



# Introduction to Professional HRM

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# Expected Outcomes

**This presentation aims to equip participants to .....**

1. Recognise role of professional Human Resources Management (HRM) in the actualisation of an MDA's vision and mission.
2. Explain the concept of professional human resources (HR) and how this differs from personnel administration.
3. Be able to identify core HR functions, to be used in the MDAs.
4. Be able to describe the linkages between government, MDAs and HR strategy.
5. Explain the advantages and benefits of having a professional HR career.
6. Be able to describe the differences in the following roles: the key HR strategist, HR manager and HR personnel.
7. Be able to explain why the creation of new, formalised professional HRM duty posts is beneficial.

# Need for Professional HRM

# From Personnel to Professional HRM

## Need for Change

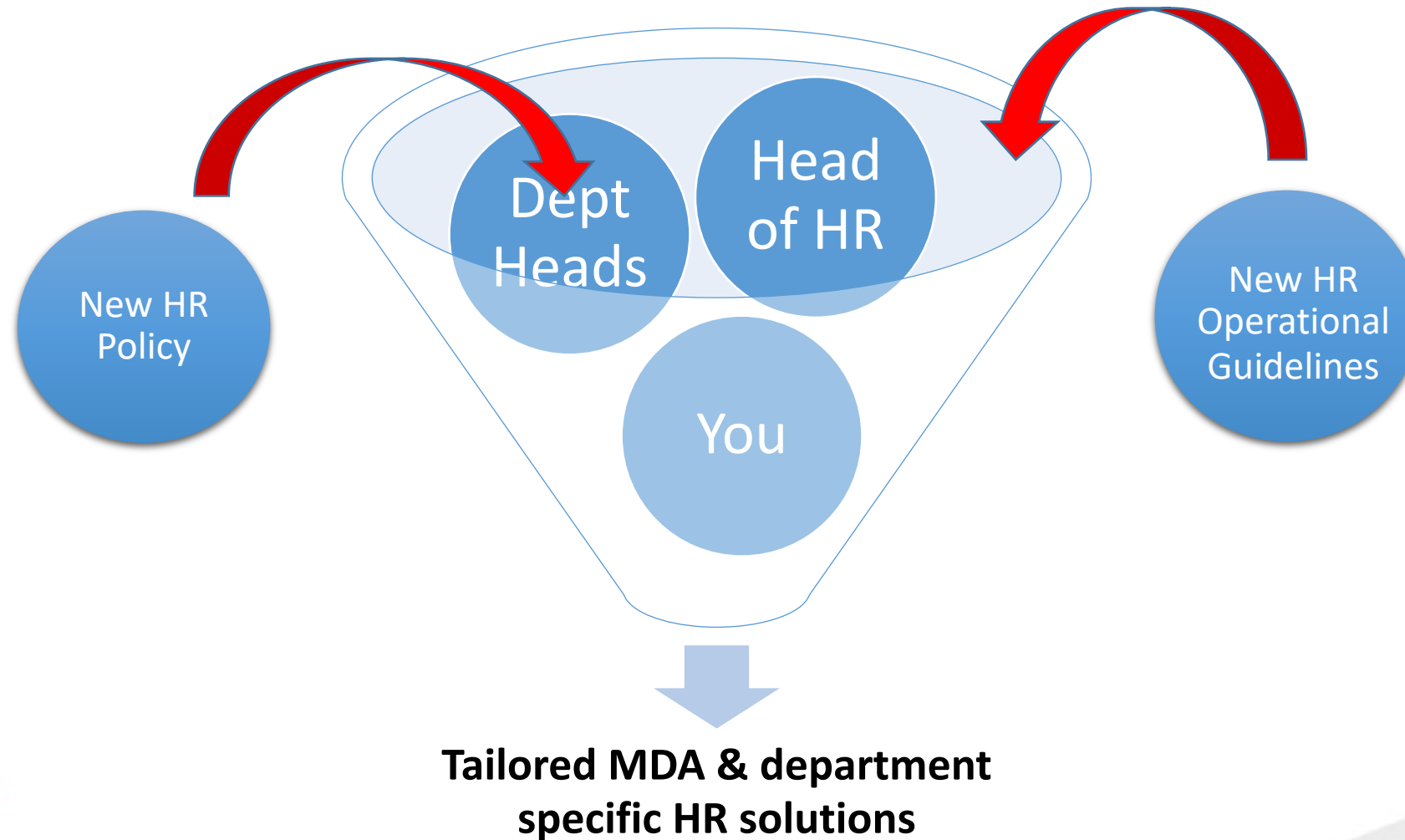
- Improved service delivery to the public
- Difficult for generalist model to deliver the more complex and ambitious vision, mission and goals of government
- Present HR systems and structures are not formalised
- Weak linkages between government, MDA and HR strategy
- Need for HR practitioners with intimate knowledge of all depts/teams in their MDAs to act as strategic partners

## Goals of Change

- MDAs/organisations will acquire, develop, and retain higher performing officers.
- Staff will be better able to respond to public service organisations' needs, and more motivated to do so.
- Concept of meritocracy will be reinforced.
- Individual MDA will be able to facilitate change and develop agenda of state government.
- There will be a link between people management and the strategic objectives of state government and MDAs.
- HR officers will be able to provide professional, specialist advice on particular areas.
- Each MDA will be better able to anticipate the future needs of the state and its component parts.
- Greater accountability and stronger management.

Personnel will continue to play a huge role in building a government that delivers today, but HRM will play a new role in developing a government that is always fit for the future.

