



Overview of the  
Public Service  
Management  
Resource Suite



## Partnership to Engage, Reform and Learn (PERL)

The Partnership to Engage, Reform and Learn (PERL) is a five-year governance programme, funded by the UK's Department for International Development (DFID). The programme focuses support on governments, citizens, and evidence-based advocacy. PERL provides assistance to governments in the core areas of policy development and implementation. This is done by assisting them in tracking and accounting for how these policies, plans and budgets are used in delivering public goods and services to promote growth and reduce poverty to the citizenry. The programme supports citizens to engage with these processes.

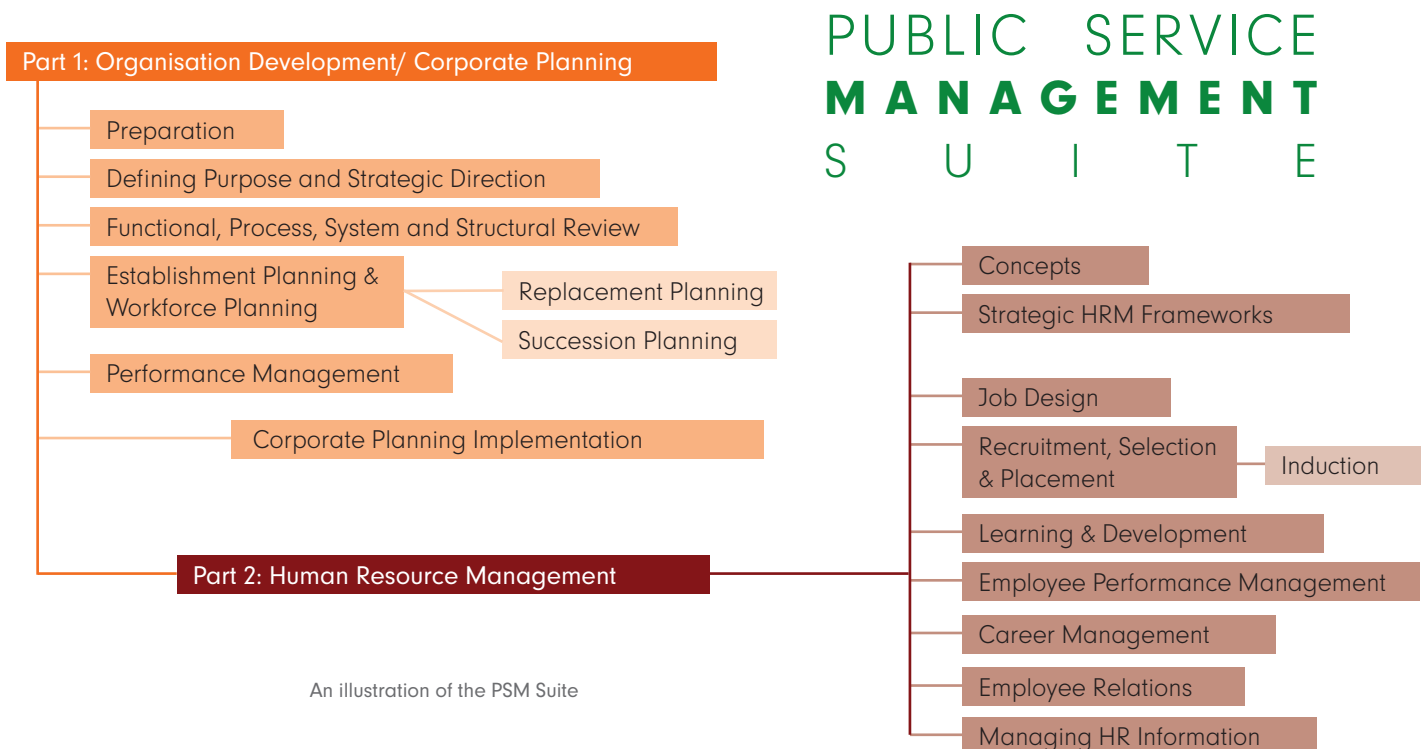
The PERL programme is being delivered through three 'pillars' which plan together to support sustainable service delivery reforms: Pillar 1. Accountable, Responsive & Capable Government (ARC); Pillar 2. Engaged Citizens (ECP); and Pillar 3. Learning, Evidencing and Advocacy Partnership (LEAP). The programme works at the federal level, in the partner states of Kano, Kaduna and Jigawa, and through regional learning and reform hubs in the South West, South East and North-East areas of Nigeria.

