

SPARC Human Resources Management Resource Suite:

Ideas, frameworks and tools for HR professionals
The SPARC Resource Suite for effective people management

This publication was developed during the State Partnership for Accountability, Responsiveness and Capability (SPARC) programme, an initiative of the Nigerian and UK Governments, which worked to improve governance and reduce poverty in Nigeria from 2008 to 2016. The two governments supported reforms in 10 of Nigeria's 36 states: Anambra, Enugu, Jigawa, Kaduna, Kano, Katsina, Lagos, Niger, Yobe and Zamfara. The programme is indebted and grateful to the state government partners that worked tirelessly to develop, test, adapt and improve on tools and resources developed jointly with SPARC technical teams.

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Foreword

SPARC

In 2008 the Nigerian and UK Governments decided to set up a partnership – the State Partnership for Accountability, Responsiveness and Capability (SPARC) – to work for good governance and reduce poverty in Nigeria. The two governments agreed to work together, first to support governance reforms in Enugu, Jigawa, Kaduna, Kano and Lagos States and at the federal level. SPARC now works in 10 of Nigeria's 36 States, and the programme will run until 2015.

During the course of the programme, Nigerian partners and SPARC 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. In order to extract the utmost value from this unique and growing accumulation of know-how, we are finding new ways of sharing programme outputs to influence wider change.

The focus of this guide is on arguably one of the most important and challenging areas of reform – people management – and how a modern, professional human resources management (HRM) approach can rise to this challenge.

Human Resources 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.

Philosophy

The primary aim in developing this HRM Resource Suite is to make information on actual HRM concepts and practice widely available, both to those involved in the SPARC programme and to other people and organisations. The ideas, frameworks and tools contained here have been developed, piloted and successfully launched by SPARC over the years, and it is intended that these materials will provide the reader with insights into the possibilities for modern 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 HRM solutions. It is neither a description of the current HRM arrangements in Nigerian state governments nor a prescription for the future. While it outlines internationally recognised HR best practice it is not intended that these constructs or concepts represent the 'right' or 'best' way of introducing professional HRM in Nigeria. There is no 'one size fits all' HRM 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 HR officers 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 reader to adopt, adapt and take forward as they see fit.

Dr Joe Abah

National Programme Manager, SPARC

How to Use the Resource Suite

These resources are not intended as a blueprint for cut and paste, or to be read cover to cover. Rather the matrix contains a series of materials that can 'be dipped into' and used according to the reader's own interests, reform agenda and appetite.

Step 1 – Scan the HRM and Human Resources Development (HRD) Resource Matrix Roadmap

Begin by reviewing this introduction to see what the Resource Suite contains. Then identify your preferred starting point:

- Interested in understanding core HR theory and concepts and how these might benefit the organisation? *Look at Section One*
- Want to know how to design, modify or implement a new professional HRM model? *Look at Section Two*
- Want example tools and templates to adapt and use? *Look at Section Three*
- Need some prepared visual aids for training or briefing sessions? *Look at Section Four.*

Step 2 – Read or view the relevant resource in full

All of the documents listed in this Resource Suite are available electronically on the CD at the back of this booklet. The CD also includes PowerPoint presentations and Excel spreadsheets.

Step 3 – Use the material

The resources can be used in many different ways. You may simply use them as an aide memoire or private study guide, or share them formally or informally with colleagues. You may use them as a programme for analysing needs and planning HRM reforms. You may use the material as a training resource.

How this Resource Suite is Organised

The Resource Suite is divided into four main sections.

Section One: HRM Concepts – These materials are designed to introduce the reader to core professional HRM concepts relevant to the public service.

Section Two: HRM Frameworks – These materials describe some of the key HRM processes and responsibilities in more detail for those interested in introducing modern HRM practices.

Section Three: HRM Practitioner Tools – These materials include guidance notes and templates for some of the most commonly used HRM procedures.

Section Four: HRM Training Resources – These materials include a number of PowerPoint presentations that can be adapted for use in training or briefing sessions.

The materials in each section are summarised below.