# Key Components of Change



# Key Critical Success Factors

Able to embrace change without fear

Full commitment to this process

Able to influence, lead, manage and coach others

Want to work in partnership to challenge the status quo

Able to influence upwards

Is a progressive and holistic thinker

Understands government values and an appreciates what makes your MDA successful

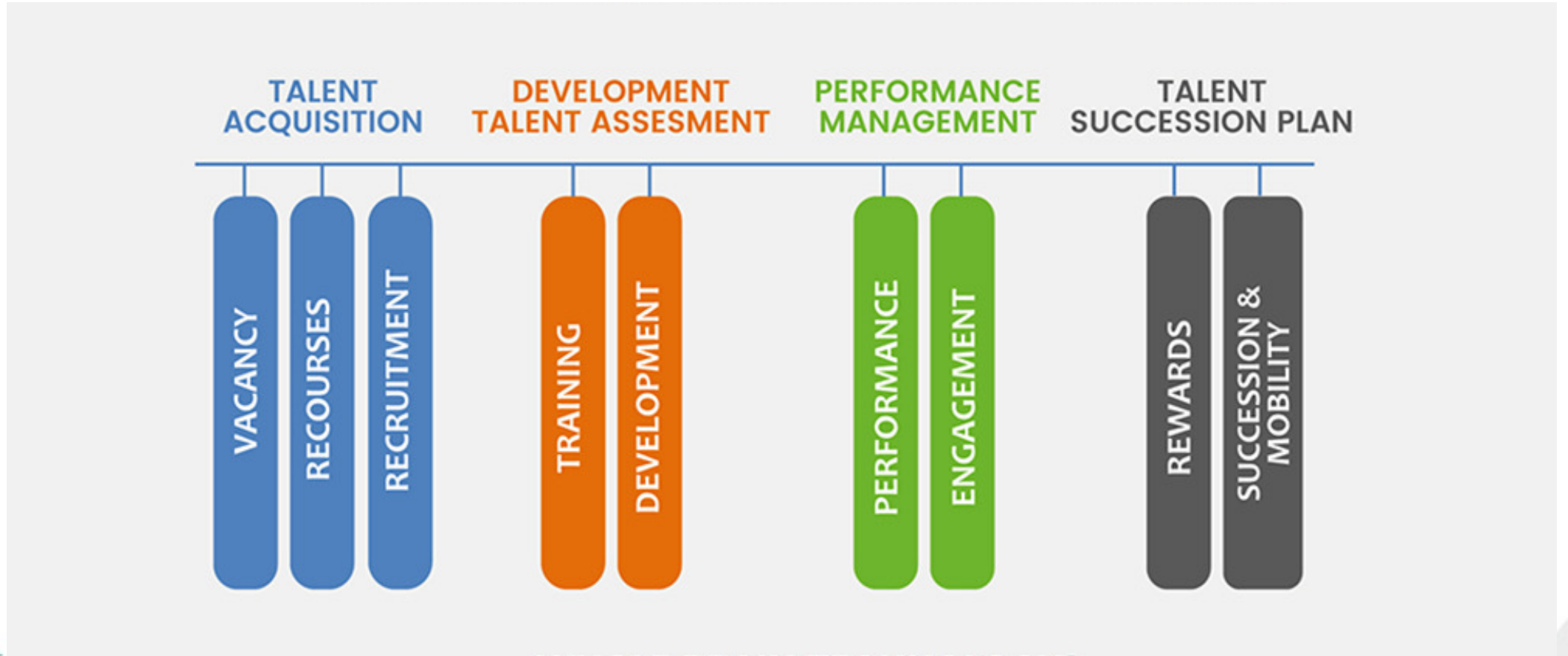
Desires to find solutions to tomorrow's problems

Has ownership of, and accountability to your assigned roles and responsibilities

Has HRM knowledge and skills

# Defining HRM

# Talent Management





# Personnel v Professional HRM

**Human Resources Management (HRM)** = *The strategic, proactive approach to the management of talent.*

**A coherent, tailored, end-to-end approach to HR functions** with information held on individuals focusing on skills, knowledge, abilities and talents with a view to ongoing development and improvement.

