

CONCEPT PAPER

HUMAN RESOURCE MANAGEMENT

Vision

Broad HRM Objectives
H.R. Pillars: Principles;
Programmes, Policy &
Planning; Operations

A. BACKGROUND

1. The Public Sector Business Transformation Strategy and Implementation Plan sets out a number of new institutional arrangements, one of which is creating a Ministry of Public Service with a dual focus on public sector business transformation *and* **human resource management**, headed by a Secretary of the Public Service
2. In order to effect this new arrangement, the Ministry would need to revamp how human resource management is delivered across the Public Service. Recommendation was made in the Strategy to establish three Human Resource Pillars: (1) HR Principles; (2) HR Programmes, Policy and Planning; and (3) HR Operations. This new alignment was approved in principle by Cabinet on 10th February 2017
3. This concept paper describes the foundation for transforming human resource development principles, human resource management and a vision for developing the Human Resource Cadre to align with that which has been approved in support of the Public Sector Business Transformation Strategy. It is about creating a fair, transparent and efficient HR continuum that supports the Mauritius Public Service

B. VISION FOR THE HUMAN RESOURCE CADRE

- A strategic, value added business partner (business thinker who understands the business and workforce environment)
- Professionally recognised across the Public Service for its knowledge, innovation, facilitation, agility and responsiveness
- Customer-centric and service-excellence driven
- Develops areas of subject matter expertise (rapid response teams approach)
- Monitors, evaluates, adjusts using research, evidence and data analytics, trends (critical thinking) to develop leading-edge practices that are fit-for-purpose for Mauritius
- Uses modern solutions-oriented tools, processes and leverages technology
- Demonstrates and models leadership commitment for the transformation agenda
- Has strong and supportive working relationships with top management
- Empowered and trusted to take decisions (the hierarchy model is flattened and operational decisions are decentralised to where they are most effective, efficient, responsive and quick)

C. BROAD HUMAN RESOURCE MANAGEMENT OBJECTIVES

- Human resource management in the context of public sector business transformation is about strengthening institutional capacity, capability and human resource development
- It is an approach to managing human resources that supports long-term business goals and outcomes of Government within a strategic framework that is directly linked to Government's strategic objectives and priorities
- It is a whole-of-government cross-cutting approach for (a) institutions and organisations that influence, deliver and support human resource strategy, policy, planning and operations; and (b) the human resource cadre itself
- It is about setting the path for public sector behavioural, cultural and mindset shifts necessary to move forward on the transformation agenda
- It is a growth enabler consistent with that expressed by the Government's 3 Year Strategic Plan (2017-2020) and the principles of development for Vision 2030. It will promote a professional and competent Mauritius Public Service that contributes to the social and economic transformation of Mauritius to a high-income economy
- It will ensure that Public Officers will be supported and developed by a fair and objective human resource system that meets the demands of an adaptive, responsive and high-performing workforce
- It will provide the foundational pillar for a new model of the Mauritius Public Service that is **one** entity, aligned to a common purpose, vision, goals, belonging and behaviours so that dynamic innovative people deliver quality service

D. PILLAR 1: HUMAN RESOURCE PRINCIPLES

The Public Sector Business Transformation Strategy, in its Capacity Building and Capability Development Framework, sets out the three Human Resource Development Principles that serve as the building blocks for the Human Resource Strategy:

- 1. Attract, motivate, maintain diverse talent:** the Mauritius Public Service is an employer that can attract and maintain a diverse, capable and skilled workforce
- 2. Strengthen skills, competencies and capacity:** continuous learning and competency development, growth and career advancement; succession management and talent development; leadership development and leadership excellence
- 3. Create a more efficient and responsive organisation:** the Public Service is a flexible organisation ready for business transformation; it has high performing and engaged employees; facilitates the highest and best use of resources and talent; and monitors and oversees performance and results

E. PILLAR 2: HUMAN RESOURCE PROGRAMMES, POLICY AND PLANNING

1. Human Resource Programme Objectives

Human Resource Programmes will be developed with a view to ensuring that Public Officers are able to respond to today's challenges and anticipate tomorrow's needs through:

- Public service orientation and values to create the right mindset from the beginning (connection to public service, integrity and excellence and the mission, vision and purpose of the Public Service)
- Leadership and team development for high quality results, strong performance and connection to vision, mission and goals requires effective leaders and teams. It also requires an understanding that there is a leadership role for each of us to play *no matter what title or position we hold* to ensure that the Mauritius Public Service is a world-class organisation in every sense (leadership at all levels)
- Human Resource Development initiatives that take a longer term view and actively plans and adapts for the future (capacity and scalability)

E. (CONTINUED)

- Recruitment, appointment, promotion and transfer modernisation (right fit first time, posting people where their skills will be of most use, talent development, succession planning and knowledge mobilisation)
- Technical, behavioural and cross-functional and cross-cutting competency development
- Career development (the pathway is multi-pronged and is nurtured rather than left to chance)
- Employee engagement and participation: achieving organisational results and workplace commitments (job satisfaction, commitment to organisational goals, ongoing performance conversations, esprit de corps, promoting ideas, innovation and recognition) which improves performance, service delivery, knowledge exchange and innovation
- Designing and delivering occupational safety and health programmes and initiatives across the Public Service which ultimately promote a safety culture in the Public Service through the establishment of a whole-of-government Safety & Health Management system

E. (CONTINUED)

2. Human Resource Policy and Planning Objectives

Human Resource Policy and Planning will focus on strengthening organisational development through:

- Ensuring that Ministries create annual HR Plans that support their business objectives and align with Vision 2030 and the 3-Year Strategic Plan on both skills and capacity so that projects are implemented successfully. This includes facilitating the mobility and movement of staff so that skills and brilliant talent are used where they will have the highest impact
- Ensuring that Ministries conduct Annual Training Needs Assessments which are used to create an annual plan to develop capacity, capability and learning, with the Civil Service College Mauritius as a delivery partner
- Creating the enabling environment for multi-disciplinary teams that work across boundaries and portfolios in a whole-of-government manner
- Conducting organisational reviews to ensure that the organisational model fits the transformation plan
- Constantly reviewing job descriptions and schemes of service to ensure they reflect national priorities and are in line with a continuously evolving Public Service
- Accelerating HR business modernisation with a view to adapting and responding to evolving client needs
- Using workforce and data analytics and monitoring and evaluation to inform policy and planning objectives, productivity management and program reviews
- Ensuring the HR Cadre itself is well equipped with skills, knowledge, tools and technology to execute their responsibilities and carry out their catalyst of change roles in Ministries

F. PILLAR 3: HUMAN RESOURCE OPERATIONS

Human Resource Operations will focus on client service and service delivery (at the level of each Ministry) and will include:

- Human resource client advisory service delivery that the HRM Cadre provides at the level of each Ministry across the Public Service. It is about moving away from transactional work towards strategic Human Resource Business Advisory services
- Operationalising and implementing HR and transformation initiatives, policies and programmes to:
 - ensure that Human Resources is aligned to the business plans, needs and goals of each individual Ministry;
 - enable organisational effectiveness and employee engagement by conducting HR audits, job audits, job analysis and workforce needs assessments with a view to a more effective organisation and service delivery;
 - analyse the impact transformation has on a Ministry's workforce and capacity with actions to address gaps; and
 - create a new workplace culture/ethos that changes the mindset of Public Officers so that transformation is successful