

Integrated HRM for the **needs** of the
present
& the **challenges** of the
future – a (possible) **playbook**

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1. Speak the same language

👉 Do we speak the same language? Do we keep on speaking the same language?

👉 Do we understand the same things?

👉 Experiment!

2. Manage your stakeholders: get together, talk & agree

- 👉 Be aware that we live in a VUCA-world (Volatile – Uncertain – Challenging – Ambiguous)
- 👉 Make a SWOT- or PEST - analysis
- 👉 Agree upon what's expected from you
- 👉 Agree upon what you have to do
- 👉 Partners: stakeholders
 - ❖ political power
 - ❖ civil servants
 - ❖ citizens
- 👉 Create trust

3. Decide unambiguously and in a transparent way

Formalize:

 What are you “needs to do” (core tasks) and “wants to do”


 Who are your CLIENTS

 Upon HOW you are going to do it,

 What NEEDS you have to perform your tasks

 What MEANS you have to do it (or don't...)

 What are your strategic & operational objectives?

 What are your milestones, your KPI, Critical factors of success

 *Management agreement/ strategic plan/...*

Managing political –administrative stakeholders – management agreement

1. Mission statement, legal mandatory tasks & core activities
2. Stakeholder & environmental analysis (PEST/PESTEL/...)
3. Vision - Values
4. Strategic axles, strategic objectives & operational objectives
5. Efficiency objectives
6. Critical factors of success for each objective
7. Analysis of strategic & operational risks
8. Accountability
9. Main projects, processes, initiatives & actions
10. Means/ resources
11. Reporting mechanisms
12. Commitments of the contracting parties

Draft Royal
Decree (CoM
March 20 2014)

- Efficiency
- Costing out
Administrative
simplification
- Client/citizen
orientation
- Sustainability
- Equal opportunities
- Internal control & audit
 - Cross sectional
collaboration

Management agreement FPS P&O - 8 strategic objectives



4. Analyse your workload

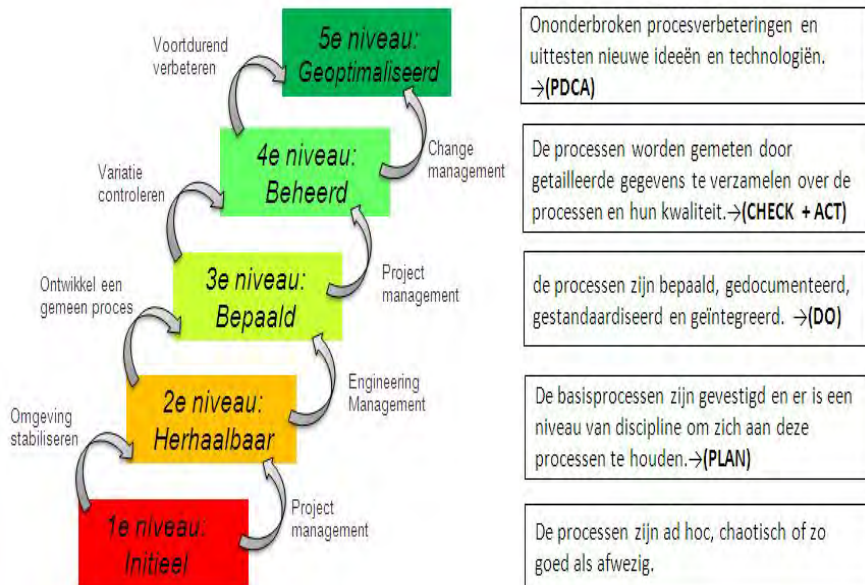
- 👉 Map your processes “as is”
- 👉 Decide what you want to keep
- 👉 Get rid of waste
- 👉 Map your processes “to be”
- 👉 Challenges & outcome
 - 👉 Do we have enough competitive staff ?
 - 👉 How to deal with peak moments in workload?
 - 👉 Do our function profiles match the activities to perform?
 - 👉 Who has to do what (roles and responsibilities) ?
 - 👉 Is the workload equitably divided amongst the staff ?
 - 👉 Do we need more staff (& what profiles) ?
 - 👉 How do we justify our staff needs ?