**Personnel** = *A series of reactive administrative tasks* which enables the employment contract to be fulfilled.

**HR functions are treated in isolation** and information held on individuals is factual rather than developmental.

**HRM DOES NOT REPLACE Personnel but  
ADDS to this critical foundation**

# Personnel vs Professional HRM

## Personnel



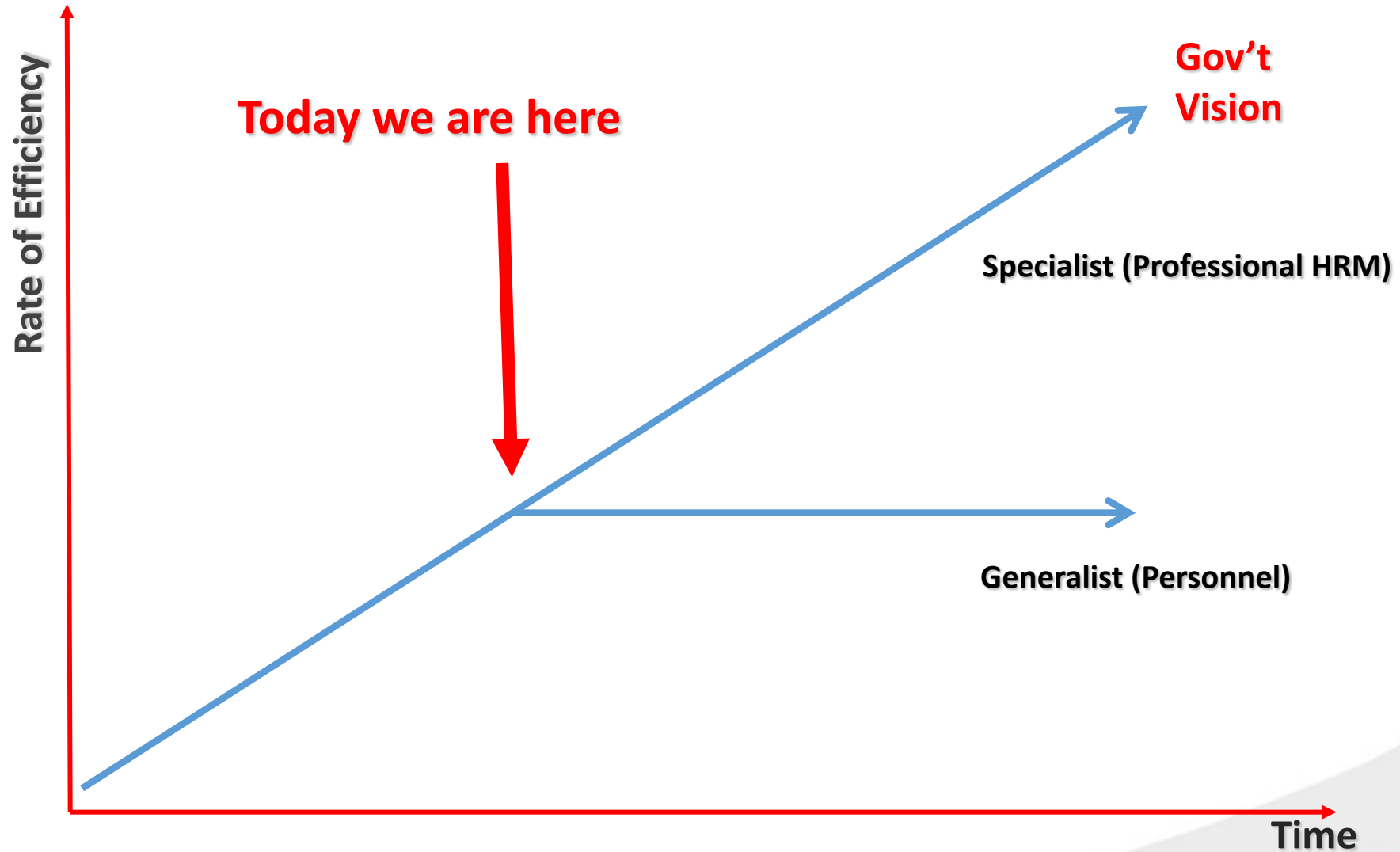
- Support Service
- Administrators
- Generalist skills
- Management of officers as per terms and conditions of employment contract
- Tactical
- Process driven
- Short term
- Task based
- Isolated HR functions
- Directive driven
- "We've always done it this way"
- Service wide HR only

## Professional HR



- 'Strategic Partner'
- Practitioners
- Specialist skills
- Management of officers' skills, abilities, knowledge, talents
- Sustainable
- Insight driven
- Long term
- Performance accountability
- Joined up HR functions
- Proactive
- Change agent
- Service-wide HR AND, tailored, department specific HR solutions

# Generalists vs Specialists



# Strategic HRM

# Joined-up HR functions



1. To build a public service that is better able to meet and serve the needs of the state and its citizens.





2. Works - To build a mass rail transit system that stretches from x town to y town and ban okada, replacing with new bus services, by 2018.

3. Workforce planning and job analysis to determine the necessary technical skills required of specialist labourers and workers and a needs gap analysis.





4. Each project team to be given specific objectives and performance targets to which senior managers are to be reviewed against on a bi-annual basis.



5. Training based on need to ensure continuous development of key project management and technical skills.





6. Additional bonus awards available for project teams who meet deadlines to the required standard.



7. Annual talent exercise conducted where top performing individuals are identified and personal details and specific project experience captured for later reference on other projects. Also allows for succession planning within teams.



8. HR MIS used to monitor and track progress throughout.  
Example KPI: length of approved transit road laid per quarter.

# Journey map

# Current state to future state

Function	As Is	Could Be	Benefits
<b>HR Framework</b>	<ul style="list-style-type: none"> <li>•Service-wide HR only</li> </ul>	<ul style="list-style-type: none"> <li>•<i>Additional</i> MDA and department specific HR activities</li> </ul>	<ul style="list-style-type: none"> <li>•Proactive identification of HR issues and tailored HR solutions to support individual MDA agendas</li> </ul>
<b>HR Strategy</b>	<ul style="list-style-type: none"> <li>•Generic Public Service Rules mean heavy reliance on reactive directives</li> </ul>	<ul style="list-style-type: none"> <li>•Strategic and holistic approach to end-to-end HR functions</li> </ul>	<ul style="list-style-type: none"> <li>•Clearly defined, MDA specific HR strategies</li> </ul>
<b>HR MIS</b>	<ul style="list-style-type: none"> <li>•Not all data required for effective HR planning is available</li> </ul>	<ul style="list-style-type: none"> <li>•Automation of HR processes</li> </ul>	<ul style="list-style-type: none"> <li>•Accurate and easily accessible data available when needed</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>•Schemes of Service</li> </ul>	<ul style="list-style-type: none"> <li>•Job descriptions for individual roles in specific MDAs</li> <li>•Performance management for each job and individual</li> </ul>	<ul style="list-style-type: none"> <li>•Precise requirements so officers can be held to account</li> </ul>
<b>Workforce Planning</b>	<ul style="list-style-type: none"> <li>•Establishment planning</li> </ul>	<ul style="list-style-type: none"> <li>•Workforce planning</li> </ul>	<ul style="list-style-type: none"> <li>•Right people, in the right place, at right time</li> </ul>

