INDUCTION COURSE FOR
TEMPORARY HUMAN RESOURCE OFFICERS

Address of Hon S. Moutia, Minister of Civil Service and Administrative Reforms on
Monday 11 June 2012 at 09:00hrs at Fooks House, Bourbon Street, Port Louis

Mrs. Oree, Ag. Senior Chief Executive of my Ministry

Staff of my Ministry

Resource Persons

Representatives of the Unions

Dear Participants

Ladies and Gentlemen

Good Morning!

First of all let me congratulate you participants on your appointment as
Temporary Human Resource Officer. This appointment is yet another step
ahead in your career in the civil service. I guess most of you must reckon
around 10 years or more in the service. Therefore, you must be quite familiar with our processes and procedures.

Some among you may even have had the chance to work in Human Resource sections by virtue of your posting as Senior Officer. Those who never had the opportunity to work in a Human Resource Department, your new assignment is certainly a new experience with all the inherent challenges. I have no doubt that your promotion was well deserved and that you will rise up to the expectations of your respective departments. You will now be part and parcel of management and you will be required to deal with sensitive information on the human resources in your agency. You are certainly aware of the sense of responsibility, discretion, and maturity necessary to perform as a Human Resource Officer effectively.

You will have the opportunity to experience the difficulties of obtaining the desired level of human resources for your organizations within the Medium Term Expenditure Framework and the predetermined envelope given to you. You will, nevertheless, have to manage the services of your ministries and meet programme objectives. Outcomes will have to
be achieved despite constraints. You will have to promote **effective work teams** to meet the challenges and to deliver the outcomes. And, this may not be possible if the Human resource Department fails to build the necessary **alliances with individuals and teams** in the different departments. In fact, modern Human Resource Management theories advocate for human resource function to be performed **from the shop floor** rather than from **silos**.

The Civil Service is experiencing a new phenomenon with **recruits entering with high level academic qualifications**. Effective Human Resource Officers will succeed in securing the full participation of such human potential in view of **agreed organisational goals**. This is where all your **knowledge, tact and experience** will be of help to you.

I keep on reminding public officers that everyone in the HR cadre, from the Director, Human Resource Management down to the Human Resource Officer are **officers of my Ministry**. As such, I expect you to be **worthy ambassadors of the MCSAR**. By this, I mean that you should espouse the **values and principles of fairness and equity** in each and every case you are called upon to deal with.
As Minister of Civil Service and Administrative Reforms, I am very much concerned with **promotion of welfare** in view of the wellbeing of our people. You, on your side, should make it a point that you **uphold the reputation** of your organization and **maintain the image** of your parent Ministry. I have to tell you that whenever something goes wrong in your job, I get the complaint and **it is not pleasant to hear about inconsistencies** in decisions.

Every day we receive a significant number of incoming correspondences and I have the privilege to go through the complaints from individual officers in line ministries. I have **firsthand knowledge of the strengths and weaknesses** of the HR Cadre in the different ministries and departments. It would be my most sincere wish to see a **reduction in the number of complaints** especially those relating to **absence of fairness in assignment of duty and change in posting, inconsistencies in dispensing benefits and privileges**.

In the course of the last week I listened to the complaint of an Office Care Attendant with regard to **unequal distribution of overtime work**. In
fact, the OCA in question is denied such work. I wonder whether the HR Manager of the department concerned is conscious of the need to ensure equality of opportunity at all levels.

Ladies and gentlemen, I expect the officers of the HR cadre to understand the importance of their respective positions in ensuring fairness. It is necessary that the HR Cadre realizes that they are no longer establishment or personnel officers undertaking day-to-day operations-assignment of duties, posting, leaves, passage benefits and retirement. In fact, they should be leaders of men and women operating in departmental teams to contribute towards organizational goals. Keeping in view the various constraints in the Civil Service with regard to decisions concerning financial rewards and promotions, they need to succeed in sustaining the motivation among the individuals and teams as well as manage the different workplace conflicts that may adversely impact on the quality of goods and services that the public sector produces.

Dear Participants, as HR officers, you may have the responsibility of advising the management team of your respective Ministry and
Department on how best to make **optimal use of the human resource**, how to **plan for future HR needs**, how to **deal with HR issues like discipline, employee relations** or even **identifying training** and **development needs**, etc. You will also have the responsibility to **inculcate the performance culture** by giving due importance to the **Performance Management System** already introduced in the Civil Service.

As you are new to the job, it is our duty to induct you thoroughly on your **new role and responsibilities**. You must have had the chance to look at the programme with its course content and the resource persons who will be servicing the different modules. Most of them are **seasoned resource persons**, experts in their respective fields.

I am informed that many among you have completed a degree in HR before your appointment. **Then why should we train you in HR matters?** You will appreciate that this course is **more work-oriented** and related to the Civil Service. You will have the opportunity to discuss with the resource persons in case of any doubt about certain HRM issues.
I would appeal to you to make the sessions interactive and participative so that you leave this room at the end of the course, better equipped and well versed in HR issues that you will deal with when you are back to work. Senior Human Resource Officers, Assistant Managers, and even Managers in certain ministries will be your mentors and coach. You can always have recourse to their experience and sound knowledge of policies, rules and regulations relating to management of human resources whenever you are in doubt.

Dear participants, you have five days of training ahead. You have to make the most of this opportunity to create your networks and get to know the various resource persons with whom you will interact. It’s an opportunity for you to build a relationship with these resource persons whom I believe are among the most appropriate persons to advise on what is expected of you in your new post. I hope this training will give you a greater insight of your job.
I would not take too much of your time because you have much to do during the day. I now have the pleasure to declare this Induction Course open.

Ladies and gentlemen, I congratulate the new Human Resource Officers again on their appointment and I thank you all for your attention.