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“PUBLIC SECTOR CAPACITY BUILDING FOR ENHANCED REGULATION”

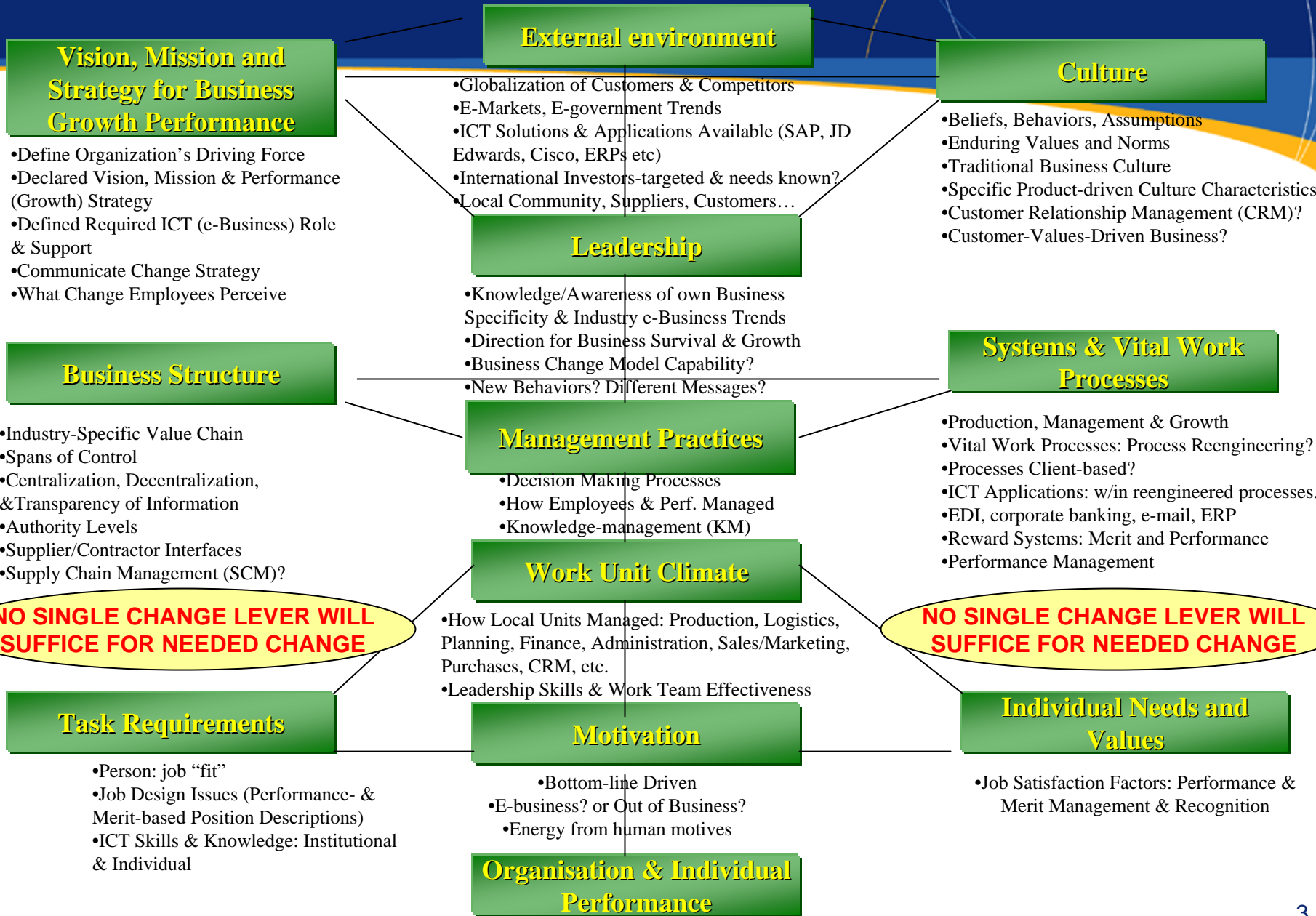
HUMAN RESOURCES PERFORMANCE MANAGEMENT In a Total-Systems Context

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- **ANALYTICAL FRAMEWORK FOR INTEGRATED MANAGEMENT CHANGE**
- **BASIC START POINT OF CAPACITY-BUILDING PROGRAMS FOR ENHANCED REGULATIONS**
- **SOME ESSENTIALS CONCERNING HR PERFORMANCE IMPROVEMENT**
- **NO-COST, IN-HOUSE SOLUTIONS FOR IMPROVING PERFORMANCE OF PERSONNEL**
- **“CASCADE EFFECT” MANAGEMENT FOR AUTHORITY, RESPONSIBILITY, & ACCOUNTABILITY**

AN ANALYTICAL FRAMEWORK FOR INTEGRATED MANAGEMENT CHANGE

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START POINT FOR CAPACITY-BUILDING PROGRAMS

Capacity-building programs for enhanced regulation must:

- 1. Assess current capacity of the agency**
- 2. Establish regulatory instruments**
- 3. Link to national, regional and local planning & policy-making structures and environments**
- 4. Have transparent communications & access to information by all**
- 5. Establish legitimacy & credibility of regulatory staff with those regulated, to ensure acceptability and compliance**
- 6. At onset, have in place key personnel with core competencies**

POINTS 4-6 = KEY START POINTS FOR CAPACITY

CAPACITY BUILDING MEANS BUILDING SKILLS & INTEGRITY

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DESIGN OF EFFECTIVE CAPACITY-BUILDING PROGRAM

In regulatory agencies, it is important to differentiate between

- Need to build capacity
- Need to build integrity

Capacity = ability to perform any given task.

Building blocks of capacity are **skills**

Integrity refers to willingness of individuals or an institution to

Do things well, including not seeking “rents”

Building blocks of integrity are **values**

Much of good governance is related to integrity & values

HR MANAGEMENT IN A COMPLEX SOCIAL SYSTEM

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INDIVIDUALS
+
THEIR VALUES
=
OUR ORGANISATION

5 ENTRY POINTS FOR INTEGRITY CAPACITY BUILDING FOR ENHANCED REGULATION

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5 Actions that can be effective in establishing (building capacity for) integrity systems:

- 1. Allowing bad administrations to fall**
- 2. Making public information public**
- 3. Increasing public participation and**
- 4. Establishing administrative structures that promote transparency & reduce discretionary power & “propensity” to be corrupt**
- 5. Addressing human resources requirements**

INFORMATION & COMMUNICATION ARE FIRST-OFF CAPACITY REQUIREMENTS FOR REGULATORY AGENCIES

In this context, capacity building =

- Creating budgetary capacity to spend on information dissemination**
- Creating capacity to collect, analyze, aggregate, use & disseminate information to all customer bases (e.g. at all levels).**

POINT 5: ADDRESSING HR REQUIREMENTS - THE OUTCOME SOUGHT BY HR MANAGEMENT SYSTEM

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WHAT?

**Help Create a
Continuous Performance
Improvement Organisation**

driven by

CUSTOMERS'

Values, Needs, & Demands



HOW?

- **Define organisation's vision concerning their Human Resources**
- **Define organisation's goals & objectives concerning their Human Resources**

POINT 5: ADDRESSING HR REQUIREMENTS- THE OUTCOME SOUGHT BY HR MANAGEMENT SYSTEM

WHAT? → **Systemic Change of Attitude & Behavior**

HOW? → **To achieve results.....
you have to break paradigms**

“One of the biggest challenges has been the culture change needed to realize that customers and employees matter, and that employees are accountable for results.”

Nina Hatfield, BLM Deputy Director



YOUR HR VISION & GOALS

WHAT DO YOU WANT? DO YOU HAVE IT?

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An organisation's capacity = linked to adequate conditions of service-

?

Item.... Do you attract cutting-edge leaders?

Item.... Do you retain human resources that are effective, efficient, highly-qualified, etc.?

Item.... Do your organization's vital work processes permit best use of their leaders' and employees' knowledge and competencies?

Item... Is your employment & promotion system based on principles and practices of performance and merit?

Item...Do you have job position descriptions based on performance indicators and measurable performance indicators?



APPROACH FOR IMPROVING PERFORMANCE OF YOUR ORGANISATION'S HUMAN RESOURCES

Take a global view, focused on both individual and institutional performance, and on one or all the approaches presented on these pages. This will help you improve your HR performance.

Keep Focus on 4 Indicators

- 1. Clients' perspectives**
- 2. Internal work processes**
- 3. Learning**
- 4. Growth/finances**

ACTIVITIES FOR IMPROVING PERFORMANCE OF YOUR ORGANISATION

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- **Benchmark against best practices**
- **Improve customer satisfaction through continuous work processes improvement**
- **Change your culture: values, norms...**
- **Achieve ISO 9000 standard**

ACTIVITIES FOR IMPROVING PERFORMANCE OF YOUR ORGANISATION (cont.)