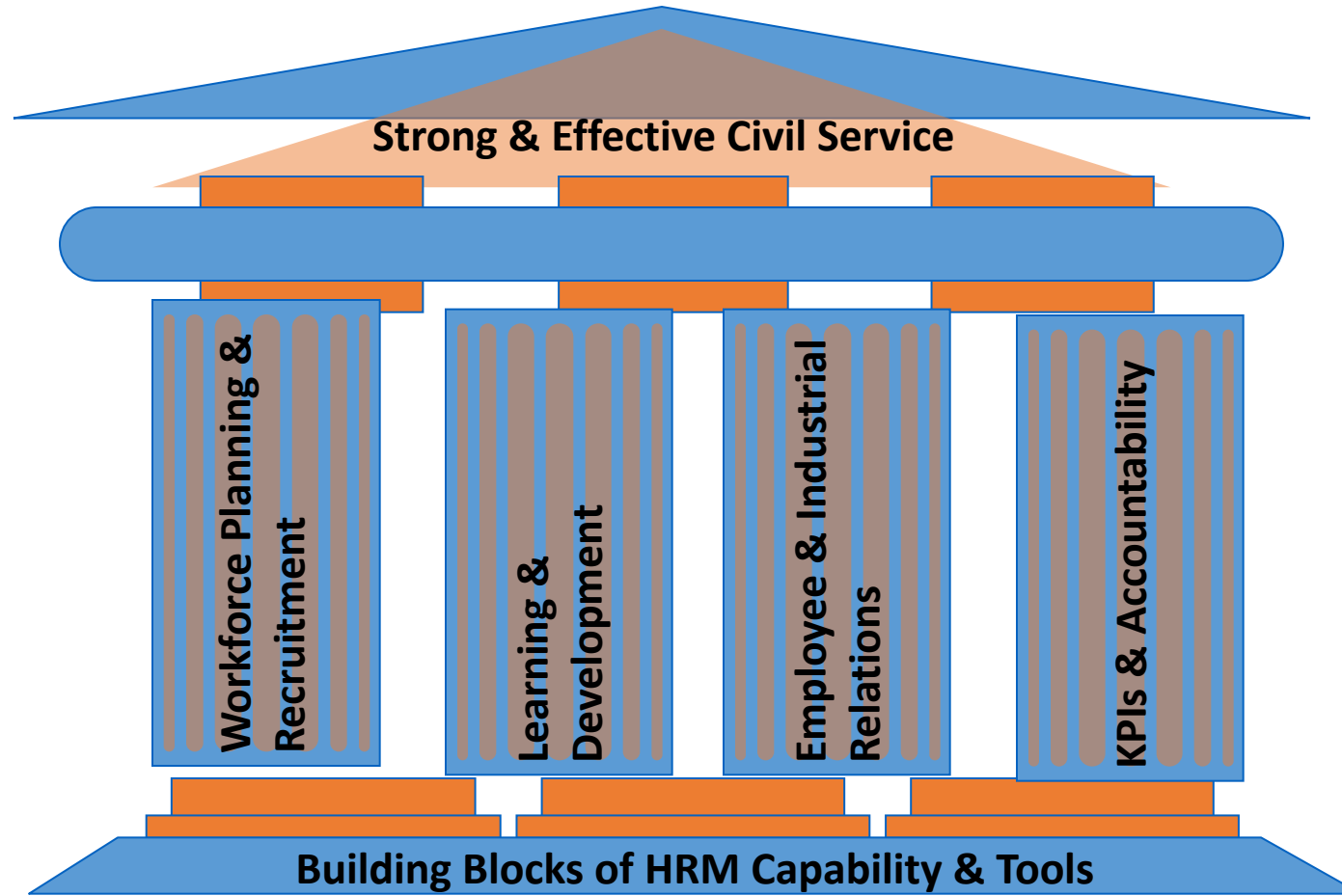
# Current State to Future State

Function	As Is	Could Be	Benefits
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>• Not targeted</li> <li>• Focus on replacement of existing positions</li> <li>• Reactive and budget driven</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit to specific role, use of detailed job descriptions</li> <li>• Strategic and integrated</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment based on filling identified skills gaps, meaning people joining service will make a genuine contribution to their MDA</li> </ul>
<b>Deployment</b>	<ul style="list-style-type: none"> <li>• Based on cadre and grade level rather than on skills/ knowledge gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and linked to succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• Structured career development for the individual and continuity for the MDA</li> </ul>
<b>Appraisal</b>	<ul style="list-style-type: none"> <li>• Form filling exercise</li> </ul>	<ul style="list-style-type: none"> <li>• Normalisation</li> <li>• SMART objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Objective assessment and focus on development</li> </ul>
<b>Promotion</b>	<ul style="list-style-type: none"> <li>• Based on tenure</li> </ul>	<ul style="list-style-type: none"> <li>• Based on tenure and merit</li> </ul>	<ul style="list-style-type: none"> <li>• Right people rewarded for good performance</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• No formal TNA</li> </ul>	<ul style="list-style-type: none"> <li>• Training based on need</li> </ul>	<ul style="list-style-type: none"> <li>• Meaningful and structured capacity building</li> </ul>