5. Map your strategic processes

- Budgetary conclave of October 2009: FPS P&O: mission to make an inventory of present tools of good management & to report back to the Council of Ministers (bench marking & bench learning)
- 10 domains
 1. Management of the stakeholders
 2. Management of strategy, objectives & risks
 3. Management of clients
 4. Management & development of staff
 5. Management of processes & quality
 6. Management of culture
 7. Management of costs
 8. Management of systems of monitoring & follow-up
 9. Management of communication, knowledge & IT
 10. Management of innovation & change
 - individual reports + bilateral feedback
 - Confection transversal & individual action plans
 - Enhancement networking organizational development
- Every 2 years
- 2014: On-line tool
- Collaboration P&O and FPS Budget & Budget Control



Road to maturity



1st level: initially present

- Processes are ad hoc or barely present

2nd level : can be repeated

- Base processes are settled & presence of discipline to stick to processes (PLAN)

3rd level : determined

- Processes are determined, documented, standardized & integrated (DO)

4th level: managed

- Processes are measured by collecting detailed data on processes & their quality (CHECK + ACT)

5th level : optimized

- Continuous process improvements & testing of new ideas & technologies (PDCA)

Supporting strategic HR processes – FED 20

Field	Critical Factor of Success	KPI
1. Strategy & planning	Swift execution of the personnel plan	01. Realisation of the personnel plan
	Swift execution of the personnel plan	02. Taking up the foreseen functions in the personnel plan
	An efficient HR support	03. Realisation of the personnel budget
	An efficient HR support	04. % of HR staff
2. Staff mobility	Swift recruitment	05b. successful recruitments
	Turn over	06a. turn over
	Staff mobility	06b. increase in staff
	Swift recruitment	07. average time of taking into service
3. Knowledge & competency management	Trained and competent staff	08. training budget
	Trained and competent staff	09a. internal mobility within the organisation
	Trained and competent staff	09b. mobility within the federal administration
	Trained and competent staff	10. bilingualism
	Number of staff needed for knowledge transfer	11. representatively of young staff
	Number of staff needed for knowledge transfer	12. representatively of senior staff
4. HR management	Satisfied staff	13. satisfaction survey
	gender balance	14. female middle managers (A3 & higher)
	Absenteeism	15. absenteeism from sickness
	Improving coaching of line management	16. implementation of development circles
	Work-life balance	17. working at distance
	Work-life balance	18. halftime working time

6. Make a risk analysis

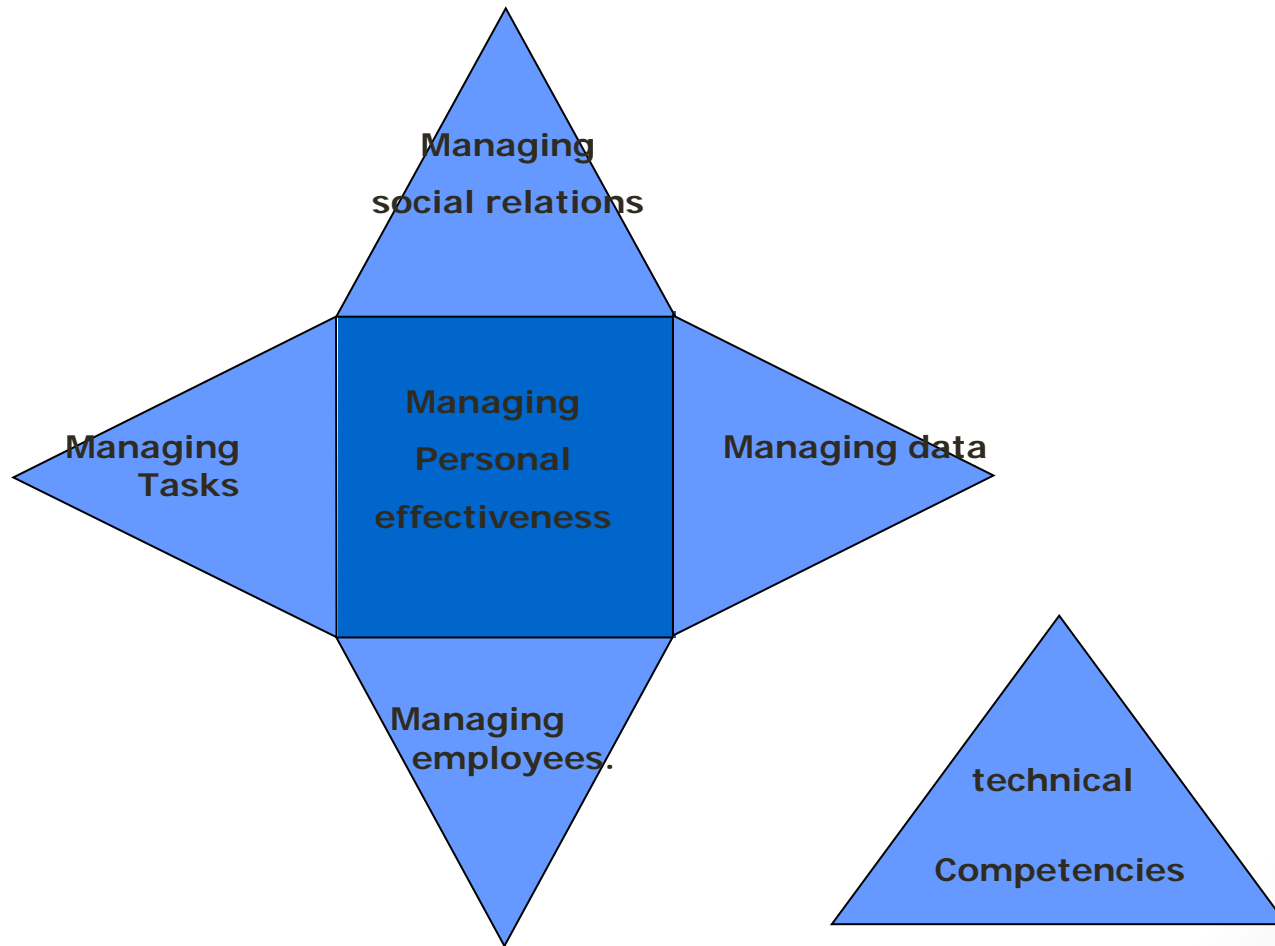
Supporting operational processes – Employee satisfaction

