

Strengthening HRM reforms in the Dominican public administration for more innovative and tangible results

**Technical Workshop on Assessment
and Recommendations**

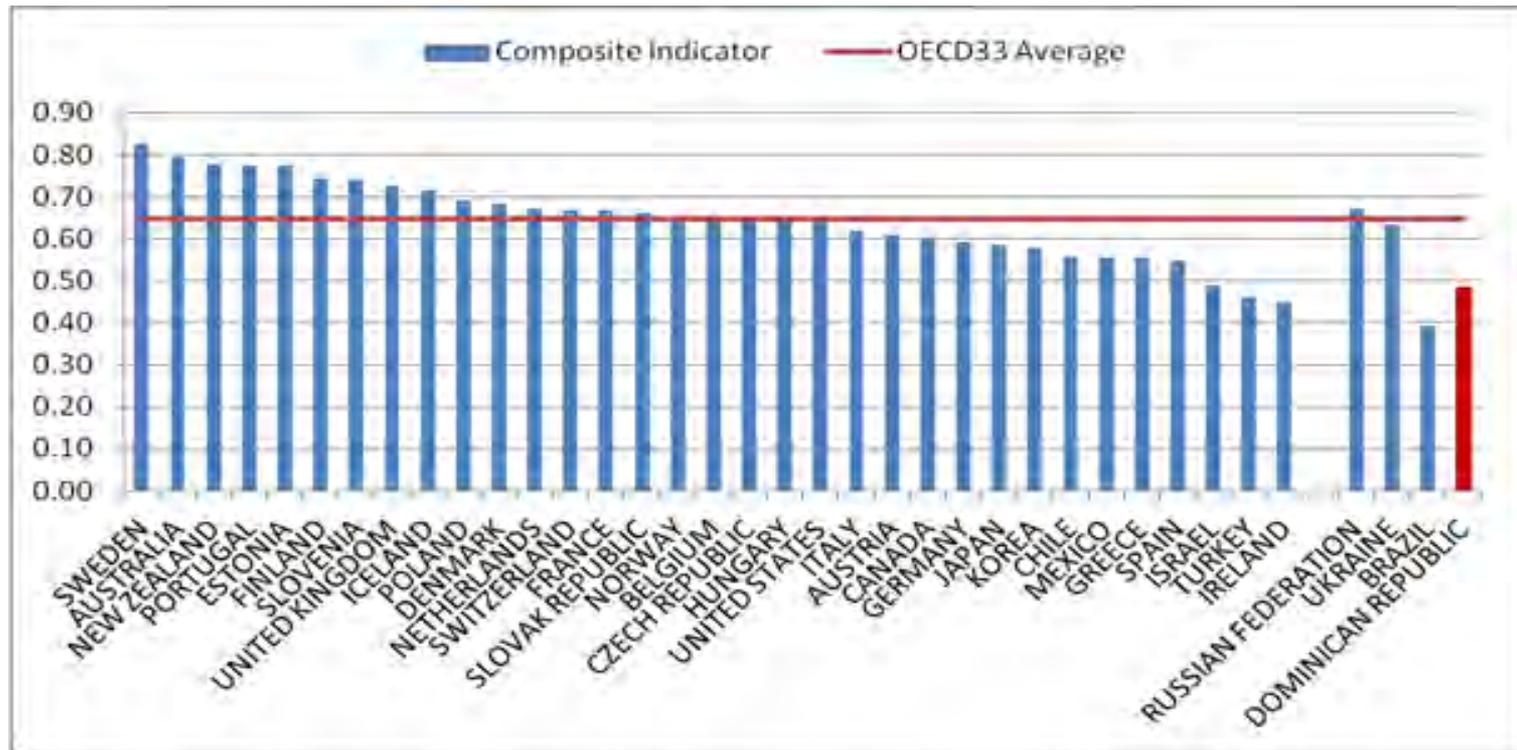
Santo Domingo, 24 April 2014

Key findings and recommendations

Implementation of reforms can be strengthened

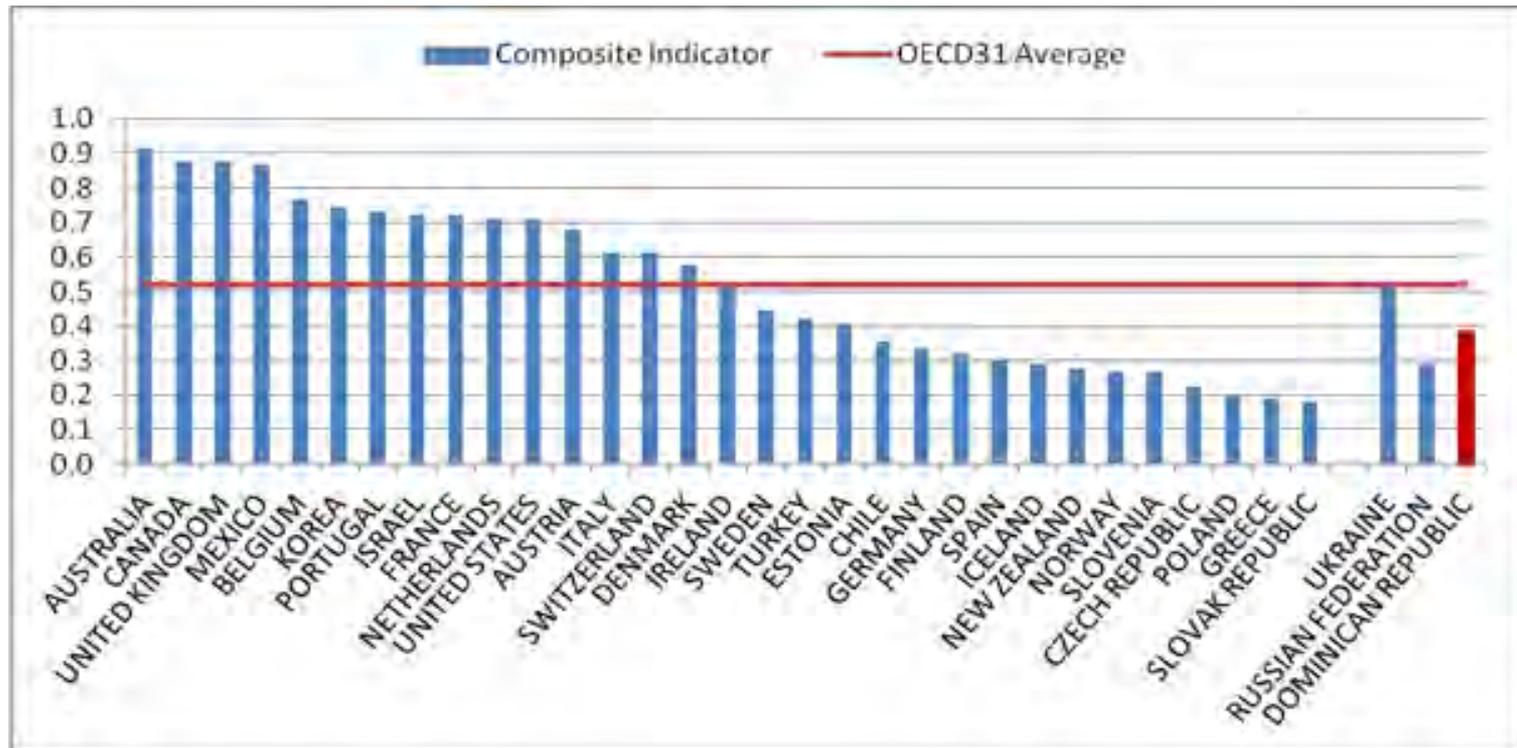
- A key strength of the Dominican HRM reform strategy is that it is an integral part of the broader public service reforms
- Missing elements: leadership and strategic workforce planning (implying some reordering of implementation priorities)
- Relevance of risk management strategies
- A more incremental 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*)

Delegation in Human Resource Management (HRM)



Source: OECD Survey on Strategic Human Resource Management in Central/Federal Governments (updated in 2013 on the basis of 2012 data). Data for the *Dominican Republic* provided by MAP in response to the OECD survey questionnaire (July 2013).

Utilization of strategic HRM practices in central government



Source: OECD Survey on Strategic Human Resource Management in Central/Federal Governments (updated in 2013 on the basis of 2012 data). Data for the *Dominican Republic* provided by MAP in response to the OECD survey questionnaire (July 2013).

Note: When interpreting the results of the composite indicator, it is important to consider that in some OECD countries responsibilities for strategic HRM practices are delegated to MAP/Department/Agency level, which are not reflected in this index.

Recommendations

Short-term (1-2 years)

- Embedding and institutionalizing core values, values-based management
- Strengthening the capacity and authority of MAP
- Implementation risks
- Sequencing of reforms
- Strengthening leadership of reforms
- Support internal stakeholders
- Evaluation and progress reporting

Medium-term (3-5 years)

- Continue strengthening the ethics framework
- Division of responsibilities between MAP and institutions
- Involvement of staff for sustainable change
- Monitoring and evaluation of reforms

Long-term (5 years +)

- Prolonged attention to the development of employee relations and to improving performance management, internal control and evaluation of public sector reforms