Section One: HRM Concepts

Subsection Title	Brief Description
1A What is HRM?	Explains HRM functions including planning, recruiting, training, appraising, disciplining, rewarding and developing the employee.
1B Human Resources Management or Personnel Administration?	Explains the difference between the modern professional HRM approach to HR and the more traditional personnel administration approach.
1C The Roles of Human Resources Managers and Line Managers	Introduces the reader to some distinct and professional HRM roles. The key role of the line manager in HRM is also outlined.
1D Service-wide HRM and Individual MDAs	Provides an overview of the distinct HRM roles and responsibilities of the service-wide function and individual MDAs.

Section Two: HRM Frameworks

Subsection Title		Brief Description
2A	Human Resources Management Self-assessment Framework	Provides a template and scoring system based on the SPARC PSM SEAT, which can be used in the current status of HRM policies, systems and processes in state governments.
2B	HR Policy Principles and Policies	Focuses on high level policy principles and explains what the development process might look like.
2C	HR Structures	Guide to decision making and 'how to' guide for those considering establishing a professional HRM model.
2D	HR Operational Procedures Reference Guide	Reference book that provides guidance on specific HR procedures.
2E	Workforce Planning	Introduction to the establishment and workforce planning process.
2F	Capacity Building and Human Resources Development Policy	Basic introduction to capacity building and some key considerations for developing a Human Resources Development Policy.
2G	Building Readiness and Managing HRM Reform	Outline of example steps to build readiness for HR transformation and tips on managing the change process.
2H	Ethical HRM: Questions and Case Studies	Provides some guidance and sample case studies to stimulate discussion on the ethical dilemmas that confront public service HRM practitioners.

Section Three: HR Practitioner Tools

Subsection Title	Brief Description
3A HR Glossary	Alphabetised glossary for quick reference.
3B Guide to Personnel Record Keeping	Provides guidance on the contents of, compilation of and maintenance of personnel records.
3C HR Database Part 1: Instructions	Template for basic personnel records to allow for more strategic HR activities and planning to be undertaken.
3D HR Database Part 2: Template	
3E Job Evaluation/Job Classification	Step-by-step guide to job evaluation and classification with some relevant tools.
3F Recruitment Plan Part 1: Instructions	A recruitment plan that can be used to track the status of recruitment exercises, monitor progress and record decisions.
3G Recruitment Plan Part 2: Template	
3H Structured Interview Guidance and Sample Questions	Guidance on structured interviews and sample questions.
3I Candidate Selection Summary Score Sheet	Example selection summary score sheets and structured interview questions.
3J Recruitment Summary and Appointment Requisition	Used to confirm that the proposed candidate has the right skills and experience to fill the vacancy available and to demonstrate evidence of due process.
3K Induction Checklist	Structured checklist of key induction activities to be carried out by the HR officer, line manager and new joiner in their first few months.
3L Deployment Template	Deployment template to facilitate the strategic movement of officers within and across the service.
3M Succession Planning Guidance and Templates	Guide to succession planning, including a series of relevant templates.
3N Training and Development Guidance	Provides guidance and tips on training needs analysis, design, delivery and evaluation.

Section Three: HR Practitioner Tools *CONTINUED...*

Subsection Title	Brief Description
3O Performance Management	Step-by-step guide to performance planning and performance management.
3P Promotion and Advancement	A checklist outlining policy and decision-making steps.
3Q Absence Tracker Part 1: Instructions	An absence tracker with detailed instructions for monitoring sickness and annual leave.
3R Absence Tracker Part 2: Template	
3S Exit Interview Questionnaire	Template and guidance on using exit interviews for departing officers.
3T Gender and Social Inclusion	National Gender Equality Policy requirements. Gender and social inclusion self-assessment checklist and guidance on data disaggregation.



Section Four: HRM Training Resources

HR Training

PowerPoint Presentations

4A Introduction to introductory HR best practice PowerPoint presentation materials for sensitisation purposes

4B Overview of Key HRM Topics

4C Introduction to Professional HRM

4D Delivering Value Through HR – From Personnel to Professional HRM

4E Workforce Planning

4F Recruitment, Selection and Placement

4G Learning and Development


4H HRMIS, KPIs and Accountability

4I Career Development

4J Reward Management – Driving Performance

4K Employee Relations

4L Staff Welfare



SPARC Human Resources
Management Resource Suite:

