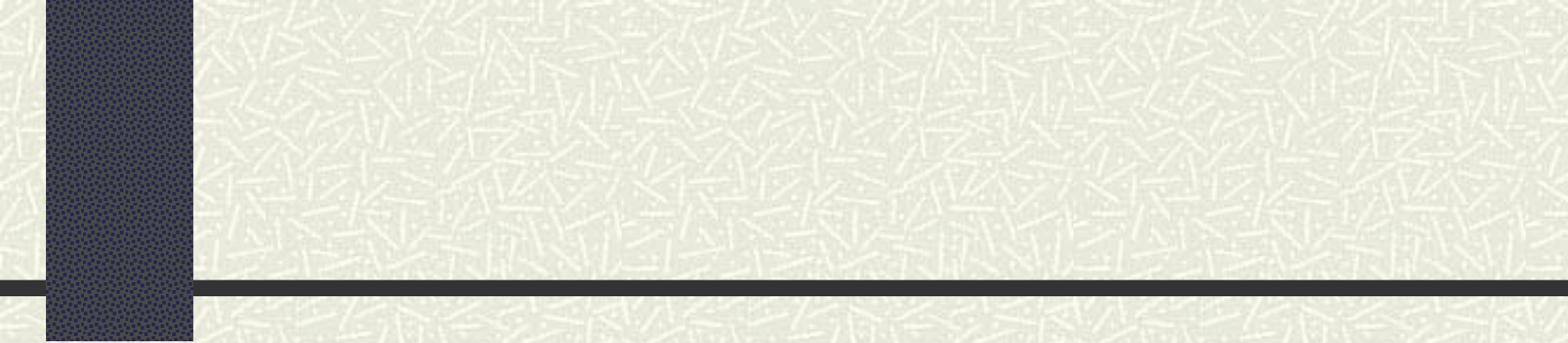


WHY PEOPLE MAKE A DIFFERENCE

The Importance of Human Resources





“Fundamentally, man is the key to all problems, not money. Funds are valuable only when used by trained, experienced and devoted men and women. Such people on the other hand can work miracles even with small resources and draw wealth out of barren land.”

Dag Hammerskjold

(Former Secretary General United Nations)

1905 - 1961





f If people are managed well and are:

Satisfied with their jobs

Committed to their work

Trusted by their employers


hey will work better and achieve more.

INSTINCT or FACT?



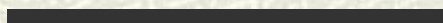
Challenges faced by all organisations:


- Availability of resources financial and physical**
 - Complex legislative requirements at both National and International level**
 - Demand for service improvements by Customers**
 - Need to recruit and retain skilled staff in a competitive environment**
-



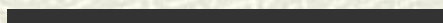
Public Administration is a people-based business
Services provided by public servants not machines
Not a factory production line
Has a large-scale interface and interaction with citizens

Our “human resource” is our GREATEST RESOURCE





Analysis of the research identified 4 “corner-stones” of people management that can help underpin the achievement of wider strategic goals.





CORNER-STONE ONE

Introduce and encourage learning processes that are designed to increase capacity and to align skills with organisational need.





CORNER-STONE TWO

Identify the knowledge required to meet organisational goals and customer satisfaction.



CORNER –STONE THREE

Define the behaviours required for organisational success and the actions needed to ensure they are encouraged and rewarded.





CORNER-STONE FOUR

Capture the commitment of people to the organisations mission and values.





Important factors are:

Managers and HR staff work together effectively

Establish good HR practices

Apply those practices effectively

Recognise the value of HRM to the organisation



United Nations World Public Sector Report findings include:

Quality of HRM has a significant effect on the performance

Professionalism in the Civil Service is an excellent predictor of both the quality and the integrity of the public service and its effects are consistently positive.





Government effectiveness comprises:

Quality of Public Bureaucracy

- Policy- making
- Service delivery

And is:

An important element in the (World Bank) Measures of Governance

Rated as very important by Business Leaders in developing and transitional countries



Analysis shows that:

Economic growth is associated with a merit-based bureaucracy

Bureaucracies perform better if staff are professional and well paid

Competent and effective institutions facilitate poverty reduction

Government effectiveness contributes to higher economic growth



**HRM is a determinant of
organisational performance**

**Some HR Practices that
impact on performance are:**

Selective recruitment

Remuneration contingent upon performance

Training & development

Reduction in status differentials

Sharing information



Measures to support HRM improvement:

Optimising conditions for staff to develop

Involving staff in decisions that affect them

Encouraging diversity in public sector recruitment

Harnessing the potential in the workforce





Conclusions:

Recognising the value of good human resource management is an important first step.

Government effectiveness can be influenced by good HR management.

People can and will make a difference if they are encouraged to do so.