## The Public Service Management Suite

The DFID - State Partnership for Accountability, Responsiveness and Capability (SPARC) and now PERL programmes have generated a wealth of information and knowledge and set up many processes and procedures to improve governance, often surmounting considerable challenges in the process. The Public Service Management Resource Suite, originally developed by SPARC captured all the knowledge, information, processes and procedures.

PERL has however revised and updated the Suite and further captured the new unique and growing accumulation of knowledge. In order to extract the utmost value from this unique and growing accumulation of know-how, we are developing new ways of sharing programme outputs to influence wider change.

The Public Service Management Resource Suite is in two parts: Corporate Planning for government organisations and Human Resource Management.





## Part 1 – Corporate Planning

A Corporate plan in the public sector is a “service improvement plan” that examines internal capabilities to take advantage of external opportunities therefore presenting a road map to move the organization in the right direction. Therefore, Corporate planning is about changing the organization’s internal relationships, functions and processes to perform better and improve its delivery of public goods and services. It essentially is a strategic tool that seeks to make the internal operations of an organization more effective and productive. The Corporate Plan framework will help government ministries, departments and agencies (MDAs) meet the service delivery standards required of them.

The Corporate Planning section of the PSM Suite sets out processes for government functions and structures and maps out a course of action that will result in effective and efficient delivery of public goods and services. Government officials involved in corporate planning may use the materials in the section as they are or may adapt them as necessary to enhance their relevance to their specific situations. The table below provides an outline of the documents contained in this section.

## Part 1 – Corporate Planning

S/N	Folder Title	Document Title	Type of Document	Document Code
1.	Part 1: Introduction to the Corporate Planning Toolkit		Word	01
2.	Stage 1: Preparation	Corporate Planning Concept Note	Word	1B
		Readiness for Change Checklist		1C
		Model Corporate Planning Timetable		1E
		Sample Terms of Reference for CP Steering Committee		1F
		Sample Terms of Reference for CP Technical Working Committee		1G
3.	Stage 2: Defining Purpose and Strategic Direction	Checklists & Examples for Setting Vision, Mission and Value Statements	Word	2A
4.	Stage 3: Functional, Process, Systems and Structural Reviews	Step by Step Guide to Functions, Structure and Process Reviews	Word	3A
		Examples of Simple and Complex Process Flowcharts		3D
5.	Stage 4: Establishment Planning, Workforce Planning and Job Descriptions.	Step by Step Guide on Establishment and Workforce Planning	Word	4A
		Replacement and Succession Planning Concept Note		4.1A
6.	Stage 5: Performance Management	Guide to Producing Service Charters	Word	6A
		How to Improve Service Delivery	PDF	6D
7.	Stage 6: Corporate Plan Implementation	Corporate Planning Implementation Process	Word	5A
8.	Sample Templates and Tools	Introduction to Corporate Planning & Process Overview	PowerPoint	1A
		CP Sensitisation Exercise Template	Word	1D
		Sample Corporate Plan	Word	1J
		Articulating the Mandates, Vision, Mission, Core Values	PowerPoint	2B
		Guidance & Template for SWOT, LTG & Medium-Term Objectives	Word	2C
		SWOT Analysis, Long-Term Goals, Medium-Term Objectives & Strategies	PowerPoint	2D
		Functions, Structure and Process Reviews Presentation	PowerPoint	3B
		Guidance and Templates to Assist with Process Review	Word	3C
		Establishment and Workforce Planning Presentation	PowerPoint	4B
		Establishment and Workforce Planning Template	Word	4C
		Replacement and Succession Planning Presentation	PowerPoint	4.1B
		Succession Plan Guidance and Templates	Word	4.1C
		Replacement Plan Template	Word	4.1D
		Developing and Implementing a Service Charter Presentation	PowerPoint	6B
		Sample Service Charter	Word	6C
		Sample Corporate Planning Training Manual	Word	6D



## Part 2 – Human Resource Management

Professional HRM is needed to shape and facilitate the work of government so that when a State Government sets its strategy, HRM can respond to build the capacity and manage the performance of civil servants to deliver the strategic objectives and services ‘on the ground’. Change will not just happen. HRM is part of the means to make it happen. Strong ‘people management’ responds directly to the need for Ministries, Departments and Agencies (MDAs) to become more focused on performance and accountability and increases the chances of successful public service reform.

Professional HRM is a modern approach to people management which elevates HR officers from supportive administrators to professional strategists and advisers who are an integral part of the management team. It plays a key role in delivering a workforce that is fit for the future - not just for today. Modern HRM professionals understand the key drivers of government, the wider environment and the context in which their MDA operates. They systematically gather data and analyse trends, creating action plans, tracking progress and reviewing how HR influences the trends identified. They have a deep staff insight into skills, competencies, aspirations and needs are needed. The table below provides an outline of the documents contained in this section.