- Methodology
- Integrated process
- On-line survey
- On demand by individual organisations
- Individual report with benchmarking
- Tool for measuring support for actual organization, general satisfaction, level of job satisfaction, satisfaction with (line) management, degree of equitable repartition of workload,...
- Helps to determine quick wins & mid-& long term priorities
- = commitment from management!

7. Determine HR needs


- 👉 determine which profiles you want for the (core) tasks you want to perform in the best possible way
- 👉 **competency model**
- 👉 link with recruitment
- 👉 link with career management (promotions)
- 👉 link with function description
- 👉 http://www.federalectatografie.be/web/function_list.php?ordby=&keyword=&type=cod e&user=&lg=nl&mp_step=&mp_total=&ordby=&keyword=&type=code&id_service=0&i d_filiere=13&id_class=4&view=&iframe=&lg=fr
- 👉 link with evaluation
- 👉 link with employability & redeployment

The federal 5 (generic) + 1 (technical) competency model



The federal generic competencies

K= key competencies (for all levels)



Low	Managing Data	Managing Tasks	Managing Employees	Managing Social relations	Managing personal effectiveness
	Understanding data	Execute tasks	Share one's know-how	Communicate	Show respect
	Assimilate data	Structure the workload	Support	Listen actively	Adapt oneself
	Analyse data	Problem solving	Manage collaborators	Team work (K)	Prove reliability (K)
	Integrate data	Decide	Motivate collaborators	Act service oriented (K)	Show commitment
	Innovate	Organise	Develop collaborators	Advise	Manage stress
	Conceptualise	Manage the service	Forge teams	Influence	Self development (K)
	Understand the organisation	Manage the organisation	Manage teams	Relation building	Achieve goals (K)
	Develop vision	Guiding the organisation	Inspire	Network building	Involvement in the organisation
High					

Competence dictionary with behaviour indicators



Innovate

Innovative thinking by bringing on innovative & creative ideas

Innovative thinking: new tracks, perspectives or discovering out-of-the-box combinations

Creative thinking: bring on unknown, original ideas (not resulting from existing processes).

List with behavioural indicators:

Discovers new relations in the information .

Translates ideas of others in a new point of view

Thinks of new approaches for existing situations

Questions traditional ways of thinking

Approaches a problem for a completely new point of view.

Brings on original ideas not resulting from known perspectives .

Looks at situations from an original perspective

Discovers unknown aspects in existing informative .

behavioural indicators for level A:

Discovers new relations in the information .

Translates ideas of others in a new point of view

Thinks of new approaches for existing situations

Approaches a problem for a completely new point of view.

Brings on original ideas not resulting from known perspectives .

Looks at situations from an original perspective .

Act service oriented (K)

Accompany internal & external clients in a transparent, integer & objective way, deliver a personal service and maintain constructive contacts.

Client orientation: put clients/citizens first and meet their needs in delivering a swift and personal service and in taking serious their complaints

Accompany clients: accompany clients/citizens towards the most ready solution in function of their needs by giving advice in a transparent, integer and objective way.

Maintain client contacts: maintain constructive contacts with clients/citizens leading to an guaranteed exchange of information and/or services.

List with behavioural indicators:

Reacts swiftly on client/citizens' complaints .

Listens carefully to the complaint of the client/citizen

Reacts in an adequate way to the client/citizen's demand

Remains always friendly, even when the client/citizens files a complaint .

Offers a personal service delivery to the client/citizen

Replies quickly to a complaint or a question of a client/citizen

Provides the necessary structures to treat efficiently complaints.

Looks for possibilities to improve service delivery to the clients/citizens.

Asks the necessary questions enabling to respond to the questions in a correct way

Gives concrete answers to the questions of clients/citizens

Gives a concrete solution for the problem brought on by the client/citizen.

