delegation, and outsourcing– by 2010 30% of CSB employees working in policy-making by 2010 Outlined and approved HR strategy in accordance with the Vision by end of 2008 Enhanced pay scales, performance management by 2010, organizational design by 2012, and recruitment procedures by 2014. # of policies and regulations revised # of institutions outside CSB that follow CSB regulation or advice # of pay grades/employee Turnaround time in CSB retained services Average time to fill vacancies

The 5 strategic objectives of the CSB aim to improve HR policy, HR management and public sector performance (2/5)

Strategic objective/sub-objective	High-level programme	KPIs/target
2 HR management excellence in public sector institutions	<ul style="list-style-type: none"> • Train CSB in best practice HR management and build up relevant knowledge • Facilitate the use of HR consultants for public sector • Promote awareness of CSB consulting services among government institutions 	<ul style="list-style-type: none"> • 100% of CSB employees with job-specific training each year • Certified HR-employees in CSB • % or # of CSB employees providing advice • # of consultancy hours provided
<ul style="list-style-type: none"> • Best-practice HR management expertise in government institutions 	<ul style="list-style-type: none"> • Coordinate the provision of training and development opportunities for HR specialists with BIPA • Establish rotation programme for Senior HR executives in Ministries • Establish HR graduate trainee programme 	<ul style="list-style-type: none"> • 1/80 ratio of HR professionals/employees by 2014 • % or # of HR employees in government institutions trained
<ul style="list-style-type: none"> • Comprehensive knowledge management and accessible knowledge 	<ul style="list-style-type: none"> • Set-up institutional knowledge of HR management, improve HR MIS • Implement CSB Portal with access to CSB services, e.g. database to provide HR knowledge (e.g. tools, templates, explanations of regulations) 	<ul style="list-style-type: none"> • Existence of HR knowledge database through CSB portal by 2010 and progressive development of database in following years • # of queries/page views of HR database

The 5 strategic objectives of the CSB aim to improve HR policy, HR management and public sector performance (3/5)

Strategic objective/sub-objective	High-level programme	KPIs/target
3 Transformed public sector culture		
<ul style="list-style-type: none"> • Strong work ethic in a flexible working environment 	<ul style="list-style-type: none"> • Adapt government worktimes to meet service delivery needs to the public (working hours, flexi-time, overtime) • Develop external and internal total communications and awareness strategy 	<ul style="list-style-type: none"> • Enhance of working time system by 2010 • Set up team for communication strategy by 2008
<ul style="list-style-type: none"> • Effective performance management system 	<ul style="list-style-type: none"> • Enhance competency-based performance management system • Set targets/quotas for performance reviews • Enhance disciplinary and capability procedures 	<ul style="list-style-type: none"> • 60% of employees covered by performance management system by 2012, 80 % by 2014 • Overall results of appraisal results across government institutions close to international best practice • Annual composite index for % by gender and people with disabilities across the civil service
<ul style="list-style-type: none"> • Recruitment, compensation and promotions based on merit 	<ul style="list-style-type: none"> • Enhance recruitment, compensation and promotion processes • Carry out competency-gap-analysis 	<ul style="list-style-type: none"> • Documented competency-gap-analysis between qualification/ competence of employees to job description for 60% of workforce by 2014