# Example HR Functions

# Example HR Functions

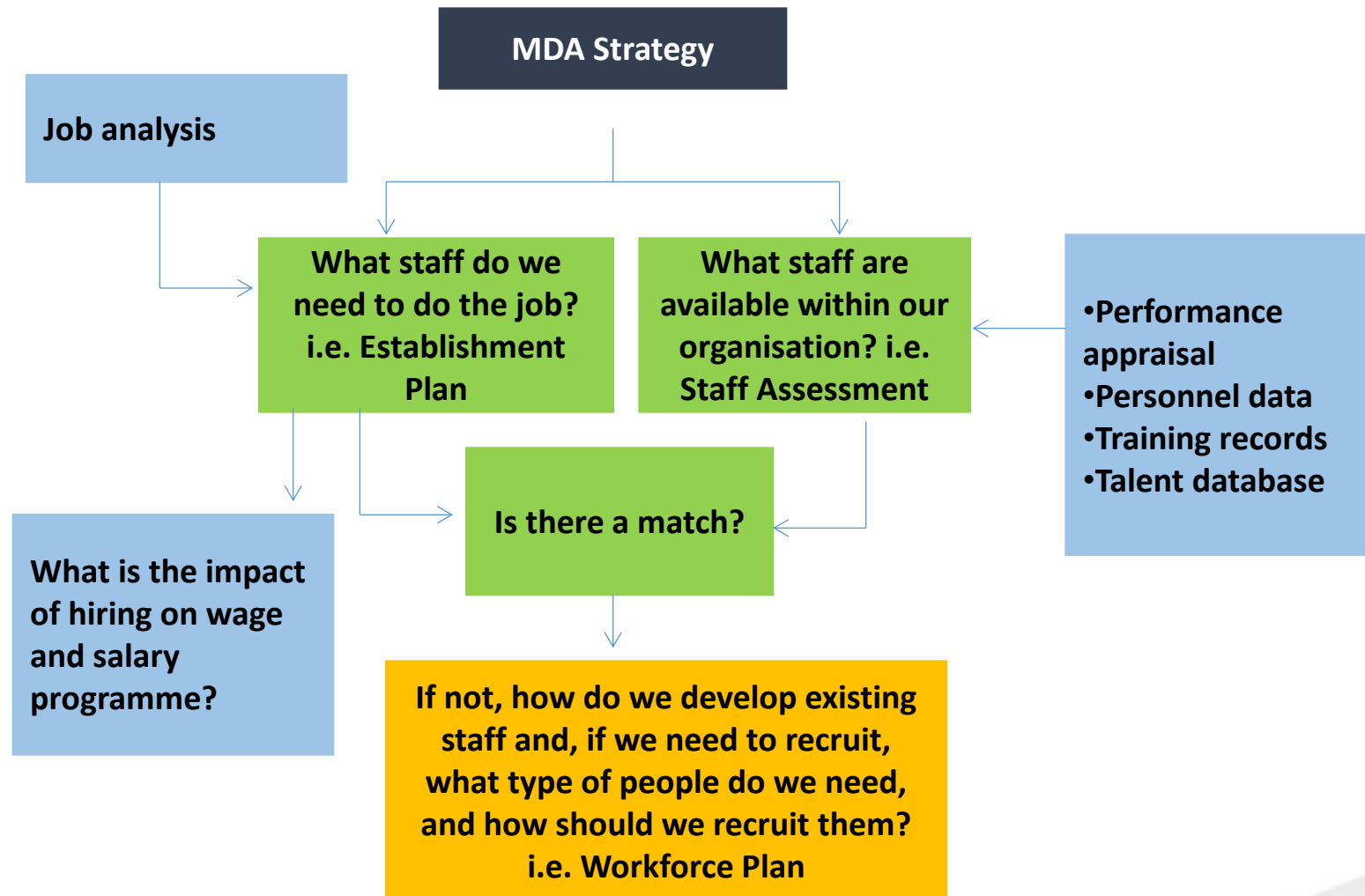


# Workforce Planning & Recruitment

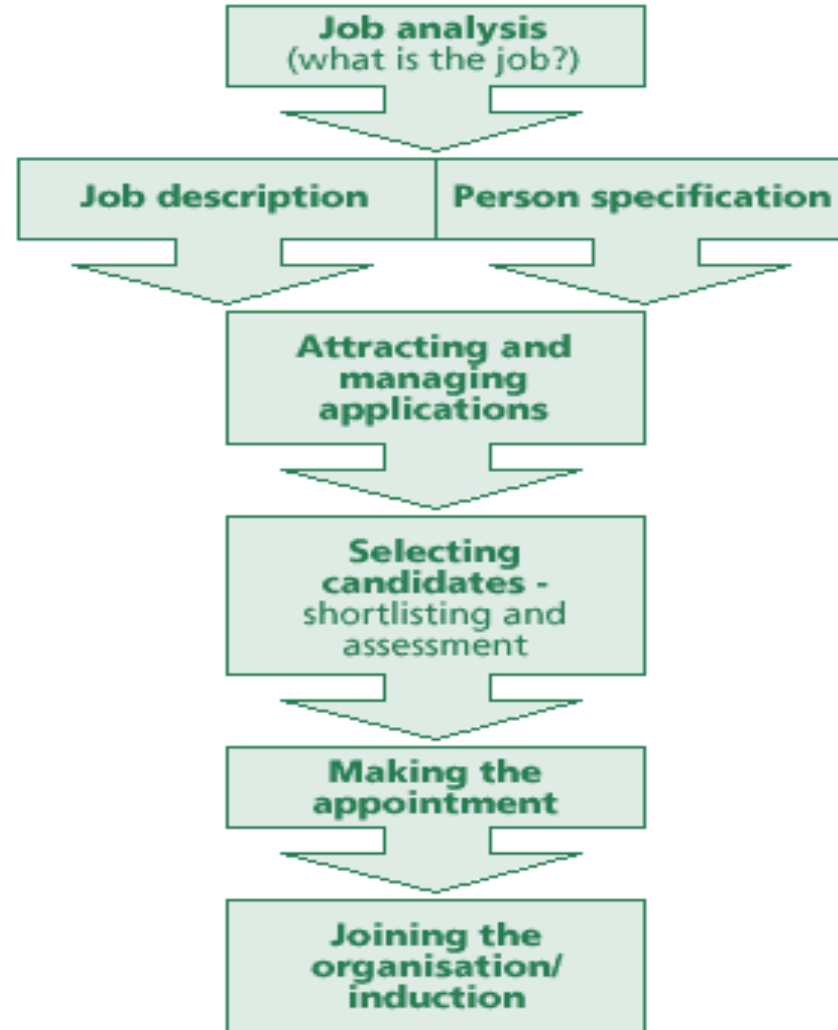
## Example Duties:

Job evaluation	Job classification	Workforce planning & <i>Workload analysis</i>	Recruitment
Selection	Appointment	Interns/NYSC	Induction
Deployment	Transfers	Workforce Planning & Recruitment Secretariat	Workforce Planning & Recruitment policy and process