- **Capture & manage knowlege critical for the organisation**
- **Improve organisational systems and *persons* to increase organisation's capacity for working better – includes improving capacity of organisation to learn
*“work smarter, not harder”...***

ACTIVITIES FOR IMPROVING PERFORMANCE OF YOUR ORGANISATION (cont.)

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- **Align objectives/goals across entire organisation**
- **Put into practice results-based performance evaluations**
- **Put into practice program evaluations – to improve overall performance and, consequently, reduce costs, etc.**

ACTIVITIES FOR IMPROVING PERFORMANCE OF YOUR ORGANISATION (cont.)

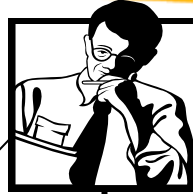
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- **Set all the organisation in same strategic direction by creating & harmonizing the organisation's values, vision, & global objectives**
- **Execute management practices that ensure the organisation achieves or exceeds customer expectations**

“CASCADE EFFECT”

Management Approach by Responsibility & Accountability

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Task should be carried out by most junior person on staff, with lowest hierarchical level...as long as that person has the core competencies for the task, is fully empowered, and has the proper resources for successfully completing the task.

Upper Management should be 100% involved in “cascade effect” management, to ensure the new working style’s success.

RANGE OF RESPONSIBILITY

BUILDING CAPACITY FOR “CASCADE EFFECT” MANAGEMENT TO WORK

principles and development

No-cost approaches you can use to improve your employee’s quality of work, by providing increased responsibility & authority to employees while, at the same time, you apply principles and practices of

*A c c o u n t a b i l i t y
for
individual actions & results*

FIVE METHODS FOR IMPROVING HR QUALITY

...on site, at work, no cost

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| METHOD 1 | BRIEF DESCRIPTION |
|--|--|
| Tasks & periodic, specific activities | <ul style="list-style-type: none">•Employee remains in job•Manager or Supervisor assigns tasks or activities with objective of familiarizing employee with new ideas and experiences in the organisation. |

FIVE METHODS FOR IMPROVING HR QUALITY

...on site, at work, no cost
(cont.)

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| METHOD 2 | BRIEF DESCRIPTION |
|---|---|
| Designate work team for specific tasks | <ul style="list-style-type: none">•Employee remains in job•Immediate supervisor designates a group/team of persons from different divisions of organisation, with objective of learning to work in teams and to familiarize selves with different activities that the organisation does. |

FIVE METHODS FOR IMPROVING HR QUALITY

...on site, at work, no cost (cont.)

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| METHOD 3 | BRIEF DESCRIPTION |
|-------------------|--|
| Job change | <ul style="list-style-type: none">•Employee transferred to another position: short-term or indefinite time.•Employee involved in start-up activity; activity shut down; or combination of the two, with the objective of learning how to handle two important activities at the same time.•Other objective = acquaint employee with different styles of management & leadership. |

FIVE METHODS FOR IMPROVING HR QUALITY

...on site, at work, no cost
(cont.)

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| METHOD 4 | BRIEF DESCRIPTION |
|-----------------|--|
| Formal coaching | <ul style="list-style-type: none">•Employee remains in job, or is assigned a coach, with objective of more employee more fully developing in his profession.•Coach might be employee's immediate supervisor, or could be from another department or division from within the organization.. |

FIVE METHODS FOR IMPROVING HR QUALITY

...on site, at work, no cost
(cont.)

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| METHOD 5 | BRIEF DESCRIPTION |
|---|--|
| Professional development while off the job | <ul style="list-style-type: none">•Employee remains in job•Employee uses own time outside of work hours, for taking courses or taking another job (as a volunteer) in something directly related to own profession. Objective = improve own job knowlege and skills sets.•Immediate supervisor should fully support and follow up on outside activities. |

CAUSES & FIXES TO CAPACITY PROBLEMS

FINANCE PROBLEM

Training = expensive

+

Resources = scarce

Answer = ?

**GET OUT OF THE BOX
FOR ANSWERS**

**FIRST: Avoid seeing training \$\$
as a magic-wand solution to
performance problems**

TRY: 5 methods of in-house, on-site, no cost capacity building

TRY: Identifying performance problems caused by

Inadequate leadership skills

Inadequate conditions of service

ARCHAIC AND/OR REDUNDANT PROCESSES

5 KEY EXECUTIVE CORE QUALIFICATIONS

primary social development

LEADERSHIP CAPACITY BUILDING

LEADING CHANGE

LEADING PEOPLE

RESULTS-DRIVEN

BUSINESS ACUMEN

BUILDING COALITIONS/COMMUNICATIONS