

Review Dominican Republic

**HRM for Innovation in Government
and Better Service Delivery**

Santo Domingo, 25 April 2014

Introduction

- New policy approach to public sector reform studies, linking PEM & strategic HRM to innovation and service delivery challenges
- Review process benefited from several senior national experts
- Ambitious reform programmes to modernize and professionalize the Dominican public administration, commitment to better internal and external results
- The Dominican Ministry of Public Administration (MAP) has achieved a lot since it was established (2008)
- Significant institutional and budgetary challenges, importance of long-term sustainable strategy
- Clear gap between resources, demands and citizen expectations (vicious circle entrapping smaller LAC countries in particular)
- Scope for a more efficient use of available public resources (first things first)
- Need for innovative approaches and pragmatic solutions to complex issues

Key findings and recommendations (1)

A merit-based career public service is a major achievement requiring continual reinforcement

- The Dominican Republic is engaged in a comprehensive set of public management reforms
- Significant challenges to effective implementation of legislative framework
- Implementation can be strengthened in several ways:
 - Core values more at the forefront of reforms for sustainable change
 - Consideration to establishing an independent merit protection agency
 - Senior management accountability
 - More rapid and efficient recruitment process, right skills and right place

Key findings and recommendations (2)

Strategic workforce planning and management can be improved

- Institutional fragmentation hampers the efficient allocation of the public workforce
- Significant scope to increase efficiency and productivity by restructuring the public administration
- Whole-of-government perspective for managing the size and allocation of the public workforce, avoiding unplanned long-term growth in payroll costs
- More use of key strategic HRM practices and instruments such as open (= external) recruitment competitions, mobility and redeployment
- Removing structural and cultural barriers to flexible workforce management (example: innovation role to address ageing of the workforce)
- Importance of competency management system for flexibility and problem-solving capacity to anticipate change and deal with increasingly complex puzzles (key area: training and development of staff)

Key findings and recommendations (3)

A range of instruments can be used to make performance management of public governance more effective

- Priority to strengthening individual performance management (simplified individual system, postponing linkages to organizational performance)
- Management of senior managers is a crucial element
- Horizontal and vertical mobility and flexible organization of work
- Developing methods of participation and involvement in the workplace to promote quality, innovation and overall change management in the Dominican public service

Key findings and recommendations (4)

Leadership and management should receive more attention

- Importance of linking leadership for change and management development to public administration reforms and objectives (quality, innovation, result-oriented culture)
- Sustaining public service reforms will require new leadership and management competencies, and a more whole-of-government leadership culture
- A more structured approach to managing senior public service as a group carrying forward the government's reform programme
- Positive development: bringing the Dominican variant closer to Latin-American criteria
- Career public service as opportunity to establish a clearer interface between political level and public administration

Key findings and recommendations (5)

Continued capacity building in HRM is required, emphasis should be on centralization rather than delegation for the time being

- MAP must be well resourced to carry out its extensive responsibilities, stronger role as central authority
- Despite of clear strategic orientation, better use could be made of existing MAP resources
- More strategic role for National Institute Public Administration (INAP)
- Impressive progress made in online tools, SASP (public employee management system) is a very important contribution to improving the capacity for strategic HRM
- Implementation of reforms in the Dominican context would need central monitoring and control for the present
- HRM delegation should not be considered until core values are well established and strong performance and accountability frameworks are embedded

Key findings and recommendations (6)

Implementation of reforms can be strengthened

- A key strength of the Dominican HRM reform strategy is that it is an integral part of the broader public service reforms
- Missing elements: leadership and strategic workforce planning (implying some reordering of implementation priorities)
- Relevance of risk management strategies
- A more incremental approach to implementation, maintaining the reform momentum
- Systematic and consistent monitoring and evaluation mechanisms
- SISMAP (public administration monitoring system) is another extremely valuable online tool fostering transparency and accountability
- Considering a periodic progress review on the Public Service Law implementation (*Ley Función Pública 41-08*)

Key findings and recommendations (7)

Results can be significantly improved by addressing key public administration bottlenecks and by investing in pragmatic participatory approaches for better service delivery

- Importance of a broader yet targeted innovation scope to overcome institutional, organizational, performance and regulatory barriers to public sector reform benefits
- Priority attention to machinery of government, institutional fragmentation, duplication and proliferation (rationalization and reorganization opportunities)
- Flexibility to adapt organizational structures to changing needs
- Incremental approach to organizational performance management
- Regulatory reform inside government to release resources for better services
- Focus on innovating service delivery in selected key areas for the economic and social development of the Dominican Republic (rather than everything at once)
- Improving the quality and accessibility of basic public services

Citizen perceptions and expectations

	LAC region	Dominican Republic
<i>The State can solve all problems or most part of them</i>	53.4%	66.1%
<i>The State is well equipped for its tasks</i>	74.3%	83.5%
<i>Public policies improve life conditions (a lot or to some extent)</i>	39.3%	28.0%
<i>Level of satisfaction public hospitals (very satisfied / satisfied)</i>	50.8%	49.0%
<i>Trust in public administration (high or some)</i>	36.4%	32.8%

Source: Latinobarómetro (2011)