

Theme; Driving Economic Growth through Human Capital: Refocus, Re-organise and Rebuild

The Role of HR in Re-organizing the Public Sector for Economic Development

Kuso Kamwambi

Permanent Secretary — MDD, Cabinet Office

MA — HR Management, Copperbelt University

BA — Human and Social Studies, University of South Africa

21 Years GRZ / Quasi Govt / Private Sector experience in Strategic Planning, Policy Development and Management, end to end Human Capital Management, Organizational Design, Development and Performance Management.



INTRODUCTION

The Importance of the Public Sector in Economic Development

The Public Service plays a critical role in the economic development of a country by;

- providing essential services to the citizens
- providing employment opportunities
- development of infrastructure
- facilitating private investment
- promoting exports
- regulating the players in the economy

FUNDAMENTAL REQUIREMENTS FOR HR TO PARTICIPATE IN REPOSITIONING THE PUBLIC SERVICE FOR ECONOMIC DEVELOPMENT

- **Individual preparedness**
- **Appropriate capabilities, values and mindsets.**
- **Clear Understanding of National and Institutional Development Plans**
- **Knowledge and understanding of HR Reforms**

SOURCE DOCUMENTS / GUIDING PRINCIPLES FOR HR PROFESSIONALS TO EFFECTIVELY PARTICIPATE IN ECONOMIC DEVELOPMENT

- **Constitution of Zambia (Amendment), Act No. 2 of 2016**
- **8NDP, Institutional Strategic Plans, Implementation Plans**
- **UPND Manifesto, Presidential Pronouncements and Decrees**
- **Employment Code Act No. 3 of 2019**
- **National Values and Principles, Article 8 of the Constitution of Zambia**
- **Public Finance Management Act No. 1 of 2018**
- **Public Procurement Act No. 8 of 2020**
- **Cabinet Circulars, Government Gazettes, PMP, Etc**
- **Transformation Agenda, Electronic Government Act No. 41 of 2021**

10 KEY (DESIRABLE) QUALITIES FOR EFFECTIVE HRM TODAY

- Good organization skills
- Adaptable
- Effective Communicator
- Enjoys Data
- Keen Sense of Ethics
- Great Negotiator
- Empathetic and Assertive
- Development Oriented
- Continuous Learner
- Skilled Influencer

“Because like every Company that wants to not only survive in the future but stay competitive, The Ken Blanchard Companies are consistently changing. They keep Moving our cheese! While in the past we may have wanted loyal employees, today we need flexible people who are not possessive about the way things are done around here.” - Dr. Kenneth Blanchard

Excerpt from the book ‘Who Moved My Cheese’

HISTORY OF REFORMS TO REPOSITION HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SERVICE

1993 — Public Service Reforms Programme (PSRP)

- Right sizing and restructuring of the Public Service

2000 — Public Service Capacity Building Programme (PSCAP)

- Public Service Management (Rightsizing, Pay Reform, Service Delivery Improvement and Payroll Management And Establishment Control)

2013 — Public Service Transformation Strategy

- Human Resources Management Reforms; Institutional Reforms; Leadership and Management Capacity Development; Results Based Management (Performance Management); Pay and Pension Reforms; E-Governance;

2022 — Transformation Agenda

PROBLEMS FACED IN IMPLEMENTING PREVIOUS REFORMS

Managerial Problems: red-tape, bureaucracy, weak results culture, lack of rewards and sanctions, lack of sustained political will to support reforms and corruption. These problems have led to inefficiency and poor quality of products and services.

Financial Problems: misapplication, misappropriation, lack of budget credibility, non accountability culture and other audit issues.

Operational Problems: outdated technology and archaic processes. This resulted in low productivity and high costs. Lack of clarity and coherence among MPSA's, limited adherence to laid down processes and procedures.

Highlights of Transformation Strategy for the Public Service, 2022 and Beyond



DECENTRALISING HUMAN RESOURCES MANAGEMENT FUNCTIONS AND POWERS FROM SERVICE COMMISSIONS TO MINISTRIES AND DISTRICTS BY APPOINTING HUMAN RESOURCES MANAGEMENT COMMITTEE



LEADERSHIP AND INSTITUTIONAL CAPACITY STRENGTHENING



CHANGE MANAGEMENT FOCUSING ON PUBLIC SERVICE VALUE SYSTEM



SMART AND DIGITISED PUBLIC SERVICE.



PAY AND PENSION REFORMS



PROFESSIONAL AND MERIT BASED PUBLIC SERVICE.