### Part 2 – Human Resource Management

S/N	Folder Title	Document Title	Type of Document	Document Code
1.	Part II: Introduction to the Human Resources Management Toolkit		Word	05
2.	Section 1. HRM Concepts	What is Human Resources Management	Word	11A
		The Roles of Human Resources Managers and Line Managers	Word	11D
		Human Resources Management or Personnel Administration		11E
		Service-wide HRM and Individual MDAs		11F
3.	Section 2. Strategic HRM Frameworks	HRM Self-Assessment Framework	Word	12A
		HR Policies and Principles		12B
		Human Resource Structures		12C
		HR Operational Procedures Reference Guide		12D
		Capacity Building & Human Resources Development Policy		12F
		Building Readiness and Managing HRM Reform		12G
		Ethical HRM: Questions and Case Studies		12H
		HRM Checklist for Gender and Social Inclusion		12I
4.	Section 3. Job Design	Understanding Job Evaluation and Design	Word	13A
		Guide on Developing a Job Description		13B
5.	Section 4. Recruitment, Selection & Placement	Structured Interview Guidance and Sample Questions	Word	14C
		How to Develop an Employee Handbook		14G
	Induction	Understanding the Induction Process	Word	14.1B
		Induction Pack Checklist for Inductees		14.1C
6.	Section 5. Career Management	Promotion and Advancement	Word	15B
7.	Section 6. Employee Performance Management	Understanding Performance Management	Word	16A
8.	Section 7. Learning & Development	Training and Development Guidance	Word	17B
		Guidance on Capacity Building & Training		17C
		Conducting a Skills Audit		17D

S/N	Folder Title	Document Title	Type of Document	Document Code
9.	Section 8. Employee Relations	The documents under this section are contained in Section 10 (Sample Templates and Tools)	PowerPoint	18A 18B
10.	Section 9. Managing HR Information	Guide to Personnel Record Keeping	Word	19A
11.	Section 10. Sample Templates and Tools	Introduction to Professional HRM	PowerPoint	11B
		CP and HRM Frameworks		11C
		Delivering Value Through Professional HR		11D
		HR Glossary	Word	11H
		Organisation Work Force Management Assessment		12E
		Job Analysis Questionnaire		13C
		Model template for job description		13D
		Sample Template and Examples of Job Description		13E
		Job Description Template		13F
		Recruitment Plan Template	Excel	14A
		Recruitment, Selection and Placement Presentation	PowerPoint	14B
		Candidate Selection Summary Score Sheet	Word	14D
		Deployment Template		14E
		Recruitment Summary and Appointment Requisition		14F
		FCS MDA Induction Training Slides Presentation	PowerPoint	14.1A
		MDA New Staff Induction form	Word	14.1D
		Sample MDA Induction Pack	PowerPoint	14.1F
		Career Development Presentation		15A
		Employee Performance Management		16B
		Manager Appraisal Template	Word	16C
		Reward Management, Driving Performance	PowerPoint	16D
		360 Appraisal Template	Word	16E
		Absence Tracker	Excel	16F
		Self-Appraisal Template	Word	16G
		Performance Management Assessment Forms	Word	16H
		Learning and Development Presentation	PowerPoint	17A
		Training Programme Evaluation Template	Word	17E
		Sample Training Intervention Template		17F
		Employee Relations	PowerPoint	18A
		Staff Welfare		18B
		Exit Interview Questionnaire	Word	18C
		HRMIS, KPIs and Accountability	PowerPoint	19B
		HR Database Template	Excel	19C

## Philosophy

Our primary aim in developing this PSM Resource Suite is to make information on actual Corporate planning and HRM concepts and practice widely available, both to those involved in the PERL programme and to other people and organisations. The ideas, frameworks and tools contained here are intended to provide the readers with insights into the possibilities for modern organisation management and HRM, and encourage them to stimulate their own new initiatives.

## What this Resource Suite is NOT

This Resource Suite is not intended as a catalogue of off-the-shelf solutions. It is neither a description of the current arrangements in Nigerian state governments organisations nor a prescription for the future. While it outlines internationally recognised best practices, the Resource Suite is not intended that these constructs or concepts represent the 'right' or 'best' way of introducing professionalism to government organisations. There is no 'one size fits all' model. To be effective, the model needs to be developed from the ground up by the very people who understand the context of their operating environment the best – the professionals and senior managers working in the public service.

As such, the ideas, frameworks and tools contained here are designed for the reform-minded and progressive readers to adapt, adopt and take forward as they see fit.

Mr. Ifeanyi Peters Ugwuoke

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