Gives the client/citizen a transparent advice or refers him to the competent persons or services.

Gives every client/citizen advice in an appropriate and objective way.

Takes care that clients/citizens dispose of transparent information.

Accompanies the client/citizen to the most appropriate solution on grounds of his/her knowledge & experience.

...

behavioural indicators for level D

Reacts swiftly on client/citizens' complaints .

Listens carefully to the complaint of the client/citizen

Asks the necessary questions enabling to respond to the questions in a correct way.

Gives concrete answers to the questions of clients/citizens

Gives correct answers in such a way that the client/citizen can trust him

behavioural indicators for level C

Reacts in an adequate way to the client/citizen's demand

Remains always friendly, even when the client/citizens files a complaint

Gives a concrete solution for the problem brought on by the client/citizen

Gives the client/citizen a transparent advice or refers him to the competent persons or services

Takes , if necessary, himself contact with the client/citizen

Gives proof of an expert approach

Selection & recruitment

1. Control of the participation conditions
 2. A generic test assessing the necessary competencies for a given level
 3. A specific test related to the function & adapted at the organisation
- Dossier on line
 - Choice of calendar for the tests
 - Feedback
 - Certification of the collaborators of the client organisations



Syntax of a function description

Title of the function:
Identification of the function Function code: Level: Class: Professional category:
Goal of the function:
Result areas: Result as: Tasks: Result as: Tasks: Result as: Tasks: ...
Receives information from: From whom: What information: Under what form: With what frequency:
Gives information to: To whom: What information: Under what form: With what frequency:
Gives direction to a group of ... collaborators
Autonomy: The function decides autonomously on: The function has to get permission on:
Impact: Total working budget entity: Proper working budget
Technical expertise: Technical competency profile (through Crescendo):
Innovation: The function is bound to observe which directions, instructions & legislation: What innovations: Based on which reference framework:
Generic competency framework http://www.fedweb.belgium.be/fr/binaries/Profils%20de%20comp%C3%A9tence%20-%20base%20et%20marges_tcm119-236139.pdf

Strategic Personnel Policy - Evaluation - Crescendo

1. Function interview
2. Planning interview
3. Functioning interview
4. Evaluation interview

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- Yearly
- result oriented, accountability & permanent improvement, with a particular interest for team performance and client orientation
- Evaluation, recognition and development
 - All staff (C+S)
 - All federal organisations

Availability for the citizens/clients

Individual performances

Required competencies for the job

Contribution to team performance

+ criteria for the evaluator
Quantity & quality / terms of the evaluations

E-tool "Crescendo"

Personal sheet (yearly - planning interview – basis for evaluation)

Identification:

Name, superior, section, level & class, function denomination, code

Performance objectives:

Objective(s), link with management agreement (KPI), means, deadline, indicator(s)

Development objectives:

- Strong competencies, competencies to develop
- Means, indicator(s) & planning

Linked to
competencies
(profile) &
management
agreement & team
efforts

Availability for the users of the public service:

Objective(s), link with management agreement (KPI), means, deadline, indicator(s)

Contribution to the team's efforts

Objective(s), link with management agreement (KPI), means, deadline, indicator(s)

Remarks (civil servant, superior)


signatures

8. Make a gap analysis

9. Determine your strategy to overcome the gap and meet the needs

- 👉 How to attract & retain talent
- 👉 How to use in the best possible way available talents, competencies (diversity)
- 👉 How to obtain & enhance (real) leadership
- 👉 What training?
- 👉 What evaluation system?

10. Checks and balances

 Do we *still* speak the same language? Do we *still* keep on speaking the same language?

 Do we *still* understand the same things?

 Is our staff still with us?

 Is politics still with us?

 Have we fulfilled what we've promised?

 How can we keep up the pace?

11. PAR is a continuous adventure supported by *all* men and women

- 👉 Who believe in what they're doing or want to do
- 👉 Who keep on speaking the same language
- 👉 Who keep on walking the talk
- 👉 Who dare to get out of their comfort zone
- 👉 Who dare to innovate
- 👉 Who keep their backs covered (both politically, administrative and with their rank&file)

Roles of a public manager (at every level): being a leader, rather than being “just” a manager

leader

To inspire, vision, example, coaching, to motivate, **to empower**



professional

expertise

manager

structure, management techniques, processes, efficiency

Political adviser

Advice , execution, policy preparation

bureaucrat

Respect for rules & procedures

innovator

- **Maintain trust**
- Facilitate the implementation of structural reforms in the public sector
- Fit in a leadership framework that is responsive, representative and accountable
- Competencies that are different from those required of other leaders in terms of their responsibility, capability, and role

Dream – Dare – Do – Develop - Debate