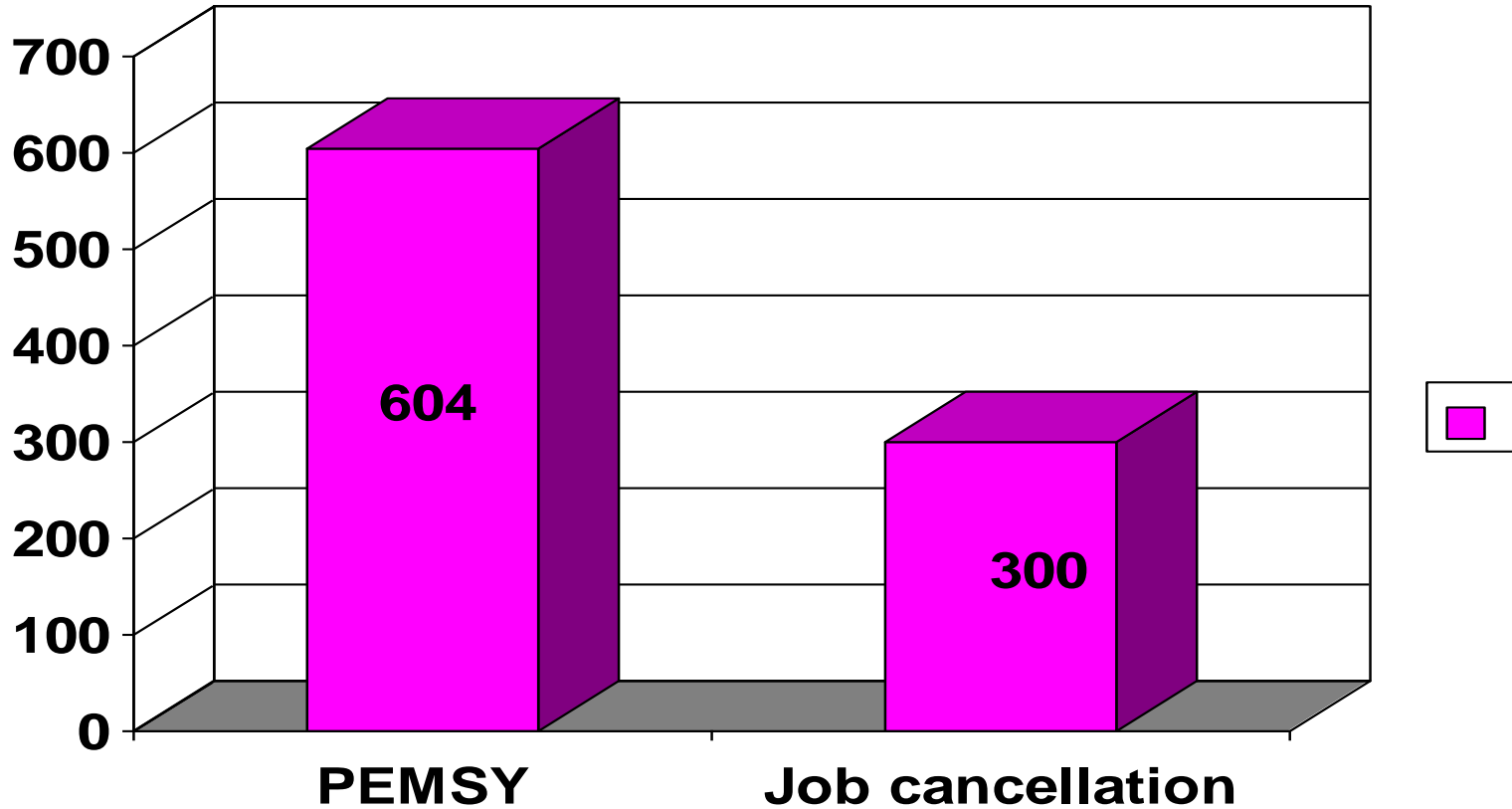
The 5 strategic objectives of the CSB aim to improve HR policy, HR management and public sector performance (4/5)

Strategic objective/sub-objective	High-level programme	KPIs/target
4 Competent public sector employees	<ul style="list-style-type: none"> Define training goals and develop planning Develop standards for minimum qualifications for different employee groups Branding public sector and attract and recruit highly qualified civil servants Establish training needs analysis standards for different employees and workplaces Develop programme catalogue and coordinate training offers with BIPA Establish talent management programme Encourage voluntary training outside official programmes Set up life-long-learning event Develop special training for employees in service delivery Encourage leadership in service delivery as role modelling 	<ul style="list-style-type: none"> 50% of employees participating in job-specific trainings each year 50 training hours/employee % or # of top level graduates working in government International best practice level of total training budget as % of total employment expenditures Life-long learning events every year Resources spend of life-long learning environment (e.g. library, video-courses) # of ext. learning hours/employee Survey on workforce's motivation to perform effectively in support of the government in place by 2009 % of citizens satisfied with the overall service provided (survey)

The 5 strategic objectives of the CSB aim to improve HR policy, HR management and public sector performance (5/5)

Strategic objective/sub-objective	High-level programme	KPIs/target
5 Efficient and lean public sector organisations	<ul style="list-style-type: none"> • Delegate routine HR tasks to ministries (specific functions to be determined by the CSB) • Increase freedom and flexibility for HR decision making in the ministries • Automate and outsource purely administrative HR tasks • Implement e-government in all areas • Re-engineer processes for retained services • Evaluate government's performance • Provide quality management and promote its use • Introduce the Bahrain excellence model award (competition between ministries) • Develop framework for retirement and outplacement of HR through privatisation • Create mechanism to pool, prepare and redeploy surplus employees 	<ul style="list-style-type: none"> • 50% of all routine administrative HR tasks automated, or delegated or outsourced by 2010; 75% by 2012 and 100% by 2014 (in line with amended law) • 25% decrease in time taken for selected services/responding to questions by 2010 • 6 govt. institutions operating quality management systems by 2012 • Publish, discuss and benchmark % of sickness and absenteeism by 2008 • # of gov. institutions achieving highest level of excellence model • Existence and application of legal framework for HR reduction by 2012 • Review early retirement by 2012 • % of decreases in # of employees • % of gov. Employees to total workforce • % of budget for manpower costs

Successful Experiences for Eliminating manpower waste and increasing efficiency in the government (2007-2008)



Slim & Efficient Govt. Project

Targeted Restructuring of Manpower



Further Privatization and reduction of unnecessary positions in the government.

Partnership between the Public and the Private Sector.

Redundant staff to be requalified In cooperation with BIPA.

Preparation of new talented leaders who will be capable to achieve the Bahrain 2030 strategic plans.