# Workforce Planning



# Recruitment Process



# Learning & Development

## Example Duties:

Appraisal

Promotion

Advancement

Conversion

Career  
development

Career planning

Training

Talent  
management

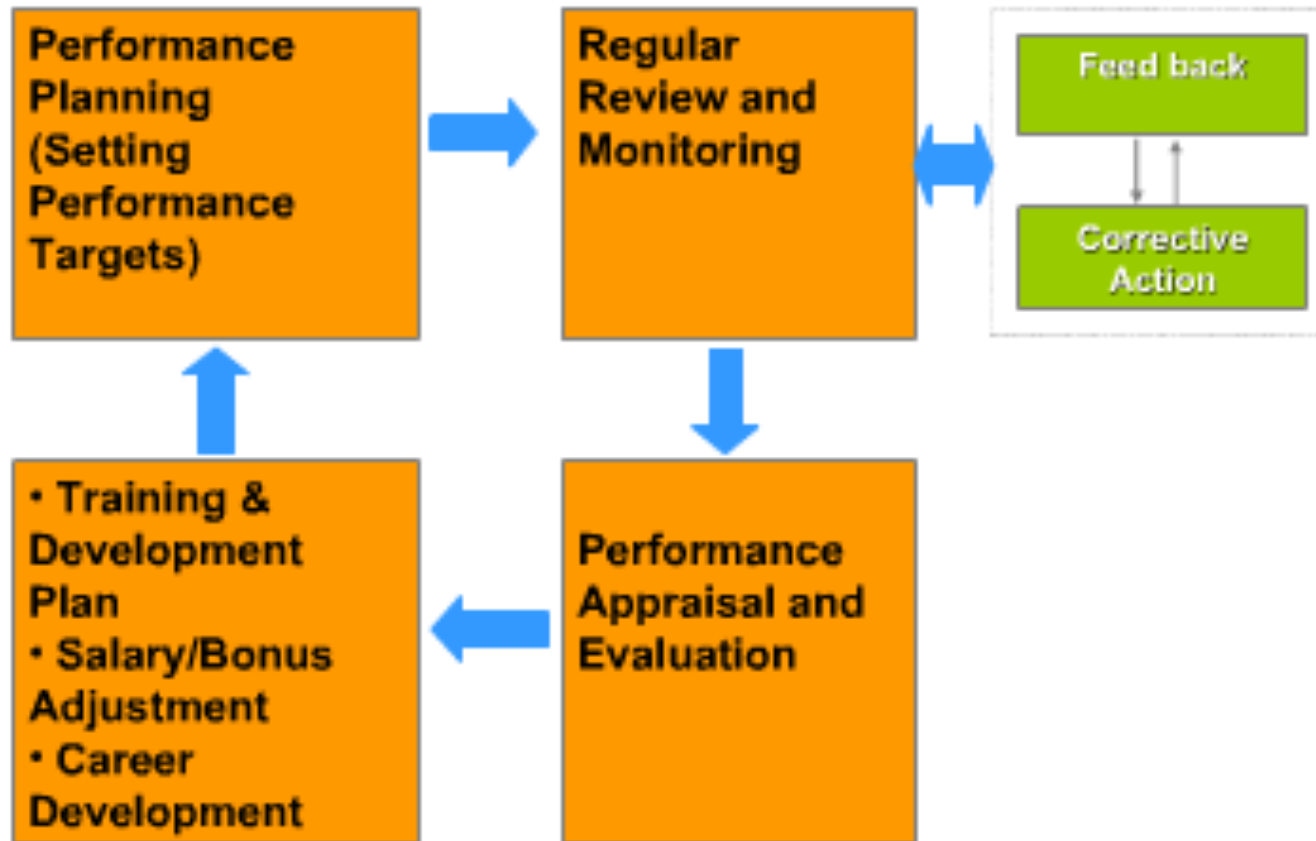
Learning and  
Development  
Secretariat

Learning and  
Development  
policy and process

# Training Process



# Performance Management





# Employee & Industrial Relations

## Example Duties:

Appeals

Discipline

Grievance

Whistleblowing

Sickness and  
medical

Leave

Industrial  
relations

Health and  
safety

Workplace  
assessments

Employee &  
Industrial  
Relations  
Secretariat

Employee &  
Industrial  
Relations policy  
and process

# Employee Protection

Employment law e.g.

1971 Labour Act

Trade Union  
membership

Collective  
agreements

Annual leave

Non-return to  
work after leave  
of absence

Redundancy

Workmen  
Compensation  
Act

Public Service Rules offer enhanced employment protection and benefits.

# KPIs & Accountability

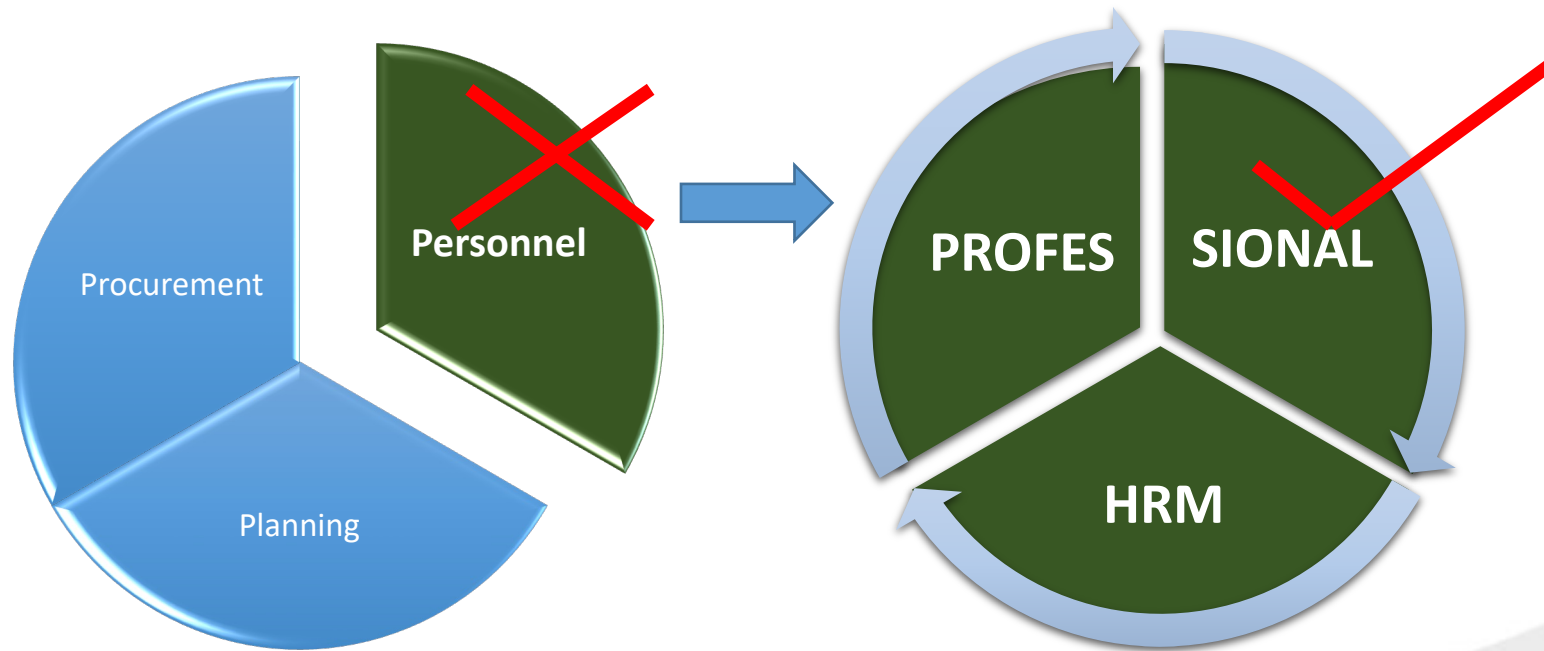
## Example Duties:

Employees exiting the Civil Service/organisation	Pensions	Payroll	Salary reviews	Benefits/Insurance
Gender and social inclusion	HR MIS/Registry	Key Performance Indicators (KPIs)	Reporting	Monitoring and evaluation
	Perception surveys	KPIs & Accountability Secretariat	KPIs & Accountability policy and process	

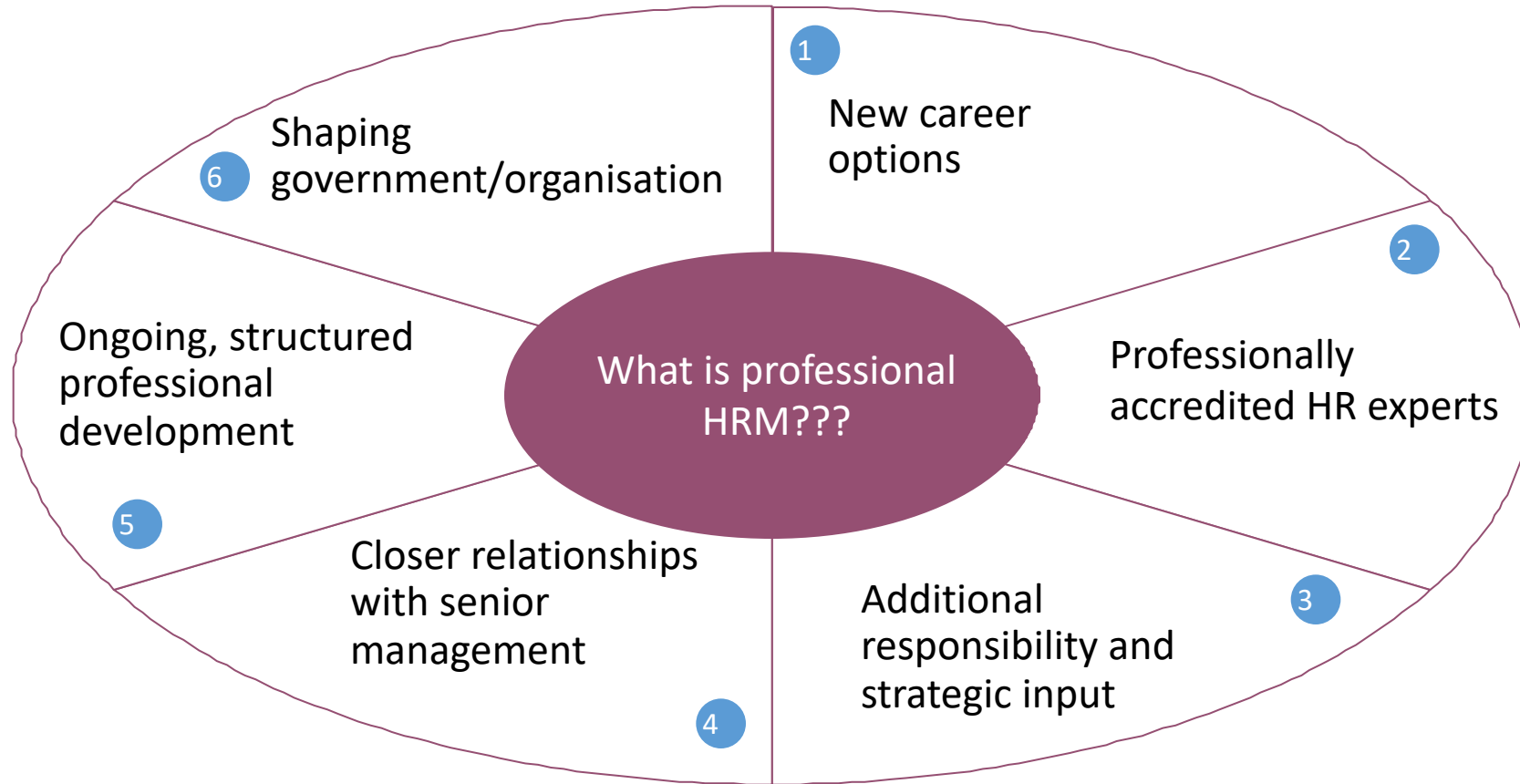
# Career Considerations

# What's in the new HR?

- You will be better positioned to be Permanent Secretary
- You will be more relevant within your MDA
- HR means **MORE**. You are stepping into **BIGGER** roles!!