STRENGTHENING PERFORMANCE MANAGEMENT

ROLE OF HR IN RE-ORGANISING THE PUBLIC SERVICE — CURRENT HR REFORMS PERSPECTIVE

Assuming more responsibility through delegated functions from the Service Commission

Process improvements (e.g simplification and digitization),

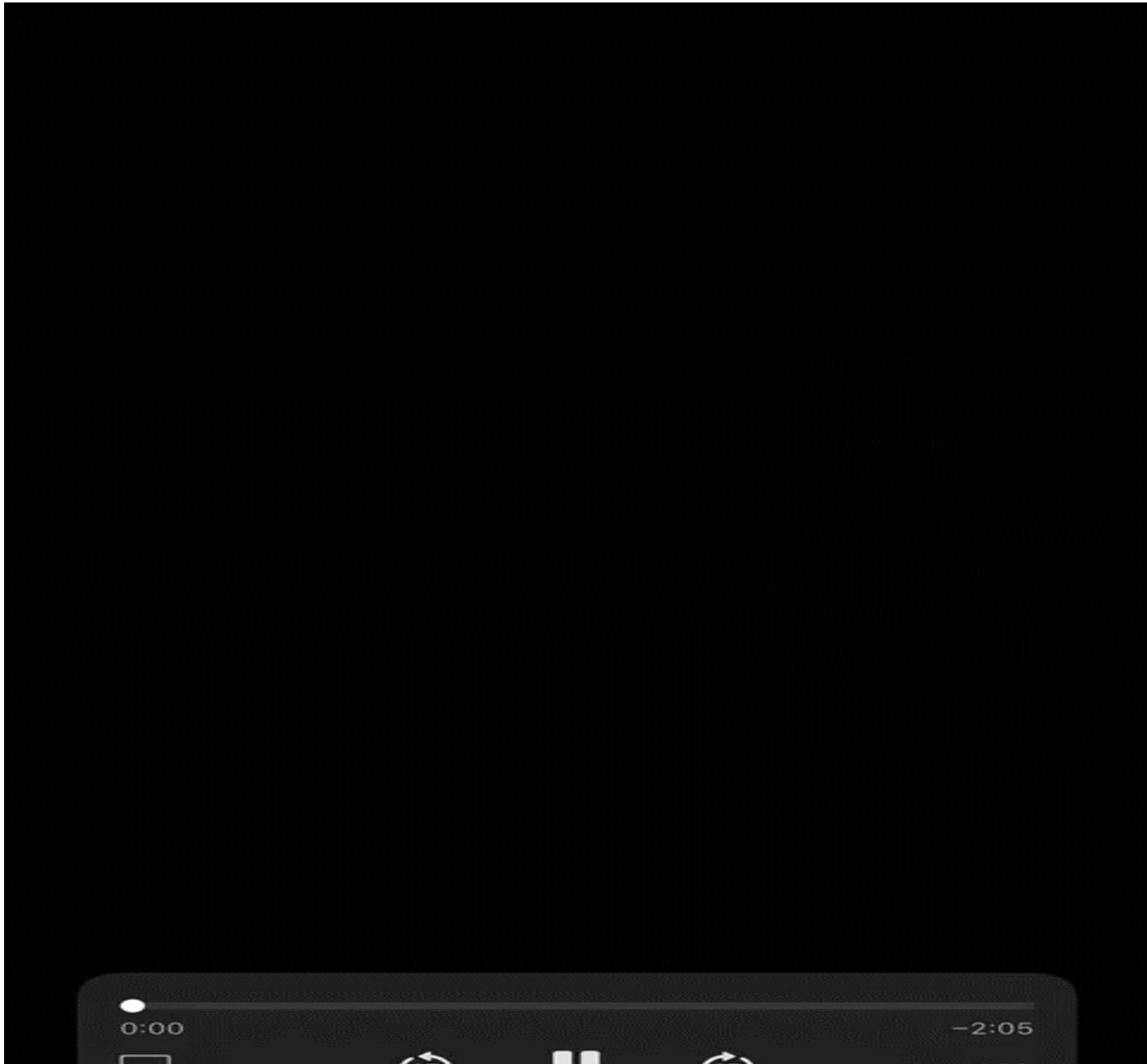
Merit based appointments

Strategic Role as Change Management Agents for improved performance in MPSA's

Custodians of the public service principles and values outlined in the Constitution and Service Commissions Act.

The Values and Principles are an imperative for achieving public service effectiveness and efficiency.

Assertive implementation of Disciplinary Code, Codes of Conduct and Performance Systems



ROLE OF HR IN RE-ORGANISING THE PUBLIC SERVICE

— Continued

- Developing the right structures to support strategy
- Review of applicable policies
- Re- engineering of systems, processes and procedures
- Introduction of change and integrity agents
- Re - introduction of output based work culture
- Development, review, implementation and monitoring of Service Charters
- Knowledge Management
- Talent Management/ sourcing, developing, retaining and motivating Human Capital for increased productivity
- Taking up space as a 'Strategic Business Partner' after all HR is the most valuable of all resources

CONCLUSION

Human Resources (HR) has long taken a backseat when it comes to driving business strategy.

The good news is this is changing. In 2020, more than 500 HR leaders in small-to-medium enterprises were asked to identify their primary role within their organization, and most said "strategic partner."

REFERENCES

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- International Career Institute (ici.net.au) 9 Desirable personality traits of a good HR
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- Jack Welch Management Institute

THE END

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