Competency based HR

- we have a well defined competency based programme.
- Used for Recruitment & Selection, training and development, appraisal and succession planning.
- Used for both supervisory and non supervisory levels.
- 4 Dimensions for the model :
 - 1- Achieving results dimension concerned with the level of knowledge and skills in job related areas, initiative and self starting and proactivity, planning and organizing skills, achievement orientation with high internal work standards and ambitious and yet attainable goals, Customer focus: making customers and their needs as the primary focus of his actions.

2- Leadership Dimension:

which covers areas like the ability to create and manage team work, the ability to work within a team and achieve mutual goals and build meaningful and productive relations the ability to formulate effective strategies consistent with the business and competitive strategy of the organization in a global economy, the ability to encourage others to seek opportunities for different and innovative approaches to addressing problems and opportunities, and facilitating the facilitating the implementation and acceptance of change within the workplace.

3-MANAGING WORKING ENVIORNMENT DIMENSION:

This dimension mainly covers areas like conflict management and problem solving to avoid unpleasant confrontations, the ability to analyze evaluate and manipulate information to identify trends and draw logical conclusions, the ability to evaluate and analyze situations and provide sound timely and cost effective decisions, and the ability to deal effectively with pressure and maintain focus and intensity and remains optimistic and persistent even under adversities.

4- MANAGEING COMMUNICATIONS DIMENSION:

This dimension implies intension to use all sort of communication tools to convey messages, convince persuade and impress others. This dimension consists of three competencies linked together namely communication skills, Impact and Influence.

The competency of each employee is rated in CSB at five levels:

Level 1: Basic

Level 2: Intermediate

Level 3: Experienced

Level 4: Profecient

Level 5: Expert

Out of the above 4 dimensions a dictionary of 92 competency has been approved and are currently in use for evaluation in CSB.

Gap analysis is used for the purpose of determining status of employee and required training and development or the eligibility for incentives and rewards or succession planning purposes.

All the competencies are built in the computer system and are selected by the direct superiors electronically from the system.

PERFORMANCE MANAGEMENT PROGRAMME

REFER TO ATTACHED WORD DOCUMENTS FOR PERFORMANCE MANAGEMENT PROGRAMME.

MAIN SYSTEMS DEVELOPED AND USED IN THE CIVIL SERVICE SECTOR

- **Competency based HR system linked with Key performance indicators and performance management**
- **Business Intelligent Reporting System for Top Management Decision Making.**
- **On-line work flow System for all HR activities example Recruitment, Promotions, allowances, deductions, training, etc...**
- **Budget Ceiling System for Overtime for all government organizations.**
- **Head count ceiling system, once the headcount reached the limit any extra manpower costs will be subject to high management level approvals.**
- **Comprehensive oracle HR Payroll System.**
- **Automated Time attendance system with flexi-time facility.**
- **Government Civil Service Portal which includes self service facility for employees and facility for the applicants to apply for jobs and receive response automatically if the application meets the criteria.**
- **Reporting systems for all Persons Responsible in the Government for statistical purposes.**

SUCCESSION PLANNING PROGRAMME.

- This project is in process, CSB is implementing it together with a leading international consultancy.
- In summary this project will be a **unique model** in the whole region, there are similar models in the private sector, but this model has been developed to become more distinctive and compete with existing models in the private sector.

This project will:

- Identify key areas and key positions.
- identify capabilities for key management areas and positions in the public sector.
- Identify interested senior staffs and assess them against capabilities.
- Develop and implement succession and knowledge transfer plans.
- Evaluate effectiveness

SUMMARY OF CHANGES

The information contained in this folder is only a sample of what has been done and what will eventually happen in the Civil Service Sector.

- There is a great tendency towards downsizing the government and moving towards slim and efficient government, it's a big project started in 2007 and will be implemented over 10 years period; the idea is to cut down surplus staff, increasing the role of the private sector as partner with the government and minimize waste of manpower, we are doing it together with the Economic Development Board.
- As you may notice there is a great emphasis on increasing productivity in the government sector by linking it with performance management programme and Key Performance Indicators, the old performance appraisal system is no longer in use but I have enclosed it just to show you the difference between the old appraising system and the new one.
- The government is shifting now from being the baby sitter of government employees to being a professional body applying all standards of improvement and taking necessary disciplinary actions as a stick when the carrot does not fulfill the purpose.
- Everything is properly scheduled, and followed up.

All forms are automated, very few paper forms are now used and the intention is to abolish them completely, instead we are now using workflows, computer based competency system based on oracle Hr, sophisticated reporting systems like the Business Intelligent system.

- A unique Succession Planning project has just started in cooperation with a reputable international organization and the Bahrain Institute for Public Management is expected to change the mentality of future leaders and move the government into a new era of change..

- The Civil Service Law and the Executive Regulation provide the basis of fair and legitimate treatment of employees; this however is now under further improvement attempts to cope with the forthcoming changes

- Future projects include the 360 degree view of employee project.. it's a further dimension of building data base from comprehensive sources from within and outside the government. It will be the basis for more accurate decision making process particularly in selection for important and key leading positions in the public sector.