# What's in the new HR?



# What are my career options?

Career Option	Example
<input type="checkbox"/> Develop further within your existing role or specialist area in your MDA	Stay in 'Workforce Planning & Recruitment'
<input type="checkbox"/> Move into another HR specialist area within your MDA to gain broader experience or tackle something different	Move from 'Workforce Planning & Recruitment' to 'Learning & Development'
<input type="checkbox"/> Move to a bigger role or gain promotion	From 'HR Manager GL12' to 'HR Manager GL13'
<input type="checkbox"/> Move to another MDA to learn how HR is done differently elsewhere	From 'Office of Works' to 'Education District 1'

# What are the attributes of an 'HR Professional'?





# What will it take to succeed as a HR Professional?



# What about Career Support?

- The head of your department will be your first port of call for support and advice on human resource management related matters.
- Within your MDA/organisation, there will be a talent management plan in place to help you develop as an HR professional and actively seek opportunities to grow as a future leader.
- You are encouraged to work in a *variety* of specialist HR areas and MDAs/organisations to help you build experience and transfer learning to others.
- This will be reinforced through formal HR promotion criteria to ensure HR professionals reach their fullest potential.

# HR Role Models in Nigeria

Jubril Saba – Director  
HR (Airtel Networks)

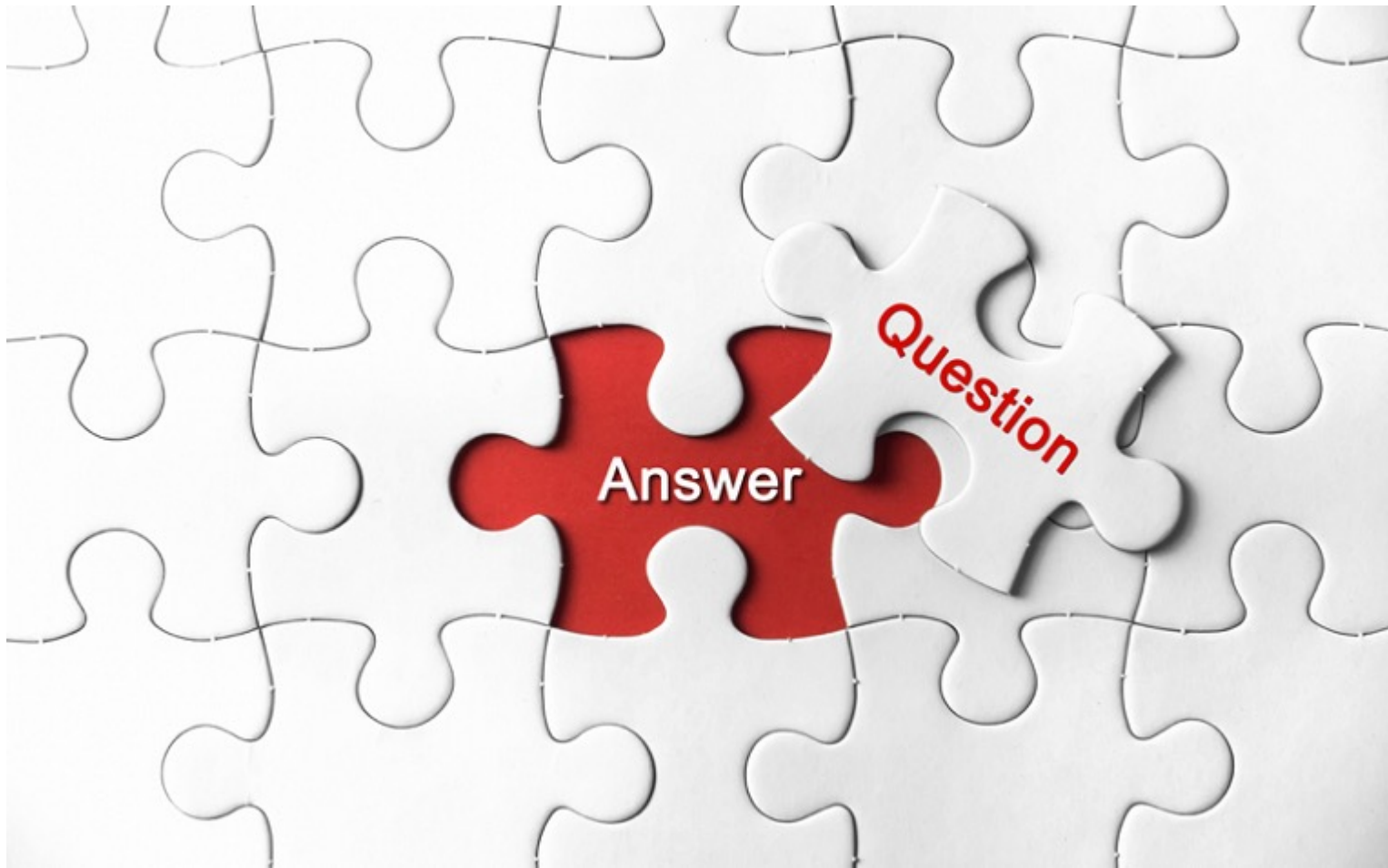
- 1<sup>st</sup> Degree in Electrical & Electronics Engineering
- Started career as a call centre agent

Folake Adeniyi  
Adeleke - Regional HR  
Head, West & Central  
Africa (Microsoft)

- 1st Degree in Microbiology
- Started career as a Laboratory Administrator

Grace Omo-Lamai –  
Director HR (Nigerian  
Bottling Company  
Ltd)

- 1st Degree in French
- Started career as Administrator



# Questions and Answers

# Summary

- Professional HRM goes beyond but does not replace personnel administration.
- Desire to create new specialist HR departments and HR duty posts in the government organisations/MDAs.
- Generic HR Committee proposals to be tested and developed.
- HRM is about bigger, not smaller roles than personnel administration.
- All administrative cadre officers will be eligible for new professional HRM positions.
- Transition to professional HRM to be planned and implemented in a structured manner.

# Questions, Comments, Observations

THANK YOU